



Hope-filled Opportunities Provided for Everyone

Governance

Terms of Reference and Standing Orders:

(Circle Model – Whole Governing Body)

The Governing Body 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 and will review these Standing Orders at least annually.

In addition to the requirements set out in legislation, the following procedures will apply to the operation of the Governing Body.

These documents were agreed by the Governing Body at their meeting held on

Date: 06.07.2023

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Circle Model – Whole Governing Body Approach

Outline

The Governing Body works as a 'whole team', meeting 6 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 Body is required to consider, and the Governing Body will '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 Body drafted agreed terms of reference.

In addition to 'commissioning' activities or actions on their behalf, the Governing Body, 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.

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

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Terms of Reference for the Governing Body

The purpose of governance is to provide confident, strategic leadership and to create robust accountability, oversight, and assurance for educational and financial performance. The Governing Body has resolved to conduct all its business as a full Governing Body, and to work collectively without committees.

The Body has three strategic core functions:

- **Ensuring clarity of vision, ethos and strategic direction.**
- **Holding executive leaders to account for the educational performance of the organisation and its pupils, and the performance management of staff**
- **Overseeing the financial performance of the organisation and making sure its money is well spent.**

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

Items in bold cannot be delegated.

Operational

- **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 Body.**
- **To hold at least 6 Governing Body meetings each year.**
- **To appoint and remove Co-opted and any associate members.**
- **To appoint the LA nominated governor**
- **To suspend or remove a governor.**
- **To decide which functions of the Governing Body will be delegated in replacement of a committee and to whom.**
- **To appoint the statutory individual required roles of Safeguarding, SEND, Health & Safety and Finance 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 Body is necessary.**
- **To review the delegation arrangements annually.**
- **Appoint selection panel for Headteacher/ Executive Leader**
- **To ratify or reject decisions of appointed selection panel**
- **To recruit new governors as vacancies arise ensuring the Body has all the necessary skills to be effective.**
- To set up and publish a register of Governors' Business Interests.
- To ensure that statutory requirements for information 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 – Get Information about Schools) is collected, uploaded, and amended as necessary (for academies within 14 days of any change) and accurate with the details published on the school website.
- To approve and set up a Governors' Allowances Scheme.
- To regulate the Governing Body procedures where not set out in law and record these as Standing Orders.
- To delegate to the Headteacher as appropriate.

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| | <ul style="list-style-type: none"> • To assign individuals or pairs of governors to monitor the priorities of the School Development 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 Body • To ensure the Headteacher provides such reports as requested by the Governing Body to enable it to undertake its role. |
| General | <ul style="list-style-type: none"> • 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 development. • To approve, update and review regularly the School Development Plan agreeing a monitoring schedule for the Governing Body. • 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 and optional policies, ensuring compliance, on review. • To ensure the school has a Complaints Procedure for Parents and that parents know how to raise concerns and make a complaint. • To have regard to the Professional advice given by the Clerk • To ensure that the Governing Body complies with all other legal duties placed upon them as shown and updated within the Governance Handbook. |
| Inclusion and Equality | <ul style="list-style-type: none"> • 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) • To comply with statutory duties from the SEND code of practice and KCSIE 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 based on race, religion, gender, age disability or sexual orientation. • To receive reports on bullying, homophobic and racial incidents. |
| Safeguarding | <ul style="list-style-type: none"> • To ensure statutory compliance with Keeping Children Safe in Education and its associated policies including adopting and reviewing annually the LCC child protection/ safeguarding policy and relevant procedures • To comply with statutory duties from KCSIE by appointing Safeguarding and Health & Safety governors • 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 into the child protection policy • To complete the annual Safeguarding Audit and upload the Governors sign off |

