



Terms of Reference and Standing Orders for Circle Model

Responsible Person	Toby Butler, Chair of Governors
Dated	September 2019
Date of next review	September 2020

Introduction

The Governing Board will always operate in accordance with the requirements of the Education Act, the School Governance Regulations, the Local Authorities Scheme for Financing Schools and all other relevant legislation. These Terms and Standing Orders will be reviewed at least annually.

The Governing Board works collectively as a 'whole team', meeting six times per year, once in each term, without any separate committees. An annual planner and agenda for each meeting will include all the tasks which the Governing Board is required to consider, and the Governing Board may 'commission' assignments or activities arising from the business of the meeting, which will be recorded in the minutes. Any 'commissioned' working groups will have Governing Board drafted agreed terms of reference.

In addition to 'commissioning' activities or actions on their behalf, the Governing Board, to ensure its core functions are fulfilled, will delegate monitoring responsibilities to 'monitoring pairs' or 'individuals'. These include the statutory required individual roles and those focused on the priorities of the School Plan. The Governing Board recognises the delegated monitoring individuals / pairs are replacing committees in terms of challenge, responsibility and accountability when undertaking their monitoring and reporting back to the Board.

In each case where a function has been delegated there is a statutory duty to report any findings, action or recommended decision to the Governing Board at the next meeting.

Terms of Reference

- Governing Board
- Clerk to the Governing Board
- Headteacher
- Individuals, Monitoring Pairs and Groups
- Finance Group
- Panel Hearings
- HT Performance Management Panel
- Pay & Personnel Panel

Standing Orders

- Governing Board Meetings
- Election of the Chair and Vice Chair
- Appointment of Co-opted Governors
- Appointment of Associate Members

(Signature)

(Role)

(Date)

Terms of Reference – Governing Board

The purpose of governance is to provide confident, strategic leadership and to create robust accountability, oversight and assurance for educational and financial performance. The Governing Board has resolved to conduct all its business as a Governing Board, and to work collectively without committees. The Governing Board will appoint the statutory individual delegated governor roles of Safeguarding, SEND, Health & Safety and Finance to report back on their findings, as well as, the delegated monitoring pairs to focus and report back on the school improvement priorities.

The Board has three strategic core functions:

- Ensuring clarity of vision, ethos and strategic direction;
- Holding Executive Leaders / Headteacher to account for the educational performance of the organisation / school and its pupils, and the performance management of staff; and
- Overseeing the financial performance of the organisation / school and making sure its money is well spent.

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

Items in bold may be delegated and reported back to the Governing Board.

Operational Business

- To ensure focus on the three strategic core functions.
- To draw up the Instrument of Government and any amendments thereafter.
- To review the standing order for election of the Chair and Vice Chair including the length of the term of office.
- Elect (or remove) the Chair and Vice Chair.
- To appoint (or dismiss) the Clerk to the Governing Board.
- To hold at least six Governing Board meetings each year.
- To appoint Co-opted governors and any Associate members.
- To appoint the LA nominated governor (in maintained schools).
- To suspend or remove / recommend removal of a governor (LA and foundation governors can only be removed by their appointing body).
- To decide which functions of the Governing Board will be delegated to individuals or monitoring pairs in replacement of a committee and to appoint into the roles.
- To appoint the statutory individual required roles of Safeguarding, SEND, Health & Safety and Finance (KCC Schools) based on skill set and expertise.
- **To receive reports from any pair or individual to whom a delegation has been made and to consider whether any further action or decision by the Governing Board is necessary.**
- To review the delegation arrangements annually.
- Appoint selection panel for Headteacher or Deputy Headteacher and ensure at least one 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 set up and publish a register of Governors' Business Interests and ensure this is kept up to date.
- To ensure that statutory requirements for information are published on the school website, including details of governance arrangements, are met and updated as necessary.
- **To ensure the information required for the National Database (GIAS) is collected, uploaded and amended as necessary and accurate with the details published on the school website.**

- To approve and set up a Governors' Allowances Scheme.
- To regulate the Governing Board procedures where not set out in law and record these as Standing Orders.
- To delegate to the Headteacher the functions as described in the Delegation of Functions to Headteacher Standing Order.
- To assign individuals or pairs of governors to monitor the priorities of the School Improvement Plan, in replacement of committees, in accordance with the attached terms of reference.
- **To arrange a suitable induction process and mentoring for newly appointed or elected governors.**
- To consider the DfE recommended appointment of a training and development governor to audit individual and collective development needs and from evaluation promote appropriate training.
- **To regularly audit and evaluate the impact of governance to inform the structure of the Governing Board.**
- To ensure the Headteacher provides such reports as requested by the Governing Board to enable it to undertake its role.

