



LOCAL ACADEMY BOARD CODE OF CONDUCT 2025-2026





DoWMAT Vision and Values

Our Vision

DOWMAT's vision is to foster an inclusive, nurturing environment where everyone flourishes - academically, spiritually, and personally. Rooted in Christian values, we prioritise the vulnerable, promote work-life balance, and strive to deliver exceptional education, while celebrating each academy's unique identity—reflecting the fullness of life promised in John 10:10.

'To love, to learn, to serve - through collaboration, honesty, and hope.'

Our Values

Love

We are committed to **Compassion and Care**: As Christ commands, we strive to love one another deeply, fostering empathy, respect, and kindness. We create a culture where we genuinely care for each other, supporting personal, professional and spiritual growth, as we walk in His love.

Learn

We are committed to **Continuous Growth and Wisdom**: Following the call to grow in knowledge and understanding, we cultivate a culture of curiosity, adaptability, and continual improvement. We encourage all to seek wisdom and learning, guided by God's truth, that we might serve more effectively.

Serve

We are committed to **Service and Impact**: Inspired by Christ's example of humble service, we dedicate ourselves to serving others, contributing to the well-being of our schools, communities, and beyond, bringing His light and love into all we do.

Collaboration

We are committed to **Unity in Purpose**: We value working together in mutual respect, knowing that through collaboration, we can have a greater impact supporting each other to achieve our shared vision.

Honesty

We are committed to **Integrity and Truth**: Following Christ's call to live in truth, we foster a culture of honesty, transparency, and trust, ensuring that our actions reflect His integrity in all dealings, upholding the highest ethical standards.

Hope

We are committed to **Inspiring Hope and Faith**: As bearers of Christ's hope, we instil in every individual the belief in their God-given potential to achieve great things, trusting in His plan to bring good out of all circumstances, and inspiring hope for a future filled with His promises.

The Diocese of Worcester Multi Academy Trust (DoWMAT) Board is, ultimately, the Trust's accountable body.

The LAB members are accountable to the DoWMAT Board for the quality of support they provide the school, specifically regarding their key functions in line with our Scheme of Delegation and best practice from the National Governance Association ([Local governance here and now](#)), namely:

Standards

- Monitoring school performance and improvement – regular review of performance data, including exam results, attendance rates, and pupil progress, to ensure that the school is meeting its targets.
- Working with senior leaders to identify areas for improvement and develop strategies to address them in line with the trust's strategic objectives.

Stakeholder engagement

- Ensuring the needs and concerns of all stakeholders (e.g. staff, pupils, parents, local community, church/diocese) are accounted for in the decision-making process and acting as a mouthpiece for their interests and voices at trust level.
- Achieved through effective communication channels, consulting key stakeholders, and working in partnership with the local community.

Safeguarding

- Implementing the trust's safeguarding policy and fostering a culture that prioritises the safety and wellbeing of all pupils and staff in their respective schools.
- Working closely with the Designated Safeguarding Lead (DSL) to ensure the necessary procedures are in place, which can be supported through the appointment of a link governor.
- Monitoring and reviewing the effectiveness of the school's safeguarding arrangements.

SEND

- Ensuring adequate resources are provided to pupils with special educational needs and disabilities (SEND) that support their educational progress.
- Seeking assurances that staff are trained to implement strategies and support plans.
- Working in partnership with other stakeholders, such as parents, external agencies, and the wider MAT community, to ensure that pupils with SEND are well-supported and included in all aspects of school life.
- Like safeguarding, this is usually primarily carried out by a specific link governor.

Spirituality

- Ensuring Christian vision and values underpin all aspects of academy life. In this way, we can be assured that our pupils grow and learn in schools where their individual qualities are nurtured to instil fulfilment, self-worth, the skills to contribute to society and confidence in the future.

This support from our Local Academy Boards makes all the difference to our academy leaders and greatly contributes to ensuring that all DoWMAT pupils attend a successful academy which is providing a good education whilst supporting their holistic well-being.

This Code of Conduct sets out the expectations on, and commitment required, from Local Academy Board members in order for the LAB to make a full contribution to the academy, the Multi Academy Trust and the community. This Code of Conduct will be reviewed by the DoWMAT Board of Directors on a regular basis and should be signed by the Local Academy Board on behalf of its' members at the first meeting of the Autumn term. It is a requirement that each Local Academy Board member fully complies with each of the expectations in this Code of Conduct.

Roles and Responsibilities

1. The Local Academy Board is a corporate body, which means:

- No Local Academy Board member can act on her/his own without proper authority from the full LAB.
- All Local Academy Board members carry equal responsibility for decisions made.
- Although appointed through different routes (i.e. parents, staff, community or foundation), the over-riding concern of all Local Academy Board members has to be the welfare of the academy as a whole.

