



**GOVERNING BODY AND PANELS  
TERMS OF REFERENCE AND SCHEME OF DELEGATION**

**2020/21**

## GOVERNING BODY – TERMS OF REFERENCE

<b>Membership:</b>	<p>The Head Teacher, at least ONE staff governor, at least TWO parent governors, at least ONE Local Authority appointed governor and at least FOUR co-opted governors.</p> <p>A Chair and Vice Chair will be elected annually and a clerk appointed.</p> <p>Associate Members, observers or external advisers may be invited by the Chair to attend one or more Governing Body meeting(s) in whole or in part.</p>
<b>Quorum:</b>	One HALF of the membership of the Governing Body.
<b>Meetings:</b>	<p>SIX annually, in accordance with the Single Structure Framework agreed by the Governing Body in June 2020.</p> <p>Minutes of the meetings will be shared with the Governing Body and made available to the public on request.</p>
<b>Purpose:</b>	<p>The Governing Body has three strategic core functions:</p> <ul style="list-style-type: none"> <li>• Ensuring clarity of vision, ethos and strategic direction for the school;</li> <li>• Holding the Headteacher to account for the educational performance of the school and its pupils, and the performance management of its staff; and</li> <li>• Overseeing the financial performance of the school and making sure its money is well spent.</li> </ul>
<b>Terms of Reference:</b>	The main responsibilities of the Governing Body are outlined below.
<b>Agreed and Signed:</b>	Agreed by the Governing Body in October 2020 - <i>Debra Kane, Chair of Governing Body.</i>
<b>Review Date:</b>	October 2021 <sup>1</sup>

### Agreed Terms of Reference:

<b>Strategy</b>	<ul style="list-style-type: none"> <li>• To set the strategic objectives and goals of the school.</li> <li>• To set the policies for achieving those objectives and goals, with all new policies to be agreed and approved by the Governing Body<sup>2</sup>.</li> <li>• To set targets by which progress towards the school's objectives and goals can be measured.</li> <li>• To review and monitor progress in achieving the school's objectives and goals.</li> <li>• To act as a critical friend to the Head Teacher, offering support and guidance, as well as challenging, asking questions and offering constructive criticism where necessary.</li> <li>• To delegate functions (in particular to Panels and the Headteacher) as appropriate to reflect the requirement of the Governing Body to fulfil a largely strategic function.</li> <li>• To receive and review reports from Panels, Link Governors, the Head Teacher and the school's staff and representatives on matters within their agreed remits and ensure appropriate action is taken where needed.</li> <li>• To monitor the effectiveness of the school's partnerships and engagement with the broader community, and in particular with parents and carers and local schools.</li> <li>• To ensure that statutory required information is published on the school's website.</li> </ul>
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<sup>1</sup> These terms of reference should be reviewed annually by the Governing Body and when there are any changes to the Governing Body's membership.

<sup>2</sup> The subsequent review, amendment or approval of any policy will be by the Governing Body or delegated as appropriate in line with an agreed policy review schedule.

<b>Educational Performance</b>	<ul style="list-style-type: none"> <li>• To contribute to, monitor and evaluate the School Development Plan ('SDP') and Self Evaluation ('SEF').</li> <li>• To review the range and impact of the school's curricular and extra-curricular activities and ensure the school's on-going compliance with the National Curriculum.</li> <li>• To receive and review reports from the Head Teacher and the school on educational performance and monitor the on-going quality and impact of the school's teaching and learning.</li> <li>• To review the school's contribution to its pupils' wellbeing and personal development and monitor its impact on their behaviours and attitudes to learning.</li> <li>• To consider recommendations from external reviews including from Ofsted or the Local Authority, agree actions to address any issues that have been identified and monitor progress against those actions.</li> <li>• To ensure that the school is adequately monitoring the performance of different groups of pupils across different subjects and key stages and taking appropriate steps to address any issues it identifies.</li> <li>• To ensure the school is adequately fulfilling its responsibilities for pupils with SEND and for vulnerable and looked after children.</li> <li>• To ensure the school is adequately fulfilling its safeguarding and child protection responsibilities.</li> </ul>
<b>Financial Performance</b>	<ul style="list-style-type: none"> <li>• To monitor the school's on-going compliance with the financial regulations of the Local Authority and any DfE requirements and provide appropriate challenge where required.</li> <li>• To review and approve the annual budget and rolling three-year forecast, on recommendation from the Budget Panel.</li> <li>• To consider and act on as appropriate any recommendations from the Budget Panel.</li> <li>• To monitor the school's on-going performance against its annual budget and ensure the school is demonstrating value for money.</li> <li>• To monitor the school's use of pupil and sports premium.</li> <li>• To keep under review the scheme of delegation in financial matters, including the level of delegation to the Head Teacher and other school staff.</li> <li>• To review and approve the school's SFVS and the actions arising out of that and to monitor progress against those actions.</li> <li>• To receive financial audit reports and monitor progress against any identified actions.</li> <li>• To oversee and take strategic decisions on staff performance and pay.</li> <li>• To monitor the school's delivery against its asset management plan and health and safety arrangements.</li> </ul>

