ST MARY'S RC PRIMARY SCHOOL GOVERNING BOARD

MODEL DELEGATION AND TERMS OF REFERENCE

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CONTENTS PAGE

Number	Details	Page number
1.	Delegation of Powers	3
2.	Chair's Action	3
3.	Use of Email	4
4.	Remote attendance	4
5.	Model committee structure	4
6.	Model terms of reference	4
6.1	General terms for all committees	5
6.2	Membership	5
6.3	Quorum	5
6.4	Meetings	5
7.	Link Governors	6
Appendix 1	Curriculum & Standards Committee terms of reference	7
Appendix 2	Resources Committee terms of reference	9
Appendix 3	Admissions Committee terms of reference	12
Appendix 4	Complaints committee terms of reference	13
Appendix 5	Headteacher Appraisal Committee terms of reference	14
Appendix 6	Personnel and Pay Implementation Committee terms of reference	16
Appendix 7	Personnel Appeals Committee terms of reference	18
Appendix 8	Pupil Discipline Committee terms of reference	19
Appendix 9	Use of Email terms of reference	21
Appendix 10	Remote attendance Terms of reference	22
Appendix 11	Link Governor roles	23
Appendix 12	Classroom visits guidelines	25
Appendix 13	School visits aide memoire	27
Appendix 14	Governor visit report	28

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Delegation and Terms of Reference for the Governing Board of St Mary's RC Primary School

1. DELEGATION OF POWERS

Most Governing Boards carry out much of their business through committees. The Governing Board decides the constitution, membership and terms of reference of all committees and must review the delegation of functions annually. The Governing Board will remain accountable for any decisions taken including those relating to functions delegated to a committee, panel or individual.

The Governing Board can still perform functions it has delegated: this enables the Governing Board to take decisions on matters that are discussed at meetings on functions that have been delegated. For instance, the Governing Board can decide to move ('vire') money from one budget heading to another in light of changing circumstances, even if the function of approving and monitoring the budget has been delegated to a committee.

If a committee of the Governing Board is given delegated powers the committee must be clerked and its work must be carried forward as if it were a Governing Board meeting. Such committees should have clear terms of reference and these should be approved by the Governing Board. The Clerk to the Committee is responsible for calling committee meetings; setting agendas and ensuring Governors with delegation are in attendance. The Headteacher must not clerk any committee of the Governing Board.

Some duties must not be delegated. Functions that cannot be delegated to an individual include those that relate to:

- the alteration, discontinuance or change of category of maintained schools;
- the approval of the first formal budget plan of the financial year;
- the exclusion of pupils (except in an emergency when the Chair has the power to exercise these functions);
- suspension of Governors

The Governing Board cannot delegate any functions relating to:

- the constitution of the Governing Board (unless otherwise provided by the Constitution Regulations);
- the appointment or removal of the Chair and Vice-Chair;
- the delegation of functions;
- the establishment of committees

There is a requirement to report back to the board on any delegated functions. This doesn't mean seeking final approval from the Governing Board but you need to explain the decisions taken at committee level. The board always acts as a "Board corporate" and remains accountable at the board level in law and to Ofsted for the performance of all its duties and functions.

2. CHAIR'S ACTION

The Chair, or Vice Chair if the Chair is unavailable, can make decisions on the Governing Board's behalf using the power of 'Chair's action'. Regulation 8 of the Roles, Procedures and Allowances Regulations 2013. Decisions taken under the power of 'Chair's action' must be reported to the Governing Board at the first available opportunity. 'Chair's action' should only be used where any delay would be likely to be seriously detrimental to the interests of the school, any pupil at the school, or his/her parent, or a person who works at the school.

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3. USE OF EMAIL

The Governing Board could choose to use email or GovernorHub as a method of discussion within the Governing Board, however, this can only happen with the Governing Board have agreed terms of how the board will use email or GovernorHub and this should be agreed by the Governing Board and cannot be delegated (Appendix 9).

4. REMOTE ATTENDANCE

Governors are able to attend meetings remotely in accordance with their Virtual Meeting Policy. In Maintained Schools, the board has the power to approve alternative arrangements for governors to participate or vote at meetings by telephone or video conference. This is set out in regulation 14 of The School Governance (Roles, Procedures and Allowances) (England) Regulation 2013. This also applies to Committee meetings.

5. A MODEL COMMITTEE STRUCTURE [SCHOOL TO AMEND FOR THEIR OWN COMMITTEE STRUCTURE]

Standing Committees

The following committees meet regularly to monitor the work of the school in specific areas and to review policy:

- Curriculum & Standards Committee (Appendix 1) covering:

    - Teaching and Learning
    - Curriculum
    - Inclusion
    - SEND
    - Equality
    - Pupil Behavior and Welfare (including Child Protection)

- Resources Committee (Appendix 2) covering:

    - Finance issues
    - Staffing issues
    - Premises issues

Special Committees

The following committees normally meet as required, to deal with cases relating to individuals.

- Admissions Committee (Appendix 3) (at voluntary aided and foundation schools only) – Advice available from Diocesan Authorities
- Complaints Committee (Appendix 4)
- Headteacher Appraisal Committee (Appendix 5)
- Personnel & Pay Implementation Committee (Appendix 6)
- Personnel Appeals Committee (Appendix 7)
- Pupil Discipline Committee (Appendix 8)

6. MODEL TERMS OF REFERENCE

This document sets out the terms of reference for committees at St Mary's RC Primary School.

