



Slade Primary School

The Slade, Tonbridge, Kent, TN9 1HR

Document Control Sheet

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Document History

Date	Summary of Changes
13/09/17	<ul style="list-style-type: none"> · Governor Induction and Governor Visits policies removed to become standalone documents. · F&P Terms of Reference updated to clarify the Health and Safety role. · P&PD responsible to show link between pay awards and performance. · School policies – Committees to take responsibility for certain policies. · Re-focus FGB meetings on the vision of the school, SIP and be strategic. · Clerk's section – to publish FGB minutes online. · Virtual governor section – limit to number who can attend remotely. · Procedure for election of LA governor added. · Headteacher delegation – carer changed from guardian.
05/09/18	<p>Removed Code of Conduct and Governors Allowances sections to become stand-alone policies.</p> <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 5th 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</p>

	<p>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	Document completely reviewed to ensure compliance with model policy provided by The Education People.
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>
17/09/22	Fully reviewed to ensure consistency with The Education People model policy. Enhanced guidance on the objectives for governors with statutory delegated roles. Addition of virtual meeting etiquette.



Slade Primary School

Terms of Reference & Standing Orders

The governing board will always operate in accordance with the requirements of the Education Act; the School Governance Regulations; the Local Authority Scheme for Financing Schools; the Local Authority Financial Regulations and Procedures and all other relevant legislation. These terms of reference will be reviewed at least annually.

These documents were agreed by the board at their meeting held on: 28th September 2022

Next review due by: September 2023

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Table of Contents

Contents.....	1
Outline.....	4
Terms of Reference for Slade Primary School.....	5
Governing Body Operational Business	6
General.....	6
Inclusion and Equality.....	7
Safeguarding	8
Curriculum	8
Budget	8
Staffing, Appraisal and Performance Management	9
Discipline/Suspension and Exclusion	10
Premises and Insurance.....	10
Health and Safety	10
Admissions	10
Collective Worship.....	11
School Organisation	11
Information for Parents	11
Collaborations and Consideration of Federation and Academisation	11
Extended Services	11
Quorum: one half of the number of governors in post (rounded up).....	11
Terms of reference for Curriculum Committee	12
General.....	12
Curriculum	12
Expectations and Outcomes.....	12
Membership of the Curriculum Committee	13
Terms of Reference for Finance and Property Committee.....	14
General.....	14
Budget	14
Premises and Insurance.....	15
Staffing	15
Health and Safety (H&S)	15
Membership of the Finance and Property Committee	15
Terms of Reference for Personnel and Professional Development Committee	16
General.....	16
Staffing	16
Disqualification	16
Membership of the Personnel and Professional Development Committee.....	17
Terms of Reference for Individual Delegated Governors	18

Guiding Principles	18
Responsibilities	18
The board have appointed the following individual delegated governors:	18
Guidance SEND Link Governors.....	19
Guidance for the Safeguarding Link Governor	19
Guidance for the Health & Safety Link Governor.....	20
Terms of Reference for Panel Hearings.....	21
Membership: Any three governors from a pool of governors from the full board who are:	21
Terms of Reference for Headteacher Performance Management Panel	22
Guiding principles.....	22
Responsibilities	22
Membership: Three governors, including the chair of the board, though not the vice chair as well.	22
Terms of Reference for the Pay Panel.....	23
Membership [three governors].....	23
Delegation of Functions to Headteacher	24
Budget.....	24
Staffing, Appraisal and Performance Management	24
Curriculum	24
Standard Setting.....	24
Religious Education and Collective Worship	24
Health & Safety	24
Discipline/Suspension and Exclusions	25
Inclusion and Equality.....	25
School Organisation	25
Information for Parents.....	25
Extended Services	25
Standing Order for Meetings of the Governing Body	26
Standing Order for the Election of Chair and Vice Chair	29
Guiding Principles	29
The Role of the Chair of the Board.....	30
Standing Order for the Appointment of Co-opted Governors	32
Guiding Principles	32
Standing Order for the Appointment of an Associate Member	34
Guiding Principles	34
Associate Members.....	34
Standing Order for the Appointment of Local Authority Governors.	36
Standing Order for the Appointment of Parent Governors.	37
Standing Order for the Appointment of Parent Governors where a paper ballot is not possible.	38

Outline

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

The curriculum, finance and property, and personnel and professional development committees focus on the delivery of the annual school development 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 full board. 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 [Department for Education \(DfE\) 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 individual roles and those focused on the priorities of the School Plan.

Terms of reference must be drafted and agreed for any additional committees and incorporated within this document. Items in red are for discussion and decision by the board before adoption. This document can be personalised to suit your board's requirements.

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

This document has been prepared in such a way that tasks may be ticked off once completed. Please note where some actions are required more than once during the academic year the board must manage how tasks are fulfilled.

This document also includes guidance for the statutory link governor roles of SEND, safeguarding, careers and health & safety

This model focuses on three committees.