## BUDGET PANEL – TERMS OF REFERENCE

<b>Membership:</b>	Our recommendation is at least THREE Governors but no fewer than TWO
<b>Quorum:</b>	TWO members of the Panel, at least one of whom is not employed by the school.
<b>Meetings:</b>	At least ONE annually, to be held in the Spring Term at least 15 business days ahead of the first Spring Term meeting of the Governing Body.
<b>Purpose:</b>	To review and scrutinise the school's annual draft budget and rolling three year forecast, and to consider the school's on-going financial performance ahead of making recommendations to the Governing Body.
<b>Terms of Reference:</b>	The main responsibilities of the Panel are outlined below.
<b>Agreed and Signed:</b>	Agreed by the Governing Body in October 2020 - <i>Debra Kane, Chair of Governing Body.</i>
<b>Review Date:</b>	October 2021 <sup>3</sup> .

### Agreed Terms of Reference:

- To review and scrutinise the school's draft budget and rolling three year forecast ahead of its presentation to the Governing Body for approval, and in particular to:
  - ensure that the draft budget appropriately reflects the school's longer-term strategic objectives and prioritised annual educational goals and is linked to the School Development Plan;
  - ensure that the anticipated income and expenditure is reasonable, realistic and takes account of any material variance between actuals and estimates in the previous year's budget;
  - ensure that appropriate consideration has been given to the staffing structure and levels and to driving efficiencies; and
  - ensure that the draft budget is established on firm principles of financial monitoring and control in line with the Local Authority Financial Regulations.
- To review the school's draft SFVS and annual bench-marking report, assess the adequacy of the related actions and whether the draft budget takes appropriate account of them.
- To consider the effectiveness of the school's on-going financial management (including by assessing progress on the previous year's SFVS actions) and whether enhancements should be made to the school's monthly financial reporting template, Best Value Standard, financial scheme of delegation or processes for financial oversight more generally.
- To review the on-going appropriateness of the school's asset management plan and ensure it remains adequately costed.
- To review the on-going appropriateness of the school's lettings policy and consider whether the school is marketing itself and its premises as effectively as possible.
- To provide a short report to the Governing Body 10 business days ahead of the first Spring term meeting summarising:
  - the key points of note in the draft budget (income and expenditure);
  - any material points in the draft budget the Budget Panel has asked the school to change or re-visit; and
  - any recommendations made on matters within the scope of the Budget Panel's remit.

<sup>3</sup> These terms of reference should be reviewed annually by the Governing Body and when there are any changes to the Governing Body's membership.

## HEAD TEACHER PERFORMANCE MANAGEMENT PANEL – TERMS OF REFERENCE

<b>Membership:</b>	<p>Our recommendation is THREE governors, but no fewer than TWO.</p> <p>The Panel should <b>not</b> include:</p> <ul style="list-style-type: none"> <li>• The Headteacher / principal;</li> <li>• Staff governors;</li> <li>• Any other governors employed at the school;</li> <li>• Associate members;</li> <li>• Governors who are members of an Appeal Panel.</li> </ul> <p>Members of the panel should be trained for the role and preferably have attended the specific training on offer through Governor Support</p>
<b>Quorum:</b>	ALL members of the Panel.
<b>Meetings:</b>	At least ONE annually to discharge the responsibilities outlined below.
<b>Purpose:</b>	To oversee the Head Teacher’s performance, lead the Heat Teacher appraisal process and make recommendations on pay progression.
<b>Terms of Reference:</b>	The main responsibilities of the Panel are outlined below.
<b>Agreed and Signed:</b>	Agreed by the Governing Body in June 2020 - <i>Debra Kane, Chair of Governing Body.</i>
<b>Review Date:</b>	June 2021 <sup>4</sup>

