



***Governing Body and Committee
Sample
Terms of Reference
Incorporating
The Self Evaluation Framework
and Every Child Matters
also
Optional Sample Standing Orders***

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PART 1

It is strongly recommended that Parts 1 and 2 are read before proceeding to Part 3

1.1 Introduction

The overall purpose of a governing body is to help the school to provide the best possible education for pupils. This involves:

- Setting the schools vision and strategic aims, agreeing plans and policies and making creative use of available resources;
- Ensuring the school is accountable to the children, young people and parents it serves and to its local community and to those who fund and maintain it, as well as to the staff it employs.
- Monitoring and evaluating performance and acting as critical friend to the Headteacher to support and challenge his/her in managing the school. Governing bodies should be providing a high degree of challenge combined with high levels of support in this role.

In all that they do the governing body needs to focus on the strategic role and how they can support the school to raise standards.

Monitoring and evaluating is a key aspect of governors' strategic responsibilities and should be part of the school's overall programme for self-evaluation. Self-evaluation is an essential requirement for contributing to school improvement.

One way in which governors can fulfil their monitoring and evaluating role is through the governing body's committees. The purpose of this booklet is to help governing bodies decide whether their current committee arrangements and committee terms of reference best facilitate the monitoring and evaluating role and incorporate the demands arising from the SEF and from Every Child Matters and provide the monitoring, critical friend and accountability roles.

The model committee structure and terms of reference included in this document are intended to help governing bodies, through the termly meetings of committees to:

1. Regularly monitor and evaluate through the SEF
2. Include the five outcomes of Every Child Matters in their monitoring and evaluation
3. Ensure provision of monitoring, accountability and critical friend roles

It is hoped governing bodies will find them useful. ***They are recommended as models, governing bodies are free to adapt them to their needs.***

It is recognised that governing bodies may decide to allocate functions to committees in different ways, or to adopt different committee titles. For clarity, all committees, regardless of how the governing body structures them and names them, must have clear terms of reference.

Terms of reference are a list of designated 'tasks' or 'parameters' within which a committee operates. Within these terms may be 'delegated functions', for example a committee may be charged with monitoring and reviewing policies for recommendation for approval to the full governing body or the approval of the policy can be delegated to the committee – the wording must be clearly stated. The terms of reference must clearly state which (if any) functions are delegated – see page 7 for further clarification on delegated powers.

Any of the terms of reference offered can be combined to suit particular circumstances and preferences.

Further information/clarification

If you wish to discuss the contents of this guidance, please contact the Governor Support Service via the contact details below.

Knowsley Governor Support Service would like to thank Bolton and Wakefield Governor Support Units for their permission to use their guidance in preparation of this document.

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1.2 The Organisation of Committee Business

<p>The following are <u>functions</u> which, when exercised <i>regularly</i> by committees, monitor and evaluate the work of the school in specific areas and to review policy:</p>	<p>The following are <u>functions</u> exercised by committees <i>as and when required</i>, to deal with cases relating to individuals:</p>
<ul style="list-style-type: none"> • Curriculum <ul style="list-style-type: none"> ➤ curriculum provision; ➤ learning and teaching; ➤ achievement and standards. • Pupils <ul style="list-style-type: none"> ➤ Inclusion issues (SEN, Gifted and Talented, Race Equality, Looked After Children, etc.); ➤ pupil behaviour and welfare issues (including Child Protection). • Resources <ul style="list-style-type: none"> ➤ personnel issues; ➤ finance issues; ➤ premises issues. 	<ul style="list-style-type: none"> • Pupil Discipline • Staff Discipline and Grievance • Staff Appeals • Complaints • Admissions (Voluntary Aided schools only)

Most governing bodies will have in place a committee structure which addresses the above areas of activity, either through separate committees or through some variation of a committee structure based on the following:

- **Personnel/Staffing**
- **Finance**
- **Curriculum**
- **Pupils/Community**
- **Buildings**

At St Aidan's we have 2 committees
 Pupils and Learning- curriculum, standards, pastoral issues including behaviour, attendance, teaching and learning
 Resources- finance, premises, staffing and pay

Other committees (or panels) meet as and when required, to deal with cases relating to individuals:

- **Pupil Discipline**
- **Staff Discipline and Grievance**
- **Staff Appeals**
- **Complaints**
- **Headteacher Performance Review**
- **Admissions (Voluntary Aided and Foundation Schools)**

At St Aidan's we hold these committee as and when needed apart from HT
 Performance Management and Admissions which meet every year

1.3 The Law on Committees

The following guidance is drawn from the Governance Regulations and the DfE Guide to the Law.

1. Delegation of powers and collective responsibility

The governing body has a range of duties, responsibilities and powers, devolved to them under education legislation. The governing body is a corporate body and all its members are collectively

responsible for the decisions it makes and for properly authorised decisions made on its behalf. Individual governors have no power except where the governing body specially delegates responsibility to them, or to a committee.

There are no requirements for governing bodies to delegate any powers to committees and it is for each governing body to decide which committees to establish (if any), which governors are on them, their terms of reference and delegated powers. The Governance Regulations allow for delegation of most functions to committees, subject to certain exclusions. The governing body must review the delegation of functions annually. Each governing body will remain accountable for any decisions taken, including those relating to functions delegated to a committee or individual.

The following functions can be delegated to a committee, but cannot be delegated to an individual:

1. functions relating to the alteration, discontinuance or change of category of maintained schools;
2. functions relating to the approval of the first formal budget plan of the financial year;
3. functions relating to school discipline policies;
4. functions relating to the exclusion of pupils (except in an emergency when the Chair has the power to exercise these functions);
5. functions relating to admissions.

