

Governance Code of Conduct

2026 - 2027

As individuals, we agree to:

Fulfil our role & responsibilities

1. We accept that our role is strategic and so will focus on our core purpose rather than involve ourselves in day-to-day management.
2. We will fulfil our role and responsibilities as set out in our scheme of delegation.
3. We will develop, share and live the ethos and values of our trust. Including adherence to The Seven Nolan Principles of public life as listed below in Appendix 1.
4. We agree to adhere to trust policies and procedures.
5. We will fully cooperate with requests that are necessary to ensure organisational compliance, including disclosure and barring or right to work checks.
6. We will work collectively for the benefit of The Trust.
7. We will be candid but constructive and respectful when holding senior leaders to account.
8. We will consider how our decisions may affect The Trust and local community.
9. We will stand by the decisions that we make as a collective.
10. Where decisions and actions conflict with the Seven Principles of Public Life or may place pupils at risk, we will speak up and bring this to the attention of the relevant authorities.
11. We will only speak or act on behalf of The Trust board if we have the authority to do so.
12. **Trustees:** We will fulfil our responsibilities as a good employer, acting fairly and without prejudice.
13. When making or responding to complaints, we will follow the established procedures.
14. We will strive to uphold The Trust's reputation in our private communications (including on social media).
15. We will have regard to our responsibilities under The Equality Act and will work to advance equality of opportunity for all.
16. **Local governors:** We will act as local ambassadors for our trust.

Demonstrate our commitment to the role

1. We will involve ourselves actively in the work of the board and accept our fair share of responsibilities, serving on committees or working groups where required.
2. We will make every effort to attend all meetings and, where we cannot attend, explain in advance why we are unable to.
3. We will arrive at meetings prepared, having read all papers in advance, ready to make a positive contribution and observe protocol.
4. We will get to know the school/s well and welcome opportunities to be involved in school activities.
5. We will visit the school/s and when doing so will make arrangements with relevant staff in advance and observe school and board protocol.
6. When visiting a school in a personal capacity (for example, as a parent or carer), we will continue to honour the commitments made in this code.
7. We will participate in induction training, prioritise training in required areas (such as safeguarding) and commit to developing our individual and collective skills and knowledge on an ongoing basis.

Build and maintain relationships

1. We will develop effective working relationships with leaders, staff, parents and other relevant stakeholders from our local communities.
2. **Local governors:** We will champion the voices of our school community and stakeholders.
3. **Local governors:** We will establish effective working relationships with trustees.
4. **Trustees:** We will engage with and be accountable to those governing at local level.

5. **Trustees:** We will respect the remit of, and engage constructively with, relevant authorities, sector bodies and other trusts.
6. We will express views openly, courteously and respectfully in all our communications with board members and staff both inside and outside of meetings.
7. We will work to create an inclusive environment where each board member's contributions are valued equally.
8. We will support the chair in their role of leading the board and ensuring appropriate conduct.

Respect confidentiality

1. We will observe complete confidentiality both inside and outside of The Trust when matters are deemed confidential or where they concern individual staff, pupils or families.
2. We will not reveal the details of any governing board vote.
3. We will ensure all confidential papers are held and disposed of appropriately.
4. We will maintain confidentiality even after we leave office.
5. We will practice good ICT security, keep personal data safe and support GDPR compliance. Using only our Trust allocated email addresses for Trust business.

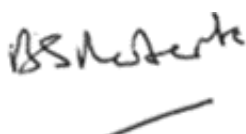
Declare conflicts of interest and be transparent

1. We will declare any business, personal or other interest that we have in connection with the board's business, and these will be recorded in the register of business interests.
2. We will also declare any conflict of loyalty at the start of any meeting should the need arise. With any conflicts of interest relating to specific agenda items declared at the beginning of each meeting.
3. If a conflicted matter arises in a meeting, we will offer to leave the meeting for the duration of the discussion and any subsequent vote.
4. We accept that the register of business interests will be published on The Trust's or school website.
5. We will act as a trustee/local governor, not as a representative of any group.
6. We accept that in the interests of open governance, our full names, date of appointment, terms of office, roles on The Trust board or Local Governing Board, attendance records, relevant business and pecuniary interests, category of governor/trustee and the body responsible for appointing us will be published on The Trust or school website.
7. We accept that information relating to board members will be collected and recorded on the DfE's national database (Get information about schools), some of which will be publicly available.
8. We understand that potential or perceived breaches of this code will be taken seriously and that a breach could lead to formal sanctions including removal from the board as a last resort.
9. We agree that this code of conduct will be reviewed annually and endorsed by all those involved in governance within The Balcarras Trust.

Adopted by:

Board of Trustees on 22 September 2026

Signed:



Bernard Roberts, Chair of Trustees

Appendix 1

The Seven Nolan Principles (with clear, practical meaning)

- **Selflessness** — Decisions must be made solely in the public interest, not for personal gain.
- **Integrity** — Avoid obligations or influences that could compromise your judgement.
- **Objectivity** — Make choices based on evidence, merit, and fairness.
- **Accountability** — Be answerable for decisions and actions; submit to scrutiny.
- **Openness** — Act transparently unless there is a lawful or ethical reason not to.
- **Honesty** — Declare conflicts of interest and be truthful in all dealings.
- **Leadership** — Demonstrate these principles through your own behaviour and encourage others to do the same.