### **Agreed Terms of Reference:**

- To ensure that at every stage the appraisal is firmly linked to school improvement and the agreed criteria identified in the performance objectives.
- To work with an External Adviser, appointed by the Governing Body or delegated member to support and advise the Panel during the Headteacher’s appraisal process.
- To prepare for the appraisal meeting with advice from the External Adviser by reviewing the objectives set for the previous year along with the Headteacher’s overall performance and any challenges faced.
- To lead the Headteacher’s performance appraisal meeting with support from the External Adviser.
- To consider the Headteacher’s learning, development and support needs and how these will be addressed.
- To advise the Headteacher of the standards against which the performance will be assessed during the coming year.
- To make recommendations by 31 December in relation to any pay progression, in line with the School Teachers’ Pay and Conditions Document, to the Governing Body.
- To set the objectives for the coming academic year.
- To agree with the External Adviser a written report of the appraisal process for the Headteacher as soon as is practicable.
- To undertake a formal review meeting after 6 months or at agreed intervals to consider the progress towards meeting the objectives and whether they need to be amended as circumstances have changed.

<sup>4</sup> These terms of reference should be reviewed annually by the Governing Body and when there are any changes to the Governing Body’s membership.

## MEMBERSHIP OF GOVERNING BODY AND PANELS AS OF 10 MARCH 2021<sup>5</sup>:

Governing Body							
Members	Type of Governor	Date of Appt	Tenure	Appt by	Member of other GB?	Left before Term?	Voting Rights?
Debra Kane (Chair)	Co-opted	27/2/19	4 years	FGB	N	N	Y
Paul Adams (Vice Chair)	Parent	1/2/20	4 years	Elected Parent Body	N	N	Y
Avril Stockley	Head Teacher	1/9/17	N/A	N/A	N	N	Y
Peter Harpley	Staff	8/10/18	4 years	Elected Staff Body	N	N	Y
Mariam Mohiuddin	Local Authority	2/2/21	4 years	LA nominated, FGB	N	N	Y
David Brennan	Co-opted	6/6/18	4 years	FGB	N	N	Y
Pierre Kremer	Parent Governor	20/11/20	4 years	Elected Parent Body	N	N	Y
Dominic Hughes	Co-opted Governor	7/10/20	4 years	FGB	N	N	Y
Vacant	Co-opted Governor	N/A	N/A	N/A	N/A	N	Y
Katy Reece (Deputy Head and Observer only)	N/A	7/3/18	N/A	N/A	N	N	N

Budget Panel		
Members	Type of Governor	Voting Rights?
Paul Adams (Chair)	Parent	Y
Avril Stockley	Head Teacher	Y
Peter Harpley	Staff	Y
Pierre Kremer	Parent	Y

Head Teacher Performance Management Panel		
Members	Type of Governor	Voting Rights?
Debra Kane (Chair)	Co-opted	Y
David Brennan	Co-opted	Y
Paul Adams	Parent	Y

Ad Hoc Panels
<b>Pay, Complaints, Exclusions, Staff Disciplinary and Appeals Panels</b> will be constituted as and when required from non-staff governors on the Governing Body.
No Governor in a position of conflict may serve on the Panel.

Link / Other Governor Roles	
Governor	Role
Debra Kane	Health & Safety
Paul Adams	Health & Safety
Dominic Hughes	Special Educational Needs and Disability ('SEND')
Debra Kane	Special Educational Needs and Disability ('SEND') - Interim
Pierre Kremer	Special Educational Needs and Disability ('SEND')
Dave Brennan	Safeguarding and Looked After Children ('LAC')
Peter Harpley	Safeguarding and Looked After Children ('LAC')
Mariam Mohiuddin	Wellbeing Champion

<sup>5</sup> Changes to the Full Governing Body or Panel membership or to Link Governor Roles are recorded in the Governing Body minutes