Item 1 has not been delegated to a committee and remains the remit of the Full Governors

Item 2 has been delegated to Resources Committee

Item 3 has been delegated to both Committees (staff discipline to Resources and Pupil Discipline to Pupils and Learning

Item 4 has been delegated to a Pupil Discipline Committee

Item 5 has been delegated to the Admissions Committee

The governing body cannot delegate any functions relating to:

- the constitution of the governing body (unless otherwise provided by the Constitution Regulations);
- the appointment or removal of the Chair and vice-Chair;
- the appointment of the Clerk to governors;
- the suspension of governors;
- the delegation of functions;
- the establishment of committees.

Any individual or committee to whom a decision has been delegated must report to the governing body in respect of any action taken or decision made. The governing body can still perform functions it has delegated; this enables the governing body to take decisions on matters that are discussed at meetings on functions that have been delegated.

Given the range of duties to be carried out on a regular basis, some level of delegation to committees is inevitable if the governing body is to operate effectively. Additionally, the governing body may on occasions set up working parties to undertake specific tasks and to report back to the governing body. Working parties do not have delegated powers and their 'life' is finished when their task has been completed.

2. Governor liability

Because it is a corporate body, individual governors are protected from personal liability as result of the governing body's decisions and actions. Provided the governors act honestly and reasonably and take account of available advice, any liability will fall on the governing body rather than on individual members. Where an individual exercises delegated authority on behalf of the governing body, they will

carry no personal liability provided they can demonstrate that they had authorisation to act and that they acted honestly and reasonably and took account of available advice.

In carrying out all its responsibilities each committee must act:

- ✓ In partnership with the Headteacher
- ✓ In accordance with statutory requirements
- ✓ In accordance with any general principles set by the full governing body (Code of Conduct, Confidentiality Statements)
- ✓ After consulting (as appropriate) staff, parents, pupils, the LA, the Diocesan or other relevant organisations/agencies as appropriate.

3. Restrictions on taking part in meetings of the governing body and committees (School Governance (Constitution and Procedures) Regulations)

Although they are appointed/elected by different interest groups, governors are for nearly all purposes of equal standing and should be encouraged to play a full and active part in the governance of the school. Staff governors who work at the school are entitled to participate fully in meetings even where a confidential issue is under consideration.

However, within the School Governance (Procedures) Regulations it says that any governor, the Headteacher, any associate member and the Clerk to the governing body should be restricted from taking part in meetings in the following circumstances:

- where there is a **conflict of interest** between the interests of an individual present at a meeting of the governing body (or a governing body committee) and the interests of the governing body, or
- where a **fair hearing** is required and there is reasonable doubt about a person's ability to act impartially, or
- where a person has a **pecuniary interest** in a matter under consideration

In the above circumstances, the individual must disclose the interest, withdraw from the meeting and not vote on the matter in question. In accordance with the good practice recommendations in the Financial Management Standard in Schools it is recommended that governors be given the opportunity to update their pecuniary interest declaration and declare an interest in any agenda item at each full meeting and at finance (or equivalent) committee level.

Where a governor withdraws there must be 3 governors remaining to ensure a quorum at committee level and 50% of current membership of the governing body (excluding associates) at full meetings.

For some decisions there is a statutory right of appeal, therefore for these decisions, especially personnel decisions affecting individual staff members, it is important that the original decision is made by a committee so that there will be available sufficient governors unaware of the issues that may be used for hearing an appeal, none of the members of the first committee may sit on the appeal committee. Full details regarding exclusions etc. should be contained in the terms of reference.

1.4 General provisions

Number of committee members and quorum for meetings

The governing body will appoint at least 3 governors to each committee. The Headteacher has the right to attend all committee meetings, subject to the need to ensure impartiality. All governors have the right to attend any committee meeting.

The quorum for all committee meetings must be at least three governors – the Headteacher may be included for the purpose of the quorum, provided the Headteacher is a governor – this should be stated in the terms of reference (see suggested models).

Associate members

The governing body can appoint associate members to its committees. Where it does so, the associate member(s) will have voting rights in committee **only** if this has been given by the governing body. Associate members are **not** governors and although they may attend full meetings they may **not** vote in such meetings.

There are restrictions to be aware of – associate members cannot vote in committee when the following issues are discussed: admission of children, pupil discipline (i.e. exclusion of children), the election or appointment of governors, and the budget and financial commitments of the governing body. In the case of pupils who are associate members, they cannot vote unless they are aged 18+.

The quorum for committee meetings **excludes** associate members. No vote can be taken in committee meetings unless a majority of those present are governors.

Headteacher attendance

If the Headteacher is absent from duty, the Deputy Head or Senior Staff member could be invited to attend on the Headteacher's behalf, but would not have voting rights nor contribute to the quorum.

Other attendees

The committee may invite other persons to attend their meetings, either on a regular basis or on an exceptional basis, for the purpose of seeking expert information and advice and enabling the committee to effectively discharge its responsibilities. Such other persons cannot have voting rights.

4. Appointment of Chair and Clerk to Committees

The Guide to the Law states that the Chair of the governing body cannot be someone who is employed at the same school. However, the same does not apply to committees. The School Governance (Procedures) (England) Regulations states 'A Chair shall be appointed annually to each committee by the governing body or elected by the committee, as determined by the governing body.' Therefore there are no restrictions as to who can Chair a committee.

