



# **ST MARY'S ACADEMY TERMS OF REFERENCE**

## Vision and Values

All of God's children flourish

Our academy has high expectations for children, staff and governors and everything we do is underpinned by our values – friendship, forgiveness, compassion, service.

Governors are the strategic leaders of our academy and have a vital role to play in making sure every child gets the best possible education. This is reflected in the law, which states that the purpose of maintained school governing bodies is to 'conduct the school with a view to promoting high standards of educational achievement at the school'.

The Governing Body has a strong focus on the following:

- **Strategic leadership of the academy trust:** the board defines the trust vision for high quality and inclusive education in line with its charitable objects
  - It establishes and fosters the trust's culture and sets and champions the trust strategy including determining what, if any, governance functions are delegated to the local tier
- **Accountability and assurance:** the board has robust effective oversight of the operations and performance of the academy trust, including:
  - The provision of education
  - Pupil welfare
  - Overseeing and ensuring appropriate use of funding
  - Effective financial performance
  - Keeping their estate safe and well-maintained
- **Engagement:** the board has strategic oversight of relationships with stakeholders
  - The board involves parents, schools and communities so that decision-making is supported by meaningful engagement

Governors need to know their school, if accountability is going to be robust and their vision for the school is to be achieved. Many governors find that visiting, particularly during the day, is a helpful way to find out more about the school. Through pre-arranged visits that have a clear focus, governors can see whether the school is implementing the policies and improvement plans they have signed off and how they are working in practice. Visits also provide an opportunity to talk with pupils, staff and parents to gather their views. Governors are not inspectors and it is not their role to assess the quality or method of teaching or extent of learning. They are also not school managers and should make sure they do not interfere in the day-to-day running of the school. Both are the role of the Head Teacher.

These Terms of Reference and standing orders outline how the Governing Body delegates its responsibilities and leads the school so as to provide the best education for the pupils with the resources available.

## 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. While the Governing Body as a whole remains responsible overall for the governance function and meets as least three times a year, there are areas of work which are delegated by the full governing body**

### Delegation

1. The attached Standing Order 'Delegation of Functions to Head Teacher' outlines those responsibilities wholly delegated to the Head Teacher
2. The attached Terms of Reference for the Finance Committee, Audit and Risk Committee, Pay Committee and Policy Committee outlines their respective responsibilities.
3. Monitoring activities against the priorities of the Academy Development Plan will be carried out by Monitoring pairs or individuals or the Finance Committee.

**The Membership of the Governing Body shall be as set out in the Articles of Association of St Mary's Church of England Primary Academy (the School).**

In addition up to two Governing Body Associates may be appointed by the Governors. They will have a four year term of office and the right to attend and contribute to all meetings but shall not have voting rights and will not be Trustees of the Academy Trust or Directors of the Academy company. They will be bound by the Governors' code of conduct.

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

- The Governors shall manage the business of the School, exercising all the powers of the Academy Trust as provided for by the Articles of Association in pursuance of the object of the Academy Trust
- The Governing Body is responsible for ensuring that high standards of corporate governance are maintained. It shall exercise its powers and function with a view to fulfilling a largely strategic leadership role in the running of the Academy
- The Governing Body's responsibilities are listed below :

## Operational

To fulfill its responsibilities the governing body shall hold at least 3 full governing body meetings in each School year. Meetings of the Full Governing Body shall be convened by the Governance Professional as set out in the Articles of Association.

