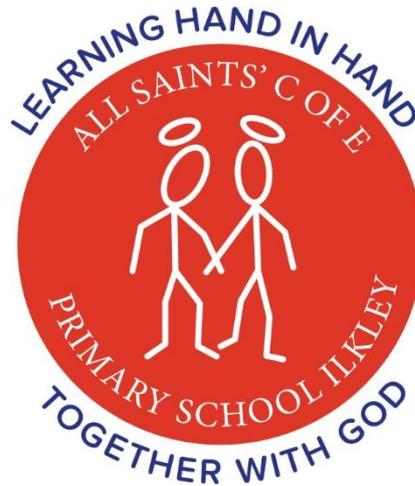




All Saints' CE Primary School



Vision

Learning hand in hand together with God.

Values

Hopeful school through honesty, forgiveness and trust
Achieving school through resilience, respect and ambition
Nurturing school through care, compassion and friendships
Developing school through wisdom, faith and fun
Sharing school through kindness, celebration and love

Terms of Reference

Written: September 2021

Ratification date: DRAFT

Ratified by: Full Governing Board

Review date: September 2022

Written by: M Robinson and J Cooper



The 'Circle Model' – A Whole Governing Body Approach

Outline

- The Governing Board (GB) works collectively 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 GB is required to consider, and the GB may 'commission' assignments or activities arising from the business of the meeting, which will be recorded in the minutes
- Any 'commissioned' working groups will have GB drafted agreed terms of reference
- In addition to 'commissioning' activities or actions on their behalf, the Governing board, to ensure its core functions are fulfilled, will delegate monitoring responsibilities to lead governors
- These include the statutory required individual roles and those focused on the priorities of the School Plan
- The GB recognises the delegated lead governors are replacing committees in terms of challenge, responsibility and accountability when undertaking their monitoring and reporting back to the GB
- In each case where a function has been delegated there is a statutory duty to report any findings, action or recommended decision to the GB at the next meeting

Documents included:

- Terms of Reference - Governing Board
- Terms of Reference - Clerk to the Governing Board
- Terms of Reference – Headteacher
- Terms of Reference – Lead Governors
- Terms of Reference - Monitoring the School Budget
- Terms of Reference - Panel Hearings
- Terms of Reference – Head teacher Performance Management Group
- Terms of Reference – Pay committee
- Standing Order – Meetings of the Governing Board

Purpose

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

The Board has three strategic core functions:

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



Terms of Reference for the Governing Board

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

GB Operational Business

- To draw up the Instrument of Government and any amendments thereafter
- To review the standing order for election of the Chair and Vice Chair including the length of the term of office
- Elect (or remove) the Chair and Vice Chair
- To appoint (or dismiss) the Clerk to the Governing Board
- To hold at least 6 GB meetings each year
- To appoint Co-opted governors and any Associate members
- To suspend or remove/recommend removal of a governor. LA and foundation governors can only be removed by their appointing body
- To decide which functions of the GB will be delegated to lead governors and to appoint into the roles
- To appoint the statutory individual required roles of Safeguarding, SEND, Health and Safety and Finance based on skill set and expertise
- To receive reports from lead governors to whom delegation has been made and to consider whether any further action or decision by the GB is necessary
- To review the delegation arrangements annually
- Appoint selection panel for Headteacher/Deputy Headteacher/Assistant Headteacher
- To ratify or reject decisions of appointed selection panel
- To recruit new governors ensuring the board has all the skills to be effective
- To set up and publish a register of Governors' Business Interests.
- To ensure that statutory requirements for information are published on the school website, including details of governance arrangements, are met and updated as necessary
- To ensure the required information is collected, uploaded and amended as necessary and accurate with the details published on the school website.
- To approve and set up a Governors' Allowances Scheme
- To regulate the GB procedures where not set out in law, and record these as Standing Orders.
- To delegate to the Headteacher the functions as described in the Delegation of Functions to Headteacher Standing Order
- To assign lead governors to monitor the priorities of the SIP, in replacement of committees, in accordance with the attached terms of reference.
- To arrange a suitable induction process for mentoring 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 GB ☐ To ensure the Headteacher provides such reports as requested by the GB

General

- Regularly review the vision and values of the school and ensure they are shared with all stakeholders.
- To take an active role in School Self Evaluation identifying success and areas requiring improvement
- To annually approve the School Improvement Plan for priority accuracy; regularly holding the leaders to account against the milestones; monitoring against an agreed GB monitoring schedule.