The presumption that staff members can Chair committees is only made given by absence of advice that they can't. Advice from Knowsley Governor Support would be that given committees can now have such extensive delegation of power, appointing a staff member as Chair would not be considered good practice.

Meetings may be Clerked by any person except the Headteacher, ***even in an emergency***.

Although in many schools, a governor who is a member of the committee acts as Clerk, this is **not** good practice as it detracts from that person's role as a governor and makes it difficult to play a full part in the meeting.

5. Convening meetings

Committee meetings should be convened in exactly the same way as full governing body meetings. See Guide to the Law and Knowsley Governor Support guidance booklet on committee proceedings for more information.

6. Minutes and reports

Minutes of all committee meetings must be taken by the Clerk to the committee and approved by the Chair of the committee before circulation. Reports on all committee meetings must be given at the next full meeting of the governing body. In practice, in Knowsley, draft or approved minutes are generally circulated as reports.

Under the Financial Management in schools it is recommended that the Clerk to finance committee does *not also prepare the budget*

Part 2

Specific roles within the governing body and committees

2.1 The Role of the Chair of the Governing Body (summary of role)

- To ensure the business of the Governing Body is conducted properly, in accordance with legal requirements.
- To ensure meetings are run effectively, focusing on priorities and making the best use of time available, and to ensure that all members have an equal opportunity to participate in discussion and decision-making
- To establish and foster an effective relationship with the Headteacher based on trust and mutual respect for each other's roles. The Chair has an important role in ensuring that the Governing Body acts as a sounding board to the Headteacher and provides strategic direction
- Work closely with the Head and the Clerk to organise the agenda for meetings
- To read draft minutes and agree accuracy or amendments
- Have a second (or casting) vote on any matter where the voting is equally divided, except in the vote for election of Chair when the Clerk will Chair the item;
- Report all actions or decisions taken on behalf of the governing body at the next governing body meeting;
- To proactively encourage other Governors to attend training
- Receive and report to the governing body on reports received from the LA about the school's performance.

2.2 The Role of the Clerk to the Governing Body

(for committee Clerks substitute 'committee' for 'Governing Body' and 'Chair of Committee' for 'Chair of Governors' as appropriate)

- To work effectively with the Chair of Governors, the other Governors and the Headteacher to support the Governing Body
- To advise the Governing Body on Constitutional and Procedural Matters, duties and powers
- To convene meetings of the Governing Body
- To attend meetings of the Governing Body and ensure minutes are taken
- To maintain a register of members of the Governing Body and report vacancies to the Governing Body
- To give and receive notices in accordance with relevant regulations
- To perform such other functions as may be determined by the Governing Body from time to time

2.3 The Role of the Chair of a committee

- To ensure the business of the committee is conducted properly, in accordance with legal requirements
- To ensure meetings are run effectively, focusing on priorities and making best use of time available and ensure all members have an equal opportunity to participate in discussion and decision making
- Foster effective relationship with the Headteacher and to contribute to the agenda for meetings
- To read draft minutes and liaise with clerk regarding accuracy
 - To report back to Full Governors any major changes or decisions made by the committee

Part 3

Sample standing orders

Within DfES 'Guidance on committees of the Governing Body' there is a recommendation that Governing Bodies record their non-statutory procedures and decisions in Standing Orders.

The following document is offered as good practice but is optional. If agreed, the orders could be incorporated into the terms of reference or held as a separate document. They should not be adopted as they stand but should be an item for discussion and personalised to your school, amending, deleting or altering as the governing body determines.

These are also available as a separate document if required

STANDING ORDERS OF THE GOVERNING BODY of st Aidan's Catholic Primary School

Date agreed 21.9.21

Date for review Autumn Term 2022

Meetings could take place remotely via Microsoft Teams during the ongoing COVID-19 pandemic

1. Governors are expected to:

- Arrive in good time for meetings, having read all paperwork in advance and prepared any questions/comments they wish to make
- Bring all relevant paperwork with them (including School Development plan etc if discussion is on the agenda)
- Participate in discussions and listen to views and comments of others
- Be brief and adhere to time limits placed on agenda
- Follow up action between meetings
- Abide by the 'Nolan Principles'.
- Undertake training relevant to their role.
- Commit (where possible) to attending school events and to undertake monitoring activities linked to their role
- Be up to date about the current school issues, priorities and know their responsibility for Ofsted

2. Membership

- The governing body will ensure it has sufficient members to undertake its duties effectively and review its constitution on a regular basis (at least annually).
- All governors are required to complete an DBS check prior to appointment.
- The governing body will ensure it creates an environment that enables active recruitment and retention of governors and encourages participation from all sections of the community.
- The governing body will be proactive in recruiting to vacancies.
- New governors will be welcomed and provided with appropriate induction, training and support.

3. Chairman and Vice-Chairman

Role of the Chair of the Governing Body (summary)

- To ensure the business of the Governing Body is conducted properly, in accordance with legal requirements.
- To ensure meetings are run effectively, focusing on priorities and making the best use of time available, and to ensure that all members have an equal opportunity to participate in discussion and decision-making
- To establish and foster an effective relationship with the Headteacher based on trust and mutual respect for each other's roles.
- Establish and foster an effective relationship with the Clerk to Governors
- Have a second (or casting) vote on any matter where the voting is equally divided, except in the vote for election of Chair when the Clerk will Chair the item;
- Report all actions or decisions taken on behalf of the governing body at the next governing body meeting;
- Receive and report to the governing body on reports received from the LA about the school's performance.