Related documents:

- Governor Monitoring Visits Policy 2022
- Governor Code of Conduct 2022

Terms of Reference for Slade Primary School

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

In addition, the board will appoint the DfE identified individual delegated governor roles of:

- safeguarding
- SEND

Your Local Authority may require the board to also appoint delegated governors for:

- finance
- health and safety

It is recommended by The Education People Governor Services that boards also carefully consider the following link governor positions:

- Pupil Premium/Recovery Premium– as identified in DfE PP statement
- Training and development – DfE recommended for focus on the development needs of the board
- Whole school wellbeing
- Early years

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.

The board has three strategic core functions:

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

All governors are required to abide by the Board's Code of Conduct and must indicate their acceptance via a SharePoint form to be sent by the Chair of Governors.

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

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

Governing Body Operational Business

- To ensure focus on the three strategic core functions.
- To review and revise Instrument of Government at FGB for approval by LA
- To review the standing order for election of the chair and vice chair including the length of the term of office – *the end of term of office dates must be recorded in the full governing body (FGB) minutes.*
- Elect (or remove) the chair and vice chair.
- To appoint (or remove) the chair for all committees, or delegate to committee to elect the chair
- To appoint (or dismiss) the governance professional to the full board and its committees
- To hold at least four board meetings each year for school business
- To appoint co-opted governors.
- To appoint or remove any associate members to committees, agreeing any voting rights for such committees, and ensuing details are published on the school website.
- To nominate and appoint the Local Authority (LA) nominated governor
- To suspend or remove/recommend removal of a governor. LA governors can only be removed by their appointing body or approval body.
- To decide monitoring priorities.
- To assign governors to monitor the priorities of the School Development Plan in accordance with the attached terms of reference.
- To appoint the DfE identified individually required roles of safeguarding, SEND, and LA required roles of finance and health & safety based on skill set and expertise.
- To consider appointment of additional link governor roles, such as Pupil Premium, whole school wellbeing, Early Years
- To receive reports from individuals to whom a delegated or monitoring function has been made and to consider whether any further action or decision by the board is necessary (statutory duty)
- To annually review the delegation arrangements
- To annually review and approve the board monitoring visits policy and monitoring schedule.
- To appoint a recruitment selection panel for headteacher/executive leader/deputy headteacher and ensure at least one member of the panel 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 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 and agree the board's 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 (Section 8)
- To agree and arrange a suitable induction process and mentoring for newly appointed or elected governors which includes safeguarding and child protection (and online safety) and PREVENT training.
- 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 the headteacher provides such reports as requested by the board to enable it to undertake its role.
- To ensure the relevant governor information is published on the school website, GIAS and LA database as required under statutory duties.

General

- Regularly review the vision and values of the school and ensure that these are shared with all stakeholders.

- **To take an active role in school self-evaluation identifying success and 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 review regularly how the school is regarded by pupils and parents.**
- **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 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; 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 stakeholders knowing how to raise concerns and make a complaint.
- To have regard to the professional advice given by the clerk as 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.
- In VA and foundation schools, to be aware of additional responsibilities e.g. employment, premises and admissions
- To ensure the school food standards are being met
- 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).

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 ensure the board 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, and having appointed a SEND governor, receive monitoring reports from link governor.
- To abide by the [Equality Act 2010](#) and ensure the school complies with statutory guidance
As public bodies LA maintained schools must comply with the public sector equality duty. This means you must publish:
 - details of how your school complies with the public sector equality duty - you must update this every year
 - your school's equality objectives - you must update this at least once every 4 years
- **To receive reports on bullying, homophobic and racial incidents.**
- To ensure the school adheres to [statutory guidance](#) in relation to school uniform
- **To ensure the accessibility plan is fit for purpose**
- 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.

Safeguarding

- To ensure statutory compliance with the most recent edition of KCSIE and its associated policies including adopting and reviewing annually the most recent edition of the LA child protection policy and relevant procedures
- To ensure the board comply with duties from the most recent edition of KCSIE, and having appointed a DfE identified safeguarding, and SEND governors, receive link governor reports
- To ensure all governors have read *and* understood the relevant parts of the most recent edition of KCSIE
 - *All governors should read parts one and two (and any associated parts and annexes) as a minimum, the chair and the safeguarding governor should read all of KCSIE.*
- To receive confirmation that every member of school staff has read and understood the most recent edition of [KCSIE](#) Part 1, as determined by the board in consultation with the headteacher.
 - *Governing bodies should ensure that those staff who do not work directly with children read either Part one or Annex A*
- 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 Safeguarding training, including Prevent training and Child Protection (including online) training regularly.
- To receive the [annual safeguarding report](#) to the board
- **To annually review and evaluate the completed [Safeguarding Review](#) toolkit 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 including 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 the British values are embedded within the curriculum, preparing pupils for life in modern Britain
- To ensure a full curriculum is delivered
- To review and establish a charging and remissions policy for activities.
- To consider recommendations from external reviews of the school (e.g., Ofsted, school improvement advisers, Governor Services), reviewing and evaluating any agreed actions to ensure impact.