Terms of Reference

- To review regularly how the school is regarded by pupils and parents
- To ensure the school has in place all *statutory policies* and to keep these under regular review, consulting with representative stakeholders as appropriate
- To approve **statutory** policies, ensuring impact and compliance upon review.
- To approve all school trips involving an overnight stay away from home
- To ensure the school has a GB approved Complaints Procedure for Parents, published on the school website with parents knowing how to raise concerns and make a complaint
- To have regard to the professional advice given by the Clerk
- To ensure that the GB complies with all other legal duties placed upon them.

Inclusion and Equality

- To establish and approve a Special Educational Needs and Disabilities (SEND) Policy
- To publish and update at least annually a SEND information report (meeting requirements set out in the Special Educational Needs and Disability Regulations 2014, modified 2017)
- To comply with statutory duties from the SEND code of practice and Keeping Children Safe in Education (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 on the basis of race, religion, gender, age disability or sexual orientation
- To receive reports on bullying, homophobic and racial incidents

Safeguarding

- To ensure statutory compliance with KCSIE and its associated policies including adopting and reviewing annually the Safeguarding/Child Protection Policy and relevant procedures
- To comply with statutory duties appointing Safeguarding, SEND and Health and 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 within the Safeguarding/Child Protection Policy
- To complete an annual Safeguarding Review ensuring follow up actions are monitored and completed

Curriculum

- Ensure National Curriculum (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 ensure the British Values are embedded within the curriculum

Budget

- To approve the first formal budget plan each year.
- To engage in strategic decision making
- To approve a 3-year budget showing clear links to the SIP
- To analyse and recommend the annual budget.
- To annually review/approve the Finance Policy and recommend levels of delegation
- To undertake financial benchmarking.
- To annually review and approve the Charging and Remissions Policy
- To enter into contracts following agreed financial limits.



Terms of Reference

- To make decisions in respect of service agreements following agreed delegation of financial limits and insurance
- To ensure the school complies to the Schools Financial Values Standard (SFVS) guidelines.
- To agree annual action plans and monitor how school premiums are spent
- To appoint a lead finance governors
- To ensure financial succession planning within the board
- To review/take account of any consultations to change the Local Authority (LA) Finance Scheme

Staffing

- To make Headteacher, Deputy Headteacher and Assistant Headteacher appointments following recommendations from the board approved selection panel
- To annually determine the staff complement.
- To annually agree a pay Policy and any pay awards following the School Teachers' Pay and Conditions Documents (STPCD)
- To annually review the impact of and implementation of the Pay Policy.
- To establish/review procedures for addressing staff discipline, conduct and grievance including seeking external governance as necessary
- To establish a GB panel to hear appeals against dismissal, redundancy or grievances including seeking external governance as necessary
- To end the suspension or dismiss the Headteacher
- To determine dismissal payments/early retirement

Appraisal and Performance Management

- To review and approve the Appraisal Policy
- To determine the timing of the Headteacher appraisal review cycle To appoint the Headteacher Performance management group
- To appoint the pay panel of 3 skilled or trained governors
- To appoint the external advisor
- To take into account the Headteacher Standards for Excellence
- To agree total pay award following recommendation from Pay panel
- To agree any pay award for the HT following recommendation from the Headteacher Performance Management (HTPM) committee

Discipline/ Exclusions

- To review the statement of principles on which the school produces a behaviour Policy
- To review the use of exclusion and decide whether or not to confirm all permanent exclusions and fixed term exclusions where a pupil is either excluded for more than 15 days in total in a term (This may be delegated to the Chair/Vice Chair in cases of urgency)
- To direct the reinstatement of excluded pupils