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| Curriculum | <ul style="list-style-type: none"> • Ensure NC is taught to all pupils • To ensure the curriculum is broad and balanced • To monitor the curriculum policy if there is one in place. • 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 • Ensure provision of career guidance for years 8-13 |
| Budget | <ul style="list-style-type: none"> • To approve the first formal budget plan each year. • To engage in strategic decision making and scenario planning. • To agree a 5-year budget. • To monitor the budget as per the terms of the school's finance policy. • To annually review and approve the Finance Policy and recommend levels of delegation. • To annually review and approve the Charging and Remissions policy. • To enter 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. • To agree annual action plans and monitor how school premiums are spent (e.g. PE and sports premium, and the pupil premium) • To appoint a finance governor. • To ensure plans are in place should those with financial responsibility within the school be absent for a pro-longer period. • To be aware of changes in the Scheme for Financing Schools and to make any necessary changes within the school. • To ensure that School Fund is audited annually. • If a prime account school the cash-flow position must be a reviewed on a regular basis. |
| Staffing | <ul style="list-style-type: none"> • To make Headteacher and Deputy Headteacher appointments (ratify or reject) following recommendations from the Body approved selection panel. • To annually determine the staff complement. • To annually agree a pay policy and 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 and grievance • To establish a governor panel to hear staff appeals against dismissal, redundancy, or grievances. • To dismiss the Headteacher. • To end the suspension of staff or Headteacher. • To determine dismissal payments/early retirement. • Voluntary and Foundation schools – governors should decide whether the Director of Education/diocesan authority should have advisory rights. |
| Appraisal and Performance Management | <ul style="list-style-type: none"> • To establish and review and approve annually the Appraisal Policy. • To determine the timing of the Headteacher appraisal review cycle. |

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| | <ul style="list-style-type: none"> • To appoint the Headteacher Performance management group consisting of 2 or 3 skilled or trained governors. • To appoint the external advisor. • To consider the Headteacher Standards for Excellence. • To agree total pay award following recommendation from Pay committee. • To agree any pay award for the Headteacher/ Executive Leader following recommendation from the Headteacher performance management panel. |
| Discipline/ Exclusions | <ul style="list-style-type: none"> • To establish a statement of behaviour principles on which the school can produce a behavior 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 pg 18 point 57). • To direct the reinstatement of excluded pupils. |
| Premises & Insurance | <ul style="list-style-type: none"> • To develop 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 when appropriate, to ensure adequate levels of buildings insurance and personal liability. • To receive annual site report. |
| Health & Safety | <ul style="list-style-type: none"> • To establish a Health & Safety policy (In LCC the LA have delegated this to the HT of Community and VC schools) • To ensure that Health & Safety regulations are followed and appropriately prioritised. • To receive (3x per Year) a termly Health & Safety Inspection Report and agree any actions. • To appoint a Health and Safety governor. |
| Admissions | <ul style="list-style-type: none"> • To follow The School Admissions Code statutory guidance when carrying out duties relating to school admissions. NB: all decisions should be made by a minimum of two people. • For community and VC schools, the LA is the admission authority; for all other schools it is the Body or the MAT. • To consult annually before setting an Admissions policy, notify the LA and publish the arrangements on the School website in accordance with the paragraph 1.47 of the School Admissions Code. • Set a clear published admission number (PAN), which states the number of applicants they will admit where enough applications are received. A Body of a community or VC school can object to the Adjudicator if they disagree with their PAN (which will be set by the LA as admission authority for community or VC schools only). |

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| Collective Worship | <ul style="list-style-type: none"> • 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 Body 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 Body before doing so. • In voluntary aided schools, VC schools and foundation schools designated with a religious character, the Body is responsible for arranging collective worship in accordance with the trust deed or religious designation of the school after consulting the Executive Leader. |
| School Organisation | <ul style="list-style-type: none"> • To set the time of the school sessions and the dates of school terms and holidays. NB: if changes are made to the start and end times of the school day, it is recommended consultation is held with the school community, parents and school transport (except community and VC schools where this is the LA's responsibility). • To publish proposals to change category of school. • To propose to alter or discontinue voluntary, foundation or special school status. |
| Information for Parents | <ul style="list-style-type: none"> • To ensure that the school keeps parents and prospective parents informed by publishing a school prospectus on their website. • To adopt and review home school agreement policy. |
| Collaborations | <ul style="list-style-type: none"> • To consider forming or joining a group of schools. |
| Federations | <ul style="list-style-type: none"> • To consider forming a federation or joining an existing federation. • To consider requests from other schools to join a federation. • To leave a federation. |
| Academies | <ul style="list-style-type: none"> • To consider approach and time scale to academy conversion. • To consider forming or joining an existing Multi-academy-trust (MAT). |
| Extended Services | <ul style="list-style-type: none"> • To decide to offer additional activities and agree what form these should take. • To cease providing extended services provision. |

Membership of the Governing Body

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

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Terms of Reference for the Clerk to the Governing Body

The Clerk is expected to work within the following terms of reference:

Guiding Principles

- The Clerk is accountable to the Governing Body.
- They are employed by the Governing Body and line managed by the Chair of Governors, whose responsibility it is to provide induction and conduct an annual appraisal.
- The Clerk will be provided with a contract of employment.
- Governors, Associate Members and the Headteacher cannot be appointed as Clerk to the Governing Body.