* Delete as necessary

Part 5 of the School Governance (Roles, Procedures and Allowances) (England) Regulations 2013, which relates to Governing Board committees, does not apply to staffing matters in relation to individual members of staff. It is open to Governing Boards to determine procedural arrangements beyond those they either must or should follow under the staffing regulations and guidance. This relates to the following committees:

- Headteacher Appraisal Committee
- Personnel and Pay Implementation Committee
- Personnel Appeals Committee

6.1 GENERAL TERMS FOR ALL COMMITTEES

- To act on matters delegated by the Governing Board
- To liaise and consult with other committees where necessary
- To contribute to the School Improvement Plan
- To consider safeguarding and equalities implications when undertaking all committee functions

6.2 MEMBERSHIP

The Governing Board must determine the membership, proceedings and terms of reference of any committee, and must review these annually.

The membership of a committee may include associate members, provided that the majority of members of the committee are Governors.

Each committee must have a Chair and a Clerk – the Governing Board will decide whether to appoint the Chair or whether the committee should do this. Associate Members can also be the Chair of a committee but not cast a deciding vote in the event of a split decision. The Headteacher cannot be the clerk to a committee, but a Governor can. Even when not a member, the Headteacher is entitled to attend all committee meetings.

6.3 QUORUM

Committees are free to determine their own quorum, but as a minimum this must be not less than three Governor members of the committee. The exception to this is the quorum for committees dealing with staffing matters as the quorum can be 2 but only in exceptional circumstances. Being unable to secure 3 Governors would not be considered as exceptional circumstances.

6.4 MEETINGS

Governing Boards are free to determine how often their committees meet – this may be left to the discretion of the individual committees and may depend on the circumstances of the school at any given time. Committee meetings will not be open to the public but minutes shall be made available upon request. Information relating to a named person or any other matter that the committee considers confidential does not have to be made available for inspection.

In the absence of the Chair, the committee shall choose an acting Chair for that meeting from among their number.

In the absence of the Clerk the committee shall choose a Clerk for that meeting from among their number (someone who is not the Headteacher/~~Principal~~).

The minutes of each meeting will be circulated with the agenda for the next ordinary meeting of the Governing Board and will be presented at that meeting by the Chair (or in his/her absence another member of the committee).

* Delete as necessary

Any decisions taken must be determined by a majority of votes of committee members present and voting – the majority of those present must be Governors.

7. LINK GOVERNORS

Governors have a responsibility to monitor and evaluate the progress of their school and contribute to the school self-evaluation process. This can be done through a variety of methods including reports from the Headteacher and senior staff, analysis of statistical data and, perhaps, through first hand observation as Link Governors.

Where schools have appointed Link Governors they need to clearly define their role and remit. An integral part of many link Governor roles is visiting the school (Appendix 11). These visits must be undertaken in accordance with an established Governor classroom visit guidelines (an NGA guidance document is attached at Appendix 12).

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APPENDIX 1

CURRICULUM & STANDARDS COMMITTEE TERMS OF REFERENCE

OVERALL PURPOSE OF THE COMMITTEE

To review and monitor the curriculum offer on behalf of the Governing Board.

MEMBERSHIP

- Minimum of three governors who are members of the committee
- The membership of a committee may include associate members with/without voting rights, provided that a majority of members of the committee are Governors

QUORUM

- Committees are free to determine their own quorum, but as a minimum this must be not less than three governor members of the committee

MEETINGS

- Governing Boards are free to determine how often their committees meet
- Committee meetings will not be open to the public but minutes shall be made available upon request
- Information relating to a named person or any other matter that the committee considers confidential does not have to be made available for inspection
- Each committee must have a Chair and a Clerk – the Governing Board will decide whether to appoint the Chair or whether the committee should do this
- In the absence of the chair, the committee shall choose an acting chair for that meeting from among their number
- In the absence of the clerk, the committee shall choose a clerk for that meeting from among their number. The Headteacher cannot be the clerk to a committee.
- Even when not a member, the Headteacher is entitled to attend all committee meetings
- The draft minutes of each meeting will be circulated with the agenda for the next ordinary meeting of the Governing Board and will be presented at that meeting by the chair (or in his/her absence another member of the committee)
- Any decisions taken must be determined by a majority of votes of committee members present and voting – but no vote can be taken unless a majority of those present are Governors

CURRICULUM PLANNING AND DELIVERY

- To review, monitor and evaluate the curriculum offer
- To recommend for approval to the Governing Board the:
  - Self-evaluation
  - School/~~Academy~~ Improvement/Development Plan
  - Targets for school/academy improvement to the Governing Board
- To develop and review policies identified within the school's policy review programme and in accordance with its delegated powers (e.g. RSHE and pupil behaviour/discipline)
- To ensure that the requirements of children with special needs are met, as laid out in the Code of Practice, and receive termly reports from the Headteacher/SENCO and an annual report from the SEN Link Governor.

* Delete as necessary

ASSESSMENT AND IMPROVEMENT

- To monitor and evaluate the effectiveness of leadership and management
- To monitor and evaluate the impact of quality of teaching, learning and assessment on outcomes for pupils to include attainment and progress
- To monitor and evaluate outcomes for all pupils to include attainment against national curriculum expectations and rates of progress including any underachieving groups
- To monitor and evaluate the impact of continuing professional development on improving staff performance
- To set priorities for improvement, and monitor and evaluate the impact of improvement plans which relate to the committee's area of operation
- To monitor and evaluate provision for all groups of vulnerable children (e.g. looked after children) and ensure all their needs have been identified and addressed, and to evaluate attainment against national curriculum expectations and rates of progress
- To monitor and oversee the effectiveness of the school's assessment arrangements, including periodic review of the Assessment Policy and provide assurance to the Governing Board regarding its implementation and impact.
- To consider recommendations from external reviews of the school (e.g. Ofsted or local school improvement advisers), agree actions as a result of reviews and evaluate regularly the implementation of the plan
- To review, adopt and monitor the equal opportunities policy - taking into account the Equality Act 2010 and the public sector equality duty i.e. to eliminate discrimination, advance equality of opportunity and foster good relations
- To advise the Resources Committee on the relative funding priorities necessary to deliver the curriculum