2. The Local Academy Board:

- Works with the Multi Academy Trust to set the visions, ethos and strategic direction of the academy.
- Challenges and supports the academy by monitoring, reviewing and evaluating progress against targets and ensuring good financial management of academy funds.
- Ensures accountability of the Headteacher, and/or the Executive Headteacher if appointed, and staff to the Local Academy Board members and the Multi Academy Trust. In turn, the Local Academy Board is accountable to the staff, parents, local community and the Multi Academy Trust by ensuring they are involved, consulted and informed as appropriate.
- Is responsible for determining, monitoring and keeping under review their own academy policies, plans and procedures within which the academy operates.
- All members of the Local Academy Board will be required to make themselves familiar with academy policies and procedures and with policies adopted by the Trust Board on behalf of all the DoWMAT academies, including the following:

- Child Protection and Safeguarding Policy
- Health and Safety Policy
- Whistleblowing Policy
- Data Protection Policies
- Disciplinary Procedures
- Complaints Policy
- Financial Handbook

Further information on the role of Local Academy Boards can be found on [Academy trust governance guide - Guidance - GOV.UK \(www.gov.uk\)](#)

Actions to be completed by the Local Academy Board on an annual basis:

- Ensure the Committee structure follows the DoWMAT expectations, as set out in the Composition of the DoWMAT Local Academy Board document for the academy.
- Minutes of each LAB and sub-committee meeting to be available on GovernorHub portal.
- Ensure an appropriate LAB monitoring schedule is put in place and implemented each year.
- Ensure the LAB follows the Terms of Reference as set out by DoWMAT for the academy.
- Ensure academy policies are up to date and that all policies, including the Trust ones followed by the academy are available for parents.
- Ensure academy website is up to date.
- Ensure Governance information on the academy website is up to date.
- Ensure new Local Academy Board members are provided with appropriate training opportunities and suitable induction procedures.
- Monitor the performance of the LAB by reviewing the Key Performance Indicators at the end of each academic year.

As a member of the Local Academy Board, I accept the following principles and procedures:

General

- ✓ I understand the purpose of the Local Academy Board, as set out above.
- ✓ I am aware of and accept the Nolan seven principles of public life: see Appendix. 1.
- ✓ I will work to ensure that Christian distinctiveness is embedded throughout the academy and that my words and behaviour, at all times, reflects the Christian ethos and values of the academy and the Trust.

- ✓ I accept I have no legal authority to act individually and therefore will only speak on behalf of the Local Academy Board when I have been specifically authorised to do so.
- ✓ I have a duty to act fairly and without prejudice and, in so far as I have responsibility for staff, I will fulfil all that is expected of a good employer.
- ✓ I will encourage open government and will act appropriately.
- ✓ I accept collective responsibility for all decisions made by the Local Academy Board or its delegated agents. This means that I will not speak against majority decisions outside the Local Academy Board meeting.
- ✓ I will not enter into dialogue or express my views on the Trust or any Trust academy on social media, even if not acting in the capacity of a Local Academy Board member of the academy.
- ✓ I will consider carefully how our decisions may affect the community and other schools and the Multi Academy Trust.
- ✓ I will always be mindful of my responsibility to maintain and develop the ethos and reputation of our academy, and that of the Multi Academy Trust. My actions within the academy and the local community will reflect this.
- ✓ In making or responding to criticism or complaints affecting the academy, I will follow the procedures established by the Multi Academy Trust.
- ✓ I understand the Governance Structure of the Diocese of Worcester Multi Academy Trust (Appendix 2) and am aware of the functions delegated to the Local Academy Board as outlined in the Trust Scheme of Delegated Authority.

Commitment

- ✓ I acknowledge that accepting office as a Local Academy Board member involves the commitment of significant amounts of time and energy.
- ✓ I will each involve myself actively in the work of the Local Academy Board, and accept my fair share of responsibilities, including service on committees or working groups.
- ✓ I will ensure I take steps to remain up to date on all my responsibilities as a LAB member; reading relevant DfE / DoWMAT documents on academy governance.
- ✓ I will ensure I take the time to read all Board documents prior to the meeting and to be 'present' during meetings in order to undertake my role effectively and responsibly.
- ✓ If acting as a Local Academy Board member, I will not go beyond my duties or act outside of the powers of authority conveyed on me, and acknowledge that were I to do so, I could be held liable to the academy and/or third parties.
- ✓ I will make full efforts to attend all meetings and, where I cannot attend, explain in advance in full why I am unable to.
- ✓ I will get to know the academy well, participate in the academy community and respond to opportunities to involve myself in activities at the academy.

