

	<h1>Slade Primary School</h1> <p>The Slade, Tonbridge, Kent, TN9 1HR</p> <h2>Document Control Sheet</h2>
<b>Document Title:</b>	<b>Governor Terms of Reference and Standing Orders.</b>
<b>Document Type:</b>	<b>Policy</b>
<b>Owner:</b>	<b>Chair of Governors</b>
<b>Governor Committee:</b>	<b>Full Governing Body</b>
<b>Date Adopted by Governors:</b>	<b>29<sup>th</sup> September 2021</b>
<b>Re-adoption Date:</b>	<b>September 2022</b>
<b>Policy Type:</b>	<b>Governor</b>
<b>Statutory Policy:</b>	<b>Yes</b>
<b>Equality Impact Assessment Level:</b>	<b>N/A.</b>

<b>Document History</b>	
<b>Date</b>	<b>Summary of Changes</b>
13/09/17	<ul style="list-style-type: none"> <li>· Governor Induction and Governor Visits policies removed to become standalone documents.</li> <li>· F&amp;P Terms of Reference updated to clarify the Health and Safety role.</li> <li>· P&amp;PD responsible to show link between pay awards and performance.</li> <li>· School policies – Committees to take responsibility for certain policies.</li> <li>· Re-focus FGB meetings on the vision of the school, SIP and be strategic.</li> <li>· Clerk’s section – to publish FGB minutes online.</li> <li>· Virtual governor section – limit to number who can attend remotely.</li> <li>· Procedure for election of LA governor added.</li> <li>· Headteacher delegation – carer changed from guardian.</li> </ul>
05/09/18	Removed Code of Conduct and Governors Allowances sections to become stand-alone policies.

## Terms of Reference & Standing Orders – September 2020

	<p>Added Standing Order for the appointment of Associate Governors based on latest KCC model version.</p> <p>Added monitoring of GDPR as a responsibility of the FGB.</p>
05/12/18	<p>Headteacher Management Group updated to include review of the appraisal outcome and salary progression for all staff on the Leadership Pay Scale. The responsibilities for the Headteachers review are unchanged.</p> <p>Adopted at the FGB held 5<sup>th</sup> December 2018.</p>
29/08/19	<p>Curriculum Committee replaced Data and Subject Monitoring Committee.</p> <p>Changes to terms of reference to state Curriculum Committee and Personnel and Professional Development Committee need to meet a minimum of two times per year, was previously three.</p> <p>Added section to allow for the recording of meetings.</p> <p>Amended remote attendance guidelines to allow meetings to be chaired remotely under certain circumstances.</p> <p>Removal of some links to documents no longer held on KELSI.</p>
23/09/20	<p>Document completely reviewed to ensure compliance with model policy provided by The Education People.</p>
17/09/21	<p>Small number of updates to ensure this document remains consistent with the model policy. Changes have been made using track changes.</p> <p>Updates to ensure those functions which can be delegated are consistent with the model policy.</p> <p>Addition of the Standing Order for all electronic election of parent governors which had previously been adopted as a stand-alone addendum.</p> <p>Changed 'Clerk' to 'Governance Professional' as appropriate throughout the document to reflect the model documents.</p>

## **Slade Primary School Governing Body Terms of Reference & Standing Orders September 2021**

### **Introduction.**

Please note: For the purpose of this document the terms 'Governing Board' and 'Governing Body' are considered interchangeable as are 'Clerk' and 'Governance Professional'.

Whilst the governing board (known as the board) as a whole remains responsible for the governance function, in this model there are three distinct areas of work delegated by them to a curriculum committee, personnel and professional development committee and finance and property committee.

The curriculum committee, personnel and professional development committee and finance and property committee focus on the delivery of the annual school improvement plan in their respective areas; they may liaise and consult together where necessary, undertake monitoring and evaluation activities against these priorities and report to the board as a whole. In each case where a function has been delegated there is a statutory duty to report any findings, actions or recommended decisions to the board at its next meeting. These reports will in turn inform collective strategic decision making by the board.

The board may consider additional committees. When deciding on the number of committees required for the board to be able to undertake its work effectively the wellbeing and workload of staff, headteachers and governors attending meetings must be considered by referring to the DfE teacher workload reduction toolkit.

In addition to committees, the board, to ensure its core functions are fulfilled, will delegate monitoring responsibilities for the DfE identified areas that should have individual roles (unless you have a very good reason not to) and those focused on the priorities of the School Development Plan.

In each case where a function has been delegated there is a statutory duty for the delegated governor/s to report, by written monitoring reports, any findings, action or recommended decision to the board in time for its next meeting to enable informed collective strategic decision making

Terms of reference must be drafted and agreed for any additional committees and incorporated within this document.

The board must meet at least four times each year to consider reports, committee minutes and recommendations, makes decision and conduct routine business.

## Contents – Committee Model

Introduction .....	3
Terms of Reference for the Governing Body .....	5
Terms of Reference for Finance and Property Committee .....	13
Terms of Reference for Personnel and Professional Development Committee .....	15
Terms of Reference for Curriculum Committee .....	16
Terms of Reference for the Governance Professional.....	18
Terms of Reference & Delegation of Functions to Headteacher .....	20
Terms of Reference for Individual Delegated Governors.....	23
Terms of Reference for Panel Hearings .....	26
Terms of Reference for the Headteacher Performance Management Panel .....	27
Terms of Reference for the Pay Committee .....	28
Standing Order for Meetings of the Governing Body .....	30
Standing Order for the Appointment of Co-opted Governors.....	33
Standing Order for the Appointment of Parent Governors. ....	35
Standing Order for the Appointment of Parent Governors where a paper ballot is not possible. ....	36
Standing Order for the Appointment of Local Authority Governors. ....	39
Standing Order for the Election of Chair and Vice Chair.....	40
Standing Order for Appointment of Associate Governors .....	42

Agreed by the Governing Body:	29 <sup>th</sup> September 2021
Signed by:	
Chair of the Governing Body	Simon Griffiths.
Headteacher	Karen Slade.

## Terms of Reference for the Governing Body

The purpose of governance is to provide confident, strategic leadership and to create robust accountability, oversight and assurance for educational and financial performance. The board has resolved to conduct its business by adopting the committee model structure and to delegate statutory functions to a curriculum committee, a finance and property committee and a personnel and professional development committee as well as appointing the DfE identified individual delegated governor roles of safeguarding; SEND and for Kent County Council (KCC) maintained schools: finance and health and safety to report back on their findings. In addition, boards may consider it important from a best practice perspective, although not statutory, the addition of delegated/link governors for whole school wellbeing culture and early years (if appropriate)

### **The board has three strategic core functions:**

- ensuring clarity of vision, ethos and strategic direction
- holding executive leaders to account for the educational performance of the organisation and its pupils, and the effective and efficient performance management of staff
- overseeing the financial performance of the organisation and making sure its money is well spent

The main responsibilities to be managed by the board are outlined below:

### **Delegation**

1. The attached Standing Order 'Delegation of Functions to Headteacher' outlines those responsibilities wholly delegated to the Headteacher.
2. The attached Terms of Reference for the Curriculum, Finance and Property, and Personnel and Professional Development Committees outlines their respective responsibilities.
3. Monitoring activities against the priorities of the School Plan will be carried out by the Curriculum, Finance and Property, and the Personnel and Professional Development Committees in accordance with their terms of reference.

The main responsibilities to be managed by the Governing Body are outlined below:

NB. \* These matters cannot be delegated.

**Items in bold within each section may be delegated and reported back to the board.**

### **Board Operational Business**

- To ensure focus on the three strategic core functions
- \*To draw up Instrument of Government and any amendments thereafter
- To review the standing order for election of the chair and vice chair including the length of the term of office.
- \*To elect (or remove) the Chair and Vice Chair
- To elect (or remove) the chair and vice chair (where appointed) for all committees.