## GOVERNING BODY – GENERAL SCHEME OF DELEGATION<sup>6</sup>:

### Key

✓	Action can be taken at this level
	Not recommended for action to be taken at this level (but this is a recommendation only)
	Action cannot be carried out at this level

Function	Task	FGB	Committee	Individual governor	Headteacher	We have delegated this to:
<b>Academy conversion</b>	Liaise with Department for Education (DfE) project lead			✓	✓	Head Teacher
	Set up a consultation and consider responses	✓	✓	✓	✓	Head Teacher
	Manage the application process		✓	✓	✓	Head Teacher
	Pass a resolution to convert	✓				FGB
<b>Admissions</b>	Foundation and voluntary aided schools must consult on the school admissions policy every seven years, or when proposing changes, for example changes to the published admission number and the oversubscription criteria	✓	✓			N/A
	Foundation and voluntary aided schools must establish an independent appeals panel relating to admission decisions	✓	✓			N/A
<b>Behaviour and exclusions</b>	Make a written statement of general principles to guide the headteacher in determining measures to promote good behaviour and discipline	✓				FGB
	Convene a meeting to consider reinstating an excluded pupil and consider parents' representations about an exclusion in some circumstances (can be delegated to the chair or vice-chair in cases of urgency)	✓	✓			Ad Hoc Panel to be appointed by FGB as required
<b>Collective worship</b>	In community and non-faith foundation schools, the headteacher is responsible for collective worship after consulting the governing board				✓	Head Teacher

<sup>6</sup> The William Hogarth's Scheme of Delegation is based on the recommended template produced by *The Key for School Governors*

Function	Task	FGB	Committee	Individual governor	Headteacher	We have delegated this to:
	In voluntary aided, voluntary controlled and foundation schools with a religious character, the governing board is responsible for collective worship (after consulting with headteacher)	✓	✓			N/A
Curriculum	Make sure National Curriculum is taught to all pupils and to consider any disapplication for pupil(s)				✓	Head Teacher
	Make sure enough teaching time is provided for pupils to cover the National Curriculum and other statutory requirements				✓	Head Teacher
	Decide (together with the headteacher) whether to provide sex education beyond what is set out in the statutory science National Curriculum, and keep a record of the decision	✓	✓			FGB
	Make sure assessment arrangements are implemented	✓	✓		✓	Head Teacher
	<b>Secondary schools:</b> Make sure all pupils at the school are provided with independent careers guidance from year 8 to year 13	✓	✓		✓	N/A
Extended services	Approve the provision of extended services	✓	✓			FGB
	Implement additional service provision				✓	Head Teacher
	Make sure delivery of services provided				✓	Head Teacher
	Cease providing extended school provision	✓				FGB
Finance and budgets	Approve a balanced budget each financial year and submit to the local authority (LA)	✓				FGB, following scrutiny by and recommendation from Budget Panel
	Monitor school finances		✓			FGB, with Budget Panel also to consider annually
	Decide how far to delegate spending power to the headteacher and set financial limits	✓				FGB – See Financial Delegations



Function	Task	FGB	Committee	Individual governor	Headteacher	We have delegated this to:
	Enter into contracts and make payments (depending on financial limits set by governing board)	✓	✓		✓	See Financial Delegations
	Complete the Schools Financial Value Standard (SFVS)	✓	✓			FGB to approve, following preparation and recommendation from Budget Panel
	Monitor impact of pupil premium funding	✓	✓		✓	Head Teacher
	Secondary schools: Monitor impact of year 7 catch-up funding	✓	✓		✓	N/A
	Primary schools: Monitor impact of PE and sport premium funding	✓	✓		✓	Head Teacher
<b>Governing board procedures</b>	Draw up instrument of government and any amendments thereafter	✓				FGB
	Appoint and remove the chair and vice chair of the governing board	✓				FGB
	Appoint and remove the clerk to the governors	✓				FGB
	Hold a full governing board meeting at least 3 times every year	✓				FGB
	Maintain a published register of interests, including the business and pecuniary interests of governors	✓				FGB
	Approve a governors' allowances and expenses policy	✓	✓			FGB
	Delegate functions to individuals or committees	✓				FGB
	Determine the constitution, membership and terms of reference of committees and review this annually. Appoint or elect a chair for each committee	✓				FGB
<b>Health &amp; Safety</b>	Monitor implementation of the health and safety policy	✓	✓	✓		FGB, with support from Link Governors

