

## Barford St Peters Primary School

### Governing Board terms of reference

A Resources Committee, Performance Standards Committee and a Strategic Leadership Group

*These are offered as suggestions for consideration by the governing board.*

*They should not be adopted as they stand without taking account of the particular needs and circumstances of the school and the governing board.*

**Adopted by the BoG December 2017**  
**Reaffirmed October 2018-09-25**  
**next review: September 2019**

## THE GOVERNING BOARD

The Governing Board needs to take a strategic role, act as a critical friend to the School and be accountable for its decisions. It should set aims and objectives and agree, monitor and review policies, targets and priorities.

### Model Terms of reference:

- To agree constitutional matters\*, including procedures where the Governing Board has discretion
- To recruit new members as vacancies arise and to appoint new governors\* where appropriate
- To hold at least three Governing Board meetings a year\*
- To appoint or remove the Chair and Vice Chair\*
- To appoint or remove a Clerk to the Governing Board\*
- To establish the committees of the Governing Board and their terms of reference\*
- To appoint the Chair of any committee (*if not delegated to the committee itself*)
- To assign governors to the Standards Teaching and Learning, and the Resources committees as appropriate
- To suspend a governor\*
- To decide which functions of the Governing Board will be delegated to committees, groups and individuals\*
- To establish and keep under review arrangements for Governors' visits to school
- To receive reports from any individual or committee to whom a decision has been delegated and to consider whether any further action by the Governing Board is necessary\*
- To approve the first formal budget plan of the financial year
- To keep the Health and Safety Policy and its practice under review and to make revisions where appropriate
- To review the delegation arrangements annually
- *Any items which individual governing boards may wish to include*

\*these matters cannot be delegated to either a committee or an individual

**Membership:** As per the Instrument of Government

**Disqualification** – as per Regulation 20 and Schedule 6 of the Constitution Regulations

**Quorum:** One half of the number of Governors in post

## **STRATEGIC LEADERSHIP GROUP**

**Aim:** To work closely with the senior managers of the school to develop strategy leading to school improvement.

The suggested membership of this group is the Chair of Governors, the Head teacher and the Chair of each of the two Committees. These key governors would have a more strategic and co-ordinating role and can add greatly to the effectiveness of the work of the Governing Board as a whole.

It is intended that the group can more effectively determine:

- Management or operational issues that will inform the work of the school's Senior Leadership Team
- Strategic issues that will inform the work/agendas of the two committees and ultimately the full governing Board.

The terms of reference give an indication of this broader perspective.

**If the Governing Board decides not to have this group it is suggested that these terms of reference are of such importance they should be transferred to the Governing Board.**

### **Model Terms of reference:**

The group will meet frequently at the school with the Head teacher and members of the senior leadership team:

- To agree, by early in the autumn term, the programme of work and to propose a calendar of meetings for the Governing Board and its committees for the school year, based on known cycles of school improvement, financial management, staffing issues and communicating with parents
- To oversee arrangements for Governor involvement in formulating and monitoring the School Development Plan
- To agree the involvement of the Governing Board when considering the policy review schedule
- To make recommendations to the Governing Board to establish exceptional working arrangements ("Working Parties") where particular circumstances arise e.g. a working party to oversee a building project
- To be available and respond to matters of particular difficulty, sensitivity or emergency and offer advice to the Head teacher
- To carry out an annual review of the structure of the Governing Board and make recommendations for any changes considering any recommendations made by committees with regard to the working of the Governing Board
- To monitor the progress of work being undertaken by committees and individuals, undertaking an annual governor capacity and skills audit.

- To identify individual governor and full governing Board development needs and promote appropriate training, support and development to maximise governing Board effectiveness and succession planning
- To undertake tasks delegated to them by the Governing Board

**Quorum** – Whilst this is not a committee and does not therefore have formal minutes or quorum requirements it is recommended that a minimum of 3 people are in attendance who are not employed at the school. (The group can determine higher number)

Membership (agreed at BoG meeting December 2017)

Chair of Governors, the Vice Chair, the Headteacher, Deputy Headteacher, the Chair of P&S Committee, the Chair of Resources Committee and the Chair of Collective Worship

## RESOURCES COMMITTEE

Model Terms of reference:

- To elect a Chair and appoint a Clerk (*if not decided by the governing Board*)
- To monitor progress against the priorities of the School Plan particularly those related to finance & premises targets
- To undertake monitoring visits to the school
- To make regular reports to the Strategic Leadership Group and the governing Board
- To meet at least 3 times each year in terms 1, 3 and 5.
- In consultation with the Head teacher, to draft the first formal budget plan of the financial year and establish and maintain an up to date 3 year financial plan
- To consider a budget position statement including virement decisions at least termly and to report significant anomalies from the anticipated position to the Governing Board
- To ensure that the school operates within the Financial Regulations of the County Council
- To monitor expenditure of all voluntary funds kept on behalf of the Governing Board
- To annually review charges and remissions policies and expenses policies.
- To make decisions in respect of service agreements
- To make decisions on expenditure following recommendations from other committees
- To advise the Governing Board on priorities, including Health and Safety, for the maintenance and development of the school's premises ensuring, as far as is practical, that Health and Safety issues are appropriately prioritised
- To determine whether sufficient funds are available for pay increments as recommended by the Head teacher
- In the light of the Head teacher Performance Management Group's recommendations, to determine whether sufficient funds are available for increments
- To oversee arrangements for repairs and maintenance and determine premises-related expenditure
- In consultation with the Head teacher , to oversee premises-related funding bids
- To oversee arrangements, including Health and Safety, for the use of school premises by outside users, subject to governing Board policy
- To establish and keep under review a Building Development Plan
- To establish and keep under review an Accessibility plan
- To draft and keep under review the staffing structure in consultation with the Head teacher

- To establish a Salary Policy for all categories of staff and to be responsible for its administration and review including the appointment of a Pay Committee
- To oversee the appointment procedure for all staff
- To establish and review a Performance Management policy for all staff\*
- To keep under review staff work / life balance, working conditions and well-being, including the monitoring of absence
- To oversee the process leading to staff reductions
- To make decisions on personnel related expenditure

## **PERFORMANCE STANDARDS COMMITTEE**

Model Terms of reference:

- To elect a chair and appoint a clerk (*if not decided by the governing Board*)
- To undertake monitoring visits to the school
- To make regular reports to the Strategic Leadership Group and the governing Board
- Meet at least 3 times each year in terms 1, 3 and 5
- To consider and advise the governing Board on standards and other matters relating to the school's curriculum, including statutory requirements and the School's Curriculum Policy
- Evaluate the school's ability to meet the Safeguarding and Well Being agenda
- To monitor progress against the curriculum and personnel targets of the School Plan
- To understand the performance data for the school and monitor pupil numbers and pupil achievement against published targets
- To undertake any necessary training (in or out of school) that is necessary to enable effective monitoring of targets
- To oversee arrangements for individual governors to take a leading role in specific areas of provision, e.g. SEN, Literacy, Numeracy. To receive regular reports from them and advise the Governing Board.
- To oversee arrangements for educational visits, including the appointment of a named co-ordinator
- To consider curricular issues which have implications for Finance and Personnel decisions and to make recommendations to the relevant committee or the Governing Board
- To fulfil statutory duties in relation to all permanent exclusions and fixed term exclusions
- To make arrangements for the Governing Board to be represented at School Improvement discussions with the LA and for reports to be received by the Governing Board

**In addition to the main Governing Board committees the following are required to fulfil specific tasks.**

## **PAY COMMITTEE**

Model Terms of reference:

The [x] committee of the Governing Board is authorised to recommend / decide all pay matters, but decisions will not be notified to staff until the full Governing Board has agreed or been notified (the Terms of Reference refer to the Committee either having powers to recommend or to decide. If they recommend the full governing Board will need to agree, but if they have the delegated power to decide then they will only need to notify the full governing Board).

### **1. Membership**

- 1.1. [X] will be elected by the Governing Board.
- 1.2. Where the Head teacher is not a member of the [x] committee, they will be entitled to attend all meetings in an advisory capacity.
- 1.3. The Head teacher will leave the meeting when their own pay is being discussed.

### **2. Terms of Reference**

- 2.1. The committee will have full powers to make recommendations/decisions within the pay policy adopted by the governing Board. The terms of reference are as follows:
  - 2.1.1. To achieve the aims and objectives of the school pay policy;
  - 2.1.2. To apply the criteria set by the policy, including linkages with the school appraisal policy, in determining the pay of each member of staff;
  - 2.1.3. To observe all statutory and contractual obligations;
  - 2.1.4. To ensure that the policy complies with the most recent School Teachers' Pay & Conditions Document;
  - 2.1.5. To ensure that all pay decisions have regard to the legislation outlined in Basic Principles;
  - 2.1.6. To recommend the annual pay budget, including pay progression at all levels. The governing Board recognises that funding cannot be used as a criterion to decide performance pay progression;
  - 2.1.7. To minute clearly the reasons for all recommendations / decisions and to report these to the full governing Board;
  - 2.1.8. To ensure that each member of staff receives, by 31<sup>st</sup> October each year, a written statement of the breakdown of pay as at 1<sup>st</sup> September;
  - 2.1.9. To ensure that staff know the procedure for making an appeal against pay decisions;
  - 2.1.10. To ensure that there are clear job descriptions for each post at the school, so that additional allowances can be awarded in a fair, equitable and consistent manner; and