Election process (*offered as good practice*)

- The governing body will decide the term of office of the Chairman and Vice-Chairman (3 years) and record its decision
- The governing body will decide in advance of the election the process of election for either or both positions.
- The Clerk will ask governors to propose nominations (including self nomination) with a closing date at least two weeks in advance of the meeting. Candidates will be contacted to confirm their willingness to stand. Names will be entered on the agenda and no further nominations will be accepted.
- If no nominations are received in advance, nominations will be requested at the meeting.
- If nobody has indicated willingness to stand for the office of Chairman, a governor should be appointed to Chair the meeting and a further meeting called to elect a Chairman as soon as possible.
- The Clerk will take the Chair when the Chairman is being elected.
- The candidates will be offered the opportunity to address the Governing Body before retiring whilst a decision/secret ballot takes place.
- If the election of the Chairman or Vice-Chairman is contested it will be decided by secret ballot.
- In the event of a tie, candidates should again be given the opportunity to address the meeting before retiring and a second secret ballot should take place.
- If both the Chairman and Vice-Chairman are absent from a meeting, the governing body will elect a Chairman for that meeting.
- If the Chairman resigns, or has to relinquish the office for any reason, the Vice-Chairman will act as Chairman until a successor is appointed at the next meeting of the governing body. The election of Chairman will be a specific item of business on the agenda for the meeting.
- If the Vice-Chairman resigns, or has to relinquish the office for any reason, a successor will be appointed at the next meeting of the governing body.
- The Chairman can be removed from office by the governors following procedures set out in Regulations (*see Guide to the Law for more detail*)

4. Appointment of Clerk

- The Clerk will be formerly appointed by the governing body.
- If the Clerk is also employed in separate capacity in school he/she will have a contract of employment that includes specific provisions in relation to their work as a Clerk.
- The governing body will support the Clerk in their continuing professional development, for example, attending training (both specific to role and governing body training) and termly forums.

5. Meetings of the Governing Body

- The governing body will meet at least three times per academic year.
- Committees will meet at a frequency determined by the governing body. (3 times a year)
- The governing body will set the dates for its meetings, including those of any committees and working group for the next school year at first meeting of school year (*This does not preclude additional meetings to be called as required*).
- The governing body will, as far as possible, plan its business across the year to take account of the schools internal management cycle and the readily availability of information and reports.
- The Governing Body will aim to complete its business for governing body and committee meetings within 2 hours.
- Meetings will start at times which are acceptable to the governing body.
- A meeting may be discontinued at any time if the governing body so resolves. If so, or if the meeting has to be abandoned because it is no longer quorate, a further meeting shall be called as soon as practicable to complete the unfinished business.
- Meetings which become inquorate will be discontinued and a further date set as soon as possible to complete the business on the agenda.

Withdrawal from meetings

- Governors will be required to withdraw from a meeting under circumstances set out in the School Governance (Procedures) (England) Regulations.
- If there is a dispute about a person attending a governing body meeting being required to withdraw, the matter of withdrawal shall be determined by the governing body.

Convening meetings

All meetings will be convened by the Clerk, in accordance with the arrangements made by the governing body, but subject to (a) any direction from the Chairman where a matter is urgent and (b) any requisition signed by three governors.

Notice of Meetings

- Written notice of meetings, together with the agenda, will be sent so as to arrive seven clear days before the meeting – except where the Chairman calls an urgent meeting at short notice – to (a) governors and associate members at their registered addresses, (b) the Headteacher, if not a governor.
- Sending notices of meetings and other papers electronically is acceptable if a governor has indicated that he/she is prepared to accept material relating to meetings in this way
- Non-receipt of notice of a meeting will not invalidate the meeting.
- Notices of meetings, and the accompanying agenda, will be made available at the school, at all reasonable times, for inspection by anyone wishing to see them.

Agenda

- The agenda will be prepared by the Clerk in accordance with any determination of the governing body and in consultation with the Chairman and the Headteacher.

- Any governor may ask for an item to be considered for the agenda by contacting the Clerk, who will in turn advise the Chair.

Late Items/Any Other Business

- The agenda will include 'Notification of additional items' immediately after 'matters arising' and any governor wishing to raise an urgent meeting item must give notice at this time for consideration for inclusion at the meeting.
- The governing body will decide whether any such item is to be discussed or, if appropriate, deferred to a subsequent meeting.

Discussion and Debate

- The Chairman will ensure that all governors enjoy equality of opportunity to express their views.
- The governing body will receive and note, at full meetings, *without debate*, any decisions on matters which it has delegated to a committee or to an individual. *(this does not affect the governing bodies ability to alter or reverse decisions not considered correct/appropriate see also decision making below)*
- Recommendations received from working groups will be recorded in the minutes, together with any related governing body resolution.

Decision-making

- Members of the governing body recognise that all decisions must be made by the governing body unless the governing body has delegated the function to a committee or to an individual.
- Only governors present at a meeting may vote; proxy voting is not allowed *(unless the decision is a change of name when a unanimous vote is required)*. *If technology allows Facetime or Skype may be used to allow Governors who work away to be 'present' at a Governors meeting. This needs to be agreed with at least 2 weeks notice and a trial must take place to ensure the process works*
- A simple majority decides any matter put to the vote. In the event of a tie, the Chairman has a casting or second vote – except in the case of a selection panel deciding who, if any, candidate to recommend to the governing body for appointment as head/deputy.
- Decisions of the governing body are binding upon all its members and should be respected.
- Decisions of the governing body (or of any of its committees) may be amended or rescinded at a subsequent meeting of the governing body only if a proposal to amend or rescind appears as a specific agenda item.