Function	Task	FGB	Committee	Individual governor	Headteacher	We have delegated this to:
	Organise health and safety checks in the school				✓	Head Teacher
	Make sure there is an appointed person in charge of first aid	✓	✓	✓		FGB
Parents and the community	Make sure that all required information is published on the website and it's up to date				✓	Head Teacher
	Establish a complaints panel to consider formal complaints about the school and any community facilities or services it provides	✓	✓			Ad Hoc Panel to be appointed by FGB as required
	Make sure the school complies with the Freedom of Information Act 2000				✓	Head Teacher
Pupil wellbeing	Make sure the provision of free school meals to those pupils meeting the criteria				✓	Head Teacher
	Appoint a designated teacher to promote the educational achievement of looked after children (LAC) and previously LAC on the school roll and make sure they undertake appropriate training				✓	Head Teacher
	Make sure the school complies with the Equality Act 2010 and the Public Sector Equality Duty and publish equality objectives and information about how it is doing this	✓	✓	✓	✓	Head Teacher
	Make arrangements for supporting pupils with medical conditions				✓	Head Teacher
Safeguarding	Make sure that the school complies with statutory guidance on safeguarding	✓	✓		✓	Head Teacher
	Make sure that safeguarding arrangements take into account the procedures and practice of the LA, as part of inter-agency safeguarding procedures set up by the Local Safeguarding Children Board	✓	✓		✓	Head Teacher
	Make sure a member of the governing board (usually the chair) is nominated to liaise with the designated officer(s) from the relevant LA and partner agencies if allegations are made against the headteacher	✓				FGB

Function	Task	FGB	Committee	Individual governor	Headteacher	We have delegated this to:
	Monitor the implementation of the child protection policy	✓	✓			<b>FGB, with support from Link Governors</b>
	Appoint a member of staff to be the designated safeguarding lead				✓	<b>Head Teacher</b>
	Make sure that effective support is provided for any employee facing an allegation				✓	<b>Head Teacher</b>
<b>School organisation</b>	Set the times of school sessions and the dates of school terms and holidays	✓	✓		✓	<b>Head Teacher</b>
	Make sure that the school meets for 380 sessions in a school year				✓	<b>Head Teacher</b>
<b>Special Educational Needs and Disabilities (SEND)</b>	Designate a member of the governing board or a committee to have oversight of the school's arrangements for SEND	✓				<b>FGB, with LINK Governors appointed</b>
	Make sure that the necessary special education provision is made for any pupil who has SEN, and monitor its effectiveness		✓	✓	✓	<b>Head Teacher</b>
	Make sure that parents are notified by the school when special educational provision is being made for their child				✓	<b>Head Teacher</b>
	Make sure the school produces and publishes online its school SEN information report	✓	✓		✓	<b>Head Teacher</b>
	Co-operate with the LA in developing the local offer		✓		✓	<b>Head Teacher</b>
	Make sure the school follows the statutory SEND Code of Practice	✓			✓	<b>Head Teacher</b>
	Make sure that there is a qualified teacher as the special educational needs co-ordinator (SENCO) for the school	✓	✓		✓	<b>Head Teacher</b>
	Make sure that the teachers in the school are aware of the importance of identifying pupils who have SEN and providing appropriate teaching				✓	<b>Head Teacher</b>
<b>Staff performance and pay</b>	Approve pay recommendations		✓			<b>Ad Hoc Panel to be appointed by FGB as required</b>

Function	Task	FGB	Committee	Individual governor	Headteacher	We have delegated this to:
<b>Staff recruitment, management and structure</b>	Establish a selection panel to recruit a headteacher or deputy headteacher	✓				FGB
	Make sure safer recruitment procedures are applied	✓				FGB
	Dismiss the headteacher	✓				FGB
	Dismiss other staff				✓	Head Teacher
	Suspend the headteacher	✓				FGB
	Suspend other staff				✓	Head Teacher
	Approve staffing structure changes	✓	✓			FGB
	Determine dismissal payments/early retirement	✓	✓		✓	Head Teacher