ENGAGEMENT

- To monitor the school's publicity, public presentation and relationships with the wider community
- To identify and celebrate pupil achievements
- To oversee arrangements for educational visits, including the appointment of a named Educational Visits Co-ordinator
- To ensure all statutory requirements for reporting and publishing information are met and the school website content is fully compliant and presented in an accessible way
- To monitor and seek assurance regarding the school's safeguarding, security and risk management arrangements, including compliance with statutory duties relating to the Prevent Duty and counter-terrorism preparedness.

TRAINING AND DEVELOPMENT

To ensure that members of the Committee develop and maintain an up-to-date understanding of matters relating to this committee, for example by attending relevant Governor training courses and reading relevant DfE and LA guidance.

* Delete as necessary

APPENDIX 2

RESOURCES COMMITTEE TERMS OF REFERENCE

OVERALL PURPOSE OF THE COMMITTEE

- To provide oversight of the finance, premises and staffing on behalf of the Governing Board

MEMBERSHIP

- Minimum of three Governors who are members of the committee
- The membership of a committee may include associate members with/without voting rights, provided that a majority of members of the committee are Governors
- In most cases, Staff Governors or other Governors/Associate Members who are also members of Staff (excluding the Headteacher), should not sit on a Resources (Finance) committee as the areas under scrutiny are more likely to result in a conflict of interest

QUORUM

- Committees are free to determine their own quorum, but as a minimum this must be not less than three governor members of the committee

MEETINGS

- Governing Board are free to determine how often their committees
- Committee meetings will not be open to the public but minutes shall be made available
- Information relating to a named person or any other matter that the committee considers confidential does not have to be made available for inspection
- Each committee must have a Chair and a Clerk – the Governing Board will decide whether to appoint the Chair or whether the committee should do this
- In the absence of the chair, the committee shall choose an acting chair for that meeting from among their number
- In the absence of the clerk, the committee shall choose a clerk for that meeting from among their number. The Headteacher cannot be the clerk to a committee.
- Even when not a member, the Headteacher is entitled to attend all committee meetings
- The draft minutes of each meeting will be circulated with the agenda for the next ordinary meeting of the Governing Board and will be presented at that meeting by the chair (or in his/her absence another member of the committee)
- Any decisions taken must be determined by a majority of votes of committee members present and voting – but no vote can be taken unless a majority of those present are Governors

FINANCIAL POLICY AND PLANNING

- To review, adopt and monitor a Finance Policy which includes the local scheme of delegation for spending and budgetary adjustments (virements) for the Committee, Headteacher and other nominated staff
- To review, adopt and monitor all additional financial policies, including charging and remissions policy
- To establish and maintain a three-year financial plan, taking into the account priorities of the School/~~Academy~~ Improvement Plan, roll projection and signals from central government and (if applicable) the LA regarding future years' budgets, within the constraints of available information
- To draft and propose to the Governing Board for adoption an annual school budget taking into account the priorities of the School Improvement Plan

* Delete as necessary

- To make decisions in respect of service level agreements unless other delegation decisions are made e.g. Headteacher and Chair of Governors
- To ensure that sufficient funds are set aside for pay awards as set out in the Pay Policy and as recommended by the Headteacher
- To make decisions, in line with Finance Policy, where costs are above the Headteacher's delegation

FINANCIAL MONITORING

- To monitor the income and expenditure throughout the year of all delegated and devolved funds against the annual budget plan
- To receive at least termly budget monitoring reports from the Headteacher
- To report back to each meeting of the Governing Board and to alert them of potential problems or significant anomalies at an early date
- To meet with other committees and provide them with the information they need to perform their duties
- Subject to the local scheme of delegation, to approve any budgetary adjustments that will from time to time be necessary in response to the evolving requirements of the school
- To receive the unofficial school fund account as prepared by the Headteacher; audited annually
- To determine who is responsible for recording, holding and updating the Register of Business / Pecuniary interest on an annual basis

Local Authority Maintained schools:

- To review, complete and submit the School Financial Value Standard (SFVS)
- To undertake any remedial action identified as part of the SFVS
- To receive and act upon any issues identified by a local authority audit

PREMISES

- To provide support and guidance for the Governing Board and the Headteacher on all matters relating to the maintenance and development of the premises and grounds, including Health and Safety
- To ensure that an annual inspection of the premises and grounds takes place and a report is received identifying any issues
- To inform the Governing Board of the report and set out a proposed order of priorities for maintenance and development, for the approval of the Governing Board
- To arrange professional surveys and emergency work as necessary
  - The Headteacher is authorised to commit expenditure without the prior approval of the committee in any emergency where delay would result in further damage or present a risk to the health and safety of pupils or staff. In this event the Headteacher would normally be expected to consult the committee Chair at the earliest opportunity
- To create a project committee where necessary to oversee any major developments
- To establish and keep under review an Accessibility Plan and a Building Development Plan
- When allocating resources, ensure compliance with health and safety and environmental legislation relating to the land, building, equipment and materials used and that these to not put the health of persons at risk whilst they are on the premises
- To establish policies and procedures as necessary to comply with the Health and Safety at Work Act and relevant regulations
- To ensure compliance with Construction (Design and Management) Regulations 2015, as per the recent guidance issued by the H&S team (a legal requirement that is applicable to all schools building projects)
- To notify the LA of proposed/significant changes to their building