- agree constitutional matters and its own procedures for management of its business
- agree by early autumn the programme of work and calendar of meetings for the governing body for the school year, based on known cycles of school improvement, financial management, staffing issues and communication
- appoint/coopt new governors/make arrangements for election of governors as appropriate and as provided for in the Articles of Association
- appoint or remove the Chair and Vice Chair in accordance with the Articles of Association which provide for the election of the Chair and Vice Chair at the first meeting of the Governors in the school year
- appoint a Company Secretary as provided for in the articles of Association
- appoint a Governance Professional
- establish such committees as it shall deem necessary under the provisions of the Articles of Association, determining and reviewing annually terms of reference constitution and membership
- appoint the Chairs of committees
- decide which function of the Governing Body will be delegated to committees, groups and individuals and review the scheme of delegation annually
- establish working groups where particular circumstances arise e.g. to oversee a building project
- shall receive minutes of committee meetings and oral reports from committees or individuals to whom

	<p>delegation has been made and consider whether further action by the governing body is needed</p> <ul style="list-style-type: none"> <li>• set up a register of Governors’ Business Interests</li> <li>• delegate to the Head Teacher the functions as described in the Delegation of Functions to Head Teacher Standing Order</li> <li>• ensure that the Head Teacher provides such reports as requested by the governing body to enable it to undertake its role.</li> <li>• shall arrange a suitable induction process and mentoring for newly appointed or elected governors</li> <li>• shall carry out a governor skills audit and recommend the assignment of governors to the Finance, the Audit and Risk, Pay and Policy Committees as appropriate</li> <li>• shall audit individual and collective development needs and promote appropriate training</li> <li>• establish and keep under review a protocol for governor visits to the academy</li> </ul>
<p><b>Strategic</b></p>	<ul style="list-style-type: none"> <li>• Regularly review the vision and values of the academy and ensure that these are shared with all stakeholders</li> <li>• Take an active role in School Self Evaluation, monitoring success in all areas and identifying areas requiring improvement</li> <li>• Approve, monitor regularly and agree updates to the School Development Plan</li> <li>• Review regularly how the academy is regarded by pupils and parents and other stakeholders</li> <li>• Receive, review and approve all statutory policies required by education legislation and other statutory documents for which governors approval is needed, consulting with representative stakeholders where</li> </ul>

	<p>appropriate (see list of policies in policy review timetable)</p> <ul style="list-style-type: none"> <li>• Approve all school trips involving an overnight stay away from home and confirm risk assessments in place</li> <li>• Ensure that the school has a Complaints Procedure for Parents and that parents know how to raise concerns and make a complaint</li> <li>• Ensure that the governing body complies with all legal requirements placed upon them</li> </ul>
<p><b>Inclusion and equality</b></p>	<ul style="list-style-type: none"> <li>• To receive, review and approve a special educational needs (SEN) policy</li> <li>• To publish and update at least annually a SEN information report (meeting requirements set out in the Special Educational Needs and Disability Regulations 2014)</li> <li>• 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</li> <li>• Ensure that the academy does not discriminate against pupils, job applicants or staff on the basis of race, religion, gender, age, disability or sexual orientation. Church of England Schools are entitled to identify the post of some staff as open to practising members of their particular denomination only.</li> <li>• To receive reports on homophobic and racial incidents</li> </ul>
<p><b>Safeguarding</b></p>	<ul style="list-style-type: none"> <li>• To ensure statutory compliance with Keeping Children Safe in Education and its associated policies including adopting and reviewing annually a child protection/ safeguarding policy and relevant procedures</li> <li>• To comply with statutory duties from KCSIE by appointing Safeguarding governors.</li> <li>• To have due regard to the need to prevent people from being drawn into terrorism and to oversee the</li> </ul>

