

Terms of Reference

Board, Committees & Panels



The following terms of reference are linked to the 'Scheme of Delegation' which has a bearing on the delegated responsibilities from the board to specific committees and panels.

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<p>Note: This document is part of a set of documents that is the 'Scheme of Delegation'. Other documents within the group are:</p> <ul style="list-style-type: none"> • Scheme of Delegation 2018-2019 • Governor list 2018-2019 • Governors Statement - Code of Conduct and Behaviour 2018-2019 • Board Vacancies and Process 2018-2019 <p>All documents are located on the school wed site "Governors"- "What we do"</p>	

Last reviewed: September 2018

Subject to academisation on the 1st November there will a central changes to the Terms of Reference which will be issued by the Board of Trustees. This will reflect the role and responsibilities of the Board and identifies responsibilities of other committees of the Board of Trustees.

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Terms of Reference – Governing Board

These terms of reference sets out the general duties of the board. As part of the 'Scheme of Delegation' it is to assist the Governing Body and Clerk to the Governors, to manage the smooth running of the board. It also sets out the necessary processes that have to be followed.

General Terms of Reference:

1. To oversee all matters concerning staff including appointments, appeals against dismissals, redundancy, conditions of service, staff discipline and grievances. To decide, with the Head Teacher, desirable staffing levels and the number of posts to be filled.
2. Appointment Panels: These shall comprise of the Head Teacher and at least one, preferably two, other governors for appointments to the SLT.
3. For the appointment of a Head Teacher the appointment panel will consist of the Chair and 2 other governors with advice from an independent adviser. The Panel will agree the starting salary and recommend the appointment to the LA. All other appointments will be delegated to the Head Teacher, who will ask for GB support when necessary.
4. To ensure that staff members are consulted on matters which concern them.
5. To review policies and LA guidelines relating to staff annually or when changes are required. (Leave of Absence, Redundancy, Equal Opportunities and Disability Discrimination).
6. To review and recommend, the procedures for dealing with dismissals, discipline and grievances.
7. To draft and review, with Head, the criteria to be used in selecting for compulsory redundancy.

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8. To ensure that appointments and other procedures follow the requirements of legislation such as the Equal Opportunities Act, the Disability Discrimination Act, and the Race Relations Act etc.
9. To review the staffing structure when a vacancy arises and/or at intervals agreed with the Head Teacher.
10. To review mandatory policies yearly especially those relating to staff, including the Pay Policy, Staff Handbook, and Induction Policy annually.
11. To ensure the National Curriculum is being taught to all pupils with the exception of those who are disapplied by the Head Teacher.
12. To evaluate the outcomes of the SIP following the quarterly review by Curriculum teams.
13. To monitor and review matters relating to the budget and finance within the terms of the LA Finance Manual.
14. To review financial policy for long & medium term planning as well as resourcing the SIP.
15. To consider the draft annual budget drawn up by the Head Teacher.
16. To monitor the income and expenditure of **all** public funds.
17. To agree the level of delegation to the Head Teacher for the day to day financial management of the school and to be responsible for the level of expenditure up to the limit agreed.
18. To ensure an annual audit of non-public/school funds is presented to the FGB. To receive and respond to audit reports of public funds.
19. To provide support and guidance on all matters relating to the school premises, security and health & safety.

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20. To ensure that buildings and the working environment of the school are maintained to as high a standard as possible as agreed in the PFI contract with the delegated PFI service provider.
21. To ensure that an annual inspection of the premises is carried out with particular reference to H&S and to ensure that an H&S policy is drawn up with consideration of the Local Authorities own policies on H&S. All issues related to the building to be taken up with the delegated PFI service provider and Swindon Borough Council.
22. To consider inclusion whenever considering development of the premises in the SIP. The Disability Discrimination Act must also be taken into consideration.
23. To consult with the schools delegated PFI service provider and Swindon Borough Council when considering any major developments to the school premises. To ensure detailed specifications for works are drawn up including H&S requirements for contractors through the delegated PFI service provider and Swindon Borough Council. This may be delegated to a steering group.
24. To monitor school security and inform the schools delegated PFI service provider and Swindon Borough Council of any issues.
25. To ensure Risk Assessments are made before educational visits. Adopt LA policy on educational visits.