* Delete as necessary

STAFFING

- To ensure that the school is staffed sufficiently for the fulfilment of the school's improvement/development plan and the effective operation of the school
- To establish and oversee the operation of the school's Appraisal Policy - including the arrangements and operation of the school's appraisal procedures for the Headteacher
- To establish a Pay Policy for all categories of staff
- To be responsible for the administration and review of the Pay Policy
- To ensure staffing procedures (including recruitment procedures) follow current equalities legislation
- To recommend to the Governing Board staff selection procedures, ensuring that they comply with safer recruitment requirements, equality legislation, and all relevant statutory guidance and regulatory requirements.
- To review procedures for dealing with staff discipline and grievances and make recommendations to the Governing Board for approval
- To monitor approved procedures for staff discipline and grievance and ensure that staff are kept informed of these
- In consultation with staff, to oversee any process leading to staff reductions
- To establish annual/longer-term salary budgets and other costs relating to personnel, e.g. training

TRAINING AND DEVELOPMENT

To ensure that members of the Committee develop and maintain an up-to-date understanding of matters relating to this committee, for example by attending relevant Governor training courses and reading relevant DfE and LA guidance.

* Delete as necessary

APPENDIX 3

ADMISSIONS COMMITTEE TERMS OF REFERENCE

OVERALL PURPOSE OF THE COMMITTEE

• To consider admission requests from parents in accordance with the Schools Admissions Policy.

MEMBERSHIP

• Minimum of three Governors who are members of the committee
• The membership of a committee may include associate members with voting rights, provided that a majority of members of the committee are Governors

QUORUM

• Committees are free to determine their own quorum, but as a minimum this must be not less than two governor members of the committee

MEETINGS

• Governing Board are free to determine how often their committees
• Committee meetings will not be open to the public but minutes shall be made available
• Information relating to a named person or any other matter that the committee considers confidential does not have to be made available for inspection
• Each committee must have a Chair and a Clerk – the Governing Board will decide whether to appoint the Chair or whether the committee should do this
• In the absence of the chair, the committee shall choose an acting chair for that meeting from among their number
• In the absence of the clerk the committee shall choose a clerk for that meeting from among their number The Headteacher/Principal cannot be the clerk to a committee, but a Governor can
• Even when not a member, the Headteacher is entitled to attend all committee meetings
• The draft minutes of each meeting will be circulated with the agenda for the next ordinary meeting of the Governing Board and will be presented at that meeting by the chair (or in his/her absence another member of the committee)
• Any decisions taken must be determined by a majority of votes of committee members present and voting – but no vote can be taken unless a majority of those present are Governors

DUTIES
• To consider applications for admission to the school by parents in accordance with the criteria set out by the Catholic Diocese of Salford
• To consider safeguarding and equality implications

* Delete as necessary

APPENDIX 4

COMPLAINTS COMMITTEE TERMS OF REFERENCE

OVERALL PURPOSE OF THE COMMITTEE

To consider complaints, ~~from parents and members of the public,~~ in accordance with the Schools Complaints Procedure.

MEMBERSHIP

- Minimum of three Governors who are members of the committee
- Governors with detailed knowledge of the case to be considered should not be members of the Committee for that case
- The membership of a committee may include associate members with voting rights, provided that a majority of members of the committee are Governors
- It is recommended that at least one Parent Governor is included
- All staff at the school (including the Headteacher) are excluded
- Sufficient members of the Committee responsible for considering staff discipline cases to be excluded (where possible)

QUORUM

- Committees are free to determine their own quorum, but as a minimum this must be not less than three governor members of the committee

MEETINGS

- Governing Boards are free to determine how often their committees meet – this may be left to the discretion of the individual committees and may depend on the circumstances of the school at any given time Committee meetings will not be open to the public but minutes shall be made available Information relating to a named person or any other matter that the committee considers confidential does not have to be made available for inspection
- In the absence of the chair, the committee shall choose an acting chair for that meeting from among their number
- In the absence of the clerk, the committee shall choose a clerk for that meeting from among their number (someone who is not the Headteacher)
- The draft minutes of each meeting will be circulated with the agenda for the next ordinary meeting of the Governing Board and will be presented at that meeting by the chair (or in his/her absence another member of the committee)
- Any decisions taken must be determined by a majority of votes of committee members present and voting – but no vote can be taken unless a majority of those present are governors

COMPLAINTS

To hear and decide on complaints as required by the Governing Board's complaints policy and procedure.

TRAINING AND DEVELOPMENT

To ensure that members of the Committee develop and maintain an up-to-date understanding of matters relating to this committee, for example by attending relevant Governor training courses and reading relevant DfE and LA guidance.

* Delete as necessary

APPENDIX 5

HEADTEACHERS APPRAISAL COMMITTEE TERMS OF REFERENCE

OVERALL PURPOSE OF THE COMMITTEE

The overall purpose of the Committee is to carry out the Governing Board's statutory responsibilities for the Appraisal of the Headteacher.