	<p>incorporation of the necessary procedures and practices outlined in the Prevent duty into the child protection policy</p>
<p><b>Curriculum</b></p>	<ul style="list-style-type: none"> <li>• Approve curriculum plan and monitor intent, implementation and impact</li> <li>• Ensure a wide and balanced curriculum is taught to pupils</li> <li>• To establish a Charging and Remissions policy for activities</li> <li>• Ensure that British Values are embedded in the curriculum preparing children for life in modern Britain</li> <li>• To monitor pupil performance against national averages</li> </ul>
<p><b>Budget</b></p>	<ul style="list-style-type: none"> <li>• Engage in strategic financial planning.</li> <li>• Consider the academy's indicative funding notified annually by the ESFA and to assess its implications for the academy in consultation with the Head Teacher in advance of the financial year, highlighting and making provision for any matters of significance or concern.</li> <li>• Contribute to the formulation of the academy's development plan, through the consideration of financial priorities and proposals, in consultation with the Head Teacher, with the stated and agreed aims and objectives of the academy.</li> <li>• Receive and agree recommendations on the broad budget headings and areas of expenditure to be adopted each year, including the level and use of any contingency fund or balances, ensuring the compatibility of all such proposals with the development priorities set out in the development plan.</li> <li>• Agree a 3 year budget</li> <li>• Approve any proposals for increases to budgeted in year expenditure totaling in excess of £10,000 whether by virement from another budget heading or from unallocated reserves (approval may be obtained by email)</li> <li>• Liaise with and receive reports from other committees as appropriate and to make</li> </ul>

	<p>recommendations to those committees about the financial aspects of matters being considered by them</p> <ul style="list-style-type: none"> <li>• Annually review and approve the Financial Procedures policy and recommend levels of delegation</li> <li>• Consider, approve and evaluate the academy Pupil Premium plan</li> <li>• Consider, approve and evaluate the academy Sports Premium plan</li> </ul>
<p><b>Staffing</b></p>	<ul style="list-style-type: none"> <li>• make Head Teacher and Deputy Head Teacher and Finance Officer appointments</li> <li>• agree staffing policies which provide for governor involvement in the interests of preserving the school's religious character</li> <li>• suspend, end suspensions of, or dismiss the Head Teacher</li> <li>• establish a governor panel when necessary to hear staff appeals against dismissal and redundancy</li> <li>• determine the staff complement in consultation with the Head Teacher</li> <li>• Annually review and approve the pay policy</li> <li>• Approve pay recommendations in line with Governors' Pay Policy for all staff – for this purpose the FGB shall appoint a Pay Committee which shall <b>not</b> include any staff members or the agreed Chair of Appeal Panels plus two other governors, since they may be needed to sit on any appeals panels</li> <li>• End the suspension of staff</li> <li>• Determine dismissal payments/early retirement</li> </ul>
<p><b>Performance Management</b></p>	<ul style="list-style-type: none"> <li>• determine the timing of the performance management review cycle of the Head Teacher and appoint two or three governors to act as reviewers</li> </ul>



	<ul style="list-style-type: none"> <li>ensure that the academy has in place an Appraisal Policy</li> </ul>
<b>Discipline/Exclusions /Attendance</b>	<p>Establish behaviour principles including, anti bullying, to inform the school's behaviour policy</p> <ul style="list-style-type: none"> <li>Review the use of exclusion and direct the reinstatement of excluded pupils</li> <li>Review attendance</li> </ul>
<b>Collective Worship</b>	<ul style="list-style-type: none"> <li>Ensure that the academy 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</li> <li>Ensure the academy provides an act of daily collective worship in accordance with the Anglican nature of the school</li> </ul>
<b>Health and Safety</b>	<ul style="list-style-type: none"> <li>Institute a Health and Safety policy</li> <li>Ensure that Health &amp; Safety regulations are followed and prioritised appropriately</li> <li>Receive regularly, copies of Health &amp; Safety Inspection reports and agree any actions</li> </ul>
<b>Premises and Insurance</b>	<ul style="list-style-type: none"> <li>Develop a school buildings strategy or master plan</li> <li>Procure and maintain buildings, including a properly funded maintenance plan.</li> <li>Ensure adequate insurance cover is in place</li> </ul>
<b>Admissions</b>	<ul style="list-style-type: none"> <li>To follow the Schools Admissions Code Statutory Guidance when carrying out duties relating admissions.</li> <li>Consult at least every 7 years before setting an Admissions Policy</li> <li>To establish an Admissions policy</li> <li>To set up independent panels as necessary to review Appeals in line with the Schools Admission Appeals Code</li> </ul>
<b>Extended Services</b>	<ul style="list-style-type: none"> <li>Decide to offer additional activities and agree what form these should take</li> </ul>