The main responsibilities of the Clerk are:

Advisory Capacity:

- Provide advice to the governing body and act as the first point of contact for governors with queries on procedural matters;
- Advise the governing body on governance legislation and procedural matters where necessary before, during and after meetings
- Have access to appropriate legal advice, support and guidance, and where necessary seek advice and guidance from third parties on behalf of the governing body
- Inform the governing body of any changes to its responsibilities as a result of a change in school status or changes in the relevant legislation
- Offer advice on best practice in governance, including on committee structures and self-evaluation
- Ensure that statutory policies are approved in line with the school policy file, and are revised when advised by the Headteacher
- Advise on the annual calendar of governing body meetings and tasks
- Send new governors induction materials and ensure they have access to appropriate documents, including any agreed Code of Practice
- Contribute to the induction of governors taking on new roles, in particular chair or chair of a committee

Administrative Capacity:

- With the chair and headteacher prepare a focused agenda for the governing body meeting and committee meeting
- Liaise with those preparing papers to make sure they are available on time, and distribute the agenda and papers as required by legislation or other regulations
- Ensure meetings are quorate
- Record the attendance of governors at meetings (and any apologies – whether they have been accepted or not), and take appropriate action in relation to absences, including advising absent governors of the date of the next meeting
- Draft minutes of governing body meetings, indicating who is responsible for any agreed action with timescales, and send drafts to the chair and (if agreed by the governing body), the headteacher
- Circulate the reviewed draft to all governors (members of the committee), the headteacher (if not a governor) and other relevant body, such as the local authority / diocese / foundation / trust as agreed by the governing body and within the timescale agreed with the governing body
- Follow-up any agreed action points with those responsible and inform the chair of progress

Membership Capacity

- Advise governors and appointing bodies in advance of the expiry of a governor's term of office, so elections or appointments can be organised in a timely manner
- Chair that part of the meeting at which the chair is elected, giving procedural advice concerning conduct of this and other elections
- Maintain a register of governor pecuniary interests and ensure the record of governors' business interests is reviewed regularly and lodged within the school
- Liaise with the school to ensure Disclosure and Barring (DBS) has been carried out on any governor when it is appropriate to do so
- Maintain governor meeting attendance records and advise the chair of potential disqualification through lack of attendance
- Advise the governing body on succession planning (of all roles, not just the chair)

Managing Information:

- Maintain up to date records of the names, addresses and category of governing body members and their term of office, and inform the governing body and any relevant authorities of any changes to its membership
- Ensure up-to-date records of governors and the governing body are forwarded to Governor Services (LCC) and that any changes are reported at the earliest opportunity
- Maintain copies of current terms of reference and membership of any committees and working parties and any nominated governors e.g. Child-protection, SEND
- Maintain a record of signed minutes of meetings in school, and ensure copies are sent to relevant bodies on request and are published as agreed at meetings
- Maintain records of governing body correspondence
- Liaise with the school to ensure copies of statutory policies and other school documents approved by the governing body are kept in the school and published as agreed, for example, on the website

Personal Development:

- Undertake appropriate and regular training and development to maintain their knowledge and improve practice within the school environment
- Keep up to date with current educational developments and legislation affecting school governance
- Participate in regular performance management
- Additional Services (as required by Governing Body):
- Clerk any statutory appeal committees/panels the governing body is required to convene (this includes all complaints and permanent exclusion panels in line with LCC policy): if the clerk is not contracted to set up and clerk these panels, the governing body will have to make an alternative arrangement
- Assist the Chair of Governors in conducting skills audits and advise on training requirements and the criteria for appointing new governors relevant to vacancies
- Communications:
- Develop and maintain appropriate arrangements and mechanisms for effective two-way communication between Head Teachers, Chair, Clerk to Governor, and the school Governing Body
- Promote communication between governing bodies as a means of disseminating and sharing good practice

Safeguarding:

- To be committed to safeguarding and promote the welfare of children, young people and adults, raising concerns as appropriate
- Systems and Information:
- Maintain the records of the governing body and store these on a secure system in line with the school's and / or LCC Information Governance policies
- Maintain a file of relevant and up-to-date Department for Education (DfE), Local Authority and Church Authorities (if appropriate) guidance documents
- Maintain archive materials

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.
- 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 Clerks' Conferences.
- Ensuring access to the relevant governance legislation, Clerk and Governance competency frameworks and Governance Handbook.