MEMBERSHIP

- Three Governors who are members of the committee, this can be two but only in exceptional circumstances
- As the Chair is the Governor who will know the most about the performance of the Headteacher on a week-to-week basis, unless there are exceptional circumstances, the Chair should be part of the appraisal committee
- At Church schools, at least one member must be a Foundation Governor
- Membership of this committee should receive appropriate training
- Membership of this committee should be reviewed annually with changes to panel membership

QUORUM

- Three Governors who are members of the committee, this can be two but only in exceptional circumstances

MEETINGS

- Governing Boards are free to determine how often their committees meet – this may be left to the discretion of the individual committees and may depend on the circumstances of the school at any given time Committee meetings will not be open to the public but minutes shall be made available Information relating to a named person or any other matter that the committee considers confidential does not have to be made available for inspection
- In the absence of the chair, the committee shall choose an acting chair for that meeting from among their number
- In the absence of the clerk the committee shall choose a clerk for that meeting from among their number (someone who is not the Headteacher/Principal)
- The draft minutes of each meeting will be circulated with the agenda for the next ordinary meeting of the Governing Board and will be presented at that meeting by the chair (or in his/her absence another member of the committee)
- Any decisions taken must be determined by a majority of votes of committee members present and voting – but no vote can be taken unless a majority of those present are Governors

APPRAISAL

- To carry out the annual appraisal of the Headteacher in accordance with legal requirements and the pay policy of the school
- The Governing Board of a school must appoint an external adviser for the purposes of providing it with advice and support in relation to the appraisal of the Headteacher.
- This appointment should be confirmed each year at either the Full Governing Board meeting or a Headteacher Appraisal Committee meeting and should not be delegated to the Headteacher to decide
- To set the Headteacher's objectives after consultation with the external adviser and discussion with the Headteacher and discuss progress against the previous year's

* Delete as necessary

objectives and, in line with the pay policy, make a recommendation on pay to the Personnel and Pay committee

- It is for the Governing Board to determine whether the Headteacher's objectives and performance against them will be shared with the whole Governing Board (apart from staff Governors) or remain confidential to the review panel and Personnel and Pay committee

TRAINING AND DEVELOPMENT

To ensure that members of the Committee develop and maintain an up-to-date understanding of matters relating to this committee, for example by attending relevant Governor training courses and reading relevant DfE and LA guidance.

The Governing Board should have an appropriate mechanism to deal with complaints made by the Headteacher about his/her review. This could be through the appointment of a Review Officer or it should be clear that complaints relating to the Headteacher's Appraisal will be dealt with by the Personnel Appeals Committee.

* Delete as necessary

APPENDIX 6

PERSONNEL AND PAY IMPLEMENTATION COMMITTEE TERMS OF REFERENCE

OVERALL PURPOSE OF THE COMMITTEE

The overall purpose of this Committee is to implement the personnel and pay policies of the Governing Board, this includes making decisions related to individual members of staff; including the annual review of all teachers pay, conduct matters, grievances and health related absence outcomes.

MEMBERSHIP

- Three Governors who are members of the committee, this can be two but only in exceptional circumstances
- Governors with detailed knowledge of the case to be considered should not be members of the Committee for that case
- All staff at the school (including the Headteacher) are excluded

QUORUM

- Three Governors who are members of the committee, this can be two but only in exceptional circumstances

MEETINGS

- Governing Boards are free to determine how often their committees meet – this may be left to the discretion of the individual committees and may depend on the circumstances of the school at any given time. Committee meetings will not be open to the public but minutes shall be made available. Information relating to a named person or any other matter that the committee considers confidential does not have to be made available for inspection
- In the absence of the chair, the committee shall choose an acting chair for that meeting from among their number
- In the absence of the clerk the committee shall choose a clerk for that meeting from among their number (someone who is not the Headteacher/Principal).
- In the instance of a hearing, the Schools HR Advisory service will act as Clerk, for those schools purchasing this service.
- The draft minutes of each meeting will be circulated with the agenda for the next ordinary meeting of the Governing Board and will be presented at that meeting by the chair (or in his/her absence another member of the committee)
- Any decisions taken must be determined by a majority of votes of committee members present and voting – but no vote can be taken unless a majority of those present are Governors
- Governors may be required to deal with staff related casework which have to be dealt with in a timely manner within prescribed procedural timescales
- Meetings usually take place during the working day and can vary in duration. It is therefore important that Governors are able to fully meet these requirements

PERSONNEL & PAY

- To carry out the Governing Board's responsibilities in implementing its HR policies. This includes (but is not exhaustive), procedures for determining staff pay (including the annual review of teachers' salaries), considering cases of staff discipline, or grievance, and determining that staff should cease to work at the school (Regulations provide that the Headteacher, where appropriate, should have the delegated responsibility to make initial dismissal decisions (IDD), following which there will be an opportunity to appeal to a panel

* Delete as necessary

of Governors). Where the Headteacher does not have delegated responsibility (or the Headteacher is being considered for dismissal) the initial decision can be delegated to Personnel and Pay Implementation Committee

- To carry out the staff recruitment procedures where required as a Governing Board (see staff recruitment scheme of delegation) *
- To implement the HR policies of the Governing Board in a fair and equal manner
- To observe all statutory and contractual obligations
- To minute clearly the reasons for all decisions and report these decisions to the next meeting of the Governing Board unless confidential

* Staff recruitment scheme of delegation

- For the Headteacher & Deputy Headteacher appointments: The whole Governing Board to interview and select an appointable candidate OR a selection panel of at least 3 Governors to select, interview and recommend an interviewee to the Governing Board for appointment. Where a selection panel is appointed a Governing Board meeting will need to be called for the appointment to be ratified
- For SLT appointments (other than Headteacher & Deputy Headteacher posts): A selection panel of at least 3 Governors to select, interview and appoint an interviewee
- For appointment of staff outside the SLT group: The Headteacher, or one or more individual Governors (with the right of the Headteacher to advise) or one or more Governors and the Headteacher
- The panel should consist of at least 3 people, one of which is the Headteacher or their nominee (although a minimum of two is accepted) of suitable experience and training and where possible gender mix
- At least one member of the panel must have completed the Safer Recruitment training
- The same panel members should be involved throughout the recruitment process and Governors should be a member of the relevant committee of Governors

TRAINING AND DEVELOPMENT

To ensure that members of the Committee develop and maintain an up-to-date understanding of matters relating to this committee, for example by attending relevant Governor training courses and reading relevant DfE and LA guidance.