- \*To appoint (or dismiss) the Governance Professional to the governing board and its committees
- \*To hold at least 4 full governing body meetings each year for school business
- \*To appoint and remove Co-opted governors and any associate members to the board
- To appoint or remove any associate members to committees (associate members may only be appointed to committees)
- To appoint the Local Authority (LA) nominated governor (in maintained schools)
- To suspend or remove/recommend removal of a governor. LA and foundation governors can only be removed by their appointing or approval body.
- To decide monitoring priorities.
- **To assign governors to monitor the priorities of the School Improvement Plan in accordance with the attached terms of reference.**
- To appoint the DfE identified individual required roles of safeguarding, SEND, and for KCC maintained schools finance and health and safety based on skill set and expertise.
- \*To decide which functions of the Governing Body will be delegated to a team, or an individual
- \*To suspend a governor
- **To receive reports (this is a statutory duty) from any team, or individual to whom delegation has been made and to consider whether any further action by the Governing Body is necessary**
- \*To review the delegation arrangements annually
- To annually review and approve the board monitoring visits policy and monitoring schedule
- \*To institute a Health & Safety policy
- \*To regulate the Governing Body procedures where not set out in law, and to record these as Standing Orders
- \*To ensure that the governing body complies with all legal requirements placed upon them
- \*To ensure there is an agreed procedure in place to manage all school policies.
- To appoint selection panel for headteacher/executive leader/deputy headteacher and ensure at least one of the panel members has completed safer recruitment training.
- To approve or decline decisions of appointed selection panel.
- **To recruit new governors as vacancies arise ensuring the board has all the necessary skills to be effective.**
- **To set up and publish on the school website a register of Governors' Business Interests, ensure this is kept up to date and declared at relevant meetings.**
- To ensure that statutory requirements for information are published on the school website, including details of governance arrangements, are met and updated as necessary.
- \*To ensure the information required for the national database (Get Information About Schools or GIAS) is collected, **uploaded and amended as necessary and accurate with the details published on the school website.**
- To ensure all governors have an enhanced DBS and section 128 check
- To approve the Board Code of Conduct and ensure all governors abide by its principles.
- **To approve and set up a Governors' Allowances Scheme**
- To regulate the board procedures where not set out in law and record these as standing orders.
- To delegate to the Headteacher the functions as described in the Delegation of Functions to Headteacher Standing Order (attached)
- **To arrange a suitable induction process and mentoring for newly appointed or elected governors**
- To consider the DfE recommended appointment of a training and development governor to audit individual and collective development needs and from evaluation promote appropriate training.

- **To regularly audit and evaluate the impact of governance to inform the structure of the board**
- To ensure that the Headteacher provides such reports as requested by the governing body to undertake its role

### **General**

- At least every three years review the strategy, vision, values and ethos of the school and ensure that these are agreed and shared with all stakeholders
- **Take an active role in school Self Evaluation, monitoring progress in all areas and identifying areas requiring improvement**
- To annually approve the School Development Plan for priority accuracy; regularly holding the leaders to account against the milestones and monitoring against an agreed board monitoring schedule.
- To determine whether to publish a home-school agreement (no longer a statutory requirement)
- **To ensure the school has in place all *statutory policies* and to keep these under regular review, consulting with representative stakeholders as appropriate.**
- To approve *statutory policies*, **with those able as instructed by the DfE delegated to committees for recommendation or approval as appropriate.**
- **\*To ensure statutory impact and compliance.**
- **To review regularly how the school is regarded by pupils and parents**
- To ensure there is a process in place for the approval of school trips and the school's procedures for visits ensure the safety and welfare of the pupils, staff and volunteers.
- **\*To approve any school trips overseas; adventurous in nature, trips involving travel by air or by sea and trips involving one night's absence or more.**
- To ensure the school has a board approved, up to date, Complaints policy published on the school website with parents knowing how to raise concerns and make a complaint.
- To have regard to the professional advice given by the Governance Professional
- To ensure that the board complies with all other legal duties placed upon them as shown and updated within the Governance Handbook.
- To agree a calendar of meetings for the governing body for the school year, based on known cycles of school improvement, financial management, staffing issues and communication
- To carry out a regular review of the structure of the Governing Body and make recommendations for any changes
- To ensure the schools compliance with the General Data Protection Regulation (GDPR).
- From a best practice perspective, although not statutory, the board should consider the whole school wellbeing culture and early years (if appropriate).

### **Inclusion and Equality**

- To establish and approve a special educational needs (SEND) policy.
- To publish and update at least annually a SEND information report (meeting requirements set out in the Special Educational Needs and Disability Regulations 2014, modified 2017).
- To comply with statutory duties from the SEND code of practice and most recent edition of Keeping Children Safe in Education (KCSIE) in respect of pupils with special needs by appointing a SEND governor.
- To abide by the Equality Act 2010
- To ensure that the school does not discriminate against pupils, job applicants or staff on the basis of race, religion, gender, age disability or sexual orientation.

- **To receive reports on bullying, homophobic and racial incidents.**

### **Safeguarding**

- To ensure statutory compliance with the most recent edition of KCSIE and its associated policies including adopting and reviewing annually the most recent KCC child protection policy and relevant procedures
- To comply with duties from the most recent edition of KCSIE by appointing DfE identified safeguarding, and SEND governors
- To ensure all governors have read and understood at least parts One and Two of the most recent edition of KCSIE September
- To ensure every member of school staff has read and understood the most recent edition of KCSIE part 1
- To have due regard to the need to prevent people from being drawn into terrorism and to oversee the incorporation of the necessary procedures and practices outlined in the Prevent duty within the child protection policy
- To ensure all governors have undertaken Prevent training
- To receive the safeguarding annual report to the board
- **To annually review and evaluate the completed safeguarding review ensuring any follow up actions are monitored and completed.**

### **Curriculum**

- Ensure national curriculum is taught to all pupils
- To ensure the curriculum is ambitious and designed for all learners particularly the most disadvantaged and those with SEND or high needs to give them the knowledge and cultural capital they need to succeed in life.
- **To ensure the curriculum is broad and balanced by understanding the intent, implementation and impact.**
- \*To ensure a full curriculum is delivered
- To establish a charging and remissions policy for activities.
- \*To ensure the British values are embedded within the curriculum, preparing pupils for life in modern Britain
- \*
- To consider recommendations from external reviews of the school (eg Ofsted, school improvement advisers, Governor Services), reviewing and evaluating any agreed actions to ensure impact.
- To ensure that the school provides teaching of religious education for all pupils in accordance with the agreed syllabus and has informed parents of their right to withdraw their child

### **Budget**

- To ensure all financial decisions above those delegated by the board to the Headteacher are agreed at board meetings
- To ensure compliance with the LA scheme for financing local authority schools (LA maintained)
- To operate within the LA's Financial Regulations and Procedures (maintained)
- **To analyse and recommend the annual budget**
- To approve the first formal budget plan each financial year.
- **To analyse and recommend a three-year budget which shows clear links to the School Development Plan.**

- To approve a three-year budget which shows clear links to the school improvement plan.
- To engage in strategic decision making.
- To approve, **monitor** and submit to the LA a recovery plan where revenue deficit rises above 5% at 31 March of any year
- To approve and review for impact and delivery a costed school improvement plan
- To annually in the autumn term approve and then regularly **review** the financial risk register
- To annually review and approve the finance policy and KCC/LA recommended levels of delegation.)
- **To undertake financial benchmarking and report back to the board.**
- To **annually review** and approve the Charging and Remissions policy.
- To enter into contracts following agreed financial limits and processes with board approval (in finance policy); for contracts and purchases greater than £8,000 (primary) but less than £50,000, *three written quotations must* be obtained. For contracts and purchases £50,000 and over, *no fewer than three competitive tenders* must be sought and document in minutes.
- .
- To approve virement criteria and financial limits above which the approval of the governors is required.
- To approve any assets to be written off and disposed of, at a board meeting and document within the minutes.
- To approve debts up to £1000, which are required to be written off, after every effort has been made by the headteacher and governors to recoup the monies, with the decision made and documented in minutes.
- To make decisions in respect of service agreements following agreed delegation of financial limits and insurance and document in minutes.
- To **draft**, approve and submit the SFVS by 31 March and ensure remedial actions are cleared within specific deadlines.
- To receive six budget monitoring reports (maintained schools) at board meetings with commentary, from the operational business lead, which will include the impact of any change, both positive and negative to the three-year budget plan
- For the chair of the Finance & Property Committee to receive monthly budget reports.
- To effectively manage and **review** resources for financial efficiencies and maximise pupil outcomes ensuring value for money.
- \*To **monitor, audit and evaluate all school policies and procedures related to fraud** and document compliance in board minutes.
- \*To agree the annual strategic action plan for the pupil premium spend and monitor how all specialist funding is spent (i.e. PE and sports premium, and the pupil premium and COVID-19 catch up premium).
- To appoint a finance governor with financial skills
- \*To ensure financial succession planning within the board.
- To review and take account of any consultations to change the LA Scheme for Financing Maintained Schools.

### **Staffing**

- To consider structural solutions upon resignation/retirement of executive lead/headteacher. For LA schools seeking the advice and support of the LA prior to decision making.
- To appoint executive leader/headteacher and deputy headteacher appointments and starting salary, subject to necessary checks, following recommendations from the board approved selection panel. For LA maintained community and voluntary controlled schools, this action requires the consideration of LA advice from an LA external adviser.