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 Improvement Plan for priority accuracy; regularly holding the leaders to account against the milestones; monitoring against an agreed Governing 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, ensuring impact and compliance.
- 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 Complaints Procedure, published on the school website with parents knowing how to raise concerns and make a complaint.
- To have regard to the professional advice given by the Clerk.
- To ensure that the Governing Board complies with all other legal duties placed upon them as shown and updated within the Governance Handbook.

Inclusion and Equality

- To establish and approve a special educational needs (SEN) policy.
- To publish and update at least annually a SEN information report (meeting requirements set out in the Special Educational Needs and Disability Regulations 2014, modified 2017).

- To comply with statutory duties from the SEND code of practice and KCSIE 2019 in respect of pupils with special needs by appointing a SEND governor.
- To ensure that the school does not discriminate against pupils, job applicants or staff on the basis of race, religion, gender, age disability or sexual orientation.
- To receive reports on bullying, homophobic and racial incidents.

Safeguarding

- To ensure statutory compliance with Keeping Children Safe in Education 2019 and its associated policies including adopting and reviewing annually the KCC child protection policy 2019 and relevant procedures
- To comply with statutory duties from KCSIE 2019 by appointing Safeguarding, SEND and Health & Safety governors
- To ensure every governor and associate member has read and understood KCSIE 2019 part 2
- To ensure every member of school staff has read and understood KCSIE 2019 part 1
- To have due regard to the need to prevent people from being drawn into terrorism and to oversee the incorporation of the necessary procedures and practices outlined in the Prevent duty within the child protection policy
- To receive the safeguarding annual report to the Governing Board (found on Kelsi)
- **To annually review and evaluate the completed Safeguarding Review (on Kelsi) ensuring any follow up actions are monitored and completed.**

Curriculum

- Ensure NC is taught to all pupils.
- To ensure the curriculum is ambitious and designed for all learners particularly the most disadvantaged and those with SEND or high needs to give them the knowledge and cultural capital they need to succeed in life.
- **To ensure the curriculum is broad and balanced by understanding the intent, implementation and impact.**
- To ensure a full curriculum is delivered.
- To establish a charging and remissions policy for activities.
- To ensure the British Values are embedded within the curriculum, preparing pupils for life in modern Britain
- To consider recommendations from external reviews of the school (e.g. Ofsted, School Improvement Advisers), reviewing and evaluating any agreed actions to ensure impact.

Budget

- To operate within KCC's Standing Orders and Financial Regulations and Procedures.
- To approve the first formal budget plan each financial year.
- To engage in strategic decision making.
- To approve a three-year budget which shows clear links to the School Improvement Plan.
- To approve and review the financial risk register.
- To analyse and recommend the annual budget.
- To annually review and approve the Finance Policy and KCC recommended levels of delegation.
- **To undertake financial benchmarking.**
- To annually review and approve the Charging and Remissions policy.

- To enter into contracts following agreed financial limits.
- To make decisions in respect of service agreements following agreed delegation of financial limits and insurance.
- To ensure the school complies to the SFVS guidelines including the board receiving six monitoring budget reports from the Finance Officer with an accompanying commentary which will include the impact of any change, both positive and negative to the three-year budget plan.
- 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).
- To appoint a finance governor or monitoring pair.
- **To ensure financial succession planning within the Governing Board.**
- To review and take account of any consultations to change the LA Finance Scheme.