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Committees and Panels - Requirements

Each governing board will have a slightly different committee structure with some choosing not to have committees at all. However, currently the governing board have two key committees and two panels covering the following areas:

Committees:

Finance
Raising Standards

Panels:

Performance Management
Pay Panel

Membership

- The governing board must determine the membership, proceedings and terms of reference of any committee, and must review these annually.
- The membership of a committee may include associate members, provided that a majority of members of the committee are governors.
- Each committee must have a Chair and a Clerk - the governing board will decide whether to appoint the Chair or whether the committee should do this.
- The Head Teacher cannot be the clerk to a committee, but a governor can.
- Even when not a member, the Head Teacher is entitled to attend all committee meetings

Meetings

- All governors should be a member of at least one committee.
- Committee meetings are determined at the first Full Governing Body (FGB) meeting for the new academic year, additional meetings may be scheduled through the year which depend on the circumstances of the school at any given time
- Committee meetings will not be open to the public but minutes shall be made available. Information relating to a named person or any other matter that the committee considers confidential does not have to be made available for inspection.

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- In the absence of the Chair, the Vice Chair will be acting Chair for that meeting.
- In the absence of the Clerk the committee shall choose a Clerk for that meeting from among their number, the Head Teacher and any staff member is excluded from this role.
- The draft minutes of each meeting will be circulated with the agenda for the next ordinary meeting of the FGB and will be presented at that meeting by the Chair.
- Any decisions taken must be determined by a majority of votes of committee members present and voting - but no vote can be taken unless a majority of those present are governors.
- Procedures for meetings of the FGB also apply to Committees with delegated powers. All decisions made by Committees with delegated powers must be reported to the next FGB meeting.
- All non-statutory Committees may make recommendations to the Governing Board for co-option of non-governor members.
- Where Committees examine new policies or review existing ones, they will present their recommendations to the FGB for ratification before the Policy is enacted.

Quorum for Committees

The minimum quorum for a committee is 3 governors.

General Terms

- To act on matters delegated by the full governing board.
- To liaise and consult with other committees where necessary.
- To contribute to the School Improvement Plan.
- To consider safeguarding and equalities implications when undertaking all committee functions

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General information about Committees and Panels:

Statutory Committees

These committees will not be formed unless there is a need to do so and there will be a pool of governors who are willing to be called upon should the need arise. It is important that any governor who serves on these committees does not have any knowledge surrounding the case that would affect their ability to be impartial.

Admissions Committee

Where the governing board is responsible for admissions, it can decide to delegate this to a committee of which the Head Teacher must be a member.

Pupil Discipline Committee

The quorum for the Discipline committee is 3 trained governors and their role will be to hear representations from parents regarding exclusions.

Staff Discipline Committee

The quorum for the Staff Discipline committee is three governors however if there are not enough governors available, the appeal can be heard by two governors. Their role will be to hear the appeal from a member of staff who is under the threat of dismissal. If insufficient number of governors are available Governor Support at Swindon Borough Council can recommend external governors from other schools who may be able to assist.

Performance Management

Two or three governors to be appointed during the autumn to carry out the performance management of the Head Teacher in collaboration with an External Adviser or Consultant; to agree a planning statement where new objectives are set and review progress against the previous year's objectives. The Committee will report back to the Finance Committee.

Pay Panel

The governing board will delegate pay powers to the pay panel which will review every qualified teacher's salary with effect from 1 September and no later than 31 October for teachers and 31 December for Head Teachers and in the autumn term, give them a formal statement saying what their salary is and how it has been

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arrived at. The Pay Panel will consist of at least three named members of the Governing Board, none of which are employees and will report back to the Finance Committee.

Complaints Panel

All schools are required to have a complaints policy which will include a three to four stage process with the final stage allowing a complainant to state their case before a panel of governors. The membership of this panel will be three members of the governing board for a maintained school. This panel will need to be convened as and when required as no member of the complaint panel must have prior knowledge of the complaint.

Working Parties (non-statutory)

These are different from committees in that they are set up to complete a task or set of tasks on behalf of the governing board and do not have delegated powers. Once the tasks are completed then the working party ends. Working parties do not need to follow the same rigorous procedures as a governing board and its committees do, but they do need to be given a clear remit by the governing board. A working party needs a convener, agreed membership, and a written set of tasks. It should keep a record of its business and account to the full governing board meeting.