* Delete as necessary

APPENDIX 7

PERSONNEL APPEALS COMMITTEE TERMS OF REFERENCE

OVERALL PURPOSE OF THE COMMITTEE

The overall purpose of the Committee is to consider any appeals related to any of the personnel and pay policies, conduct matters, grievance and health related absence outcomes of the Governing Board by making appeal decisions related to individual members of staff.

MEMBERSHIP

- Three Governors who are members of the committee, this can be two but only in exceptional circumstances
- Governors with detailed knowledge of the case to be considered should not be members of the Committee for that case
- All staff at the school (including the Headteacher) are excluded

QUORUM

- Three Governors who are members of the committee, this can be two but only in exceptional circumstances

MEETINGS

- Governing Boards are free to determine how often their committees meet – this may be left to the discretion of the individual committees and may depend on the circumstances of the school at any given time Committee meetings will not be open to the public but minutes shall be made available Information relating to a named person or any other matter that the committee considers confidential does not have to be made available for inspection
- In the absence of the chair, the committee shall choose an acting chair for that meeting from among their number
- In the absence of the clerk the committee shall choose a clerk for that meeting from among their number (someone who is not the Headteacher/Principal).
- In the instance of a hearing, the Schools HR Advisory service will act as Clerk, for those schools purchasing this service.
- The draft minutes of each meeting will be circulated with the agenda for the next ordinary meeting of the Governing Board and will be presented at that meeting by the chair (or in his/her absence another member of the committee)
- Any decisions taken must be determined by a majority of votes of committee members present and voting – but no vote can be taken unless a majority of those present are Governors
- Governors may be required to deal with staff related casework which have to be dealt with in a timely manner within prescribed procedural timescales
- Meetings usually take place during the working day and can vary in duration. It is therefore important that Governors are able to fully meet these requirements

PERSONNEL APPEALS

To hear appeals from members of school employed staff against decisions made by the Personnel and Pay Implementation Committee or the Headteacher.

* Delete as necessary

APPENDIX 8

PUPIL DISCIPLINE COMMITTEE TERMS OF REFERENCE

OVERALL PURPOSE OF THE COMMITTEE

The overall purpose of the Committee is to carry out the Governing Board's legal responsibilities in relation to reviewing the exclusion from school of individual pupils.

MEMBERSHIP

- Minimum of three Governors who are members of the committee
- The membership of a committee may include associate members with voting rights, provided that a majority of members of the committee are Governors
- Governors with detailed knowledge of the case to be considered should not be members of the Committee for that case
- A Governor with a connection to the pupil or the incident that could affect his/her ability to act impartially
- All staff at the school (including the Headteacher) are excluded

QUORUM

- Committees are free to determine their own quorum, but as a minimum this must be not less than three Governor members of the committee

MEETINGS

- Governing Boards are free to determine how often their committees meet – this may be left to the discretion of the individual committees and may depend on the circumstances of the school at any given time Committee meetings will not be open to the public but minutes shall be made available Information relating to a named person or any other matter that the committee considers confidential does not have to be made available for inspection
- In the absence of the chair, the committee shall choose an acting chair for that meeting from among their number
- In the absence of the clerk the committee shall choose a clerk for that meeting from among their number (someone who is not the Headteacher/Principal)
- The draft minutes of each meeting will be circulated with the agenda for the next ordinary meeting of the Governing Board and will be presented at that meeting by the chair (or in his/her absence another member of the committee)
- Any decisions taken must be determined by a majority of votes of committee members present and voting – but no vote can be taken unless a majority of those present are Governors
- Meeting via electronic means may be considered if this is requested by parents/carers and the requirements outlined in the most up to date DfE guidance have been satisfied

CONSIDERATION OF EXCLUSIONS

- To carry out the Governing Board's statutory duty to review fixed-term and permanent exclusion cases, as required by legislation and in accordance with DfE and LA advice

REVIEWS WILL INVOLVE:

- considering the case presented by the Headteacher;
- considering the views of parents of the excluded pupil;

* Delete as necessary

- considering the views of the LA (including such agencies as the Educational Psychology Service, the Fair Access Team, the Pupil Referral and Support Service, the SEN Service or the Education Welfare Service);
- having regard to DfE and LA guidance and the policy of the Governing Board;
- deciding whether to uphold the exclusion, or not, (where the pupil is still excluded);
- ensuring that a note of the Committee's views on the exclusion is placed on the pupil's record with a copy of the Headteacher's exclusion letter, where appropriate; and
- ensuring that the parents, Headteacher and LA are informed of the Committee's decision in writing, within the required timescale

APPEALS

- Appeals to the Independent Appeals Panel (set up by the Council) made by parents against decisions of the committee to uphold a permanent exclusion
- To prepare the statement of the Governing Board for such an appeal and to liaise with the Clerk to the Appeals Panel with regard to other information required
- To represent the Governing Board at the hearing of the case by the Appeals Panel

TRAINING AND DEVELOPMENT

To ensure that members of the Committee develop and maintain an up-to-date understanding of pupil behaviour and discipline issues locally and nationally, for example by attending relevant Governor training courses and reading relevant DfE and LA guidance.