Staffing

- To make Headteacher and Deputy Headteacher appointments (ratify or reject) following recommendations from the Governing Board approved selection panel.
- To annually determine the staff complement.
- To annually agree a pay policy, which has been approved by the unions, and any pay discretions following the STPCD.
- **To annually review the impact of and implementation of the Pay and Reward Policy.**
- To establish and review procedures for addressing staff discipline, conduct, grievance, bullying & harassment and pay.
- To establish a governor panel to hear staff appeals against dismissal, redundancy, grievances, bullying & harassment and pay.
- To dismiss the Headteacher.
- To end the suspension of staff or Headteacher.
- To determine dismissal payments / early retirement.

Appraisal and Performance Management

- To establish and review and approve the Appraisal Policy.
- To determine the timing of the Headteacher appraisal review cycle.
- To appoint the Headteacher Performance management group following the best practice of three skilled or trained governors.
- To appoint the external advisor for the Headteacher Performance Management Panel.
- **To take into account the Headteacher Standards for Excellence.**
- To appoint the Pay Panel of three skilled or trained governors.
- To agree total pay award following recommendation from Pay Panel.
- To agree any pay award for the Headteacher following recommendation from the Headteacher Performance Management Panel.

Discipline / Exclusions

- To establish a statement of behaviour principles on which the school can produce a Behaviour Policy.
- To review the use of exclusion and decide whether or not to confirm all permanent exclusions and fixed term exclusions where a pupil is either excluded for more than 15 days

in total in a term or would lose the opportunity to sit a public exam. **(This may be delegated to the Chair / Vice Chair in cases of urgency** - see Exclusion from maintained schools, Academies and pupil referral units in England Guidance updated Sept 17 page 18 point 57).

- To direct the reinstatement of excluded pupils.
- To consider the findings of any Independent Review Panel.

Premises & Insurance

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

Health & Safety

- **To establish and approve a Health & Safety Policy.**
- **To ensure that Health & Safety regulations are followed and appropriately prioritised.**
- To receive the annual Health & Safety Inspection report and agree any actions.
- **To receive the KCC required H&S inspection report 3 times and year.**
- To appoint a Health and Safety governor.

Admissions

- To follow The School Admissions Code statutory guidance when carrying out duties relating to school admission; for community schools, the LA is the admission authority.
- Set a clear published admission number (PAN), which states the number of applicants they will admit where enough applications are received. A Governing Board of a community school can object to the Adjudicator if they disagree with their PAN (which will be set by the LA as admission authority).
- To establish an Admissions Policy.
- To validate the data provided by the Local Authority for new school places.

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 Headteacher and Governing Board to conclude that broadly Christian collective worship is not appropriate. The Headteacher 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 align the dates of school terms and holidays with the LA but set Staff Development Days.
- To publish proposals to change category of school.

Collaborations / Federations / Academies

- To consider forming or joining a group of schools, federation or existing academy, completing due diligence.
- To consider approach and time scale to academy conversion.

Extended Services

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

Membership of the Governing Board

Membership of the Governing Board to comply with the Instrument of Government; the current governors in post are listed on the school website, GIAS and GovernorHub:

Name	Category	Term of Office Expiry
Kelly Barnett	Parent	8 February 2021
Toby Butler	Co-opted	31 August 2022
Carolyn Christie	Local Authority	27 June 2021
Jo Considine	Co-opted	19 November 2022
Ian Hayne	Co-opted	31 August 2022
Shirley Lall	Co-opted	16 March 2019
David Parfitt	Parent	29 November 2022
Shelley Shrimpton	Staff	12 November 2022
Charles Tanswell	Co-opted	27 January 2023
Natalie Wensley	Parent	11 February 2020
Amanda Woolcombe	Staff	Ex Officio member
Vacancy	Co-opted	

The Governing Board quorum is six; one half of the Governors in post rounded up.

Role	Name	Appointment Date
Chair of Governors	Toby Butler	17 September 2018
Vice Chair of Governors	Ian Hayne	17 September 2018
Clerk to the Governing Board	Rose Davies	28 January 2019

SEND Governor	Kelly Barnett	30 September 2019
Safeguarding Governor	Toby Butler	30 September 2019
Health & Safety Governor	Ian Hayne	30 September 2019
Training Governor	Ian Hayne	30 September 2019
Finance Panel	Carolyn Christie Charles Tanswell Natalie Wensley	30 September 2019

Agreed by the Governing Board on 30 September 2019 and to be reviewed annually

(Signature)

(Role)

(Date)

Terms of Reference – Governing Board Clerk

The Clerk is expected to work within the following Terms of Reference. These principles and tasks are included within the Kent Clerking Service Level Agreement.