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Delegation of Functions to Headteacher/ Executive Leader

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 Governing Body with such reports in connection with their functions as the Governing Body requires

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| Budget | <ul style="list-style-type: none"> • To make miscellaneous financial decisions up to an agreed limit as set out in the school's finance policy. • To enter contracts up to the limit agreed by the FGB. • To monitor monthly expenditure. • To make payments. |
| Staffing | <ul style="list-style-type: none"> • 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 | <ul style="list-style-type: none"> • To ensure the National Curriculum is taught to all pupils and consider disapplication for pupils as appropriate. • To establish and implement a Hope 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 the content of any Sex and 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. • To provide clear guidance, informed by statutory guidance, on which a strategy for careers advice and guidance can be based. |
| Appraisal and Performance Management | <ul style="list-style-type: none"> • 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 | <ul style="list-style-type: none"> • To set standards and predictions for pupil achievement and progress. |
| Religious Education | <ul style="list-style-type: none"> • To provide Religious Education in line with school's basic curriculum. • In schools with a religious character, to provide Religious Education to the agreed syllabus. |
| Collective worship | <ul style="list-style-type: none"> • For maintained schools – to ensure, after consultation with the Governing Body, that all pupils take part in a daily act of collective worship. |

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| Health & Safety | <ul style="list-style-type: none"> To ensure that Health & Safety regulations are followed. |
| Discipline/ Exclusions | <ul style="list-style-type: none"> To draft the content of the school behaviour policy and publicise it to staff, students and parents. |
| Inclusion and Equality | <ul style="list-style-type: none"> 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 | <ul style="list-style-type: none"> To ensure that the school meets for 380 sessions in a school year. Where determined by the Governing Body, 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. Maintain a register of pupil attendance. To publish on the website the drafted structure and remit of the Governing Body, including governor appointment details, term of office and attendance record. To submit governor information to the DfE database of governors (GIAS). |
| Information for Parents | <ul style="list-style-type: none"> To ensure that the school keeps parents and prospective parents informed by preparing and publishing a school prospectus on their website. 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. |
| Extended Schools | <ul style="list-style-type: none"> To put into place the additional services provided. To ensure delivery of services provided. |

Terms of Reference for Individuals or Monitoring Pairs

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 Circle Monitoring Visit Policy

To monitor an identified area on the School Plan or a statutory function of the Governing Body and report to the Governing Body, ensuring the challenge and support of the committee the monitoring is replacing is captured. It is expected that 3 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.

SKILL SET

- 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 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 the priority milestone or duty.
- 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 Circle Model Governor Visits policy.

Reports will be submitted for approval by the Headteacher and the Chair within the school within one week of the visit, and then be lodged with the Clerk of governors for distribution as soon as possible, at least seven days before the next Governing Body meeting.

The following designated statutory governor roles need to be appointed by the Governing Body.

- Safeguarding
- SEND
- Health & Safety
- Finance

And to focus on the development needs of the Governing Body

- Training and development

Before undertaking any monitoring, governors will read the Monitoring policy, Governing Body code of conduct and the school staff code of conduct.

Having designated/ delegated governors does not reduce the collective accountability of the Body for all its functions. The Body will need to ensure that its agenda and reporting mechanisms enables ALL Body members to have strategic overview and responsibility to enable effective decision making

Terms of Reference for the Monitoring of the School Budget

A pair of governors or an individual will be assigned to strategically monitor the financial management of the school on behalf of the Governing Body.

Three 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' five year budget plan, which shows clear links to the 'School Development' and 'Staffing' plans.
- To report monitoring and rollover to the full Governing Body, highlighting any significant variances.
- To evaluate any virement recommendations and report to the Governing Body.
- Analyze and report on Tenders for Contract Services in accordance with Body delegated limits.
- To keep in-school financial procedures under review.
- To benchmark school financial performance against similar schools and report to the Governing Body.
- To evaluate proposed expenditure as set out within the delegated limits following recommendations from the headteacher and present to the Governing Body.
- To draft the **Schools Financial Value Standard**, following discussions with the bursar, using the support tools, for Governing Body approval before 31st March.
- To ensure that the school is working within the guidance of the **SFVS** recommendations.
- To ensure that all spending provides 'Value for money' in terms of raising standards in education and is wisely spent.
- To monitor benchmarking both locally and nationally and report to the Governing Body.
- To monitor and evaluate the management of the Voluntary Fund and to receive the audited accounts.
- To monitor the spend of extra funding such as pupil premium, sports premium, year 7 literacy and numeracy catch up, ensuring its use has impact.
- Review finance policy; lettings policy; Whistle blowing policy; Governor allowance policy; making recommendations to the Body.
- Ensure annual Governor financial skills audit is undertaken and evaluated.
- Review the business continuity plan making recommendations to the Governing Body.
- Review compliance audit reports, ensuring the Body follows recommendations and actions.
- To make regular reports to the Governing Body and ensure that key financial decisions are recorded correctly in the minutes.