- To annually determine the staff complement.
- To annually agree a pay policy, which has been approved by the unions, and any pay discretions in following the STPCD (School Teacher's Pay and Conditions Document)..
- To annually review the impact of and implementation of the pay and reward policy.
- To establish and review procedures for addressing staff discipline, conduct, grievance, bullying and harassment and pay and ensure all staff are aware of these policies.
- To establish a governor panel to hear staff appeals against dismissal, redundancy, grievances, bullying and harassment and pay.
- To dismiss the headteacher.
- To end the suspension of staff or headteacher as determined within the policy.
- To determine dismissal payments/early retirement.
- Review the whistleblowing policy, making recommendations to the board.

### **Appraisal and Performance Management**

- To establish and review and approve the appraisal and pay policy's including the criteria and framework for pay decisions and review these provisions annually.
- To determine the annual budget for pay and any uplift to be applied to the school's pay scales for teachers and support staff
- To determine which functions are to be delegated to the pay committee/ headteacher
- To determine the timing of the headteacher appraisal review cycle (best practice, before 31 December each year)..
- To appoint the headteacher performance management panel (HTPM) following the best practice of three skilled or trained governors, to include the chair of the board. The chair of the board must not be appointed as the chair of the panel. The vice chair does not sit on this panel alongside side the chair.
- To appoint, in order to assist the panel, an external adviser for advice and support, on the headteacher's appraisal and to consult that adviser on setting objectives for the headteacher (statutory duty, governance handbook, p95)
- **To undertake the headteacher appraisal.**
- **To take into account the headteacher standards for excellence.**
- To appoint the pay panel of three skilled or trained governors to include the vice chair, or chair of the finance and property committee, as chair of this panel.
- **To undertake the pay panel process**
- To agree total pay award following recommendation from pay panel.
- To agree any pay award for the headteacher/executive leader following recommendation from the headteacher performance management panel
- To monitor the application and effectiveness of the policy, ensuring pay decisions are linked to evidence of performance and the criteria for pay progression are applied consistently, fairly and objectively
- To ensure the school meets its statutory and contractual obligations with regards to pay

### **Discipline/Exclusions**

- To establish a statement of behaviour principles on which the school can produce a behaviour policy.
- To review the use of exclusion and decide whether or not to confirm all permanent exclusions and fixed term exclusions where a pupil is either excluded for more than 15 days in total in a term or would lose the opportunity to sit a public exam. **(This may be delegated to the chair/vice chair in cases of urgency** - see Exclusion from maintained schools, academies and pupil referral units in England guidance updated Sept 17 page 18 point 57).
- To direct the reinstatement of excluded pupils

- To consider the findings of any independent review panel.

### **Premises and Insurance**

- To develop and approve a school buildings strategy or master plan and contribute to LA Asset Management Strategy arrangements.
- To procure and maintain buildings, including a properly funded maintenance plan.
- **To seek advice from the LA, diocese or trustees, where appropriate to ensure adequate levels of buildings insurance and personal liability.**
- **To receive annual site report.**

### **Health and Safety**

- **To establish and** approve a health and safety policy
- To ensure that **health and safety regulations are followed and appropriately prioritised.**
- To receive the annual health and safety inspection **report** and agree any actions.
- **To receive the KCC required H&S inspection report three times a year.**
- To appoint a health and safety governor

### **Admissions**

- To follow the school admissions code statutory guidance when carrying out duties relating to school admissions.
- Set a clear published admission number (PAN), which states the number of applicants they will admit where enough applications are received.

### **Collective Worship**

- To ensure that the school provides teaching of religious education for all pupils in accordance with the agreed syllabus or has informed parents of their right to withdraw their child.
- To ensure the school provides an act of broadly Christian daily collective worship. In some maintained schools without a designated religious character, the family backgrounds of some or all pupils may lead the executive Leader and board to conclude that broadly Christian collective worship is not appropriate. The executive leader can apply to the local Standing Advisory Council on Religious Education (SACRE) to have the broadly Christian requirement disapplied and replaced by collective worship distinctive of another faith and should consult the board before doing so

### **School Organisation**

- To set the time of the school sessions and the dates of school terms and holidays
- To publish proposals to change category of school.

### **Information to Parents**

- To ensure that the school keeps parents and prospective parents up to date with school information.
- To adopt and review home school agreements (not statutory).

### **Collaborations**

- To consider forming or joining a group of schools

**Federations**

- \*To consider forming a federation or joining an existing federation, seeking KCC advice and support before completing due diligence
- \*To consider requests from other schools to join an existing federation and seeking KCC advice and support before completing due diligence
- \*To leave a federation by seeking KCC advice and support

**Extended Services**

- \_\_\_\_\_ To decide to offer additional activities and agree what form these should take.
- \_\_\_\_\_ To cease providing extended services provision.

<b>Membership of the board to comply with the Instrument of Government</b>			
<i>See attached Instrument of Government and current governors in post on the school website, GIAS and GovernorHub</i>			
Agreed by the board (date): 29/09/21			
Review date: 09/22			

Membership (all governors are members)	14
Quorum: One half of governors in post (rounded up)	7

## **Terms of Reference for Finance and Property Committee**

The Finance and Property Committee is expected to work within the following terms of reference:

### **General**

- To monitor the impact of the costed School Development Plan in relation to the budget spend, particularly those related to finance & premises
- To engage in Strategic Financial Management
- To liaise with the School Business Manager to ensure deadlines for statutory declarations and financial returns are being met.
- To Annually review the Finance Policy and recommend levels of delegation
- To make regular reports to the governing body
- To receive, via the chair of the finance and property committee, a monthly finance report
- To meet at least 3 times each year in terms pertinent to the SFVS and budget
- To annually in the autumn term review and recommend to the board the financial risk register and regularly review (template on KELSI)
- To review the accident book prior to each Finance and Property committee meeting and report any areas of concern to the committee.
- To manage those policies delegated to this committee to ensure they are reviewed and adopted / re-adopted within the necessary timeframe.

### **Health and Safety**

- To procure and maintain buildings, including a properly funded maintenance plan.
- To approve and monitor the Health and Safety policy.
- To ensure that health and safety regulations are followed and prioritised appropriately.
- To receive the annual Health and Safety Inspection Report and agree any actions.
- To receive the KCC required Health & Safety Inspection Report three times a year.
- To ensure health and safety governor monitoring visits take place as agreed within the monitoring schedule.

To receive the written health and safety governor report for consideration three times a year,

### **Premises & Insurance**

- To seek advice from the Local Authority where appropriate to ensure adequate levels of buildings insurance and personal liability.
- To approve and monitor the implementation of the school buildings strategy plan informing the governing body of the proposed order of priorities.
- To review the business continuity plan
- To review the accessibility plan and ensure inclusion
- To receive the school asset plan annually
- To monitor the maintenance plan.

### **Budget**

- To evaluate the annual budget (for ratification by the full governing body)
- To maintain an up-to-date 'balanced' three-year budget plan, which shows clear links to the 'School Development' and 'Staffing' plans.

## Terms of Reference & Standing Orders – September 2020

- Any recovery plan for budget with a deficit must be monitored for implementation and impact.
- To report monitoring and rollover to the full governing body, highlighting any significant variances and their impact on the three-year budget plan
- To evaluate/approve any virement recommendations between £8,000 - £18,000 as set out and agreed in the Finance Policy, document in minutes and report decisions to the governing body
- Analyse and report on Tenders for Contract Services, ensuring three written quotations
- Approve tenders between £8000 and £50,000
- To evaluate written quotations and approve any purchases between £8,000 and £50,000
- To draft the Schools Financial Value Standard (SFVS), following discussions with the bursar, using the support tools, for board approval before the prescribed submission date.
- To monitor and report to the board on any SFVS remedial actions to ensure they are cleared within specified deadlines.
- To monitor, audit and evaluate all school policies and procedures related to fraud and report to the board
- To evaluate the school budget monitoring sheets six times a year (SFVS) in discussion with the school business operational lead and report to the board.
- To be strategically actively engaged in monitoring value for money and report back any recommendations to the board to ensure effective financial resources and efficiencies to maximise pupil outcomes.
- To ensure that the school is working within the guidance of the Schools Financial Value Standard and Assurance (SFVS) recommendations
- To keep in-school financial procedures under review. To make regular reports to the Board and ensure that key financial decisions are recorded correctly in the minutes.
- To monitor the spend of extra funding such as pupil premium, COVID-19 catch up funding and sports premium, ensuring its use has impact.
- Review finance policy; lettings policy; governor allowance policy; charging and remissions policy; making recommendations to the board
- Ensure a financial skills audit is included and evaluated as part of the annual governor skills survey.
- Review the business continuity plan making recommendations to the board.
- To ensure compliance with the KCC scheme for financing schools and report to the board
- To monitor the spend of extra funding such as pupil premium, COVID-19 catch up funding, sports premium, ensuring its use has impact.
- Review compliance audit reports, ensuring the Board follows recommendations and actions.
- .
- To be actively engaged in LA Finance Scheme consultations
- To benchmark school financial performance against similar schools and report to the governing body
- Ensure a record is kept of pecuniary interests of governors and staff