Premises and Insurance

- To develop and approve a school buildings strategy
- To procure and maintain buildings, including a properly funded maintenance plan
- To seek advice from the LA, diocese or trustees, where appropriate to ensure adequate levels of buildings insurance and personal liability



Terms of Reference

- To receive an annual site report
-

Health and Safety

- To review and approve a Health and Safety Policy
- To ensure that Health and Safety regulations are followed and appropriately prioritised
- To receive the Health and Safety Inspection Report and agree any actions
- To appoint a Health and Safety governor

Admissions

- To follow the School Admissions Code statutory guidance when carrying out duties relating to school admissions
- 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

Collective Worship

- To ensure the school provides teaching of RE 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

Extended Services

- To review the effectiveness and impact of any additional activities (e.g. clubs, lettings and out of school care)



Terms of Reference for the Clerk to the Governing Board

We use clerking from Bradford Governor Services and follow their Service Level Agreement

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

Main Responsibilities

- To work effectively with the Chair of governors, the other governors and the Headteacher/Executive Headteacher to support the Governing Board
- To keep up to date and advise the GB on constitutional and procedural matters, powers and duties as outlined within legislation, statutory guidance and the governance handbook
- To support the GB to develop a culture where challenge is welcomed
- To convene meetings of the GB ensuring they are quorate
- To produce agendas for the meetings working with the Chair of governors
- To attend meetings of the GB and ensure minutes are taken
- To ensure the chair receives the draft minutes for approval within one school week
- To ensure chair draft approved minutes are circulated within 2 school weeks to all governors
- To create an action list after each meeting and monitor progress to ensure that actions agreed are carried out before the next meeting
- To maintain a register of Business Interests and ensure this is published on the website
- To maintain the website published requirements for GB's by ensuring the information is kept up to date
- To ensure the requirements for governors to publish information online is adhered to
- To collect the required details for the Governors National Database (GIAS) and ensure the relevant staff member for uploading to the database is informed of any changes
- To maintain a register of members of the GB and report vacancies to the Governing Board
- To maintain a register of attendance to be published on the school website and report non-attendance to the Governing Board
- To give and receive notices in accordance with relevant regulations
- To perform such other functions as may be determined by the GB from time to time
- To undertake appropriate professional development
- If the Clerk is unable to attend the meeting, the governors present at the meeting may appoint a member of the GB (but not the Headteacher) to act as Clerk for that meeting



Delegation of Functions to Headteacher

The delegation to the Headteacher ensures a clear separation between strategic non-executive oversight and operational executive leadership. The Headteacher is expected to work within the following terms of reference and provide necessary and appropriate reports to the GB in these areas:

Budget

- To make financial decisions as set out in the school finance Policy
- To monitor monthly expenditure and to make appropriate payments

Staffing

- To appoint staff
- To establish disciplinary, capability and grievance procedures
- To initially dismiss or suspend staff
- To produce and maintain a central record of recruitment and vetting checks

Curriculum

- To ensure the National Curriculum is taught to all pupils and consider disapplication for pupils as appropriate.
- To establish and implement a Curriculum Policy
- To be responsible for standards of teaching and learning
- To be responsible for each individual child's educational outcomes
- To agree the content of any Relationships, Sex and Health Education and to keep up to date a written Policy for its delivery
- To promote British values by ensuring balanced treatment of political issues and by prohibiting political indoctrination

Appraisal and Performance Management

- To establish and implement an Appraisal Policy
- To make pay decisions in line with the pay Policy and legal requirements
- To carry out (or delegate) appraisal of other teachers

Standard Setting

- To make predictions and set targets for pupil achievement and progress

Religious Education

- To provide Religious Education in line with the agreed syllabus

Collective worship

- To ensure, after consultation with the Governing Board, that all pupils take part in a daily act of collective worship of a Christian character



Health/Safety

- To ensure that Health and Safety regulations are followed

Discipline/Exclusions

- To establish and implement the school behaviour Policy and make staff, students and parents aware