Terms of Reference for Panel Hearings

- To make any decisions under the Governing Body's personnel procedures e.g. disciplinary, grievance, capability, where the Headteacher is the subject of the action.
- To make any decisions under the Governing Body's personnel procedures e.g. disciplinary, grievance, capability, unless delegated to the Headteacher.
- To make any determination or decision under the Governing Body's Complaints Procedure for Parents.
- 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 Body in relation to staff redundancy and redundancy appeals.
- To consider any representations by parents in the case of an exclusion (parents/guardians do not have to be invited).
- 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 are to be convened by the Clerk to the Governing Body.

NB Any governor who has participated on a panel for a staffing decision, cannot sit on the appeal panel

Membership [not less than 3]

Any three governors from a pool of governors [comprising the whole Governing Body], who are:

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

The Headteacher is disqualified from serving in this role.

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

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Terms of Reference for the Headteacher Appraisal Group

- To meet annually before the 31st December with an independent advisor to discuss and determine the headteacher appraisal objectives for the coming year (the planning meeting).
- 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 (the review meeting).
- To prepare and agree the Headteacher appraisal review statement, and report to the Governing Body.
- 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 Body in respect of pay progression.

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Terms of Reference for the Pay Committee

The Governing Body will delegate all pay decisions except for decisions relating to the pay of the Leadership team to the Headteacher. All decisions relating to the pay for members of the Leadership team, including the Headteacher will be taken by a Committee of the Governing Body.

- 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 and reach decisions through the application of any relevant criteria measured by the School's 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 ten working days of the decision being made.
- To observe all statutory and contractual obligations.
- To recommend to the Governing Body 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 Body.

- To recommend to the Governing Body the annual budget for pay and to 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. 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 31st October for teaching staff.

Membership [3 governors]

Membership of the Pay Committee will not be open to anyone who could benefit financially, directly or indirectly from such membership or any of the decisions of the committee.

Neither the Headteacher nor staff governors may serve on this group. Schools/academies will need to carefully consider the membership of the committee and appeals committee to ensure the right composition. In particular they should avoid both the Chair and Vice Chair of Governors being members of the Pay Committee as this will inhibit one of these key, senior roles being available for any pay appeals that may arise.

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 sent to them in connection with the agenda, and prepared with questions to ask or comments to make.
- Bring a copy of the School 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.
- Be brief and adhere to any time limits placed against agenda items.
- Follow up on action points between meetings.

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

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

- The following persons will be invited to attend regular meetings of the Governing Body **[select as appropriate]** Deputy Headteacher, members of the senior leadership team, subject leaders, bursar, etc.
- Full Governing Body meetings will be held at the school (or via online) **6 times each year**, in terms [1, 2, 3, 4, 5 and 6]. 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 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 clerk and provide a copy of any supporting papers.
- Items of 'Any Other Business' will be taken at the beginning of the meeting and either added to the agenda, delegated to a pair, 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 3 members of the Governing Body 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 **[time]** and will be limited to **2 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 2 weeks of the meeting, before being formally approved by the Governing Body at the next meeting.

Standing Order for the Election of Chair and Vice Chair

Guiding Principles

- The Governing Body **MUST** elect a chair and a vice chair.
- When the office of Chair or Vice Chair becomes vacant, the Governing Body must elect a new Chair or Vice Chair at their next meeting.
- 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.
- Governing Bodies are free to, and should, agree an election process.
- Governors who are paid to work at the school, for instance the Headteacher and the staff governors cannot be elected as Chair or Vice Chair.
- The process must be fair, open and transparent.