Membership	10
Quorum: One half of governors in post	5

**Agreed by the board on: 29<sup>th</sup> September 2021. Review Date: September 2022.**

## Terms of Reference for Personnel and Professional Development Committee

The Personnel and Professional Development Committee is expected to work within the following terms of reference:

### General

- Have power to make decisions on behalf of the Governing Body, except in cases reserved for the Governing Body by the current School Governance Regulations.
- Draft and keep under review the staffing structure in consultation with the Headteacher and the Finance and Property Committee
- Establish a pay and reward policy for all categories of staff and to be responsible for its administration and annual review. Recommend this policy to the Finance and Property committee for financial review prior to adoption and approval by the board.
- To annually review the impact of and implementation of the pay and reward policy.
- Annually review the pay awards made to staff to ensure they are in line with DFE regulations and the school's Performance Management and Pay Policies and that awards are appropriate given the outcome of the performance review cycle for the staff concerned.
- Ensure policies are in place for staff discipline, grievance, capability, and redundancy based on local authority guidance
- To ensure that staffing procedures follow equalities legislation
- To annually review procedures for dealing with staff discipline and conduct and grievances and make recommendations to the board for approval.
- To monitor the CPD budget against the school development plan and staff needs to ensure staff development, progression and raised pupil outcomes.
- Oversee the appointment procedure for all staff
- Establish and review a performance management policy for all staff
- Oversee the process leading to staff reductions
- Keep under review staff work/life balance, working conditions and wellbeing, including monitoring of absence
- Make recommendations on personnel-related expenditure to the Finance and Property Committee
- Consider any appeal against a decision on pay grading or pay awards
- Ensure that Disclosure and Barring Service (DBS) checks are completed satisfactorily for all staff and governors
- To meet at least two times a year.
- To carry out an annual governor skills audit and recommend the assignment of governors to appropriate committees
- To manage those policies delegated by the Full Governing Body to this committee to ensure they are reviewed and adopted / re-adopted within the necessary timeframe.

### **Disqualification**

Any person employed to work at the school other than the Headteacher. The deputy Headteacher may attend in the Headteachers place if the Headteacher is unavailable.

Membership	10
Quorum: One half of governors in post	5

**Agreed by the board on: 30<sup>th</sup> September 2020. Review Date: September 2022.**

## Terms of Reference for Curriculum Committee

The Curriculum Committee is expected to work within the following terms of reference.

**Please note all governors are expected to be members of this committee.**

### General

- To act on matters delegated by the board
- To consider safeguarding and equalities implications when undertaking all committee functions, ensuring all pupils have equal opportunities.
- To undertake monitoring visits to the school relevant to the committee's role and comply with governor monitoring visits policy.
- To make regular reports to the board.
- Meet at least three times each academic year with the timing and number of meetings considering the well-being of staff and governors and timetabled relevant to school data analysis timescales.
- To monitor the schools' policies in relation to the curriculum, pupil welfare and behaviour.
- Take an active role in school self-evaluation, monitoring success in all areas and identifying areas requiring improvement.
- To monitor the relevant areas and milestones within the school improvement plan
- To advise the Finance Committee on the relative funding priorities necessary to deliver the curriculum.
- To manage those policies delegated to this committee to ensure they are reviewed and adopted / re-adopted within the necessary timeframe.

### Curriculum

- To ensure the agreed curriculum is ambitious and designed for all learners particularly the most disadvantaged and those with SEND or high needs to give them the knowledge and cultural capital they need to succeed in life.
- To ensure the curriculum is broad and balanced by understanding the intent, implementation and impact.
- To ensure a full curriculum is delivered
- To ensure the British values are embedded within the curriculum, preparing pupils for life in modern Britain
- To understand the performance data for the school including the vulnerable and disadvantaged groupings.
- To ensure the specialist funding for pupil premium, sports premium and COVID-19 catch up / recovery premium have impact.
- To meet with the lead professionals within the school to gain an understanding of the scope of the curriculum targets and the activities the school is conducting to achieve success.
- To undertake any necessary training (in or out of school) that is necessary to enable effective monitoring of the agreed school improvement plan and its targets.
- To monitor progress against the curriculum targets of the School Development Plan
- To receive internal monitoring reports
- To monitor pupil achievement and progress against expectations, predicted outcomes and school improvement milestones and targets. Continue to ensure rapid pace is made for those pupil groups impacted by COVID-19

## Terms of Reference & Standing Orders – September 2020

- Ensure each curriculum group lead is invited to present to the governors at least once per academic year.
- To evaluate the extent of success at the end of the set timescale.
- To identify and celebrate success

### **Extended Services**

- To monitor the impact of any extended services provided against pupil achievement

Membership (all governors are members)	14
Quorum: One half of governors in post	7

**Agreed by the board on: 29<sup>th</sup> September 2021. Review Date: September 2022.**

## Terms of Reference for the Governance Professional

The Governance Professional (also referred to as the clerk) is expected to work within the following terms of reference:

**Slade Primary School's Governance Professional is provided by The Education People Clerking Service. As such, the Governance Professional's expectations, standards, and performance management are included within the Clerking Service Level Agreement**

### Guiding Principles

- The Governance Professional is accountable to the board.
- Governors, associate members and the headteacher cannot be employed as the Governance Professional whilst holding office.

### **The main responsibilities of the Governance Professional are:**

- To work effectively with the chair of governors, the other governors and the headteacher to support the board.
- To keep up to date and advise the board on constitutional and procedural matters, powers and duties as outlined within legislation, statutory guidance and the Governance Handbook.
- To support the board to develop a culture where challenge is welcomed.
- To convene meetings of the board ensuring they are quorate.
- To produce agendas for the meetings working with the chair of governors
- To attend meetings of the board and ensure minutes are taken.
- To ensure the chair receives the draft minutes for approval within one school week
- To ensure the chair approved draft minutes are circulated within two school weeks to all governors
- To create an action list after each meeting and monitor progress to ensure that actions agreed are carried out before the next meeting.
- To maintain a register of business interests and ensure it is kept up to date and published on the website.
- To maintain the website published requirements for boards by ensuring the information is supplied to the headteacher/school staff responsible for ensuring it is kept up to date
- To collect the required details for the governor's national database (Get Information About Schools, or GIAS) ensuring the information is supplied to the headteacher/school staff responsible for ensuring it is kept up to date
- To maintain a register of members of the board and report vacancies to the board and appropriate foundation trusts.
- To keep The Education People GovernorHub (LA) database up to date with details of the members of the board.
- To ensure if subscribed to the Governor Services training programme all governors have registered on GovernorHub to be able to access and book training courses
- To maintain a register of attendance to be published on the school website and report non-attendance to the board
- To give and receive notices of meetings in accordance with relevant regulations.
- To perform such other functions as may be determined by the board from time to time.
- To undertake appropriate professional development.

- The Governance Professional to regularly check the Governors Public email inbox for correspondence. (NB This will be achieved by the redirection of mail to the Governance Professional's Inbox).
- If the Governance Professional is unable to attend the meeting, the governors present at the meeting may appoint a member of the board (but not the headteacher) to act as clerk for that meeting. As a point of best practice, it is recommended that the chair of the meeting should not act as clerk

### **Governance Professional's Induction Programme**

The key elements of the induction programme include:

- Helping the Governance Professional to locate essential documentation and information
- Discussing access to a computer & appropriate software (this may include discussion of use of home computer and consumables)
- Discussing use of school reprographics equipment or alternative means of copying documents for governors
- Providing assistance in use of the schools 'Microsoft 365' environment and SharePoint and Outlook in particular.