	<ul style="list-style-type: none"> <li>• Cease providing extended services provision.</li> </ul>
<b>School Organisation</b>	<ul style="list-style-type: none"> <li>• Set the time of the academy sessions and the dates of school terms and holidays</li> </ul>
<b>Academies</b>	<ul style="list-style-type: none"> <li>• To consider forming or joining a Multi Academy Trust</li> </ul>
<b>Information for parents</b>	<ul style="list-style-type: none"> <li>• Ensure that the academy's website is up to date and showing the required information.</li> <li>• Adopt and review home school agreements.</li> </ul>

## Terms of Reference for Finance Committee

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

**Purpose – to assist the decision making of the governing body as appropriate, by enabling more detailed consideration to be given to the best means of fulfilling the governing body’s responsibility to ensure sound management of the academy’s finances and resources including proper planning, monitoring and probity. To monitor Health and Safety within the school. To monitor implementation of school buildings strategy and the school maintenance plan and to ascertain adequate levels of insurance**

### General

- To appoint a Governance Professional (Chair to be appointed by FGB)
- To monitor progress against the priorities of the School Development Plan particularly those related to finance
- To undertake finance monitoring visits to the school
- To make regular reports to the full governing body
- To meet at least 3 times each year

### Budget

- To monitor and review expenditure on a regular basis (at least three times a year) and ensure compliance with the overall financial plan for the academy and with the financial requirements of ESFA, drawing any matters of concern to the attention of the governing body
- Discuss and review the annual and 3 year budget plans and recommend to the FGB
- To prepare the financial statement to form part of the annual report of the governing body to parents and for filing in accordance with Companies Act and Charity Commission requirements
- To receive auditors reports and to recommend to the Full governing body action as appropriate in response to audit findings
- To recommend the appointment or reappointment of the auditors of the academy
- To analyse and report on Tenders for Contract Services
- To authorize orders and the award of contracts over £10,000 (authorization may be obtained by email) (Prior approval for any unbudgeted for expenditure over £10,000 must have been obtained from the Full Governing Body)
- Approval of procedures for competitive tendering decisions on expenditure items above £50,000
- Acceptance of tenders for goods, services or works above the value of £50,000 (Approval may be obtained by email) Again prior approval for any unbudgeted for expenditure must have been obtained from the FGB.
- To keep in-school financial procedures under review

<p><b>Premises and Insurance</b></p> <p><b>Health and Safety</b></p>	<ul style="list-style-type: none"><li>• To benchmark school financial performance against similar schools and report to the governing body</li><li>• To ensure that all spending provides 'Value for money' in terms of raising standards in education and to approve the school's annual Value for Money statement</li><li>• To ensure adequate levels of buildings insurance and personal liability</li><li>• To monitor the implementation of the school buildings strategy and asset management plan</li><li>• To monitor Health and Safety within the school regularly reviewing Health and Safety consultant reports</li></ul>
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## Terms of Reference for Audit and Risk Committee

**The Audit and Risk Committee is expected to work within the following terms of reference**

**Purpose –. to ensure that there is a process for the independent checking of internal and external scrutiny of financial and non-financial controls and management of risks.**