Confidentiality of Proceedings *(see also statement of confidentiality and code of conduct)*

Discussions, proceedings and voting at meetings of the governing body and committees will be treated as confidential and not revealed to anyone other than a governor.

6. Minutes of Meetings

- Within 10 school days of the meeting, the draft minutes will be sent by the Clerk to the Chairman for checking.

- Copies of the draft minutes, once 'approved' by the Chairman, will be sent to all members of the governing body within 30 school days of the meeting/**be circulated with papers for following meeting (delete as appropriate).**
- An electronic copy of the 'approved' minutes will be sent to the Local Authority along with a copy of the Headteachers report for that meeting.
- Action will be taken on the basis of decisions and need not await the approval of the minutes at the next meeting.
- Any dissenting views will be recorded in the minutes of the meeting, if that is the wish of one or more governors present.
- The approval of the minutes of the previous meeting will be on the agenda of every meeting of the governing body and once approved as a true record (subject to any agreed amendments) the minutes will be signed and dated by the Chairman (*individual pages to be initialled and last page signed in full*).
- Those matters which the governing body determines shall remain confidential will be minuted separately and such minutes will not be made publicly available.
- Approved draft minutes, and subsequently the approved minutes, will be made available at the school, at all reasonable times, for inspection by anyone wishing to see them.
- Minutes made available for inspection will include papers forming part of the meeting.

7. Information and Advice

- The Headteacher has a statutory duty to keep the governing body fully informed, and will present a written report to each termly meeting of the governing body.
- A representative of the LA will be invited to attend meetings in order to inform and advise the governing body when considered appropriate.
- Where important information required by the governing body is given orally, it will be recorded in the minutes in appropriate detail.
- Where information required by the governing body is not readily available, reasonable time will be given for its production.
- Where expertise is needed but not available within the governing body, the governing body may consider inviting appropriate non-governors to attend meetings or appointing associate members.

8. Attendance

- The Clerk will keep a record of those governors and all other persons present at meetings of the governing body or any of its committees.
- Where a governor sends an apology for absence with reason, the governing body will decide whether to 'consent' to the absence and the Clerk will record the decision in the minutes.
- If apologies are not accepted, as soon as possible, the governor concerned should be contacted and supplied with a copy of the approved draft minutes.
- The time of arrival and/or departure of any governor not in attendance throughout any meeting will be recorded in the minutes.

- The Clerk will monitor arrivals and departures to ensure the meeting remains quorate.
- Governors who have not attended a full meeting of the Governing Body for a period of 6 months will be contacted to ascertain a reason and advised of the rule of disqualification for non-attendance.

9. Correspondence

- All incoming correspondence to the governing body (other than any concerning a complaint) is for the attention of the whole governing body, even if addressed to the Chairman and/or the Clerk. Significant items will be presented to each meeting of the governing body for action or information as appropriate. The Chairman will report upon any correspondence on which he/she has already taken urgent action.
- The governing body will determine by resolution who may write letters on behalf of the governing body, either generally or on specific issues.

10. Urgent Action

- The Chairman, or in his or her absence the Vice-Chairman, has authority to take urgent action between meetings only where:
 - a delay in dealing with the matter would be seriously detrimental to the interests of the school, a pupil, his/her parents, or a member of staff;
 - a meeting could not be called in sufficient time to deal with the matter; and
 - the matter is one which can be delegated to an individual under government regulations.
- If the Chairman (or Vice-Chairman) takes any urgent action between meetings, the facts will be reported to the next meeting of the governing body.

11. Access to Meetings of the Governing Body

- Apart from governors, the only people entitled to attend a meeting of the governing body are the Headteacher (where he/she has chosen not to be a governor), the Clerk and, where appropriate, associate members.
- Associate members may be required to leave a meeting where matters of a confidential nature relating to individual staff or pupil are discussed.
- *When the Headteacher is absent, the deputy Headteacher will attend in his/her place but will have no vote (unless in the long-term absence of the head, the deputy has been appointed acting Headteacher).*
- The governing body will decide who, other than those entitled to attend, may be admitted to a meeting and which of its meetings, if any, will be open to parents/the public.
- The governing body can require any non-governor present at a meeting to leave at any time.
- *If a meeting is to be opened to parents/the public, reasonable notice will be given.*
- *The deputy Headteacher/s will be invited to attend meetings of the governing body as an observer/observers, as part of their professional development. (Unless a member of Governing Body already)*

12. Pecuniary and Personal Interest

- The governing body will maintain a register of the pecuniary interests of its members in *the form of consecutively numbered loose leaf sheets, each sheet being a statement completed and signed by the relevant governor.*
- As appropriate, governors will draw attention to any pecuniary or other personal interest, whether that interest has previously been registered or not. *(an opportunity to update their declaration or declare an interest in any item on the published agenda will be an early agenda item at all meetings)*
- Anyone who is ordinarily entitled to attend governing body or committee meetings (that is, governors, members of committees, associate members or Headteachers) must withdraw and not vote on the issue if:
 - there could be conflict between the interests of that person and the interests of the governing body; or
 - where a fair hearing must be given and there is reasonable doubt about the individual's ability to act impartially on any matter when a committee is considering:
 - disciplinary action against an employee or against a pupil; or
 - a matter arising from an alleged incident involving a pupil
- A governor who has declared a personal interest may nevertheless attend the meeting to give evidence if he/she has made relevant accusations, or is a witness in the case.