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 Schools
- To operate within the LA's Financial Regulations, Controls and Procedures
- **To annually analyse and approve a three-year budget which shows clear links to the School Improvement Plan.**
- **To analyse and recommend the annual budget**
- To approve the first formal budget plan each financial year.
- To approve, **monitor** and submit to the LA a recovery plan where revenue deficit rises above 5% on 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 (template on Kelsi)
- To **annually review** and approve the finance policy and LA recommended levels of delegation.
- To **annually review** and approve the Charging and Remissions policy.
- **To undertake [financial benchmarking](#) and report back to the board.**

- To establish and **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 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 limits and document in minutes (scheme for financing schools, p35)
- To **draft**, approve and submit the SFVS by 31 March and ensure remedial actions are cleared within specific deadlines
- To receive six separate budget monitoring reports at board or committee 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 governors and chair of finance 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 recovery 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 Schools

Staffing, Appraisal and Performance Management

- To annually determine the staff structure following recommendation from the relevant committee
- To ensure the school meets its statutory and contractual obligations with regards to pay
- To establish, **review** and annually approve the appraisal and pay policies, ensuring they match the Terms of Reference, including the criteria and framework for pay decisions in line with the most recent edition of the School Teachers Pay and Conditions Document
- 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 panel/headteacher.
- To appoint the headteacher performance management panel (HTPM) (best practice of 3 skilled and 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** (best practice before 31 December each year)
- **To take into account the headteacher standards for excellence.**
- To appoint the pay panel to undertake the pay panel process (best practice, three skilled and knowledgeable governors, ensuring different governors serve on the pay panel to those that serve on HTPM panel)
- 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 pay policy, ensuring pay decisions are linked to evidence of performance and the criteria for pay progression are applied consistently, fairly and objectively**
- To consider structural solutions upon resignation/retirement of executive lead/headteacher.
 - For best practice, seek the advice and support of the LA prior to decision making
- To approve 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 establish and **review** procedures for addressing staff discipline, conduct, grievance, bullying and harassment and pay, ensuring that staffing procedures follow equalities legislation
- 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.

Discipline/Suspension and Exclusion

- To establish a statement of behaviour principles on which the school can produce a behaviour policy.
- To review the use of suspension and permanent exclusion and **consider** via an exclusion panel 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 DfE Guidance "[Suspension and Permanent Exclusion from maintained schools, academies and pupil referral units in England, including pupil movement](#)" updated Sept 22)
- To direct the reinstatement of excluded pupils via the delegated appointed exclusions panel
- To consider the findings of any independent review panel

Premises and Insurance

- To develop, approve and **monitor** a school buildings strategy taking into consideration risks and priorities
 - *With consideration to the most recent LA Asset management planning arrangements*
- To procure and maintain buildings, including a properly funded maintenance plan.
- To **review** and approve business continuity plan
- To **review and approve** accessibility plan to ensure inclusion (*as per [statutory policy](#) guidance*)
- **To seek advice from the LA, diocese or foundation trust, where appropriate to ensure adequate levels of buildings insurance and personal liability**
- **To receive the 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 LA required H&S inspection reports as per H&S policy three times a year**
- **To confirm all risk assessments are regularly reviewed and updated.**
- 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 for Parents

- To ensure that the school keeps parents and prospective parents up to date with school information.

Collaborations and Consideration of Federation and Academisation

- To consider collaborating with another school to aid school improvement or leadership capacity of either school
- To consider forming or joining a group of schools
- To consider forming a federation or joining an existing federation, seeking LA advice and support before completing due diligence
- To consider requests from other schools to join an existing federation and seeking LA advice and support before completing due diligence
- To leave a federation, seeking LA advice and support
- To consider approach and time scale to academy conversion
- To consider forming or joining an existing multi-academy-trust (MAT) and undertake due diligence.

Extended Services

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

Membership of the board to comply with the Instrument of Government (IOG)

See attached IOG and current governors in post on the school website, GIAS and GovernorHub

Quorum: one half of the number of governors in post (rounded up)

Terms of reference for Curriculum Committee

The curriculum committee is expected to work within the following terms of reference with a focus on monitoring the School Improvement Plan. Governors should 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.

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.
- Meet at least three times each academic year, with consideration for timing of board meetings, wellbeing of staff and governors, and timetabled relevant to school data analysis timescales. (best practice 3 time per academic year)
- To ensure minutes and report are included in FGB papers in a timely manner
- 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 and property and personnel committees on the relative funding priorities necessary to deliver the curriculum.