Guiding Principles

- The Clerk is accountable to the Governing Board.
- They are employed by the Governing Board and line managed by the Chair of Governors, whose responsibility it is to ensure induction training is undertaken and conduct an annual appraisal and pay review with recommendations approved by the Board.
- The Clerk will be provided with a contract of employment based on the job description and Clerking Competency Framework.
- Governors, Associate Members and the Headteacher cannot be employed as Clerk to the Governing Board whilst holding office.

Main Responsibilities

- To work effectively with the Chair of Governors, the other governors and the Headteacher to support the Governing Board.
- To keep up to date and advise the Governing Board on constitutional and procedural matters, powers and duties as outlined within legislation, statutory guidance and the Governance Handbook.
- To support the Governing Board to develop a culture where challenge is welcomed.
- To convene meetings of the Governing Board ensuring they are quorate.
- To produce agendas for the meetings working with the Chair of Governors, seeking prior input from governors regarding items to be added.
- To attend meetings of the Governing Board and ensure minutes are taken.
- To ensure the chair receives the draft minutes for approval within one school week.
- To ensure the chair draft approved minutes are circulated within two school weeks to all governors.
- To create an action list after each meeting and monitor progress to ensure that actions agreed are carried out before the next meeting.
- To maintain a register of Business Interests and ensure this is published on the website.
- To maintain the website published requirements for Governing Boards by ensuring the information is kept up to date.
- To ensure the requirements for governors to publish information online is adhered to.
- To collect the required details for the Governors National Database (GIAS) and ensure the relevant staff member for uploading to the database is informed of any changes.
- To maintain a register of members of the Governing Board and report vacancies to the Governing Board.
- To keep The Education People GovernorHub database up to date with details of the members of the Governing Board.
- To maintain a register of attendance to be published on the school website and report non-attendance to the Governing Board.
- To give and receive notices in accordance with relevant regulations.
- To perform such other functions as may be determined by the Governing Board from time to time.
- To undertake appropriate professional development.

- If the Clerk is unable to attend the meeting, the governors present at the meeting may appoint a member of the Governing Board (but not the Headteacher) to act as Clerk for that meeting.

Clerk's Induction Programme

The key elements of the induction programme include:

- Helping the Clerk to locate essential documentation and information.
- Discussing access to a computer (this may include discussion of use of home computer and consumables).
- Discussing use of school reprographics equipment or alternative means of copying documents for governors.
- Clarifying the use of email for communication with governors, including the KCC CPD online system.
- Clarifying pay and conditions of service.
- Agreeing the form of appraisal for the Clerk.
- Agreeing release and payment of time for the Clerk's professional development, including the National Clerks' Development programme. This includes attendance at Clerk's briefings, induction training and the annual Clerks' Conference.
- Ensuring access to the relevant governance legislation, Clerk and Governance competency frameworks and Governance Handbook
- Clerk's Induction Programme can be found on:
<https://cpdgovernors.theeducationpeople.org/cpd/default.asp>

Clerking will be provided by the KCC Clerking Service and paid on a claims basis as agreed by the Governing Board on 30 September 2019 and to be reviewed annually

(Signature)

(Role)

(Date)

Terms of Reference – Headteacher

The delegation to the Headteacher ensures a clear separation between strategic non-executive oversight and operational executive leadership. The Headteacher is expected to work within the following terms of reference, and to provide the Governing Board with such reports in connection with their functions as the Governing Board requires.

The following functions have been delegated to the Headteacher:

Budget

- To make miscellaneous financial decisions up to an agreed limit of £5,000 as set out in the school Finance Policy.
- To enter into contracts up to the limit of £5,000.
- To monitor monthly expenditure.
- To make payments.
- To ensure the Board receives six budget monitoring reports every year.