<b>General</b>	<ul style="list-style-type: none"><li>• To appoint a Governance Professional (Chair to be appointed by FGB)</li><li>• Direct the trust's programme of internal scrutiny</li><li>• To make regular reports on the adequacy of the internal control framework to the full governing body</li><li>• Ensure that risks are being addressed appropriately through internal scrutiny</li><li>• Ensure there is an appropriate, reasonable and timely response to the findings by the external auditors</li><li>• To meet at least 3 times each year</li></ul>
<b>Audit</b>	<ul style="list-style-type: none"><li>• To review the Academy's internal and external financial statements and reports to ensure that they reflect best practice.</li><li>• Agree a programme of work annually to deliver internal scrutiny</li><li>• To consider all reports by the external auditor including reports on the Academy accounts, achievement of value for money and the response to any management letters</li><li>• To review the effectiveness of the Academy's internal control system to ensure that the aims, objectives, and key performance targets of the Academy are achieved in the most economic, effective and environmentally preferable manner</li><li>• To ensure that the Academy's internal audit service meets the standards specified in the Academies Financial Handbook</li><li>• To ensure information submitted to DfE and ESFA that affects funding, including pupil number returns and funding claims (for both revenue and capital grants) completed by the trust is accurate and in compliance with funding criteria</li><li>• To consider and advise the FGB on the annual and long term audit programme</li><li>• To consider the internal audit reports, including value for money reports and the arrangements for their implementation</li><li>• To review the operation of the governors' code of practice and the code of practice for staff</li></ul>
<b>Risk</b>	<ul style="list-style-type: none"><li>• To contribute to and review the academy risk register to inform the programme of work</li><li>• advise the FGB of any matters for concern</li><li>• Agree who will perform the work and consider their reports</li></ul>

- Monitor progress in addressing recommendations

**Membership of the Finance and Audit Committee**

**NB Employees of the school cannot sit on the Audit and Risk Committee.**

**The Chair of Trustees should not be the chair of the Audit and Risk Committee.**

**The Chairs of the Finance, and Audit and Risk Committees, should be different people.**

**The Accounting Officer and Financial Officer should attend and participate in discussions.**

## Terms of Reference for Policy Committee

**The Policy Committee is expected to work within the following terms of reference**

**Purpose – to carry out a rolling review of policies and ensure they are updated by the Academy in accordance with legal requirements and the needs of the Academy**

### **General**

- To maintain an up-to-date list of policies which the Academy is legally required to have in place together with any additional policies which governors have deemed necessary for oversight by the governing body, highlighting the latest approval dates and dates for review. (see policy review timetable on cloud)
- To review policies in accordance with the Policy review timetable and approve any updates or amendments and any new policies, or, where legally required, to recommend policies to the Full governing body for approval.
- To meet at least 3 times each year

### **Membership of the Policy Committee**

The policy committee shall consist of any three governors

## **Terms of Reference for the Governance Professional to the Governing Body**

The Governance Professional is expected to work within the following terms of reference

### **Guiding Principles**

- All formal meetings of the Governing Body must be clerked
- The Governance Professional is accountable to the governing body
- Governors, Associate Members, and Head Teacher cannot be appointed as governance professional to the Governing Body

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

- To work effectively with the Chair of governors, the other governors and Head Teacher to support the governing body
- To advise the governing body on constitutional and procedural matters, powers and duties, ensuring that governors comply with the Academy's Articles of Association which is the constitution for the company, together with relevant legislation, statutory guidance and the governance handbook
- To convene meetings of the governing body and the annual general meeting for members and ensure they are quorate
- To attend meetings of the governing body and AGM and ensure that minutes are taken
- To produce agendas for the meetings, using monitoring plan, standard items, legal requirements and any follow up action from prior meetings. Liaise with the chair of governors/chair of committee. Circulate to all governors, at least 1 school week prior to meeting.
- To ensure the chair receives draft minutes for approval then ensure that the chair approved draft minutes are circulated to all governors within two school weeks of meeting.
- To follow up decisions and actions agreed at governing body meetings and to keep track on progress
- To maintain a register of Business Interests to be published on the school website
- To maintain a register of members of the governing body and report vacancies to the governing body
- To maintain records of details of information to be published by Governing Boards on websites and make this information available to the academy
- To collect the required details for the Governors National Database (GIAS) and inform the Academy Business Manager of all changes on a timely basis
- To maintain a register of attendance and report on non attendance to the governing body
- To send copies of approved FGB minutes to the Diocese of Canterbury
- To ensure that copies of all agendas, papers and signed minutes are filed at the academy in accordance with the Articles of Association
- To give and receive notices in accordance with relevant regulation



- To perform such other functions as may be determined by the governing body from time to time
- To undertake appropriate training and development activities

If the Governance Professional does not attend a meeting, the governors present at the meeting may appoint a member of the governing body (but not the Head Teacher) to act as Governance Professional for that meeting

**Details of employment**

Governance Professional to invoice per meeting as agreed by the Governing Body.		