PART 4

Terms of Reference

Note: In carrying out its responsibilities, the full governing body and committees must act in partnership with the Headteacher, in accordance with statutory requirements, in accordance with any general principles set out by the governing body and after consultation with staff, parents, pupils, the LA, Diocesan authorities and relevant organisations/agencies as appropriate

The governing body and its committees should have due regard to their responsibilities and duties within the guidance document 'Working Together to Safeguard Children' 2006, the five Every Child Matters Outcomes and Community Cohesion Education Standards for Schools, in particular when drawing up and reviewing policies

Notes to aid completion

See part 1 for general provisions.

Suggested quorums are included in terms; these should be altered to your own governing body's requirements.

All terms should be adapted/incorporated to suit the committee structures in individual governing bodies.

If the governing body wishes to 'delegate' a function to the committee this should be agreed, minuted and the terms worded accordingly (see Part 1 pages 4 and 7).

Contributions to Self evaluation forms and Every Child matters outcomes are offered as suggestions only and can be adapted.

4.1 FULL GOVERNING BODY

The governing body 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.

Members: As per the Instrument of Government

Quorum: 50% of current membership (i.e. quorum does not include vacant positions)

Chair: To be appointed by governing body

Clerk: To be appointed by governing body

Terms of reference:

- Monitor and agree changes to instrument of government including terms of office;
- Appoint, suspend or remove governors in accordance with Regulations*;
- Hold at least three governing body meetings a year*;
- Regulate procedures of meetings e.g. code of confidentiality and code of conduct;
- Appoint or remove the Chair and Vice-Chair*;
- Appoint or remove a Clerk to the governing body*;
- Establish the committees of the governing body and their terms of reference*;
- Decide which functions of the governing body will be delegated to committees, groups and individuals and review the delegation arrangements annually*;
- Appoint the Chair of any committee (this is delegated to committee);
- Appoint or remove a Clerk to each committee (this is delegated to the committee);
- Appoint associate members to committees and determine their voting rights;
- Appoint link or designated governors, including performance management governors*;
- Ensure Headteacher provides such reports as requested by the governing body to undertake its role;
- Receive reports from any individual or committee to whom a decision has been delegated and to consider whether any further action by the governing body is necessary*;
- Ensure requirements within Safeguarding Children and Safer Recruitment in Education are met;
- Ensure requirements within the duty to promote Community Cohesion are met;
- Approve the first formal budget plan of the financial year and best value statement; (currently delegated to committee)
- Ensure copies of minutes of full meetings are forwarded to the Local Authority;
- Monitor and keep under review School Development Plan;
- Approve Self Evaluation form;
- Approve school prospectus;
- Approve written description of financial systems and procedures in line with LA's scheme for financing schools;
- Ensure school works within SFVS;
- Publish proposals for alteration, change of category or closure of school*;
- Recruit Headteacher and Deputy Headteacher*;
- Determine arrangements for recruitment of other members of staff;
- Participate in school self review process including review of Governing Body effectiveness;
- Decide on decision to federate or form joint committees with other school Governing Bodies*;
- Any items which individual governing bodies may wish to include;

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

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

4.2 Resource Committee

Members: At least 3 governors plus Headteacher

Quorum: 2 governors plus Headteacher

Chair: To be appointed by committee

Clerk: To be appointed by governing body

Meeting dates for year

Clerk:

Terms of reference:

Staffing

- Approve to governing body, monitor and review within agreed policy review process, policies relating to:
 - Performance Management and development of staff:
 - Personnel including those relating to appointment of staff, health and safety, discipline, grievance
 - Pay Policy for all categories of staff and to be responsible for its administration
 - Allegations of abuse against staff
 - Staff appraisal
 - Charges and remissions policies and expenses policies;
 - Whistle Blowing policy;
 - premises/health and safety issues;
 - use of school buildings policy;
 - charging policy;
 - accessibility plan;
- Determine the staffing structure in consultation with the Headteacher, in relation to the School Improvement Plan and curriculum requirements and, in the light of resources available. Present to governing body for approval;
- Monitor and evaluate the staff development programme in relation to curriculum and professional development needs as identified through performance management procedures and within the context of the School Improvement Plan;
- Oversee the appointment procedure for all staff, having regard to the requirements within Safeguarding Children and Safer Recruitment in Education;
- Keep under review staff work/life balance, working conditions and well-being, including the monitoring of absence;
- Make recommendations on personnel related expenditure to the Finance Committee;
- Monitor and keep under review specific areas of School Development Plan for which the committee has responsibility;
- Agree and monitor training strategy for teachers, support staff and governors;

Finance

- In consultation with the Headteacher, draft the first formal budget plan of the financial year and present to the full governing body for approval within required Local Authority timescales;
- Give due consideration for meeting best practice requirements as set out in the Schools Financial Value Standards (SFVS) and ensure compliance;
- Ensure all spending provides value for money in terms of raising standards in education and sign best value statement;
- Benchmark school financial performance against similar schools and report to governing body ;
- Analyse and recommend annual statement of internal control and present to governing body ;
- Establish and maintain an up to date 3 year financial plan;