Factors the Governing Body 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.)
- 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 (You may like to consider succession planning, individual Governor and Governing Body development, workloads and the involvement of all Governors.)
- 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 Governing Body would treat a tie in votes (would candidates have the opportunity to speak to the Governing Body about why they want to be the Chair or Vice Chair followed by another vote, would it be by another method?)

The role of the Chair of the Governing Body

- To ensure the business of the Governing Body is conducted properly in accordance with legal delegation requirements.
- To ensure that meetings are run effectively, 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.

GOOD PRACTICE EXAMPLE

- The Governing Body resolves that the following process will apply to the election of Chair (and vice chair) of the Governing Body (provide a brief outline of the role see overleaf):
- The Chair and Vice Chair will serve for a period of between 1 and 4 years.
- The Clerk 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.

Either

- a) The Clerk will invite Governors to self-nominate by a closing date no later than 2 weeks before the date of the meeting at which the election is to be held.

or

- b) Governors will be asked to propose nominations to the Clerk by a closing date no later than two weeks before the date of the first Governing Body meeting of the academic year. The Clerk will provide a form for this purpose, which will allow for nominations to be seconded before submission (if required).
- 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 7 days in advance of the meeting.
 - The candidates will be asked to leave the room, having outlined the skills they have for the role, whilst the election takes place and the outcome discussed.
 - Governors will discuss the skillset of nominees for the role prior to taking a vote by secret ballot conducted and counted by the Clerk.
 - 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 Clerk may seek nominations at the meeting.

If no Chair is duly elected, a Governor **MUST** be appointed to Chair the remainder of the meeting. The Body **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.

Standing Order for the Appointment of Co-opted Governors

Guiding Principles

The Governing Body may decide the process for the appointment of Co-opted governors. Factors the Governing Body should consider in agreeing their appointment process are:

- What skills are required to support the Governing Body at the time of the vacancy.
- How and where vacancies should be advertised.
- Whether a candidate will self-nominate or be proposed [and seconded if wished] by governors.
- What information the Governing Body needs from each candidate to support their nomination i.e. a statement of so many words, interview with, or presentation to the Governing Body 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.
- How often the process will be reviewed.
- The process must be fair, open and transparent.

1. The Co-opted governors are appointed by the Governing Body. They are people who in the opinion of the Governing Body have the skills required to contribute to the effective governance and success of the school.
2. The Governing Body may choose to advertise the vacancy broadly to reach as wide an area as possible. Priority may be given to candidates with particular skills if this expertise would enable the Governing Body to work more effectively. In these cases, this would be clearly stated when notifying the vacancy.
3. Where two or more names are put forward, prospective Co-opted governors will be asked to prepare a brief statement of no more than 100 words, explaining their background and why they wish to be appointed. Where possible these statements will be circulated to all members of the Governing Body prior to the meeting at which any appointment will be considered.
4. At the next meeting of the Governing Body, governors will be invited to vote by show of hands if there is a sole candidate. Where there are multiple nominations, governors will take a vote by secret ballot, managed by the Clerk.
5. In the event of a tie, the governors will again discuss the nominations and take a further vote.
6. The Clerk will announce the result, with the candidate polling the most votes being duly appointed.

Standing Order for the appointment of an Associate Member

Guiding Principles

Governing Bodies can benefit from being able to draw on skills or experience from outside their formal governor 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 Body at any time. They are not governors and are not recorded on the Instrument of Government
- Associate members cannot be given voting rights at Governing Body meetings.
- Associate members may be excluded from any part of a meeting when the item of business concerns an individual pupil or member of staff or other confidential items.

Factors the Governing Body should consider in agreeing their appointment process are:

- What the purpose of the appointment will be (e.g. addition of skills, etc.)
- What information the Governing Body needs to support the proposal i.e. a statement of so many words, interview with, or presentation to the Governing Body or alternatives as appropriate
- Whether there will be a secret ballot or show of hands
- What the term of office for the membership shall be
- Whether the associate member will be included in all distributions of documents and meeting (or whether for instance confidential minutes will not be available)
- The expectation of the associate member to sign the Governing bodies Code of Conduct
- The expectation of the associate member to have their name and business interests published on the school website.

STANDING ORDER EXAMPLE

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

Name of Associate Member: { insert name }

The Governing Body agree to the associate member named above:

- To be appointed for a period of {insert agreed term between 1 - 4 years}
- To have regard to the Terms of Reference, Governing Body Code of Conduct and other Standing Orders of the Governing Body
- To undertake appropriate governor training
- To agree to complete the legal governor declaration and declaration of business interest forms