Inclusion and Equality

- To designate a qualified teacher to be responsible for co-ordinating SEND provision
- To appoint a designated teacher for looked-after children

School Organisation

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

Information for Parents

- To ensure that parents and prospective parents are kept up to date with school information
- To ensure that free school meals are provided to those pupils meeting the criteria
- To ensure that parents are aware of their rights to withdraw their child from collective worship, RE and Relationships, Sex and Health Education
- To ensure that an annual report on each child's educational achievements is forwarded to parents/carers

Extended Services

- To put into place any agreed additional services



Terms of Reference for Lead Governors

Any individual to whom a governor monitoring responsibility has been delegated is expected to work within the following terms of reference in conjunction with the protocols and procedures set out in the Governor Visit Policy

Lead Governor Responsibilities

- To monitor an identified area on the School Development Plan or a statutory function of the GB and report back to the Governing Board, ensuring all the challenge and support which would have taken place in a committee is captured and evidenced within the written report
- 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 school lead professionals are held to account through appropriately challenging questions
- 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 statutory duties
- To evaluate the extent of success at the end of the set timescale
- To ensure that visit reports are submitted for approval by the school lead professionals or Headteacher 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 GB meeting
- To ensure that before undertaking any monitoring activities, governors will read the Governor Visits Policy and the GB code of conduct

Important Note Regarding Lead Governors

Having Lead Governor roles does not reduce the collective accountability of the board for all its functions. The Lead Governor role is to monitor a specific area of school improvement and report the findings back to the GB. Any further decisions or recommendations will need to be collectively agreed and implemented by the GB.

Lead Governor responsibilities are in Appendix 1



Terms of Reference for the Monitoring of the School Budget

Lead governors will be assigned to strategically monitor the financial management of the school on behalf of the Governing Board.

Monitoring visits are in line with the Finance Policy ensuring all financial questions and answers are captured within the subsequent report to enable collective decision making. The visits and reports should include monitoring of the following:

- To maintain an up to date 'balanced' three-year budget plan, which shows clear links to the 'School Improvement' and 'Staffing' plans
- To report monitoring and rollover to the full Governing Board, highlighting any significant variances
- To evaluate any virement recommendations and report to the Governing Board
- Analyse and report on Tenders for Contract Services in accordance with board delegated limits
- To keep in-school financial procedures under review
- To benchmark school financial performance against similar schools and report to the GB Board
- To evaluate proposed expenditure as set out within the delegated limits following recommendations from the Headteacher and present to the Governing Board
- To draft the Schools Financial Value Standard (SFVS), following discussions with the bursar, using the support tools, for GB 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 Board
- 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 and sports premium ensuring its use has impact
- To review the Finance, Lettings and Charging and Remissions Policies
- To ensure annual Governor financial skills audit is undertaken and evaluated
- Review the business continuity plan making recommendations to the Governing Board
- Review compliance audit reports, ensuring the board follows recommendations and actions
- To make regular reports to the GB and ensure that key financial decisions are recorded correctly in the minutes



Terms of Reference for Disciplinary/Grievance/Exclusion Panel Hearings

- To make any decisions under the Governing Board's personnel procedures eg disciplinary, grievance, capability, where the Headteacher is the subject of the action
- To make any determination or decision under the school's Complaints Policy
- To consider any appeals against a decision to dismiss a member of staff or to a decision short of dismissal eg disciplinary, grievance or capability
- To make any determinations on behalf of the GB in relation to staff redundancy and redundancy appeals
- To consider any representations by parents in the case of an exclusion (parents/carers 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/ carers must be invited)
- All panels are to be convened by the Clerk to the Governing Board
- All panels will follow the relevant GB approved policy, procedure and guidance
- To consider if an external GB panel would be an appropriate option in certain circumstances

Membership

Any three governors from a pool of governors [comprising the whole Governing Board or external GB representation], 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



Terms of Reference

Terms of Reference for the Headteacher Performance Management Committee

- To meet annually before the 31st December with the GB appointed external adviser and Headteacher
- 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
- To consult with an independent external advisor to determine the headteacher appraisal objectives for the coming year ensuring they are SMART
- Inform the Headteacher of the standards against which their performance will be assessed
- To prepare and agree the Headteacher appraisal review statement, and report to the Governing Board
- 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 GB in respect of pay progression

Membership

Three governors, including the Chair of the Governing Board, though not the Vice Chair as well. The Chair of the panel to not be the Chair of the Governing Board.