- Review and monitor the schools financial procedures annually and present draft to governing body for approval (unless approval delegated to committee *see below);
- Receive and review a budget position statement including virement decisions at least termly and to report significant anomalies from the anticipated position to the governing body with recommendations for corrective/remedial action;
- Ensure all Pupil Premium receivable are used only as described;
- Ensure committee receives relevant, timely and user friendly reports on the budget with meeting papers;
- Ensure that the school operates within the latest Financial Regulations of the Local Authority;
- Ensure school co-operates with audit team including ensuring post audit action plan is drawn up and actioned as appropriate;
- Monitor expenditure of all voluntary funds kept on behalf of the governing body and report on these at least annually to the governing body (including ensuring there is an annual audit of the school fund and other funds held by the school, undertaken by persons independent of operating the accounts, presented to governing body);
- Review service level agreements and make recommendations to the full governing body;
- Make decisions on expenditure following recommendations from other committees;
- Ensure, as far as is practical, that Health and Safety issues are appropriately prioritised;
- Determine whether sufficient funds are available for pay increments as recommended by the Headteacher/Headteachers Performance Management Panel;
- Undertake an annual review of all expenditure with a view to achieving 'best value' in respect of the use of the delegated budget
- In the light of the Headteacher Performance Management reviewers recommendations, to determine whether sufficient funds are available for increments;
- Ensure register of pecuniary interest of governors is maintained and reviewed annually and any updates on declarations and interests in agenda items are correctly recorded;
- Ensure governors and particularly finance committee members have access to adequate training opportunities;
- Monitor and keep under review specific areas of School Development Plan for which the committee has responsibility;
- Ensure minutes are taken at each meeting and that budget decisions are clearly minuted at both committee and full governing body levels;

Premises

- Provide guidance and assistance to the Headteacher and Governing Body in all matters relating to premises and physical resources;
- Ensure inspection of the premises and grounds, and prepare a statement of priorities for maintenance and development, taking account of the Local Authority Building Condition Survey report;
- Approve the costs and arrangements for maintenance, repairs, fittings and furniture, and redecoration within the budget allocation and to oversee the preparation and implementation of building contracts;
- Establish and keep under review a Building Development Plan;
- Monitor the school's compliance with Health and Safety regulations;
- Receive and consider audits of the buildings and fabric and recommend remedial action if required;
- Monitor and review services from external providers and, where necessary, make recommendations;
- Undertake an annual review of all sources of income received by school to ensure fees and charges remain appropriate;
- Make recommendations to the Finance Committee on premises-related expenditure;
- Establish and keep under review an Accessibility plan;
- Monitor and keep under review specific areas of School Development Plan for which the committee has responsibility;
- Ensure extended services provided at the school are appropriate to the community are managed effectively;

- Report to the governing body on the effectiveness of the extended services and recommend changes as appropriate;
- Act in accordance with statutory requirements;
- Consult with staff, parents, pupils, Local Authority, Diocesan Authorities, relevant organisations/agencies as appropriate;
- Keep under review service level agreements and service specifications;
- Monitor impact of service level agreements and recommend any changes to the governing body/planning group as appropriate;
- Consider and report back upon matters as may be delegated or devolved to the committee by the governing body* see below.

For Voluntary Controlled Schools

To exercise delegated powers in the appointment and management and development of staff

(e.g. grievance, discipline, capability, competency, employment) including the annual pay review, within the Local Authority (LA) and or CES model policies/procedures adopted by the governing body, and taking into account the resources available.

***Delegated Powers**

Any delegated powers should be clearly stated and decisions taken reported back to the next governing body meeting, having due regard to matters that cannot be delegated to committees. (Approval of policies would be considered a delegated function)

Disqualification – none - however when the pay and conditions of a school employee are being discussed all school employees should be asked to withdraw (excepting the Headteacher/Clerk unless it is his/her conditions being discussed)

COMMITTEE'S CONTRIBUTION TO SCHOOL SELF-EVALUATION

1. To receive, review and monitor the sections of the SEF and SDP concerning Leadership and Management and Safety
2. To review annually, in conjunction with the Headteacher, effectiveness and efficiency in relation to leadership and management.
3. To report the results of the review to the governing body, including any recommendations for policy changes and priorities for the next School Development Plan.
4. To review and Monitor Health and Safety, Fire and Finance Audits
5. To review value for money of Traded Services bought by school

4.3 PAY REVIEW SUB COMMITTEE

Members: At least 3 governors. Associate members will not be appointed.

Quorum: 3 governors (to be determined by full governing body)

Chair: To be appointed by Committee

Clerk: To be appointed by Governing Body

Members **Chair**

Advisor:

Meeting dates for year **Clerk**

Terms of reference:

- Undertake decisions on recommended annual salary reviews for all staff (including Headteacher);
- Advise governing body of decisions taken within the powers delegated by providing a statement of decisions taken – having regard to confidentiality;
- Assist in monitoring and keeping under review pay policy and make recommendations to full governing body;
- Assist in the determination of availability of funds for pay increments.

Disqualification – staff members, including Headteacher

Delegated Powers

Any delegated powers should be clearly stated and decisions taken reported back to the next governing body meeting, having due regard to matters that cannot be delegated to committees. (Approval of policies would be considered a delegated function)

Many governing bodies maintain pay review committee minutes as confidential; any report to other committees or the governing body would therefore also remain as confidential documents.