* Delete as necessary

APPENDIX 9

USE OF EMAIL TERMS OF REFERENCE

This Governing Board will use emails or GovernorHub (where appropriate):

- For discussions to clarify the main points of a matter before discussion and resolving it at a meeting
- Taking account of the view of Governors who can't attend the meeting
- Casting a vote when there's a vote by secret ballot. NB: this would only be effective for Governors who are attending the meeting remotely. In this case, the Governor should email their vote to the Clerk to be recorded anonymously
- To vote where it has been agreed that Governors will take some time to think about their vote. They can cast their vote via email outside of the meeting (or via GovernorHub) in circumstances where this may be applicable
- The Chair has the power to act alone in cases of urgency and may use email or GovernorHub to notify Governors of the use of Chairs Action if they have been unable to call an emergency meeting

When Governors are using email or GovernorHub, this will be in accordance with the Code of Conduct recognising GDPR and Data Protection requirements. Governors will always be courteous and professional and use secure email or GovernorHub (where appropriate).

This Governing Board will not use emails or GovernorHub (where appropriate):

- To discuss individual parents, pupils or staff
- To hold meetings, as Governors have to be present to pass resolutions. NB: this does not affect Governors who are attending the meeting remotely

OFSTED

Ofsted can request to see Governing Board emails or GovernorHub. Inspectors can ask to see the email chain for any Governing Board business as part of inspection evidence. They might use this to evaluate the impact Governance, both currently and over time.

All Governors:

- Should use their school email accounts for discussion and voting (as detailed above)
- Should keep all emails related to board business in accordance with their retention schedule

* Delete as necessary

APPENDIX 10

REMOTE ATTENDANCE TERMS OF REFERENCE

Where a meeting is taking place as a Hybrid meeting, the Governing Board will allow remote attendance on the following basis:

- The meeting will be chaired by a Governor who is present in person.
- Where a Governor wishes to attend a meeting of the Governing Board by either telephone or video link, the Chair and Clerk must be notified at least 48 hours in advance of the meeting to ensure that appropriate arrangements can be made.
- The Governor will be asked their reasons for not attending the meeting in person and their attendance virtually will be subject to the approval of the Governing Board at the beginning of the meeting, though this approval will not be withheld without good reason. Where approval is withheld, the reason for this will be minuted and the Governor informed immediately.
- The physical location of the Governing Board meeting must have the facilities/appropriate equipment to enable remote attendance otherwise permission will not be provided
- Governors attending the meeting either by telephone or video conference will be entitled to vote on any issue providing they have been 'present' for the whole agenda item which the vote relates to. Where a secret ballot is required this will be facilitated where possible (e.g. by taking a telephone call off speaker phone and the Governor sharing their vote verbally with the clerk). Where this is not possible the Governor will be required either to vote publicly or abstain.
- If, after all reasonable efforts, it does not prove possible for the person to participate by telephone or video conference, the meeting may still proceed with its business provided it is otherwise quorate
- If the technological link is lost the Governor will cease to contribute to the quorum, but this will not prevent the meeting continuing in their absence unless it has become inquorate
- A Governor attending remotely still needs to meet the expectations around confidentiality wherever they are taking part in the meeting
- All Governors present at a meeting, including those participating remotely, contribute to the quorum
- [SCHOOL TO INSERT ANY OTHER SPECIFIC INFORMATION]

* Delete as necessary

APPENDIX 11

LINK GOVERNORS

A Link Governor is a member of the Governing Board appointed to oversee a specific aspect of the work of the school. Link Governors should seek assurance that the school complies with all relevant statutory duties, safeguarding requirements and Department for Education guidance relating to their area of responsibility; including but not limited to:

- Equality Act 2010
- Public Sector Equality Duty
- Human Rights Act 1998
- Keeping Children Safe in Education (as updated annually)
- Prevent Duty under the Counter-Terrorism and Security Act 2015
- Section 78 of the Education Act 2002 (spiritual, moral, social and cultural development)
- Relationships Education and Health Education (Primary)
- Relationships, Sex and Health Education (Secondary)
- Terrorism (Protection of Premises) Act 2025 (Martyn's Law), where applicable

It is also recommended that an Allergens Link Governor is appointed to oversee allergy management arrangements and that the Link Governor should receive suitable training.

Link Governors must also be familiar with all LA guidance and policy relating to the link area and ensure their training is up to date and relevant and disseminated to the Governing Board.

You must have a Link Governor for Safeguarding. The DfE also says you should have:

- A Link Governor or committee with oversight of Special Educational Needs (SEN) and
- A member of the board who takes a strategic interest in careers education and guidance and encourages employer engagement

Link Governors should ensure that the curriculum complies with all statutory guidance including the new Education Inspection Framework May 2019, ensuring the school is compliant with the relevant legal duties as set out in the Equality Act 2010, including where relevant, the Public Sector Equality Duty and the Human Rights Act 1998. To ensure the school complies with the new Relationships Education and Health Education in primary and the Relationships and Sex Education and Health Education in Secondary, made under sections 34 and 35 of the Children and Social Work Act 2017: Link Governors should ensure that, at a strategic level, all pupils make progress in achieving the expected educational outcomes; the subjects are well led, effectively managed and well planned; the quality of provision is subject to regular and effective self-evaluation; teaching is delivered in ways that are accessible to all pupils with SEND; clear information is provided for parents on the subject content and the right to request that their child is withdrawn; and the subjects are resourced, staffed and timetabled in a way that ensures that the school can fulfil its legal obligations. Whilst there is no requirement for specific Link Governor, schools may consider creating this as a Link Governor role. If not, there is a requirement to ensure that all Link Governors are aware of the above in carrying out their Link Governor duties.