- 2.1.11. To keep abreast of developments influencing pay considerations and to advise the governing Board when the pay policy needs to be reviewed.

### **3. Pecuniary interest**

- 3.1. No governor may participate in discussions leading to recommendations / decisions in which he / she has a pecuniary interest.

### **4. Procedure**

- 4.1. The full governing Board will receive the report of the [X] committee in the confidential section of the agenda. Once decisions have been made / communicated, they will be advised in writing to members of staff.
- 4.2. Every teacher's salary must be reviewed annually, with effect from 1<sup>st</sup> September. A written statement of pay must be sent to each teacher by 31<sup>st</sup> October each year.

## **PUPIL DISCIPLINE COMMITTEE**

Model Terms of reference:

- To consider representations from parents in the case of exclusions of 5 days or less (*Committee may not re-instate*)
- To consider representations from parents in the case of exclusions totalling more than 5 but not more than 15 school days in one term (*meeting to be held between 6<sup>th</sup> and 50<sup>th</sup> school days after receiving notice of the exclusion*)
- To consider the appropriateness of any permanent exclusion or any exclusion where one or more fixed period exclusions total more than 15 school days in one term or where a pupil is denied the chance to take a public examination (*meeting to be held between 6<sup>th</sup> and 15<sup>th</sup> school days after receiving notice of the exclusion*)
- To ensure that the guidance contained in the 'Improving Attendance and Behaviour' document is practised in the school, with specific reference to the role assigned to the Governing Board.
- To review the School Behaviour and Discipline Policy, and make recommendations on changes to the Governing Board or relevant committee
- *Any items which individual governing boards may wish to include*

**Membership:** 3 or 5 members

The Governing Board may nominate a pool of governors from which three or five will serve as the Discipline Committee to consider particular exclusions. If a governor has a connection with the pupil or the incident that could affect their ability to act impartially they should not serve at the hearing. If, through non-attendance of a governor, four members consider exclusion, the chair has the casting vote.

**Disqualification:** The Head teacher, any Governor with prior knowledge of the pupil or the incident.

(It is suggested that neither the Chairman of Governors nor a member of staff, due to probable prior knowledge, should be a member)

## **APPEALS PANEL**

To deal with appeals that are the outcome of administration policy for example pay, exclusions.

**Membership:** 3 or 5 members

The Governing Board may nominate a pool of governors from which three or five will serve on the Appeals Committee dependant on the nature of the appeal. If a governor has a connection with the pupil or the incident that could affect their ability to act impartially they should not serve at the hearing. If, through non-attendance of a governor, four members consider exclusion, the chair has the casting vote.

## **HEAD TEACHER'S PERFORMANCE REVIEW GROUP**

Model Terms of reference:

- To arrange to meet with the External Adviser to discuss the Head teacher's performance targets
- To decide, with the support of the External Adviser, whether the targets have been met and to set new targets annually
- To monitor through the year the performance of the Head teacher against the targets
- To make recommendations to the Resources Committee in respect of awards for the successful meeting of targets set

**Membership:** 3 members

**Disqualification:** The Head teacher and Staff Governors

## **Delegation of Responsibility to Individuals**

Any individual to whom responsibility has been delegated is expected to work within the following terms of reference.

**Terms of reference:**

- To liaise with the appropriate member(s) of staff
- To visit the school with the purpose of gathering information concerning their area of responsibility and to increase their knowledge of the School
- To regularly report to the Governing Board, or the Steering Group, whichever the Governing Board deems most appropriate, on developments and progress within their area of responsibility
- To raise the profile of the area of responsibility when related matters are considered by the Governing Board
- To attend training as appropriate

Disqualification - The following functions **CANNOT** be delegated to an **individual**:

Functions relating to:

- The alteration, closure or change of category of maintained schools
- The approval of the first formal budget plan of the financial year
- School discipline policies
- Exclusions of pupils (except in an emergency when the chair has the power to exercise these functions)
- Admissions