**Agreed by the board on: 29<sup>th</sup> September 2021. Review Date: September 2022.**

## Terms of Reference & Delegation of Functions to Headteacher

**The delegation to the headteacher ensures a clear separation between strategic non-executive oversight and operational executive leadership. The headteacher is expected to work within the following terms of reference, and to provide the board with such reports in connection with his or her functions as the board requires.**

### **Budget**

- To make miscellaneous financial decisions up to an agreed limit of £8,000 as set out in the school finance policy and scheme of delegation. LA scheme for financing schools' states up to £8000 for primary
- To enter into contracts up to the limit of £8,000 with three quotes for any tender.
- To make virements of up to £8,000 as set out in the school finance policy/academy financial manual/scheme of delegation
- To monitor monthly expenditure.
- To make payments.
- To ensure the Board, or those delegated with the responsibility, receives six budget monitoring reports every year
- To ensure monthly budget reports are sent to the Chair of Governors or, if agreed, the Chair of the Finance and Property committee.

### **Staffing**

- To appoint teachers and non-teaching staff
- To establish disciplinary/capability/grievance procedures
- To suspend staff
- To initially dismiss staff
- To produce and maintain a central record of recruitment and vetting checks, to also include those involved in school governance

### **Curriculum**

- To ensure the national curriculum is taught to all pupils and consider disapplication for pupils as appropriate.
- To establish and implement a Teaching & Learning Standards policy.
- To decide which subject options should be taught.
- To be responsible for standards of teaching.
- To be responsible for each individual child's education.
- To agree and **review** the content of any relationship and health education to ensure it meets statutory requirements, and to approve a written policy for its delivery.
- To ensure the balanced treatment of political issues and to prohibit political indoctrination.
- To promote British values.

### **Appraisal and Performance Management**

- To formulate and implement an Appraisal policy.
- To make pay decisions in line with the pay policy and legal requirements
- To carry out appraisal of other teachers (or delegate to line managers in the school)

### **Religious Education**

- To provide Religious Education in line with school's basic curriculum

### **Collective Worship**

- To ensure, after consultation with the board, that all pupils take part in a daily act of collective worship.

### **Health & Safety**

- To ensure that health and safety regulations are followed.

### **Standard Setting**

- To set standards and predictions for pupil achievement and progress.

### **Discipline/Exclusions**

- To draft the content of the school behaviour policy and publicise it to staff, students and parents.
- The board of a maintained school must also make and from time-to-time review, a written statement of principles to help the head teacher determine the measures that make up the school's behaviour policy (which must include measures to prevent all forms of bullying among pupils). This duty cannot be delegated. The board must consult the headteacher, other appropriate members of staff, parents, carers and all registered pupils before making or changing this statement of principles.

### **Inclusion and Equality**

- To designate a qualified teacher to be responsible for co-ordinating SEND provision (the SEND co-ordinator or SENCO)
- To appoint a designated teacher for looked-after children

### **School Organisation**

- To ensure that the school meets for 380 sessions in a school year.
- Where determined by the Board, to ensure that school lunch nutritional standards are met.
- To draft and implement a data protection policy which complies with GDPR and review it at least every two years and register with the Information Commissioner's Office
- To ensure the statutory required information is uploaded to the school website.
- Maintain a register of pupil attendance.
- To publish on the website the drafted structure and remit of the Board, including governor appointment details, term of office and attendance record

- To submit governor information to the DfE database of governors (GIAS)

### **Information for Parents**

- To ensure that the school keeps parents and prospective parents up to date with school information.
- To ensure that free school meals are provided to those pupils meeting the criteria.
- To ensure that parents are aware of their rights to withdraw their child from collective worship, and non-statutory elements of RE and sex and relationship education.
- To ensure that a report on each child's educational achievement is forwarded to parents/guardians at least annually.

### **Extended Services**

- To put into place such additional services as may be decided upon from time to time.
- To ensure delivery of those services.

**Agreed by the board on: 29<sup>th</sup> September 2021. Review Date: September 2022.**

## Terms of Reference for Individual Delegated Governors

**Any individual to whom a governor monitoring responsibility has been delegated is expected to work within the following terms of reference in conjunction with the protocols and procedures set out in the governor monitoring visits for a committee policy and the board code of conduct. It is a statutory duty in legislation to report back at the next meeting following a monitoring visit**

To monitor a statutory function of the board and report back, ensuring the statutory responsibilities are fulfilled. It is expected that three monitoring visits will be made to the school during the year, unless school circumstances necessitate more. Not all visits necessarily have to take place during the time when students/pupils are in school and could be just as effective as a meeting between governor(s) and the lead professional at the end of the day as mutually agreed. **Governors will follow DfE guidance in relation to performing their monitoring roles. This may include the need to consider monitoring virtually.**

### **Individual Delegated Responsibilities:**

- To ensure full understanding of the delegated role.
- To meet with the lead professional within the school to gain an understanding of the scope of the area/target and the activities the school is conducting to achieve success.
- To ensure holding to account by questions asked against the statutory regulations and answers documented and reported back to the board as part of the next meeting supporting papers.
- To ensure key questions are asked and collective constructive challenge is enabled at the board or committee meeting.
- To ensure any board meeting follow up actions are completed and documented.
- To undertake any necessary training (in or out of school) to enable effective monitoring of the subject.
- To monitor the progress of school activities towards the priority milestone or statutory duties.
- To evaluate the extent of success at the end of the set timescale.

All visits to the school will be arranged with reference to the headteacher and in accordance with the Governor Monitoring Visits for a Committee policy.

Written reports will be submitted for factual check and comment by the headteacher within one week of the visit, and then be lodged with the Governance Professional for distribution as soon as possible, at least seven days before the next board or committee meeting as appropriate.

The following delegated DfE identified governor roles need to be appointed by the board.

- Safeguarding
- SEND
- Finance (KCC maintained schools)
- Health and safety

It is recommended that boards also carefully consider the following positions:

- Pupil Premium/catch up premium – to ensure the funding designed to mitigate the effects of the unique disruption caused by COVID-19 has impact, including with reference to most vulnerable and disadvantaged.
- Training and development – DfE recommended for focus on the development needs of the Board

*Before undertaking any monitoring, governors will read the Monitoring policy, Board Code of Conduct and the School Staff Code of Conduct*

**Having delegated governors does not reduce the collective accountability of the board for all its functions. The board will need to ensure that its agenda and reporting mechanisms enables ALL board members to have a collective strategic overview for all delegated monitored areas to enable accountability and effective informed decision making**

**Statutory delegated governors**

<b>Finance governor</b>	Chair of Finance & Property Committee - David Evans		
<b>SEND</b>	Stuart Concannon		
<b>Safeguarding (including child protection)</b>	Claire Pearson		
<b>Health and safety</b>	Scott Miller		
<b>Training and development governor</b>	Sahar Zaidi-Shirazee.		
<b>Pupil premium/catch up premium</b>	Chair of Curriculum Committee – Scott Miller.		
<b>Any other governor monitoring roles in accordance with school priorities, add as rows below</b>			
<b>Agreed by the board on</b>			<b>29/09/21</b>
<b>Review Date</b>			<b>31/09/22 or as needed.</b>

<b>Governor Monitoring Visits for a Committee Policy</b>
--

<b>NB The Governor Monitoring Visits Policy is adopted annually as a separate stand-alone policy and can be found on the school website.</b>
--

## Terms of Reference for Panel Hearings

Notwithstanding specific guidance on Panel Hearings:

- To make any decisions under the board's personnel procedures e.g. disciplinary, grievance, capability, bullying and harassment where the headteacher is the subject of the action.
- To make any decisions under the board's personnel procedures e.g. disciplinary, grievance, capability, bullying and harassment unless delegated to the headteacher.
- To consider any appeals against a decision to dismiss a member of staff or to a decision short of dismissal e.g. disciplinary, grievance or capability.
- To make any determinations on behalf of the board in relation to staff redundancy and redundancy appeals.
- To make any determinations on behalf of the board in relation to any pay appeal.
- To make any determination or decision under the board's school complaints procedure.
- To consider any representations by parents in the case of an exclusion (in accordance with the Statutory DfE Exclusions Guidance).
- To consider the appropriateness of any permanent exclusion or fixed term exclusion which totals 15 days or more in one term or where a pupil is denied the chance to take a public examination (in accordance with the Statutory DfE Exclusions Guidance).
- All panels are to be convened by the Governance Professional.
- All panels will follow the relevant board approved policy, procedure and guidance
- All panellists will undergo training to understand their roles and responsibilities
- All panellists will be unbiased and understand the remit of their decision making as described within the relevant policy

### NB

- Any governor who has participated on a panel for a staffing decision, cannot sit on the appeal panel
- Staff governors should not sit on panels

### **Membership [not less than 3]**

Any three governors from a pool of governors [comprised from the whole governing body], who are:

1. Suitably qualified to undertake the role, and
2. Available on the date specified

*The Headteacher is disqualified from serving in this role*

*Any governor having a connection with either a pupil, a member of staff or the incident in question which could affect their ability to act impartially, should not serve on the panel.*