Staffing

- 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.

Curriculum

- To ensure the National Curriculum is taught to all pupils and consider disapplication for pupils as appropriate.
- To establish and implement a Curriculum 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 Sex & Relationship Education and to keep up to date a written policy for its delivery.
- To ensure the balanced treatment of political issues and to prohibit political indoctrination.
- To promote British values.

Appraisal and Performance Management

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

Standard Setting

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

Religious Education & Collective Worship

- To provide Religious Education in line with school's basic curriculum.
- To ensure, after consultation with the Governing Board, that all pupils take part in a daily act of collective worship.

Health & Safety

- To ensure that Health & Safety regulations are followed.

Discipline & Exclusions

- To draft the contents of the school Behaviour Policy and publicise it to staff, students and parents.

Inclusion & Equality

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

School Organisation

- To ensure that the school meets for 380 sessions in a school year.
- To ensure that school lunch nutritional standards are met.
- To draft and implement a data protection policy which complies with GDPR and review it at least every two years and register with the Information Commissioner's Office.
- To ensure the statutory required information is on the school website.
- Maintain a register of pupil attendance.
- To publish on the website the structure and remit of the Governing 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 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.

Extended Schools

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

Agreed by the Governing Board on 30 September 2019 and to be reviewed annually

(Signature)

(Role)

(Date)

Terms of Reference – Individuals, Monitoring Pairs/Groups

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 Visits Policy and the Code of Conduct for Governors.

To monitor an identified area on the School Improvement Plan or a statutory function of the Governing Board and report back to the Governing Board, ensuring all the challenge and support which would have taken place in a committee is captured and evidenced within the written report. It is expected that three monitoring visits will be made to the school during the year, unless school circumstances necessitate more. A visit does not 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.

Individual / Monitoring Pair Responsibilities:

- To meet with the lead professional within the school to gain an understanding of the scope of the area / target and the activities the school is conducting to achieve success.
- To ensure holding to account by key questions asked against the statutory regulations, with answers documented.
- To ensure holding to account by the questions which would have been asked as part of a committee meeting are undertaken within the visit, with the answers documented.
- To undertake any necessary training (in or out of school) to enable effective monitoring of the areas / subject.
- To monitor the progress of school activities towards milestones or statutory duties.
- To evaluate the extent of success at the end of the set timescale.

All visits to the school will be arranged with reference to the Headteacher and in accordance with the Governor Monitoring Visits for a Circle Model Policy.

The following designated statutory governor roles need to be appointed:

- Safeguarding
- SEND
- Health & Safety
- Finance
- Governor training and development

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

Agreed by the Governing Board on 30 September 2019 and to be reviewed annually

(Signature)

(Role)

(Date)

Terms of Reference – Finance Group

A panel of governors will be assigned to strategically monitor the financial management of the school on behalf of the Governing Board. Six monitoring visits should be made each year, ensuring all financial questions and answers are captured within the subsequent report to enable collective decision making. The visits and reports should include monitoring of the following:

- To maintain an up-to-date ‘balanced’ three-year budget plan, which shows clear links to the ‘School Improvement’ and ‘Staffing’ plans.
- To monitor the impact of the costed school improvement plan in relation to the budget spend.
- To report monitoring and rollover to the full Governing Board, highlighting any significant variances.
- To evaluate and report any virement recommendations.
- Analyse and report on Tenders for Contract Services in accordance with board delegated limits.
- To keep in-school financial procedures under review.
- To benchmark and report school financial performance against similar schools to the Governing Board.
- To evaluate proposed expenditure as set out within the delegated limits following recommendations from the Headteacher and present to the Governing Board for approval.
- To draft the Schools Financial Value Standard, following discussions with the bursar, using the support tools, for approval before 31st March 2020.
- To ensure that the school is working within the guidance of the SFVS recommendations, including receiving six budget monitoring reports with commentary from the Finance Officer. Any commentary should include positive/negative impact on the three-year plan.
- To be actively engaged in evaluating effective school resource management to raise standards in education.
- To monitor and report benchmarking both locally and nationally and report to the Board.
- To monitor the spend of extra funding such as pupil premium and sports premium, ensuring its use has impact.
- Review Finance Policy and Lettings Policy, making recommendations to the Board.
- Ensure annual Governor financial skills audit is undertaken and evaluated.
- Review the business continuity plan making recommendations to the Board.
- Review compliance audit reports, ensuring the Board follows recommendations and actions.
- To make regular reports to the Governing Board and ensure that key financial decisions are recorded correctly in the minutes.