Curriculum

- To ensure the agreed curriculum is ambitious and designed for all learners including 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; ensuring a full curriculum is delivered
- To ensure the British values are embedded within the curriculum.
- To understand the performance data for the school including the vulnerable and disadvantaged groupings.
- To ensure the specialist funding for pupil premium, recovery premium and PE/sports 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 evaluate the extent of success at the end of the set and agreed timescale.
- To identify and celebrate success

Expectations and Outcomes

- 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 the disruption to education caused by COVID-19.
- To monitor the impact of any extended services provided against pupil progress and achievement
- To monitor progress against the curriculum targets of the School Development Plan
- To receive internal monitoring reports
- Ensure each curriculum group lead is invited to present to the governors at least once per academic year.

Membership of the Curriculum Committee

Quorum:	50% of the committee membership rounded up
Chair:	Scott Miller
Vice Chair (optional):	N/A
Governors:	Stuart Concannon David Evans Laura Fisher Viki Garrett Simon Griffiths Nicky Hill Eleanor Hoyle Karen Slade (Headteacher) Sahar Zaidi-Shirazee
Governance Professional	Sarah Rome (TEP)

Terms of Reference for Finance and Property Committee

The finance and property committee is expected to work within the following terms of reference with a focus on monitoring.

General

- To meet at least three times each year in terms pertinent to the [SFVS](#) and budget
- 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 monitor the impact of the costed School Development Plan in relation to the budget spend, particularly those related to finance & premises
 - To undertake monitoring visits to the school.
 - To make regular reports to the board, in addition to the chair of the board being in receipt of a monthly finance report
 - To annually in the autumn term review and recommend to the board the financial risk register and regularly review
 - To keep in-school financial procedures under review
 - To Annually review the Finance Policy and recommend levels of delegation
- Review compliance audit reports, ensuring the Board follows recommendations and actions.
- To consider safeguarding and equalities implications when undertaking all committee functions
- To ensure that the school is working within the SFVS recommended guidelines ([SFVS](#))
- To ensure compliance with the [LA Scheme for Financing Schools](#) and report to the board
- To act on matters delegated by the board
- 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.

Budget

- To annually evaluate and recommend the budget for board approval.
- To maintain an up to date 'balanced' three-year budget plan, which shows clear links to the 'school improvement' and 'staffing' plans.
 - Reporting any rollover to the board highlighting any significant variances and their impact on the three-year budget plan.
 - Evaluating the school budget monitoring sheets in discussion with the school's operational finance lead and reporting to the board, ensuring this is completed six times per year. ([SFVS Q3 requirement](#))
 - *Any recovery plan for budget with a deficit must be monitored for implementation and impact.*
- To approve any virement recommendations as set out and agreed in the finance policy (£8,000 - £18,000), documented in minutes and report decisions to the board.
- Approve tenders between £8000 and £50,000
- To evaluate written quotations and approve any purchases between £8,000 and £50,000
- Analyse and report on tenders for contract services, ensuring three written quotations in line with Scheme for Financing School.
 - *For contracts and purchases greater than £8,000 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. ([For more information on Procurement see Kelsi](#))*
- To produce, with support from the school's operational finance lead, a draft SFVS return for board approval for submission to the LA before the annual deadline.
 - Monitor and report to the board any SFVS remedial actions to ensure they are cleared within specified deadlines.
- To produce a report for the board to show the benchmark of school financial performance against similar schools.
- 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, recovery premium, sports premium, ensuring its use has impact.
- To monitor, audit and evaluate all school policies and procedures related to fraud and report to the board
 - Review finance policy; lettings policy; whistle blowing policy; governor allowance policy; charging & remissions policy making recommendations to the board.

- Ensure annual governor financial skills audit is undertaken and evaluated.
- To keep in-school financial procedures under review.
- To ensure compliance with the KCC scheme for financing schools and report to the board
- 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

Premises and Insurance

- To seek advice from the Local Authority where appropriate to ensure adequate levels of buildings insurance and personal liability.
- To procure and maintain buildings, including a properly funded maintenance plan.
- 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 and make recommendation to the board
- To review and approve the accessibility plan and ensure inclusion
- To receive the school asset plan annually
- To monitor the maintenance plan.

Staffing

- To determine the staff complement/structure in consultation with the headteacher and recommend to the board
- To review the pay policy for approval by the board.

Health and Safety (H&S)

- To review and recommend the H&S policy to the FGB for approval and adoption
- To approve and monitor the H&S policy
- To ensure that health and safety regulations are followed and prioritised appropriately.
- To receive confirmation of completion of compliance checks from operational lead as per H&S policy
- To monitor FGB agreed actions from the annual H&S Inspection Report
- To receive the LA required H&S Inspection Reports from the operational lead three times a year as per the H&S policy.
- To ensure H&S governor monitoring visits take place as agreed within the monitoring schedule.
- To receive the written H&S governor monitoring reports for consideration three times a year.

Membership of the Finance and Property Committee

Quorum:	50% of committee membership rounded up
Chair:	David Evans
Vice Chair (optional):	N/A
Governors:	Laura Fisher Viki Garrett Simon Griffiths Nicky Hill Eleanor Hoyle Scott Miller Karen Slade (Headteacher)
Governance Professional	Sarah Rome (TEP)

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 with a focus on monitoring.