**Agreed by the board on: 29<sup>th</sup> September 2021. Review Date: September 2022.**

## Terms of Reference for the Headteacher Performance Management Panel

- To meet annually before the 31 December 2020 with the board appointed suitably experienced and qualified independent external adviser and headteacher. In following best practice, where possible the headteacher appraisal will be the first staff appraisal performed to enable headteacher objectives being reflected within other whole school staff performance management objectives to drive the school forwards.
- Inform the headteacher of the standards against which their performance will be assessed
- To review, in consultation, with the independent external advisor, the performance of the headteacher against the agreed appraisal objectives and determine the recommendation on pay progression.
- To consult with the independent external advisor to set challenging but achievable headteacher appraisal objectives for the coming year ensuring they are specific, measurable, attainable, relevant, and time-bound (SMART).
- Objectives should as far as possible be reached by agreement. However, where a joint determination cannot be made the HTPM panel will make the determination following consultation with the external adviser, with the provision for the headteacher to record any disagreement if required.
- To prepare and agree the headteacher appraisal review statement, and report to the board the completion of the process.
- To monitor through the year, including a mid-year review meeting, the performance of the Headteacher against the agreed objectives and to ensure that appropriate support and development opportunities are provided.
- To make recommendations to the board in respect of pay progression.

Where serious weaknesses are identified in the headteachers performance then this procedure should cease, and the issues will be managed within the school's formal capability procedure.

The appraisal process will be recommenced when the headteacher's performance has reached the required standard.

### **Membership**

- Two suitably trained governors (not including the Vice Chair)
- The Chair of Governors

### **Notes:**

*This committee cannot be chaired by the Chair of Governors.*

*Neither the Headteacher nor any members of staff who are governors may serve on this group.*

*Consideration may need to be given to situations where governors serve on both HTPM and the pay panel.*

**Agreed by the board on: 29<sup>th</sup> September 2021. Review Date: September 2022.**

## Terms of Reference for the Pay Committee

The board will delegate all pay decisions in accordance with the school's pay policy the pay committee will act in accordance with the pay policy. It is the role of the pay committee to:

- To determine the pay progression to be awarded to individuals as delegated within the pay policy.
- To apply the criteria set out in the school's pay policy and consider fully the recommendations made by the headteacher regarding an individual's pay.
- To ensure all employees are made aware of the outcome of their individual pay review in writing within ten days of the decision making.
- Where pay decisions are made by a pay committee – the headteacher may provide professional advice and guidance to the panel to assist with decision making.
- To consider fully all recommendations made by the headteacher regarding an individual's pay progression.
- To maintain an accurate written record of all meetings, recording the reasons for the pay decisions taken and having due regard to confidentiality.
- To report summary information regarding annual total budget for pay decisions to the board.
- To ensure the achievement of all the pay policy objectives and principles in a fair, reasonable and equitable manner.
- To undertake an annual pay review for all staff/leadership group in accordance with the pay policy and reach decisions through the application of any relevant criteria measured by the school's performance appraisal process.
- To observe all statutory and contractual obligations.
- To recommend to the board changes to the policy and to consult with staff and recognised unions on those proposed changes.
- To seek advice from the Local Authority where appropriate.

All decisions made by the pay committee will take due account of the appraisal statement and all relevant information available from an appraisal or other review of an employee's skills, abilities, performance and any other factors deemed to be relevant. This will include any recommendation made by an employee's appraiser.

All decisions regarding pay progression for teachers, including the leadership group should be made without undue delay. **These should be completed prior to or on 31 October 2020 for teaching staff.**

### **Membership [three governors]**

- Membership of the pay committee will not be open to anyone who could benefit financially, directly or indirectly from such membership or any of the decisions of the committee.
- Neither the headteacher nor staff governors may serve on this group.
- Schools will need to consider carefully the membership of the panel and appeals panels to ensure the right composition. In particular they should avoid both the chair and vice chair of governors being members of the pay panel as this will inhibit one of these key senior roles being available for any pay appeals that may arise.
- Consideration may need to be given to situations where governors serve on both HTPM and the pay panel.

--

**Agreed by the board on: 29<sup>th</sup> September 2021. Review Date: September 2022.**

## Standing Order for Meetings of the Governing Body

### Governors are expected to:

- Arrive in good time for the start of any meeting, having read all the paperwork in connection with the agenda, and prepared with questions to ask or comments to make. Please note comments or questions relating to policies should be posted within the relevant document on SharePoint no later than 24 hours before the start of the meeting.
- Comply with any DfE governance guidance regarding meetings
- Have read and have access to the latest School Development Plan and be familiar with its milestones and priorities.
- Limit discussion to policies and actions and not people, ensuring constructive challenge, support and celebration is captured within the minutes.
- Understand their strategic role and not stray into the operational.
- Participate in discussion and listen to the views and comments of others.
- Work collectively as a team acting with integrity, objectivity and honesty and in the best interests of the school.
- Collectively ensure all board decisions are strategic and not operational.
- Be brief and adhere to any time limits placed against agenda items.
- Take regard of the advice and guidance given by the paid Governance Professional.
- Follow up on action points between meetings
- Comply with the code of conduct

### The following persons have the right to attend all meetings of the Governing Body

- Headteacher
- Governance Professional
- Any governor
- Associate members (unless the Governing Body require them to leave for items relating to individual members of staff or pupils)

### General

- The following persons may be invited to attend meetings of the Governing Body: Deputy Headteacher, members of the senior leadership team, school business manager, key stage leaders, SENCO, subject leaders, curriculum group leaders.
- Full governing body meetings will be held at least 4 times each year with a business meeting in Term 1.
- The Governance Professional will prepare a suggested calendar of meeting dates for the following year for approval at the last meeting held in term 6 of the preceding academic year following evaluation of impact of the governance structure.
- The Governance Professional will prepare a draft agenda, which will be finalised and approved by the chair.
- Governors wishing to place items on the agenda should give notice to the Governance Professional and provide a copy of any supporting papers for distribution.

- *Governors must*, in complying with legislation, submit monitoring visit reports or any other documents to the Governance Professional in time for the agenda and supporting documents to be circulated.
- Voting, where necessary, will normally be taken by a show of hands; however, the Chair may determine a secret ballot where this has been requested by two or more governors. Where there is an equal division of votes the chair will have a second or casting vote.
- It should be remembered that for maintained schools, proxy voting or decision making in advance of the meeting is not permissible, every question to be decided at a meeting of the governing body is to be determined by a majority of the votes of the governors present and voting. Decisions can only be made following governor attendance and informed discussion at a quorate meeting. All meetings will be convened by the Governance Professional.
- Any 3 members of the Governing Body may request a meeting by giving the Governance Professional written notice, which includes a summary of the business to be transacted.
- Unless otherwise stated, all meetings will commence at **18:30hrs**. Full Governing Body meetings will be limited to **2 hours**, and committee meetings to a maximum of **90 minutes** in duration unless stated otherwise.
- Where business has not been completed within the agreed time, those governors present may resolve to continue the meeting in order to complete the agenda.
- Items of 'Any Other Business' will be taken at the beginning of the meeting and either added to the agenda, delegated to a committee, or placed on the agenda of the next meeting.
- Any business not completed will form part of the agenda for the next meeting.
- Draft minutes will be approved for publication on SharePoint by the meeting chair within three weeks of the meeting, before being formally approved by the governing body at the next meeting.

### **Virtual or Remote Attendance**

- Virtual or remote attendance by telephone or video conference is permitted.
- Those attending by virtual means will be part of the quorum, will have the right to vote and will be shown as being present at the meeting.
- If a meeting is likely to involve a secret ballot, arrangements will be made between the Governance Professional and virtual attendees for the casting of their vote. This may be via a text message, email, separate telephone conversation or other agreed secure means.
- Where a candidate or candidates need to withdraw from the meeting to allow a ballot to take place, the mechanism to be used will be agreed with the Governance Professional in advance. Possible options are leaving the meeting until an agreed time, use of virtual waiting rooms, or messaging the candidates when the ballot is complete.
- The meeting can be chaired remotely. However, prior to the meeting, the chair must ensure someone can take over as chair during the meeting should the remote link fail.
- It is the responsibility of all governors attending remotely to ensure discussions remain confidential. Consideration must be given to avoiding communal or shared areas when

participating in governor meetings remotely.