Finance Group: Carolyn Christie, Charles Tanswell and Natalie Wensley

Agreed by the Governing Board on 30 September 2019 and to be reviewed annually

(Signature)

(Role)

(Date)

Terms of Reference – Panel Hearings

Any Appeals Panel will comprise three Governors from the Governing Board who are suitably qualified to undertake the role, and available on the date specified. The Headteacher is disqualified from serving in this role, as is any Governor having a connection with either a pupil, member of staff or knowledge of the incident in question which could affect their ability to act impartially. Any Governor who has participated on a panel for a staffing decision, cannot sit on the Appeal Panel.

Responsibilities include:

- To make any decisions under the Governing Board’s personnel procedures, e.g. disciplinary, grievance, capability, where the Headteacher is the subject of the action.
- To make any decisions under the Governing Board’s personnel procedures e.g. disciplinary, grievance, capability, 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 Governing 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 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 (parents / guardians must be invited).
- All panels will follow the relevant Governing Board approved policy, procedure and guidance.

Appeals Panel: To be determined on a case by case basis.

Agreed by the Governing Board on 30 September 2019 and to be reviewed annually

(Signature)

(Role)

(Date)

Terms of Reference – HT Appraisal Panel

A panel of three Governors will be assigned to conduct the performance management of the Headteacher on behalf of the Governing Board. Best practice is to include the Chair of the Governing Board, though not the Vice Chair as well. The Chair of the panel is not to be the Chair of the Governing Board. Neither the Headteacher nor Staff Governors may serve on this group.

Responsibilities include:

- To meet annually before the 31st December with the Governing Board appointed external adviser and Headteacher. In following best practice, the Headteacher appraisal will be the first staff appraisal performed to enable Headteacher objectives being reflected within other whole school staff performance management objectives to drive the school forwards.
- To review, with the support of the independent advisor, the performance of the headteacher against the agreed appraisal objectives and determine the recommendation on pay progression.
- Inform the Headteacher of the standards against which their performance will be assessed.
- To consult with an independent external advisor to determine the headteacher appraisal objectives for the coming year ensuring they are SMART.
- Objectives should as far as possible be reached by agreement. However, where a joint determination cannot be made the HT Appraisal Panel will make the determination 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 Governing Board the completion of the process.
- To monitor through the year, including a mid-year review meeting, the performance of the Headteacher against the agreed objectives and to ensure that appropriate support and development opportunities are provided.
- To make recommendations to the Governing Board in respect of pay progression.

Where serious weaknesses are identified in the Headteacher's performance then this procedure should cease and the issues will be managed within the school's formal capability procedure. The appraisal process will be re-commenced when the Headteacher's performance has reached the required standard.

HT Appraisal Group: Carolyn Christie, Charles Tanswell and Natalie Wensley

Agreed by the Governing Board on 30 September 2019 and to be reviewed annually

(Signature)

(Role)

(Date)

Terms of Reference – Pay & Personnel Panel

A panel of three Governors will be assigned to conduct the performance management of the Headteacher on behalf of the Governing Board. 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. Neither the Headteacher nor Staff Governors may serve on this group. It should avoid both the Chair and Vice Chair of Governors being members of the Pay Panel as this will inhibit one of these key roles being available for any pay appeals that may arise.