- ✓ My visits to the academy will be arranged in advance with the staff and undertaken within the framework established by the Local Academy Board and agreed with the Headteacher.
- ✓ I will consider seriously my individual and collective needs for training and development, and will undertake relevant training.
- ✓ I am committed to actively supporting and challenging the Headteacher, in a manner which upholds the DoWMAT / academy vision and values.
- ✓ I am committed to working with the Multi Academy Trust to support the academy
- ✓ I accept that in the interests of open government my full name, date of appointment, term of office, roles on the LAB, attendance records, relevant business and pecuniary interest, category of governor and the body responsible for appointing me will be published on the academy's website
- ✓ In the interests of transparency, I accept that the information relating to Local Academy Board members will be collected and logged on the DfE's national database of governors (Edubase).

Relationships

- ✓ I will strive to work as a team in which constructive working relationships are actively promoted
- ✓ I will take particular care to ensure that my working relationship with the Headteacher and senior leaders is constructive, supportive and fully reflecting of the academy and Trust's Christian principles
- ✓ I will express views openly, courteously and respectfully in all our communications with other Local Academy Board members
- ✓ I will support the Chair in their role of ensuring appropriate conduct both at meetings and at all times
- ✓ I am prepared to answer queries from other Local Academy Board members in relation to delegated functions and take into account any concerns expressed, and I will acknowledge the time, effort and skills that have been committed to the delegated function by those involved
- ✓ I recognise that the roles of Local Academy Board members, staff members and volunteers in an academy are different. Where I am also a staff member and/or volunteer in school I will maintain the separation of my roles.
- ✓ I will seek to develop effective working relationships with the Headteacher, staff, parents, the Multi Academy Trust, Local Authority and other relevant agencies and the community

Confidentiality

- ✓ I will observe complete confidentiality when matters are deemed confidential or where they concern specific members of staff or pupils, both inside or outside the academy

- ✓ I will exercise the greatest prudence at all times when discussions regarding academy business arise outside a LAB meeting
- ✓ I will not reveal the details of any LAB vote outside of the Local Academy Board

Conflicts of Interest

- ✓ I will record any pecuniary or other business interest that I have in connection with the Local Academy Board's business in the Register of Business Interests on GovernorHub. I accept that the Register of Business Interests will be published on the academy's website.
- ✓ I will declare any interests of those related or closely connected to myself on the Register of Pecuniary Interests.
- ✓ I will declare any pecuniary interest - or a personal interest which could be perceived as a conflict of interest - in a matter under discussion at a meeting and offer to leave the meeting for the appropriate length of time.
- ✓ I will act in the best interests of the academy as a whole and not as a representative of any group, even if elected to another Local Academy Board.

Breaching the Code of Conduct

If any Local Academy Board member believes this code has been breached, they must raise the issue with the Chair of the LAB. The Chair will investigate the issue raised and seek to resolve any difficulties or disputes constructively.

Should it be the Chair that we believe has breached this code, the concern will be referred to the Diocese of Worcester Multi Academy Trust for investigation

Where the Chair of the LAB is unable to resolve any difficulties or disputes the matter should be referred to the Diocese of Worcester Multi Academy Trust for investigation. If necessary, a panel consisting of two governors and a representative of the Diocese of Worcester Multi Academy Trust should be convened to review the concerns raised.

The aim of the hearing, which needs to be held in private, will always be to resolve the complaint and achieve reconciliation. However, where the breach of this code of practice is deemed to be of a serious nature or injurious to the reputation of the academy and/or the Trust, discussions may lead to consideration of suspension or in some circumstances a recommendation from the Board of Directors for removal from the LAB.

Local Academy Board Agreement – to be reviewed at the first full LAB meeting of the Autumn term.

The Local Academy Board of [Malvern Parish CE Primary School](#) academy adopted this code of practice on [18-09-2025](#). (It is recommended that Local Academy Board members review and adopt the Code of Conduct at the first Local Academy Board meeting of each academy year).

Undertaking: As a member of the Local Academy Board:

- ✓ I will always have the well-being of the children and the reputation of the academy at heart.
- ✓ I will do all I can to be an ambassador for the academy, publicly supporting its aims, values and Christian ethos.
- ✓ I will never say or do anything publicly that would embarrass the academy, the local academy board, the Multi Academy Trust, the Headteacher or staff.

Signed Rachel Hill-Kelly..... (Chair of the Local Academy Board)

Printed nameRACHEL HILL-KELLY.....