- Some meetings will be all virtual and this will be shown in the meeting schedule. Where the meeting is advertised as face-to-face, Governors should inform the Governance Professional if they need to attend virtually. This should be done as soon as possible, but no later than one day before the meeting to allow the necessary technical arrangements to be made.
- To avoid any doubt, virtual governance does not allow governors to vote in advance via electronic means, or via a proxy, should they be unable to attend a meeting. Decisions can only be made following governor attendance and informed discussion at a quorate meeting.

These arrangements apply to Full Governing Body meetings and all committees meetings, including the Headteacher Performance Management panel and the Pay Committee.

### **Audio Recording of Meetings**

- The recording of Full Governing Body and all committee meetings is permitted for the sole purpose of the production of accurate draft meeting minutes.
- The meeting will be recorded on a standalone device which is not connected in any way to a network or the Internet.
- The device will be retained securely by the Governance Professional or, if agreed, the Chair of Governors.
- Attendees will be informed at the start of the meeting that it is being recorded and the reason why. Governors will be asked to agree to the recording.
- Any governor present (physically or remotely) may request the recording be suspended for part of the meeting if they wish.
- Once the chair of the meeting has agreed the draft minutes with the Governance Professional, the Governance Professional, or Chair of Governors, will permanently delete the recording from the device and confirm to the meeting chair this has been done.

**Agreed by the board on: 29<sup>th</sup> September 2021. Review Date: September 2022.**

## Standing Order for the Appointment of Co-opted Governors

### Guiding Principles

The Governing Body may decide the process for the appointment of Co-opted governors.

Those ineligible to be appointed as Co-Opted Governors are defined in the statutory guidance contained in the Department for Education document 'The constitution of governing bodies of maintained schools' – August 2015 (or any subsequent revisions).

These include, but are not limited to, registered pupils at the school, anyone under the age of 18 and elected members of the Local Authority:

<https://www.gov.uk/government/publications/constitution-of-governing-bodies-of-maintained-schools>

- The total number of Co-opted governors who would be eligible to be elected as a staff governor, when added to the staff governor(s) and headteacher, must not exceed 1/3 of the total number of governors.
- The community is defined as any person, organisation or group having an interest in the education of children at this school.
- Nominations will be sought from all members of the community defined above by advertising as broadly as possible.
- Vacancies will be made known within the community by the distribution of posters or other agreed means which could include the Inspiring Governance website or other agreed online options
- When advertising, the GB should take into account the potential to advertise for the skills that the GB has identified that it needs via its current skills audit. This expertise would enable the GB to work more effectively. The identified skills should be clearly stated when advertising the vacancy.
- Priority will be given to candidates with particular skills if this expertise would enable the Governing Body to work more effectively.
- Where two or more names are put forward, prospective Co-opted governors will be invited to complete the standard KCC Governor Application form which includes a statement explaining their background and why they wish to be appointed.
- These statements will be circulated to all members of the Governing Body prior to the meeting at which any appointment will be considered.
- At the next meeting of the Governing Body, governors will be invited to vote by show of hands if there is a sole candidate.
- Where there are multiple nominations, governors will take a vote by secret ballot, managed by the Governance Professional.
- In the event of a tie, the governors will again discuss the nominations and take a further vote. However as explained in 2013 Roles, Procedures and Allowances Regulations

(14.4) where there is an equal division of votes, the Chair, or the person who is acting as Chair for the purposes of the meeting (provided that such person is a governor), will have a second or casting vote.

- The Governance Professional will announce the result, with the candidate polling the most votes being duly appointed, subject to a satisfactory DBS being received. The minutes should clearly reflect the process of voting and the outcome.
- The Governance Professional will inform any candidates who are not present of the result using the means agreed with each candidate.

**Agreed by the board on: 29<sup>th</sup> September 2021. Review Date: September 2022.**

## Standing Order for the Appointment of Parent Governors.

- The Governing Body has agreed to follow the guidelines (or any subsequent revisions) published by Kent County Council for the election of parent governors. The Governance Professional will be asked to provide the latest guidance as required.
- Where a paper ballot cannot be held, the 'Standing Order for the Appointment of Parent Governors where a paper ballot is not possible' will be used.
- Those ineligible to be appointed as Parent Governors are defined in the statutory guidance contained in the Department for Education document 'The constitution of governing bodies of maintained schools' – August 2017 (or any subsequent revisions):

<https://www.gov.uk/government/publications/constitution-of-governing-bodies-of-maintained-schools>

- The school will administer this process with assistance from the Governance Professional as needed.

**Agreed by the board on: 29<sup>th</sup> September 2021. Review Date: September 2022.**

## **Standing Order for the Appointment of Parent Governors where a paper ballot is not possible.**

Due to Covid-19 protocols, the usual paper-based election process cannot currently be carried out safely. This addendum to the Standing Order is to allow for the secure counting of ballots received by email or post.

### **Parent Governor Election Count Procedure.**

#### **Electronic Votes.**

A separate email address has been established to receive election ballots. Access to this account is limited to the Returning Officer (The Headteacher) and one member of Office staff for administrative support.

#### **Following the closure of the vote.**

To ensure all votes cast are accounted for through the review and counting process, as soon as practical after the voting deadline the Returning Officer, or their administrative deputy, should access the mailbox used for the election and note the total number of electronic votes received. This should be witnessed by the Chair of Governors or a delegated governor.

If necessary, this step can be performed remotely, as long as the process can be clearly observed via video link.

#### **Prior to the formal counting of the Electronic Votes.**

In recognition that the validation of the votes received may take some time, this step can take place prior to the formal counting of the votes. This step should be observed (remotely if necessary) by the Chair of Governors or a delegated governor.

The Returning Officer (or their nominated administrative deputy) should check all email votes cast to ensure the following:

- The vote arrived in the inbox before the election deadline. The date/time stamp on each email should be used to determine this.
- The email address used to send the vote is registered with the school database.
- The email correctly contains the voters name, address and names of children attending the school.
- There is a vote for one candidate only.
- Only one vote has been cast per email address. Where duplicates are found from the same voter, both votes will be rejected.
- Where a family or shared email address has been used, the votes will be allowed as long as separate valid emails from each voter have been received.

Votes which do not meet the correct criteria should be moved to a 'Rejected Votes' folder.

#### **Formal counting of the Electronic Votes.**

The count can take place remotely on Teams or Zoom as long as the process can be clearly observed via video link.

The candidates in the election should be invited to observe the count if they wish.

The Returning Officer, the nominated administrative deputy and the Chair of Governors, or a delegated governor, should attend the count.

## Terms of Reference & Standing Orders – September 2020

- All present should review the 'Rejected Votes' folder and agree they have been rejected for valid reasons. The Returning Officer will have the final say in the event of any dispute.
- Each valid email in the inbox will be opened in turn and the votes for each candidate tabulated.
- The Returning Officer will ensure the total number of rejected votes and the valid votes for each candidate is equal to the total number of email votes received.

### **Postal Votes.**

#### **Following the closure of the vote.**

Votes arriving in the school's mail delivery on the day of the deadline will be considered valid even if this delivery takes place after the deadline for the close of the poll. Any votes arriving after this time will be invalid.

To ensure all votes cast are accounted for through the review and counting process, as soon as practical after the voting deadline (or the schools mail delivery) the Returning Officer, or their administrative deputy, should:

- Open the 'outer envelopes' of all postal ballots and note the total number of 'inner envelopes'. The 'inner envelopes' should remain sealed.
- Pass the unopened 'inner envelopes' to the Returning Officer for secure storage until the time of the formal count.
- This step should be witnessed by the Chair of Governors or a delegated governor.

If necessary, this step can be performed remotely as long as the process can be clearly observed via video link.

Postal ballots arriving after the deadline should remain unopened and be marked with the date of their arrival then passed to the Returning Officer so they can be stored with the other votes.

#### **Formal counting of the Postal Votes.**

The count can take place remotely on Teams or Zoom as long as the process can be clearly observed via video link.

The candidates in the election should be invited to observe the count if they wish.

The Returning Officer, the nominated administrative deputy and the Chair of Governors, or a delegated governor, should attend the count.

Any unopened 'outer envelopes' arriving after the deadline should be noted and rejected.

All 'inner envelopes' received should be checked to ensure the following:

- The envelope containing the ballot form is secure and the signature over the seal is present and intact.
- The envelope correctly shows the voters name, address and names of children attending the school.
- Envelopes not meeting the above criteria should be rejected with the agreement of all present. Rejected envelopes should not be opened. The Returning Officer will have the final say in the event of any dispute.