Otherwise, Governing Boards can choose how they structure their governance arrangements, including deciding what, if any, roles are delegated to individuals. These may include:

- Subject Link Governors
- Curriculum Link Governors
- Literacy/Numeracy Link Governors
- Key Stage Link Governors

* Delete as necessary

Governing Boards should collectively assign Link Governor roles, with the agreement of the individual taking the role. They should be chosen in line with the school's improvement priorities, and in partnership with school staff.

Link Governor roles should then be reviewed annually.

Governors have a responsibility to monitor and evaluate the progress of their school and contribute to the school self-evaluation process. This can be done through a variety of methods including reports from the Headteacher and senior staff, analysis of statistical data and, perhaps most importantly, through first hand attendance at school as Link Governors. In general, a link governor role involves the following tasks:

- Making pre-arranged visits to the school, with a clear focus
- Keeping the Governing Board informed about the area for which they're responsible, and acting as a link between governors and staff
- Supporting the member of staff who is responsible for the particular area/subject
- Developing knowledge in the specialist area and taking part in relevant training
- Ensuring the school has relevant policies in place
- Monitoring the implementation of the school's strategy in the specialist area

* Delete as necessary

APPENDIX 12

CLASSROOM VISITS GUIDELINES

Preamble

The Governing Board is the 'accountable board' in a school – accountable to parents, pupils, the local authority and Central Government through Ofsted. It is responsible for everything from Health and Safety and Child Protection to the school budget, teaching and learning and pupil progress. Governing Boards have a statutory responsibility to monitor and evaluate the effectiveness of the school and its curriculum. Governors need to know what progress is being made towards targets set out in the School Development Plan (SDP). Visiting the classroom can help to support this

Ofsted inspection assumes that Governors know the strengths and weaknesses of the school. This depends on Governors assessing performance data presented to them by the Senior Leadership Team (SLT) and through the Curriculum/Standards Committee in the context of an understanding of what happens in the classroom.

It is also important to Ofsted that the Governing Board makes an impact on school improvement. Visiting school to see it in operation and being aware of standards and progress are important aspects of this crucial role.

Governors are not qualified to assess standards but they need to visit lessons in order to:

- Appreciate and understand the work of the staff (teachers and support staff) and how the pupils are learning;
- Be aware of the response of pupils to their work and check that the pupils are aware of what they are learning;
- Be aware of resource issues;
- Be able to ask appropriate questions and hold sensible discussions with the professionals;
- Understand as fully as possible the meaning of the results of monitoring reported to them.

NB. Governors are not inspectors and are not present in a lesson to make judgements about the professional expertise of the teachers. That remains a task for the head and/or other education professionals. It would be inappropriate, therefore, for Governors to:

- Make judgements about the quality of teaching;
- Report on the progress of individual children;
- Pursue personal agendas;
- Monopolize teachers' time;
- Arrive with inflexible pre-conceived ideas.

CONFIDENTIALITY

Confidentiality should be adhered to regarding classroom visits. Observations and comments should be shared with the teacher concerned and with the Headteacher, but not with other staff or with parents. The approach of a Governor should be to ask for explanations of anything not understood, not to make assumptions. Reports to the Governing Board should not identify individuals in a critical manner; this is not the role of a Governor.

MINIMUM COMMITMENT

Individual Governors have differing amounts of time to commit to an exercise such as classroom visits. It is important, however, that all Governors should try to make visits at some time, beyond that initial general visit to the school, when one is newly appointed to the Governing Board. A Governor should aim to make a class visit at least once a year.

* Delete as necessary

APPENDIX 13

SCHOOL VISITS – AN AIDE-MEMOIRE

WHAT IS THE PURPOSE OF THE VISIT?

Who/what has prompted my decision to visit?
Is the reason specific or general?
What are my/other people's expectations?
How can my visit benefit the teacher?

HOW SHALL I CARRY IT OUT?

What particular areas of the school am I interested in?
What particular activities am I interested in?
Are there any questions that can be answered by observation?
What questions should I ask?
Who should I ask?

DID I ACHIEVE MY AIM?

To what extent did I address the reason for my visit?
Which of my questions did I answer?
To what extent did I fulfil expectations?
What difficulties did I meet and why?

IS THERE ANY FOLLOW-UP?

Have I recorded my experiences?
Did I 'report back' to the head?
Have I prepared a short report for the next Governors' meeting?
How can I build on this for the next visit?

	ALWAYS	NEVER
Before	Arrange details of visit Agree purpose of visit Discuss the context of the lesson to be observed Agree role within the lesson	Turn up unannounced
During	Keep to the role agreed Keep questions for the class teacher until after the visit is over Please remember confidentiality Stick to the times and purpose agreed Be sensitive to the mood in the classroom and the expectations of the children	Assume a different role; Walk in with a clipboard; Distract the pupils from their task
After	Thank the teacher and the pupils Discuss the visit with the teacher at their convenience Feedback to the Governing Board	Leave without acknowledgement Break rules of confidentiality

REVIEW

The guidelines should be reviewed by the Governing Board each academic year
We would need to ask:

- Are our visits proving useful?
- Have there been benefits, particularly unexpected benefits, from our visits?

* Delete as necessary

APPENDIX 14

GOVERNOR VISIT REPORT

Name:	Date:
Focus of visit	Classes/staff visited
Summary of activities e.g. talking to staff and pupils, looking at resources, had lunch etc.	
What have I learned as a result of my visit?	Positive comments about the visit
Aspects I would like clarified/questions that I have:	
Ideas for future visits:	
Any other comments:	
Signed: (Governor)	

* Delete as necessary