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.

Staffing

- To determine the staff complement/structure in consultation with the headteacher and recommend to the board
- To review the pay policy for approval by the board.
- To annually review the appraisal policy, recruitment policy and Early Career Teacher (ECT) policy
- 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 improvement plan and staff needs to ensure staff development, progression and raised pupil outcomes.

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 of the Personnel and Professional Development Committee

Quorum:	50% of committee membership rounded up
Chair:	Stuart Concannon
Vice Chair (optional):	N/A
Governors:	Laura Fisher Simon Griffiths Karen Slade (Headteacher) Sahar Zaidi-Shirazee
Governance Professional	Sarah Rome (TEP)

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.

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.

Guiding Principles

Before undertaking any monitoring, governors will read the monitoring policy and board code of conduct. 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.

It is expected that visits will be in line with the agreed monitoring plan 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

Responsibilities

- To ensure full understanding of the delegated role.
- To be properly prepared for each visit by reading relevant policies and paperwork
- 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 key questions are asked and collective constructive challenge is enabled at the board or committee meetings to hold leaders to account. ([See Governance Handbook for sample questions](#))
- 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.
- 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.
- To ensure all visits to the school are arranged with reference to the executive lead/headteacher and in accordance with the Governor Monitoring Visits for a Committee policy (adopted annually as a separate stand-alone policy and can be found on the school website)

The board have appointed the following individual delegated governors:

Statutory roles:	
Safeguarding (including Child Protection)	Simon Griffiths
SEND	Stuart Concannon
LA required roles:	
Health and safety	Nicky Hill
Finance governor	David Evans
Non statutory/best practice:	
Training and development governor	Sahar Zaidi-Shirazee
Pupil premium/recovery/other targeted funding	Scott Miller
Whole school Wellbeing	Stuart Concannon
Early Years	Scott Miller
Agreed by the board: 28/09/2022	
Review date: September 2023	

Guidance SEND Link Governors

All link governors have a statutory duty to report to the full governing body their findings for further discussion and/or decision. The role of the SEND governor is to ensure the board are aware of their statutory responsibilities and to monitor on behalf of the board and report back to the board for further discussion and decision.

This guidance is to support SEND link governor fulfilling their role

This list is not exhaustive and can be reviewed to meet the needs of our board.

Click on ► each link to expand.

- To undertake monitoring visits
- To ensure monitoring visit reports are included in FGB papers in a timely manner
- To monitor the relevant areas and milestones within the school development plan relating the pupils with SEND
- To monitor and report to the FGB how the agreed curriculum is ambitious and inclusive, 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. *(in cooperation with the relevant committee)*
- To monitor the impact of high needs funding and progress of pupils with SEND
- To review the special educational needs policy for approval at board level
- To liaise with the SENCo to ensure the SEND information report is reviewed and updated at least annually.
- To monitor compliance with the statutory duties from the SEND code of practice and report back to the board.
- To monitor pupil group achievement and progress against expectations, predicted outcomes and school improvement milestones and targets regarding pupils with SEND. *(in cooperation with the relevant committee)*
- To ensure the accessibility plan is considered and approved. *This could be in collaboration with the H&S link governor*
- To keep up to date with legislative and local guidance in relation to pupils with SEND and inclusion, attending training where necessary and ensure the board is made aware of any changes to their statutory responsibilities.

Guidance for the Safeguarding Link Governor

All link governors have a statutory duty to report to the full governing body their findings for further discussion and/or decision. The role of the Safeguarding governor is to ensure the board are aware of their statutory responsibilities, take strategic leadership responsibility for the safeguarding arrangements and report back to the board in a timely manner.

This guidance is to support safeguarding link governor fulfilling their role

This list is not exhaustive and can be reviewed to meet the needs of our board.

- To undertake monitoring visits to the school.
- To meet with the DSL regularly to review safeguarding arrangements.
- To monitor compliance with the statutory duties from the most recent KCSIE and report back to the board.
- To have read and understood the most recent KCSIE in its entirety.
- To ensure own knowledge of relevant guidance and policy is up to date, ensuring the board is made aware of any changes to their safeguarding responsibilities
- To monitor the Child Protection policy and associated policies to ensure safeguarding is effective and report to the board
- In collaboration with the operational lead, annually review the Safeguarding Review toolkit for submission to the full board and monitor follow up actions
- To monitor the schools' policies in relation to behaviour.

Guidance for the Health & Safety Link Governor

All link governors have a statutory duty to report to the full governing body their findings for further discussion and/or decision. There are no delegated decision-making powers. The role of the H&S link governor is to ensure the board are aware of their statutory responsibilities regarding health & safety and to monitor on behalf of the board and report back to the board for further discussion and decision. The H&S link governor will not conduct any health and safety checks themselves.

The guidance is to support the health & safety link governor fulfilling their role.