## Terms of Reference & Standing Orders – September 2020

- Valid envelopes will be opened in the presence of everyone at the count.
- Each form will be checked to ensure there is a vote for one candidate only.
- Forms with multiple votes or other inconsistencies will be rejected with the agreement of all present. The Returning Officer will have the final say in the event of any dispute.
- Valid votes for each candidate will be tabulated.
- The Returning Officer will ensure the total number rejected votes and the valid votes for each candidate is equal to the total number of postal ballots received.

### **Declaration of the Winner.**

The valid electronic and postal votes for each candidate will be added together.

The candidate with the most votes will be elected to the vacant position.

In the event of a tie the result will be decided by a random draw. This will be performed by the Returning Officer using a process agreed by all present. The draw can be performed remotely if agreed.

### **Retention of Votes.**

In case of dispute:

- The votes in the email inbox and 'Rejected Votes' folder must be retained for 6 months after which they should be permanently deleted.
- Voting forms and the 'inner' envelopes will be retained securely for 6 months before being securely destroyed.
- The Returning Officer will ensure this takes place.

**Agreed by the board on: 29<sup>th</sup> September 2021. Review Date: September 2022.**

## **Standing Order for the Appointment of Local Authority Governors.**

The Governing Body has agreed to follow the guidelines (or any subsequent revisions) published by Kent County Council for the election of Local Authority governors. The Governance Professional will be asked to provide the latest guidance as required.

Once approved by the KCC appointments panel a vote will be held at the next Full Governing Body meeting with governors invited to approve the appointment of the candidate to the governing body. A simple majority is required.

**Agreed by the board on: 29<sup>th</sup> September 2021. Review Date: September 2022.**

## Standing Order for the Election of Chair and Vice Chair

### Guiding Principles

- The Governing Body **MUST** elect a chair and a vice chair at the start of each academic year (The School Governance (Roles, Procedures and Allowances) Regulations 2013 – para 7.1)
- When the office of Chair or Vice Chair becomes vacant, the Governing Body must elect a new Chair or Vice Chair at their next meeting
- If both chair and vice chair positions become vacant, the board **must** hold an extraordinary meeting, as convened by the Governance Professional, to elect a chair.
- There are no regulations covering the process of election with the exception of the need for the candidate(s) to withdraw from the meeting when a vote is taken. In a virtual meeting the Governance Professional will determine the best way to ensure this takes place.
- Governing Bodies are free to, and should, agree an election process. Best practice is for written nominations in advance with supporting statement to include the skills present to undertake the role.
- Governors who are paid to work at the school, for instance the Headteacher and the staff governors cannot be elected as Chair or Vice Chair.
- The process must be fair, open and transparent

### **The Governing Body resolves that the following process will apply to the election of Chair (and Vice Chair) of the governing body:**

- The Chair and Vice Chair will stand for re-election at the first Full Governing Body meeting of each academic year. It is Recommended the chair serves no more than six years in the role.
- The Governance Professional will take the Chair to conduct the election of the Chair and the newly elected Chair will conduct the election for the Vice Chair using the same procedure.
- Governors will be asked to propose nominations to the Governance Professional by a closing date no later than one week before the date of the first full governing body meeting of the academic year. Nominations will also be sought for Chairs of Committees.
- The Governance Professional will include the names of all candidates for election in the papers for the meeting at which the election is to be held. The papers will be published no later than 7 days prior to the meeting
- The candidates will be asked to leave the room whilst the election takes place and the outcome discussed.
- Governors will take a vote by show of hands.
- Candidates will be allowed to vote (including for themselves) before leaving the room.
- In the event of a tie, each candidate will be given the opportunity to address the governing body before a further vote is taken. (If a candidate cannot attend the meeting, a supporting statement may be requested in advance of the meeting.)
- If no advance nominations have been received for the office of Chair, the Governance Professional may seek nominations at the meeting.
- If no Chair is duly elected, a Governor **MUST** be appointed to Chair the remainder of the meeting and to act as a temporary Chair until the next meeting. The board **must follow its statutory requirement to** elect a chair at its next meeting. If no chair is duly elected

at its next meeting, concerns will be raised on the capacity of leadership and governance under schools causing concern guidance.

- Following the election of the Chair, the new Chair will conduct the election of a Vice Chair using the same procedure.

### **The role of the Chair of the Governing Body**

- To ensure the business of the Governing Body is conducted properly in accordance with legal delegation requirements.
- To ensure that meetings are run effectively, focusing on the priorities and making best use of the time available, and to ensure that all members have an equal opportunity to participate in discussion and decision-making
- To establish and foster an effective relationship with the Headteacher based on trust and mutual respect for each other's roles.
- To establish and foster a good relationship with the Governance Professional based on professional respect for each role.

<b>Agreed by the board on 29/09/21.</b>			
<b>Chair of governors' name:</b> <b>Simon Griffiths</b>	<b>Term of Chair office:</b> <b>12 months</b>	<b>Elected date</b>	<b>29/09/21</b>
<b>Vice chair of governors' name:</b> <b>David Evans</b>	<b>Term of office:</b> <b>12 months</b>	<b>Elected date</b>	<b>29/09/21</b>

**Review Date: September 2022.**

## Standing Order for Appointment of Associate Governors

**Note: This additional Board Member status is only available to LA Maintained Governing Boards (not for PRU Management Committees or Academy Trust Boards).**

### Guiding Principles:

Governing Boards can benefit from being able to draw on specific skills or experience from outside their formal Board membership.

The definition of Associate Member (note not associate governor) is wide and can include pupils, school staff and persons who want to contribute specifically on issues related to their area of expertise, for instance finance.

The membership of any committee may include Associate Members, provided that a majority of members of the committee are Governors. Any committee quorum can only be made from governors who are appointed to the committee.

### Associate Members are:

- Are appointed by the board to serve on one or more named committees for a period between one and four years and can be reappointed at the end of their term of office
- Can be removed from office by the board at any time
- *Are not governors* and are not recorded on the Instrument of Government, though must receive a copy
- *Are not governors* and *are not appointed to the board* and therefore not able to vote at board level, though are entitled to attend the board meeting
- (Every question to be decided at a meeting of the board is to be determined by a majority of the votes of *the governors* present and voting on the question – 2013 Roles Procedures and Allowances)
- May be given voting rights on committees by the full governing body
- Cannot be given voting rights on committees if they have not reached the age of 18 at the time of their appointment
- Whilst can be appointed as chair of a committee, if there was ever a tied vote, they would *not* have the casting vote, unlike a committee chair who is a governor.
- May be excluded from any part of a meeting when the item of business concerns an individual pupil or member of staff
- Must have their details and register of business interests and their voting rights published on the school website

### Factors the Governing Board should consider in agreeing their appointment process:

- What the purpose of the appointment will be e.g., addition of skills, holding until a governor position becomes vacant and allows the board to see if they have the necessary skills
- What information the board needs to support a proposed appointment e.g., a statement 250 words, interview with the chair/vice chair, presentation to the board, alternatives as appropriate

- Whether when considering the appointment, voting will be by secret ballot or show of hands
- What the term of office for the membership shall be (one to four years)
- What committee(s) the associate member would be appointed to and if voting rights will be given for the associate member
- Whether the associate member may be excluded from any part of a meeting when the item of business concerns an individual pupil or member of staff (a person in attendance at meetings can be asked to leave for confidential items)
- Whether the associate member would be included in distributions of all documents and meeting papers for items they were not entitled to be present (whether for instance confidential minutes would not be available)
- The expectation of the associate member to sign the board's code of conduct, governor legal declaration. Governors who have been disqualified do not qualify to be associate members
- The expectation of the associate member to obtain a DBS check (recommended), in line with all members of the board
- Staff members who are appointed as associate members do not count towards the statutory limit on the number of staff members on a board. However, you should avoid having too many staff members as associate members because it can affect the balance of the board and could make it difficult for your board to challenge the school effectively

#### **STANDING ORDER EXAMPLE**

##### **(to be completed and agreed for each individual Associate Member)**

The Governing Board resolves that the following will apply to the appointment of Associate Members of the Governing Board:

Name of Associate Member (Insert name here)

The Governing Board agree to the Associate Member named above:

- To be appointed for a period of (insert agreed term between 1 - 4 years)
- To attend / not attend meetings of the Full Governing Board
- To be a member of the (name of committee) committee
- To have full voting rights on (name of committee) committee
- To have regard to the Board's agreed Terms of Reference, Code of Conduct and other Standing Orders of the Governing Board
- To undertake appropriate Governor Training and Development (as agreed in the Board's Code of Conduct)
- To complete the legal Governor Declaration, Declaration of Business Interest forms
- To obtain a DBS check, in line with all members of the Governing Board

**Agreed by the board on: 29<sup>th</sup> September 2021. Review Date: September 2022.**