Responsibilities of the panel include:

- To ensure the achievement of all the pay policy objectives and principles in a fair, reasonable and equitable manner.
- To undertake an annual pay review for all staff / Leadership group in accordance with the Pay Policy and reach decisions through the application of any relevant criteria measured by the performance appraisal process.
- To consider fully all recommendations for pay progression and any other relevant information made available.
- To ensure all members of staff are informed individually of the outcome of the annual pay review in writing within 10 working days of the decision.
- To observe all statutory and contractual obligations.
- To recommend to the Governing Board changes to the policy and to consult with staff and recognised unions on those proposed changes.
- To seek advice from the Local Authority where appropriate.
- To maintain an accurate written record of all meetings and, having due regard to confidentiality, to report its decisions to the Governing Board.
- To recommend to the Governing Board the annual budget for pay and ensure that sources of external funding for pay are accessed to maximum effect.
- All decisions made by the Pay Committee will take due account of the appraisal statement and all relevant information available from an appraisal or other review of an employee's skills, abilities, performance and any other factors deemed to be relevant, including 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 31st October for teaching staff.

Pay & Personnel Panel: Carolyn Christie, Charles Tanswell and Natalie Wensley

Agreed by the Governing Board on 30 September 2019 and to be reviewed annually

(Signature)

(Role)

(Date)

Standing Order – Governing Board Meetings

Governors are expected to:

- Arrive in good time for the start of any meeting, having read all the paperwork sent to them in connection with the agenda, and prepared with questions to ask or comments to make.
- Bring a copy of the School Improvement Plan and be familiar with its milestones and priorities.
- Limit discussion to policies and actions and not people, ensuring challenge, support and celebration is captured within the minutes.
- 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.
- Ensure all Governing 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.

The following people have the right to attend all meetings of the Governing Board:

- Headteacher;
- Clerk;
- any Governor; and
- associate members (unless the Governing Board requires them to leave for items relating to individual members of staff or pupils).

The following people will be invited to attend regular meetings of the Governing Board for a designated purpose:

- Assistant Headteachers;
- members of the Senior Leadership Team; and
- the Finance and Personnel Officer.

Full Governing Board meetings will be held at the school six times each year. The clerk will prepare a suggested calendar of meeting dates for the following year for approval at the meeting held in Term 6 of each year, following evaluation of impact of the structure.

The Clerk to the Governing Board will prepare a draft agenda, which will be finalised and approved by the Chair / Headteacher. Governors wishing to place items on the agenda should give notice to the Clerk and provide a copy of any supporting papers.

Items of 'Any Other Business' will be taken at the end of the meeting and either briefly discussed, delegated to a governor / pair / panel, or placed on the agenda of the next meeting.

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.

All meetings will be convened by the Clerk. Any three members of the Governing Board may request a meeting by giving written notice to the Clerk, which includes a summary of the business to be transacted. The Clerk will then prepare an agenda to call a meeting.

Each meeting will commence at the notified time and will be limited to two hours in duration. 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. Any business not completed will form part of the agenda for the next meeting.

Draft minutes will be approved for email circulation by the Chair within two weeks of the meeting, before being formally approved by the Governing Board at the next meeting.

Agreed by the Governing Board on 30 September 2019 and to be reviewed annually

(Signature)

(Role)

(Date)

Standing Order – Election of the Chair and Vice Chair

The Governing Board MUST elect a Chair and a Vice Chair (School Governance Regulations 2013). When the office of Chair or Vice Chair becomes vacant, the Governing Board must elect a new Chair or Vice Chair at their next meeting. There are no regulations covering the election process, with the exception that candidate(s) withdraw from the meeting during the vote. Governors who are paid to work at the school (Headteacher / Staff Governor) cannot be elected as Chair or Vice Chair.

The Governing Board resolves that the following election process will apply:

- Elections will be held in the first term of alternating academic years and any remaining terms of office for the Chair and Vice Chair will be terminated.
- The Chair and Vice Chair will serve for a period of two years.
- The Clerk will invite Governors to self-nominate by a closing date no later than two weeks before the date of the meeting at which the election is to be held.
- The Clerk will include the names of all candidates for election on the agenda for the meeting at which the election is to be held and send it to Governors at least seven days prior. If no advance nominations have been received, the Clerk may seek nominations at the meeting.
- The Clerk will take the Chair to conduct the election of the Chair.
- Candidates will leave the room whilst the election takes place and the outcome discussed.
- Governors will vote by secret ballot, conducted and counted by the Clerk.
- Candidates will be allowed to vote before leaving the room.
- In the event of a tie, each candidate will be given the opportunity to address the Governing Board before a further vote is taken, although a supporting statement may be requested in advance of the meeting for any nominee unable to attend the meeting.
- If no Chair is duly elected, a Governor MUST be appointed to Chair for the remainder of the meeting. The board MUST then 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.
- Following the election of the Chair, the new Chair will conduct the election of a Vice Chair using the same procedure.