Date:18-09-2025.....

Appendix 1

The Seven Principles of Public Life

(Originally published by the Nolan Committee: The Committee on Standards in Public Life, to consider standards of conduct in various areas of public life)

Selflessness: Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.

Integrity: Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.

Objectivity: In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

Accountability: Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

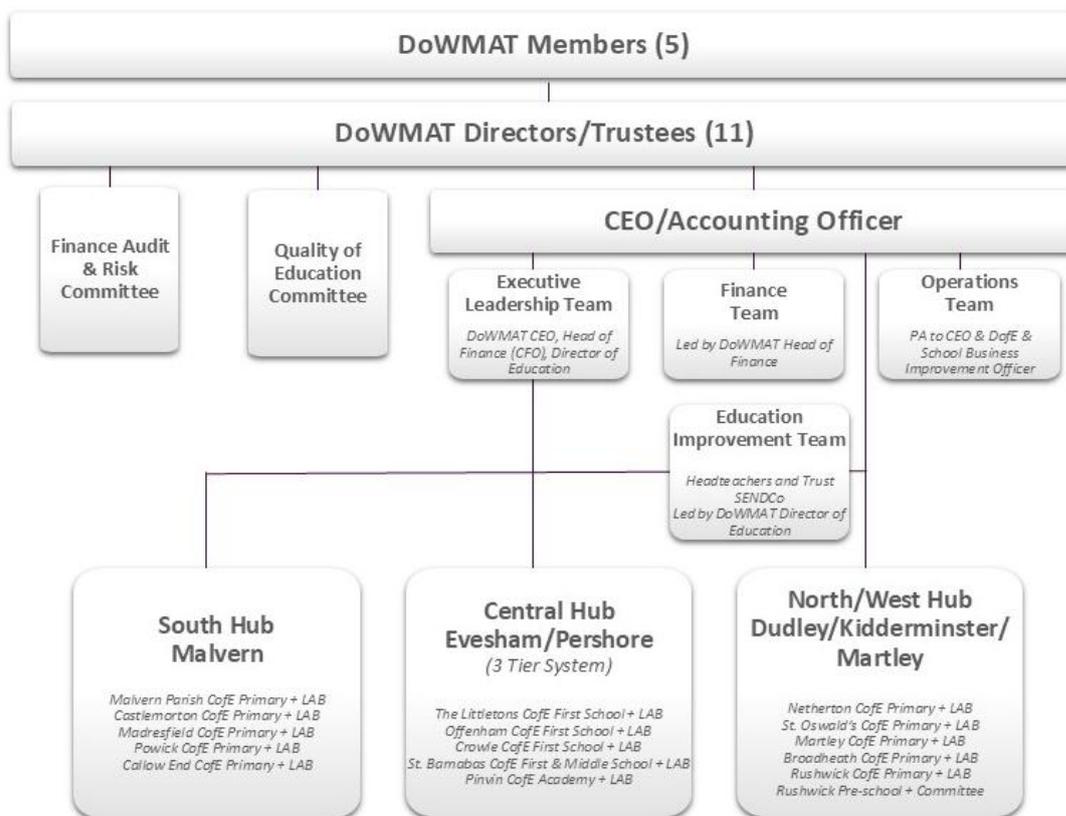
Openness: Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

Honesty: Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

Leadership: Holders of public office should promote and support these principles by leadership and example.

Appendix 2

DoWMAT Governance - September 2025



DoWMAT Members

1. Worcester Diocesan Academy Trust (Corporate member)
2. Bryan Allbut
3. Chris Stephens (Chair of the Directors / Trustees)
4. Dr Margaret James
5. Rev Ruth Walker

Board of Directors/Trustees

1. Chris Stephens (Chair)
2. Hugh Richards (Vice Chair)
3. Vicki Shelley (CEO)
4. Tim Reid
5. Sam Porter
6. Jonathan Chenevix-Trench
7. Sarah Riley
8. Claire Daffern
9. Laura McWhinney
10. Michelle Nisbet
11. Vacancy

Document History

Date	Author	Summary Changes	Approved by
30.06.2025	Vicky Rudge	<ol style="list-style-type: none"> 1. Annual Review 2. Added 'Core Functions of the LAB' on page 2. 3. Updated Appendix 2 	Trust Board
04.10.2024	Vicki Shelley	<ol style="list-style-type: none"> 1. Annual Review 2. Governance handbook and competency framework withdrawn. Guidance updated to follow: Academy trust governance guide - Guidance - GOV.UK (www.gov.uk) 	Trust Board
03.10.2023	Claire Davies	Annual Review	Trust Board