The Governing Board may delegate its authority to Committees for staff dismissal appeals and pupil disciplinary hearings. The governing board must appoint a Clerk to the Committee, who is not a Governor, to provide advice on procedures and to handle the administrative arrangements for all Committees.

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Finance Committee - Terms of Reference:

Membership:

The Finance Committee comprises of the School Business Manager and at least two Governors. The committee will meet on a regular basis to review the budget in more detail and discuss any related finance, staffing or premises issues. Other professionals may be invited as required.

Committee Chair:

The governing board will appoint the Chair, the Vice Chair will be elected by the committee.

Quorum:

The legal minimum quorum for a committee of a maintained school governing board is 3 governors.

Meetings:

Will be determined at the first meeting of the full governing board in the new academic year.

General Terms of Reference:

Financial Policy and Planning:

- To review, adopt and monitor a Finance Policy which includes the local scheme of delegation for spending and budgetary adjustments (virements) for the committee, Head Teacher and other nominated staff. To review, adopt and monitor all additional financial policies, including a charging and remissions policy.
- To establish and maintain a three year financial plan, taking into the account priorities of the School Improvement Plan, roll projection and signals from central government and (if applicable) the LA regarding future years' budgets, within the constraints of available information.
- To draft and propose to the governing board for adoption an annual school budget taking into account the priorities of the School Improvement Plan.

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- To make decisions in respect of service level agreements.
- To ensure that sufficient funds are set aside for pay increments as set out in the Pay Policy and as recommended by the Head Teacher.

Financial Monitoring:

- To monitor the income and expenditure throughout the year of all delegated and devolved funds against the annual budget plan.
- To receive at least termly budget monitoring reports from the School Business Manager.
- To report back to each meeting of the full governing board and to alert them of potential problems or significant anomalies at an early date.
- To meet with other committees and provide them with the information they need to perform their duties as necessary.
- Subject to the local scheme of delegation, to approve any budgetary adjustments that will from time to time be necessary in response to the evolving requirements of the school.
- To review, complete and submit the School Financial Value Standard (SFVS). To undertake any remedial action identified as part of the review.
- To receive and act upon any issues identified by a local authority audit.

Premises:

- To provide support and guidance for the governing board and the Head Teacher on all matters relating to the maintenance and development of the premises and grounds, including Health and Safety.
- To ensure that an annual inspection of the premises and grounds takes place and a report is received identifying any issues.

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- To inform the governing board of the report and set out a proposed order of priorities for maintenance and development, for the approval of the governing board.
- To arrange professional surveys and emergency work as necessary.
- The Head Teacher is authorised to commit expenditure without the prior approval of the committee in any emergency where delay would result in further damage or present a risk to the health and safety of pupils or staff. In this event the Head Teacher would normally be expected to consult the committee Chair at the earliest opportunity.
- To create a project committee where necessary to oversee any major developments.
- To establish and keep under review an Accessibility Plan and a Building Development Plan.
- To ensure that the governing board's responsibilities regarding litter, refuse and dog excrement are discharged according to Section 89 of the Environmental Protection Act 1990, so far as is practicable.

Staffing:

- To challenge the Headteacher to ensure that the school is staffed sufficiently for the fulfilment of the school's development plan and the effective operation of the school, in line with budget funding.
- To establish and oversee the operation of the school's Appraisal Policy - including the arrangements and operation of the school's appraisal procedures for the Headteacher.
- To establish a Pay Policy for all categories of staff.
- To be responsible for the administration and review of the Pay Policy.
- To ensure that staffing procedures (including recruitment procedures) follow current equalities legislation.

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- To annually review procedures for dealing with staff discipline and grievances and make recommendations to the governing board for approval.
- To monitor approved procedures for staff discipline and grievance and ensure that staff are kept informed of these.
- To recommend to the governing board staff selection procedures, ensuring that they conform with safer recruitment practice, and to review these procedures as necessary.
- In consultation with staff, to oversee any process leading to staff reductions.
- To establish the annual and longer-term salary budgets and other costs relating to personnel, e.g. training.