At least one member must be a foundation governor. Neither the Headteacher nor staff governors may serve on this group.



Terms of Reference for the Pay Committee

The GB will delegate all pay decisions, with the exception of decisions relating to the pay of Headteacher, to the Headteacher. All decisions relating to the pay for teaching staff will be taken by a Committee of the Governing Board.

- To ensure the achievement of all the pay policy objectives and principles in a fair, reasonable and equitable manner
- To undertake an annual pay review for all staff / Leadership group in accordance with the Pay Policy and reach decisions through the application of any relevant criteria measured by the school's performance appraisal process
- To consider fully all recommendations for pay progression and any other relevant information made available
- To ensure teaching 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 GB changes to the policy and to consult with staff and recognised unions on those proposed changes
- To seek advice from the Local Authority where appropriate
- To maintain an accurate written record of all meetings and, having due regard to confidentiality, to report its decisions to the Governing Board
- To recommend to the GB 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 should be made without undue delay. These should be completed prior to or on 31st October for teaching staff

Membership

Membership of the Pay Panel will be three governors who will not benefit financially, directly or indirectly from such membership or any of the decisions of the committee. At least one member must be a foundation governor.

Neither the Headteacher nor staff governors may serve on this group.

The Chair and Vice Chair of Governors should not both be members of the Pay Panel 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 Board

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 Development Plan and be familiar with its milestones and priorities
- Limit discussion to policies and actions and not people, ensuring challenge, support and celebration is captured within the minutes
- Participate in discussion and listen to the views and comments of others
- Work collectively as a team acting with integrity, objectivity and honesty and in the best interests of the school
- Ensure all GB decisions are strategic and not operational
- 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 Board

- Headteacher
- Clerk
- Any governor
- 'Associate' members (unless required 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 Board' Deputy Headteacher, members of the senior leadership team, subject leaders, bursar, etc.

Full GB meetings will be held at the school at least 6 times each year in line with financial deadlines.

The Clerk to the GB will prepare a draft agenda, which will be finalised and approved by the Chair and Headteacher. Governors wishing to place items on the agenda should give notice to the Clerk/Chair 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 Lead Governor, 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 GB 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 be limited to two hours maximum. 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/Headteacher within 2 weeks of the meeting, before being formally approved by the GB at the next meeting.



Appendix 1

All Saints' Primary School – Lead Governors 2021/22

Overview of Membership

Foundation governors: Mike Coe and Judith Osborne

Co-opted governors: Lisa Jamieson and Katie Dawson

Parent governors: Becky Boardman and Caroline Falconer

Local Authority: Ray Tate

Staff: Stacey Simmonds

Head: Michele Robinson

Lead Governors 2021 - 22

Role	Governor	Appointed by
Chair	Ray Tate	Local Authority
Vice-Chair	Katie Dawson	Co-opted Governor

Safeguarding	Judith Osborne	Foundation Governor
Inclusion	Caroline Falconer	Parent Governor
Quality of Education	Lisa Jamieson Stacey Simmonds	Co-opted Governor Staff Governor
Finance	Ray Tate Becky Boardman	Local Authority Parent Governor
Parents & Community	Katie Dawson	Co-opted Governor
SIAMS/ Christian Ethos	Mike Coe	Foundation Governor (visit)
Wellbeing and Mental Health	Carol Stewart	Associate Member

Headteacher Performance Management	1. Mike Coe
	2. Ray Tate
	3. Lisa Jamieson
Pay Committee	1. Ray Tate
	2. Judith Osborne
	3. Becky Boardman
Grievance	Any governor as required
Grievance Appeals	Any governor as required

Health and Safety/Buildings	Katie Dawson
Data Protection/GDPR	Becky Boardman