This list is not exhaustive and can be reviewed to meet the needs of our board.

- To undertake monitoring visits to the school.
- To review the business continuity plan and report recommendations to the board
- To monitor the accessibility plan and review for approval. *This could be in collaboration with SEND link governor*
- To monitor the school building strategy/maintenance plan and update board via monitoring report
- To review and recommend the H&S policy to the FGB for approval and adoption
- To monitor the H&S policy.
- To monitor FGB agreed actions from the annual H&S Inspection Report
- To receive the LA required H&S Inspection Reports from the operational lead three times a year as per the H&S policy.
- To ensure H&S monitoring visits take place as agreed within the monitoring schedule and report to the board.

Terms of Reference for Panel Hearings

- 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/clerk
- 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

Membership: Any three governors from a pool of governors from the full board who are:
Suitably knowledgeable and objective to undertake the role, and not tainted
Available on the date specified

PLEASE NOTE:

- *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.*
- *Any governor who has participated on a panel for a staffing decision, cannot sit on the appeal panel*
- *Staff governors and any members of staff should not sit on panels*

Terms of Reference for Headteacher Performance Management Panel

Guiding principles

- In following best practice, the headteacher's appraisal will be the first staff appraisal performed to enable headteacher objectives to be reflected within other whole school staff performance management objectives to drive the school forward.
- Is it a statutory requirement that the board appoint an independent external adviser to assist the panel with the headteacher's appraisal, and to consult on setting objectives for the headteacher; this person should be suitably experienced and knowledgeable in school improvement and leadership matters.

Where serious weaknesses are identified in the headteacher's performance then the process 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.

Responsibilities

- To meet annually with the headteacher and a *board appointed*, independent external adviser
- Inform the headteacher of the standards against which their performance will be assessed.
- To review, in consultation, with the external advisor, the performance of the headteacher against the agreed appraisal objectives.
- To consult with the external advisor to set challenging but achievable 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 determine the recommendation on pay progression for approval by the full board.
- To monitor through the year, including a mid-year review meeting, the performance of the headteacher against the agreed objectives and to ensure appropriate support and development opportunities are provided.

Membership: Three governors, including the chair of the board, though not the vice chair as well.

The chair of the board will not take the role of the panel/committee chair.

PLEASE NOTE:

- Neither the headteacher nor staff governors may serve on this group.
- Consideration may need to be given to situations where governors serve on both HTPM and the pay panel.

Governor 1 and chair of panel: Stuart Concannon
Governor 2: Sahar Zaidi-Shirazee
Governor 3: Simon Griffiths
Date agreed for HTPM: TBD
Date agreed for mid-year review: TBD

Terms of Reference for the Pay Panel

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

- To observe all statutory and contractual obligations.
- To determine the pay progression to be awarded to individuals as delegated within the pay policy, having regard for the most recent publication of the School Teachers Pay and Conditions Document
- 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.
 - Where pay decisions are made by a pay panel - the headteacher may provide professional advice and guidance to the panel to assist with decision making.
 - To ensure the achievement of all the pay policy objectives and principles in a fair, reasonable and equitable manner
- To ensure all employees are made aware of the outcome of their individual pay review in writing within ten days of the decision making.
- 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 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 and HR provider where appropriate.

All decisions made by the pay panel 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 for teaching staff.

Membership [three governors]

- Membership of the pay panel will not be open to anyone who could benefit financially, directly or indirectly from such membership or any of the decisions of the panel.

PLEASE NOTE:

- Neither the headteacher nor staff governors may serve on this group.

Carefully consider the membership of the panel and appeals panels to ensure the right composition. Avoid both the chair and vice chair 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 should be given to situations where governors serve on both HTPM and the pay panel

Governor 1 and chair of panel: David Evans
Governor 2: Eleanor Hoyle
Governor 3: Scott Miller

Delegation of Functions to Headteacher

The delegation to the headteacher/executive leader ensures a clear separation between strategic non-executive oversight and operational executive leadership. The headteacher/executive leader is expected to work within the following terms of reference, and to provide the board with such reports in connection with their functions as the board requires and to ensure all policies requiring board approval are presented. Click on ► each link to expand

Budget

- To make miscellaneous financial decisions up to an agreed limit of **£8000** as set out in the school finance policy.
 - *LA Scheme for financing schools suggests up to £8000 for primary*
- To make virements as set out and agreed in the school's finance policy (**£8000**)
- To monitor monthly expenditure.
- To make payments.
- To ensure the board receives at least six separate budget monitoring reports every year
- To ensure monthly budget reports are sent to the Chair of Governors and Chair of Finance and Property committee

Staffing, Appraisal and Performance Management

- To appoint teachers and non-teaching staff.
- To establish disciplinary, capability and 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
- To formulate and implement an appraisal policy, recruitment policy and Early Career Teacher 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)

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 Relationships 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.