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Raising Standards Committee - Terms of Reference:

Membership:

The Committee comprises of the Head Teacher and at least three Governors plus a member of the Senior Leadership Team. Other professional may be invited as required.

Chair:

The governing board will appoint the Chair, the Vice Chair will be elected by the committee.

Quorum:

The legal minimum quorum for a committee of a maintained school governing board is 3 governors.

Meetings:

Will be determined at the first meeting of the full governing board in the new academic year.

General Terms of Reference:

- To review, monitor and evaluate the curriculum offer.
- To provide scrutiny of school data using all available tools against the current Local Authority, National Averages and specialist reports i.e. Arbor / ASP.
- To recommend for approval to the full governing board the Self-Evaluation Form and School Improvement Plan to the governing board.
- To monitor and evaluate rates of progress and standards of achievement by pupils, including any underachieving groups.
- To set priorities for improvement, and monitor and evaluate the impact of improvement plans which relate to the committee's area of operation.

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- To develop and review policies identified within the school's policy review programme and in accordance with its delegated powers (e.g. sex education and pupil behaviour/discipline).
- To monitor and evaluate the effectiveness of leadership and management.
- To monitor and evaluate the impact of quality of teaching against the outcomes of pupil progress and standards of achievement.
- To monitor and evaluate the impact of continuing professional development on improving staff performance.
- To monitor and evaluate provision for all groups of vulnerable children, including Looked after Children and Pupil Premium; to ensure all their needs have been identified and addressed, and to evaluate their progress and achievement.
- To ensure that the requirements of children with special needs are met, as laid out in the Code of Practice, and receive termly reports from the headteacher/SENCO and an annual report from the SEN Governor ensure that the policy is operating effectively.
- To consider recommendations from external reviews of the school (e.g. Ofsted or local school improvement advisers), agree actions as a result of reviews and evaluate regularly the implementation of the plan.
- To ensure that all children have equal opportunities.
- To advise the Finance Committee on the relative funding priorities necessary to deliver the curriculum.
- To identify and celebrate pupil achievements.
- To oversee arrangements for educational visits, including the appointment of a named co-ordinator.
- To support strategic leadership of Governors through the current OFSTED Framework.

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- To support leadership from good to outstanding.
- To support *Governors* in holding senior staff to account for the achievement of pupils.
- To provide support and information for *Governors* as necessary.
- To offer support to *Link Governors* in carrying out their role of challenge and support.
- To understand the vision, ethos and strategic direction of the school.
- To make recommendations regarding finance for any initiatives required to improve the progress, attainment, and achievement of the school

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Terms of Reference for Link Governors

The board has recognised key areas where a 'Link Governor' has been assigned. This enables the board, through its link governor, to gain a greater depth of understanding of the curriculum and attainment throughout the academic year across the assigned topics. The current areas that have a link governor are:

- Safeguarding / Child Protection / Looked after Children
- SEND / More Able
- English
- Maths & Science
- Data & Pupil Premium
- Early Years
- Health & Safety
- Artsmark

Objectives and aim:

The aim of the governor is to look, learn and observe teaching and pupil reaction in order to gain an understanding of how the school operates and is delivering the curriculum along with establishing the schools ethos. The general terms for Link Governors are contained within the following document:

Code of Conduct and Behaviour

http://www.redoaks.org/governors/minutes_etal/GovernorsCodeOfConduct.pdf

However, there are general terms and guidance for link governors as follows:

Meetings:

Termly with additional meetings where necessary to ensure targets and objects are being met specifically at the end of terms 2, 4 & 6 when data has been collected for progress and attainment.

General Terms of Reference:

Each link governor will have a member of staff that is the specialist or a team leader within the keys areas identified above whom they will liaise with. It is the responsibility of the link governor to gain a clear overview of the subject area and its relationship to the School Improvement Plan (SIP).

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1. The Link Governor (LG) will undertake learning walks and observations of pupils within their classroom environment. From time to time they should assist the TL in pupil surveys within their subject range.
2. The LG will challenge under achievement and attainment and identify areas of exemplary practice, and share these observations with the Team Leaders (TL), Headteacher and the board.
3. TL's are responsible for an evidence portfolio for each of the curriculum areas that falls in their remit. The portfolio will be collated in line with school policy. The LG should be familiar with this and interpret the data presented.
4. The TL's will be responsible for developing and reviewing policies and Schemes of Work. The LG will be familiar with this and draw comparisons with the SIP.
5. The LG will support the TL and Headteacher through presentations and reports including support for policy reviews and changes.
6. LG's that have a non-curriculum based role must be familiar with current legislation and school protocols and procedures. Observations and checks should be carried out every term.
7. The Health & Safety LG will report directly to the board.