## Terms of Reference & Delegation of Functions to Head Teacher

**Governors have delegated the internal organisation, management and control of the Academy to the Head Teacher. He or she is directly accountable to the Governing Body.**

<b>Strategic vision)</b>	<ul style="list-style-type: none"><li>• To embed the Academy's vision, values and raison d'être within the context of the Academy's Church of England Christian foundation</li><li>• To deliver the agreed Governor Body vision and school Development Plan</li></ul>
<b>Budget</b>	<ul style="list-style-type: none"><li>• To make miscellaneous financial decisions up to an agreed limit of £10,000</li><li>• To enter into contracts up to the limit of £10,000</li><li>• To monitor monthly expenditure</li><li>• To make payments.</li></ul>
<b>Staffing</b>	<ul style="list-style-type: none"><li>• Head Teacher to agree with the Governors a staffing structure that is affordable and sustainable and suited to the Academy's purposes and keep them updated throughout the year</li><li>• To appoint all teaching and non-teaching staff (except Deputy Head, Assist Head Teacher and Finance Officer)</li><li>• To ensure staff follow the staff code of conduct</li><li>• Ensure regular review of staff contracts and ensure good practice is followed, including reviewing temporary contracts at least annually</li><li>• To make pay recommendations in line with Governors Pay Policy for all staff other than Head Teacher</li><li>• To establish disciplinary, capability and grievance procedures</li><li>• To suspend staff</li><li>• To dismiss staff</li><li>• To produce and maintain a central record of recruitment and vetting checks</li></ul>
<b>Curriculum</b>	<ul style="list-style-type: none"><li>• To ensure that a balanced and engaging Curriculum that clearly outlines intent, implementation, and expected impact is taught to all pupils to ensure that they are ready for the next phase of their education and consider disapplication for pupils as appropriate</li><li>• To decide in consultation with the Governing Body which subjects should be taught</li><li>• To be responsible for standards of teaching</li><li>• To be responsible for each individual child's education</li><li>• To agree the content of any Sex and Relationship Education and to keep up to date a written policy for its delivery</li><li>• To ensure the balanced treatment of political issues and to prohibit political <i>or</i> religious extremism and/or indoctrination</li></ul>

	<ul style="list-style-type: none"> <li>To promote British Values</li> </ul>
<b>Appraisal and Performance Management</b>	<ul style="list-style-type: none"> <li>To formulate and implement an appraisal policy ensuring that staff fulfil meet expected standards</li> <li>To make pay recommendations with evidence for Governor approval in line with the pay policy and legal requirements</li> <li>To carry out appraisal of other teachers (or delegate to line managers in the school)</li> </ul>
<b>Standard Setting</b>	<ul style="list-style-type: none"> <li>To set standards and predictions for pupil progress and achievement which should be broadly in line or above national averages.</li> </ul>
<b>Religious Education</b>	<ul style="list-style-type: none"> <li>To provide Religious Education to the agreed syllabus advised by the Diocese of Canterbury</li> </ul>
<b>Collective worship</b>	<ul style="list-style-type: none"> <li>To provide collective worship of a Church of England/Anglican character.</li> </ul>
<b>Health &amp; Safety</b>	<ul style="list-style-type: none"> <li>To monitor health and safety and ensure regulations are followed.</li> </ul>
<b>School Organisation</b>	<ul style="list-style-type: none"> <li>Where determined by the Governing Body, to ensure that school lunch nutritional standards are met.</li> <li>To establish and develop networks of support for the Academy in order to ensure availability of support to enhance staff professional development</li> <li>To ensure the efficient and value for money running of the business operations of the Academy</li> <li>To draft policies as listed in the policy review timetable and implement</li> <li>Maintain a register of pupil attendance</li> <li>To ensure that the website includes the structure and remit of the governing body, including appointment details, terms of office and attendance record</li> <li>To ensure governor information is submitted to the DFE database of governance (GIAS)</li> </ul>
<b>Information for Parents</b>	<ul style="list-style-type: none"> <li>To prepare and publish the required information on the school's website</li> <li>To ensure that free school meals are provided for those pupils meeting the criteria</li> <li>To ensure that parents are aware of their right to withdraw their child from collective worship, RE, and Sex and Relationship education</li> <li>To ensure a report on each child's educational achievement is forwarded to parents/guardians.</li> </ul>
<b>Extended Schools</b>	<ul style="list-style-type: none"> <li>To put into place the additional services provided</li> <li>To ensure delivery of services provided.</li> </ul>
<b>Agreed by the governing body on</b>	