Standard Setting

- To set standards and predictions for pupil achievement and progress.
- To annually deliver the School Development Plan for approval at FGB

Religious Education and Collective Worship

- To provide religious education in line with school's basic curriculum.

Health & Safety

- To ensure that health & safety regulations are followed.
- To ensure the health & safety policy is adhered to and to carry out regular health & safety inspections (at least three times a year) and take remedial action as appropriate.
- To ensure emergency evacuation is practiced at least three times a year and records retained.
- To report to the board at FGB or committee level that compliance checks have been completed.
- To ensure that all risk assessments are regularly reviewed and updated and reported to the board.

Discipline/Suspension and 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 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 suitably qualified teacher to be responsible for co-ordinating SEND provision (SENCO)
- To appoint a designated teacher for looked after children
- To ensure that PSED statements are compliant and available on the website

School Organisation

- To ensure that the school meets for 380 sessions in a school year within [DfE guidance for school hours](#)
- To ensure that the [national school food 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, RE and sex and relationship education.
- To ensure that a report on each child's educational achievement is forwarded to parents/guardians
- To ensure the school meets the [statutory requirements in regard to school uniform](#)

Extended Services

- To put into place the additional services provided.
- To ensure delivery of services provided

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 - the clerk.
- 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 to the governing body 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 **4** 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.
- The meeting can be clerked remotely by the Governance Professional; however proceedings should pause if they lose their connection due to technical issues.
- 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 committee meetings, including the Headteacher Performance Management panel and the Pay Committee.

Virtual Meeting Etiquette

- Governors should endeavour to join the meeting 5 minutes before the scheduled start time.
- The mute facility will be used by all virtual attendees who are not speaking in order to minimise interruptions and background noise
- Webcams will be used by all attendees (where possible); there should be an explanation and/or agreement where webcam use is not possible
- The chat facility can be used and will be monitored by the chair of the meeting and the governance professional.
- The hands-up function will be used to indicate when governors wish to speak; the chair will check at the end of each item prior to moving to a new agenda item, to ensure that all attendees have been given the opportunity to take part in discussions. Where the meeting software allows, those who have raised their hands will be invited to speak in the order their hands were raised.
- Apologies will be provided prior leaving to the meeting, abandoning/moving away from the screen/webcam or when using a mobile phone (unless being used for attending the meeting i.e., calls and messaging). This can be done via the chat if necessary to avoid interrupting the flow of the meeting.

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.

Slade Primary School

Standing Order for the Election of Chair and Vice Chair

Guiding Principles

- The board *must* elect a chair and a vice chair. (The School Governance (Roles, Procedures and Allowances) Regulations 2013 – para 7.1)
- When the office of chair or vice chair becomes vacant, the board 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 advance.
- Boards 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 staff governors cannot be elected as chair or vice chair.
- Governors should discuss and agree if co-chairs or co-vice chairs (not recommended to have both co-chairs and co vice chairs due to the fragmenting of the roles) are acceptable.
- The process must be fair, open and transparent.

Factors* the board should consider in agreeing their election process are:

- How long the chair and vice chair will serve (You may wish to consider different terms of office; best practice is one year).
- Whether a governor can be re-elected and whether there should be a limit to the number of terms a governor could serve in the position of chair or vice chair (*Recommendation, no more than six years in the role of chair*). You may like to consider succession planning, individual governor and board development, workloads and the involvement of all governors.
- Whether the governor has the relevant skillset and experience of governance to undertake the role or willingness to undertake training for the role.
- Whether a governor can stand for office if they are unable to be present at the meeting.
- How nominations will be made (in writing in advance of the meeting via the agenda or verbally at the meeting, with or without a supporting written or verbal statement).
- Whether a candidate will self-nominate or be proposed (and seconded if wished) by governors.
- Whether there will be a secret ballot or show of hands (and whether this would vary depending on the circumstances i.e., in all cases or only where there is more than one candidate).

- How the board would treat a tie in votes (would candidates have the opportunity to speak to the board about why they want to be the chair or vice chair followed by another vote, would it be by another method)

*Recorded decisions in the minutes for each of the points above to ensure a clear process is agreed

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 Board

- To ensure the business of the board is conducted properly in accordance with legal delegation requirements.
- To ensure that meetings are run effectively, act as a role model, 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 openness, trust and mutual respect for each other's roles.
- To establish and foster a good relationship with the governance professional/clerk based on professional respect for each role.