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Pay Panel – Terms of Reference

Membership:

The Chair or Vice Chair of Governors plus 2 other Governors appointed by the Governing Board who are not employees of the School. The Head Teacher will advise and inform the Panel but will not take part in decision making.

Delegation:

The governing board **delegates to the Pay Panel** implementation of the pay policy and the authority to recommend awards of discretionary pay increases, which the panel judges to be warranted and which have been allowed for in the budget.

Chair: The Chair or Vice Chair of the Governing Board.

Quorum: Three Governors who are not employees of the School.

Meetings: To meet at least once a year, in the autumn and at the request of the Head Teacher if required.

General Terms of Reference:

- The governing board has responsibility for establishing the school's pay policy and for seeing that it is followed. It considers and approves the overall pay structure for all staff.
- To achieve the aims of the whole school pay policy in a fair and equal manner.
- To apply the criteria set by the whole school pay policy in determining the pay of each member of staff at the annual review.
- To observe all statutory and contractual obligations.
- To minute clearly the reasons for all decisions and report these to the next meeting of the Finance Committee.
- To be aware of relevant developments and to advise the governing board when the school's pay policy needs to be revised.
- To work with the Head Teacher in ensuring that the governing board complies with the appraisal regulations.

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Performance Management Panel - Terms of Reference:

Membership:

The Chair or Vice Chair plus 2 other governors, appointed by the Governing Board; who are not employees of the School, one of the three shall be designated as the contact with SIA

Delegation:

The Governing Board delegates to the Performance Management Panel the authority to:

- Set the Head Teacher's objectives.
- Monitor progress towards them.
- Recommend or not any salary increase to the Finance Committee.
- Maintain the confidentiality of this information.

Chair: The Chair or Vice Chair of Governors.

Quorum: Three Governors, who are not employees of the School, the Head Teacher or the SIA.

Meetings:

The annual review in the autumn and at least one other monitoring meeting in the summer term.

General Terms of Reference:

- The Chair or Vice Chair of the Governing Board will ensure that the Head Teacher's planning statement is consistent with the schools improvement priorities and complies with the school's performance management policy.
- The governing board has responsibility for establishing the school's performance management and for seeing that it is followed.
- To review targets in April of each year.

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- To arrange a date for the appraisal meeting to suit all participants.
- To provide relevant documentation for the SIA and panel.
- To receive the SIA's preliminary advice and distribute it to all members of the appraisal panel before the meeting.
- To plan the review meeting in advance.
- To prepare objectives with the guidance of the SIA.
- To provide a summary of the meeting and agreed objectives for the agreement of the Head Teacher within ten days of the meeting.
- To provide the Pay Panel with relevant information on which to base a pay award for the Head Teacher if requested

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Staff Dismissal – Appeal Panel:

Membership:

Any three eligible *Governors*. The Head Teacher and employees of the School **cannot** be members.

Chair: The Chair or Vice Chair of *Governors*.

Quorum: No less than three *Governors* who are not employees of the School.

Meetings: The Committee shall meet as required. The Local Authority shall be informed, consulted and invited to attend when it is necessary to convene a meeting.

Terms of Reference: To consider and decide on any appeals against the decision of the Head Teacher to dismiss a member of staff.

Pupil Discipline Panel:

Membership:

Three or five members of the *Governing Board* who have no previous knowledge of or know personally, the parents or pupil involved Neither the Head Teacher nor a non-governor may be a member of this committee.

Chair: The Chair or Vice Chair of *Governors*

Quorum: Not less than three *Governors*.

Meetings: When notified by the Head Teacher

Terms of Reference: This committee is established to review the head's exclusion decisions on permanent or fixed term exclusions of more than 15 days in any one term. It can also meet if there is concern about the number of temporary exclusions of a particular pupil.

Appeals: To a panel selected by the Local Authority