## Terms of Reference for Panel Hearings

- To make any decisions under the Governing Body's personnel procedures e.g. disciplinary, grievance, capability where the Head Teacher 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 Head Teacher
- 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
- 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

All panels to be convened by the Governance Professional to the Governing Body.

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

### Membership up to three governors - as required by the relevant policy

Any governor or governors depending on policy requirements from a pool of governors [comprised of the whole governing body and other governing bodies with whom the academy has a prior agreement – see terms of reference for joint governor panels], who are:

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

*The Head Teacher is disqualified from serving in this role*

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

**Agreed by the governing body on**

**Review Date September 2023**

## **Terms of Reference for the Head Teacher's Performance Management Committee**

- To meet annually before 31 December to discuss and determine the Head Teacher's objectives and performance criteria for the coming year (the planning meeting)
- To review the performance of the Head Teacher against the agreed criteria and determine the recommendation on pay progression (the review meeting)
- To prepare and agree the Head Teacher's performance review statement, and to report to the governing body
- To monitor through the year the performance of the Head Teacher against the agreed criteria and to ensure that appropriate support and development opportunities are provided
- To make recommendations to the Pay Committee in respect of pay progression

### **Membership 2 or 3 governors**

The Chair of Governors or Vice Chair of Governors (not both) should be part of this group. At least one governor should be a foundation governor (or two if three governors sit on the committee)  
*Neither the Head Teacher nor staff governors may serve on this group.*

## Terms of Reference for the Pay Committee

- 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 on the recommendation of the Head Teacher which 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.
- 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 Board changes to the policy and to consult with staff and recognised unions on those proposed changes
- 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 to ensure that sources of external funding for pay are accessed to maximum effect.

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 Head Teacher nor staff governors may serve on this group. Academies 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.*

**Christ Church C.E. Primary Academy Folkestone and St Peter's C E Primary Folkestone and Folkestone St Mary's C E Primary Academy**

**Terms of Reference for joint Governor Panels**

The following arrangements are based on the principle of increased collaboration between schools to raise standards by working together to share ideas and good practice.

Where it is necessary for a governing body to convene a governor panel to hear parental complaints, staff or pupil grievances or review exclusion, it can often prove difficult to find the right number of governors who are available, impartial and completely untainted by the circumstances of the hearing. By collaborating to form joint panels when necessary, each governing body can utilise the considerable experience of governors at each school to ensure that any hearing is conducted by an experienced and effective panel and without bias.