The role of the Chair of the Governing Board

- To ensure the business of the Governing 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 trust and mutual respect for each other's roles.
- To establish and foster a good relationship with the Clerk based on professional respect for each role.

Agreed by the Governing Board on 30 September 2019 and to be reviewed annually

(Signature)

(Role)

(Date)

Standing Order – Co-option of Governors

Factors the Governing Board should consider in agreeing the appointment process include:

- What skills are required by the Governing Board at the time of the vacancy.
- How and where vacancies should be advertised.
- Whether a candidate will self-nominate or be proposed (and seconded).
- What information the Governing Board needs from each candidate to support their nomination, i.e. a statement of so many words, interview with, or presentation to the Governing Board or alternatives as appropriate.
- Whether there will be a secret ballot or show of hands [and whether this would vary depending on the circumstances i.e. in all circumstances or only where there is more than one candidate.
- How the results will be notified to the candidates.
- The process must be fair, open and transparent.

Co-option Process

1. The Co-opted Governors are appointed by the Governing Board. They are people who in the opinion of the governing Board have the skills required to contribute to the effective Governance and success of the school.
2. The Governing Board may choose to advertise the vacancy broadly to reach as wide an area as possible. Priority should be given to candidates with the skills that the Board has identified via its current skills audit, this expertise would enable the Governing Board to work more effectively.
3. The identified skills should be clearly stated when advertising the vacancy.
4. Where two or more names are put forward, prospective Co-opted Governors could be asked to prepare a brief statement of no more than 250 words, explaining their background and why they wish to be appointed.
5. Candidate statements should be circulated to all members of the Governing Board prior to the meeting at which any appointment will be considered.
6. At the next meeting of the Governing Board, Governors would be invited to vote as agreed by the Board by either a show of hands or by secret ballot; the process is to be managed by the Clerk.
7. 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 & 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.
8. The Clerk should announce the result, with the candidate polling the most votes being duly appointed subject to a satisfactory DBS being received. The minutes should clearly reflect the process of voting and the outcome.

Agreed by the Governing Board on 30 September 2019 and to be reviewed annually

(Signature)

(Role)

(Date)

Standing Order – Associate Members

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

Associate Members are:

- Appointed for a period between one and four years and can be reappointed at the end of their term of office.
- They can be removed from office by the Governing Board at any time.
- They are not Governors and not recorded on the Instrument of Government.
- They can have voting rights at Governing Board meetings, unless below the age of 18 when appointed.
- Associate members may be excluded from any part of a meeting when the item of business concerns an individual pupil or member of staff.

Factors the Governing Board should consider in agreeing their appointment:

- What the purpose of the appointment will be, e.g. addition of skills, holding until a Governor position becomes vacant.
- What information the Governing Board needs to support a proposed appointment, e.g. a statement 250 words, interview with the Chair / Vice Chair or, presentation to the Governing Board.
- Whether voting will be by secret ballot or show of hands.
- What the term of office for the membership shall be (one to four years).
- Whether the Associate Member would be included in distributions of all documents and meeting papers.
- The expectation of the Associate Member to sign the Governing Board's Code of Conduct.

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

- To be appointed for a period of up to four years.
- To attend meetings of the Full Governing Board.
- To be excluded from any part of a meeting where the business being considered concerns a member of school staff or an individual pupil.
- To sign to the Board's agreed Terms of Reference, Code of Conduct and other Standing Orders of the Governing Board.
- To undertake appropriate Governor Training and Development.
- To complete the legal Governor Declaration and Business Interest forms.
- To obtain a DBS check, in line with all members of the Governing Board.

Agreed by the Governing Board on 30 September 2019 and to be reviewed annually

(Signature)

(Role)

(Date)