Agreed by the board: 28/09/2022

Review date: September 2023

Chair of governor's name: Simon Griffiths	Term of chair office: 12 months	Elected date: 28/09/2022
Vice chair of governor's name: David Evans	Term of office: 12 months	Elected date: 28/09/2022

Standing Order for the Appointment of Co-opted Governors

Guiding Principles

The governing board (GB) may decide the process for the appointment of co-opted governors. *The process must be agreed by the board prior to use.*

Factors the board should consider in agreeing their appointment process:

- The skills required to support the GB at the time of the vacancy
- How and where the vacancies, together with the identified skills required, should be advertised
- Whether a candidate will self-nominate or be proposed [and seconded if wished] by governors
- Information the GB needs from each candidate to support their nomination i.e., a statement of so many words, interview with, or presentation to the GB or alternatives as appropriate
- Whether after full GB discussion, there will be a show of hands and whether this would vary depending on the circumstance i.e., in all circumstances or only where there is more than one candidate.
- How the results will be notified to the successful candidate/s and the rejected candidate/s and by whom.
- How often the agreed process for seeking nominations and making appointments will be reviewed (if not part of the annual review of Terms of Reference/Standing Orders; annually is recommended).
- How the GB will ensure that the processes are fair, open, and transparent.

Example

1. *Co-opted governors are appointed by the governing body (GB). They are people who in the opinion of the GB have the skills required to contribute to the effective governance and success of the school.*
2. *The board may choose to advertise the vacancy locally and also as broadly as possible in order to reach as wide an area as possible; this should include the services of Inspiring Governance and Governors for Schools as advocated by DfE in the Governance Handbook.*
3. *When advertising, the GB should consider including the skills that the GB has identified that it needs via its current skills audit in the advert. This expertise would enable the GB to work more effectively.*
4. *Priority should be given to candidates who can demonstrate and/or evidence that they have the skills that the GB has identified that it needs; the GB could agree that this is by interview or presentation to the GB or alternatives as appropriate (see 5 below)*
5. *Where there are more candidates than vacancies, the candidates could be asked to prepare a brief statement of no more than (suggested) 250 words, explaining why they wish to be appointed and their suitability for the role.*
6. *Candidate statements should be circulated to all members of the GB prior to the full GB meeting at which any appointment will be considered.*
7. *At the subsequent full meeting of the GB, governors are to be invited to vote as agreed by the GB (by either a show of hands or by secret ballot); the process is to be managed by the governance professional.*
8. *In the event of a tie, the governors may agree to discuss the nominations in more depth 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/clerk should announce the result, with the candidate polling the most votes being duly appointed.*
- *The minutes should clearly reflect the process of voting and the outcome.*
- *The governance professional/clerk should be tasked with advising the successful candidate/s and unsuccessful candidate/s.*
- *The governance professional/clerk should be tasked with commencing the legally required documentation (Governor legal declaration, declarations of interest etc.) and requesting governor email to be set up.*
- *The governance professional/clerk should inform the school of the appointment and provide contact details so that the school can make contact to commence the DBS and section 128 check (must apply within 21 days of appointment/election for LA maintained schools and 14 days of appointment/election for academies) The progress and timeline should be monitored by the governance professional/clerk for compliance.*

The GB should arrange to commence the governing body's own induction process including ensuring the DBS and section 128 processes are completed.

Agreed by the board: 28/09/2022

Review date: September 2023

Standing Order for the Appointment of an Associate Member

This additional board member status is only available to LA maintained governing boards who use the committee structure. *It is not for use* with LA maintained school circle model, PRU management committees, academy trust boards or local governance structures

Guiding Principles

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.

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. Alternatively, consideration should be given to inviting staff members as observers to relevant meetings.

Associate Members

- 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*)
- *Are not governors* and would therefore not replace governors on interview panels such as Executive Headteacher/Headteacher/ Deputy Headteacher recruitment processes or attend ratification meetings for the posts
- *Are not governors* and would therefore not be involved in Ofsted inspection interviews or attend feedback meeting at the end of the inspection
- *Are not governors* and would therefore not sit on complaints panel in their own school but may be called upon to sit on complaints panels in another school
- *Are not governors* and would therefore not be appointed into any delegated statutory or named link governor roles or independently undertake monitoring visits
- *Are not governors* and would therefore not be appointed to any personnel panels
- May be given voting rights on the committees to which they are appointed by the full governing body, which is recorded in the FGB minutes
- 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 their business and financial interests published on the school website including:
 - governance roles in other educational institutions
 - any material interests arising from relationships between governors or relationships between governors and school staff (including spouses, partners and close relatives)
- Must have their voting rights published on the school website

Factors the 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 but not statutory), in line with all members of the board

Standing Order Example

To be completed and agreed for each individual associate member

The board resolves that the following will apply to the appointment of associate members of the board:

Name of associate member (insert name here)

The board agree to the associate member named above is:

- *To be appointed for a period of (insert agreed term between one - four years)*
- *To be a member of the (name of committee/s) committee*
- *To have full voting rights on (name of committee/s) committee*
- *To have regard to the board's agreed terms of reference, code of conduct and other standing orders of the 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 board (best practice)*

Agreed by the board: 28/09/2022

Review date: September 2023

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: 28/09/2022

Review date: September 2023

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: 28/09/2022

Review date: September 2023

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

This standing order was developed during the COVID-19 pandemic when the usual paper-based election process could not 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.

- 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.
- 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: 28/09/2022

Review date: September 2023