**Joint governors panels are expected to work within the following terms of reference: Aim: To share good practice and jointly discharge the governing bodies' functions for hearing staff grievances, parental complaints and pupil discipline issues**

**Joint panels may be convened for any of the following purposes:**

To make any decisions under the personnel procedures of the Governing Body for the school or academy at which the hearing is being held e.g. disciplinary, grievance, capability, where the Head Teacher is the subject of the action

- To make any decisions under the personnel procedures of the school or academy at which the hearing is being held e.g. disciplinary, grievance, capability, unless delegated to the Head Teacher
- To make any determination or decision under the Complaints Procedure for Parents for the school or academy at which the hearing is being held
- To consider any appeals against a decision to dismiss a member of staff or a decision short of dismissal e.g. disciplinary, grievance or capability
- To make any determinations on behalf of the Governing Body of the school or academy at which the hearing is being held, in relation to staff redundancy and redundancy appeals
- To consider any representations by parents in the case of an exclusion
- 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

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

**Membership of joint Panels Committees shall consist of any governors of participating schools or academies who are suitably qualified to undertake the role and available on the date set for the panel hearing.**

<b>Agreed by the Governing Body Christ Church C E Primary Academy Folkestone</b>	<b>19</b>	<b>12</b>	<b>2013</b>
<b>Agreed by the Governing Body St Peter's C E Primary</b>			
<b>Agreed by the Governing Body Folkestone St Mary's C E Primary Academy</b>	<b>22</b>	<b>10</b>	<b>2013</b>



<b>Review Date</b>			
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## Terms of Reference for Link governors

**Any individual to whom a governor monitoring responsibility has been delegated is expected to work within the following terms of reference**

**Purpose - To monitor an identified area on the School Plan or a statutory function of the Governing Board and report to the Governing Board. 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.**

- 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 Head Teacher.

Reports will be submitted for approval by the Head Teacher and the Chair within the school within one week of the visit, and then be lodged with the Governance Professional for distribution as soon as possible, at least seven days before the next Governing Board meeting. The following designated statutory governor roles need to be appointed by the Governing board.

- Safeguarding
- SEND
- Pupil Premium

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

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

## 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 and/or comments to make
- Bring a copy of the School Development Plan and be familiar with its priorities and milestones
- Limit discussion to policies and actions and not people, ensuring challenge, support and celebration are 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:**

\*Head Teacher \*Company Secretary \*Governance Professional \*any governor

As appropriate other persons will be invited to attend regular meetings of the Governing Body including members of the senior leadership team, business manager etc.

Full governing body meetings will be held at the school at least 3 times a year. The Governance Professional will prepare a suggested calendar of meeting dates for the following year, for approval at the meeting held in term 6 of each year. Notification of full governing body meetings will be given in writing with 14 days notice.

The Governance Professional will prepare a draft agenda, which will be finalised and approved by the chair. Governors wishing to place items on the agenda should give notice to the Governance Professional and provide a copy of any supporting papers for distribution.

Items of 'Any Other Business' will be taken at the beginning of the meeting and either added to the agenda 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.

All meetings will be convened by the Governance Professional. Any 3 members of the Governing Body may request a meeting by giving the Governance Professional written notice, which includes a summary of the business to be transacted.

Each meeting will generally 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

The Governing Body **MUST** elect a chair and a vice chair **annually** at the first meeting of the Academic year. **Governors who are paid to work at the school, for instance the Head Teacher and the staff governors cannot be elected as chair or 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

### 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 Head Teacher based on trust and mutual respect for each other's roles.
- To establish and foster a good relationship with the Company Secretary/Governance Professional based on professional respect for each role.

The Governing Body resolves that the following process will apply to the election of Chair of the governing body:

The chair and vice chair will serve for a period of 1 year

The Governance Professional will take the chair to conduct the election of the Chair using the following procedure.

The Governance Professional 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.

The Governance Professional 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.

If there is more than one candidate, the candidates will be asked to leave the room whilst the election takes place and the outcome discussed. Governors will take a vote by secret ballot conducted and counted by the Governance Professional. 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 there is only one candidate, voting will be by show of hands.

If no advance nominations have been received for the office of Chair, the Company Secretary/Governance Professional may seek nominations at the meeting.

If no Chair is duly elected, a governor **MUST** be appointed to chair the remainder of the meeting and to act as a temporary Chair until the next meeting.

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