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4.4 Pupils and Learning Committee

Members: At least 3 governors including Headteacher

Quorum: 3 governors including the Headteacher

Chair: To be appointed by committee

Clerk: To be appointed by governing body

Members:

Chair:

Meeting dates for year:

Clerk:

Terms of reference:

- Consider and advise the governing body on standards and school performance and other matters relating to the school's curriculum, including statutory requirements;
- Ensure national curriculum is in place;
- Approve/recommend to governing body monitor and review, within agreed policy review process the following policies:
 - the schools Curriculum (on an annual basis);
 - Pupil health, safety and welfare (including safeguarding and child protection);
 - Behaviour and discipline;
 - Collective worship;
 - Provision for equal opportunities, Racial Equality, disability equality and gender equality
 - Identification, assessment and provision for pupils with special educational needs
 - Child protection in accordance with statutory requirements and DCSF and Local Authority advice and to ensure the policy is communicated to staff and parents;
 - Home/school agreements
 - Exclusions;
 - Complaints procedure;
 - Prospectus;
- Monitor implementation and evaluation of policies relevant to the Terms of Reference of this Committee (*there is no requirement for policies for individual subjects to be approved by the governing body however, the governing body should ensure through the Headteacher, that policies are drawn up and put into practice in line with the aims, values, ethos and school development plan agreed by the governing body and in accordance with statutory requirements*);
- Approval all school trips involving an overnight stay away from home
- Monitor pupil achievement against published/National targets;
- Ensure that the school designates members of staff to be responsible for co-ordinating child protection and Looked After Children within the school and for liaising with outside agencies and to receive appropriate training.
- Consider curricular issues which have implications for Finance and Personnel decisions and to make recommendations to the relevant committees or the governing body;
- Make arrangements for the governing body to be represented at School Improvement discussions with the Local Authority and for reports to be received by the governing body;
- Oversee arrangements for individual governors to take a leading role in specific areas of provision, e.g. SEN, Literacy, Numeracy. To ensure regular reports are received and reported to the governing body;

- Through the Headteacher, monitor and evaluate the effectiveness of teaching and learning in delivery of the curriculum;
- Through the Headteacher, monitor and evaluate the effectiveness of SEN provision;
- Consider school performance data and agree school targets for pupil attainment
- Monitor and review pupil attendance and absences and use of exclusion;
- Keep under review the School Sports Premium initiative and ensure Government standards for Sport in schools are met;
- Ensure there are rewards systems in place which impact positively on achievement and behaviour;
- Monitor pupil attendance and absence rates against agreed targets, pupil exclusion rates and to consider strategies to improve them,;
- Review annually in conjunction with the Headteacher the effectiveness of the school's policies in relation to **personal development and well-being** and to report the results of the review to the governing body, including any recommendations for policy changes and priorities for the next School Development Plan;
- Be responsible for addressing issues of relationships with the community and issues of promoting the school;
- Actively seek the views of learners and parents/carers and of the school's stakeholders and partners in order to inform the governing body and Headteacher in their decision making about the way the school is conducted;
- Have oversight of the development of and to monitor extended school provision and to report to the governing body with recommendations (including impact against pupil achievement);
- Be responsible for primary/secondary liaison (as appropriate) and (if appropriate) further education liaison and for education/industry links;
- Review annually in conjunction with the Headteacher the effectiveness of the school's policies in relation to **the views of learners, parents/carers and other stakeholders and partners** and to report the results of the review to the governing body, including any recommendations for policy changes and priorities for the next School Development Plan;
- Monitor and keep under review specific areas of School Development Plan for which the committee has responsibility;
- Consider and report back upon matters as may be delegated or devolved to the committee by the Governing Body.

Disqualification – none

***Delegated Powers**

Any delegated powers should be clearly stated and decisions taken reported back to the next governing body meeting, having due regard to matters that cannot be delegated to committees. (Approval of policies would be considered a delegated function)

<p>COMMITTEE'S CONTRIBUTION TO SCHOOL SELF-EVALUATION</p> <ol style="list-style-type: none"> 1. To receive and monitor termly the updated sections of SEF and SDP relevant to the committee 2. To review annually in conjunction with the Headteacher the effectiveness of the school's policies in relation to achievement and standards and quality of provision. 3. To report the results of the review to the governing body, including any recommendations for policy changes and priorities for the next School Development Plan.

NOTE:

The following group is optional. However, the function it performs is an important one that key governors and Headteachers should carry out. The function could be carried out informally without the need for a committee, but the various 'working' committees would still need to be informed by reports from the informal group.

The key governors with the Headteacher would have a more strategic and co-ordinating role and would add to the effectiveness of the work of the governing body. Full meetings of the governing body, with their long agendas, do not allow sufficient time for this activity.

4.5 DEVELOPMENT GROUP (OPERATING INFORMALLY)

Members: Chair of Governors, Vice-Chair of Governors, Chairs of major 'working' committees and Headteacher (plus any other Governors wishing to contribute)

Quorum: Not applicable, but Headteacher presence essential

Delegated powers:

The group has no delegated powers. Its purpose is to better inform the deliberations of the governing body and its various committees. If this group is not in existence terms should be incorporated into the Governing Body terms of reference.

Terms of reference:

- Exercise oversight of the strategic planning and development work of the governing body and to advise the governing body and committees accordingly;
- Develop a Monitoring Cycle for Governors
- Develop the Governor Development Plan
- Identify key development activities for the Governing Body
- Identify potential Associate Governors or skills required by the Governing Body
- Have oversight of and to co-ordinate the contributions of the governing body's committees to the formulation of the SEF and the School Development Plan;
- Consider any recommendations from committees, governors or the Headteacher with regard to the working of the governing body;
- Keep under review the governing body's Code of Conduct and statement on confidentiality;
- Be available at short notice as source of support and advice to the Headteacher;
- Keep under review governors visits to school.

4.6 OTHER COMMITTEES DEALING WITH STATUTORY MATTERS

The following committees do not have a direct bearing on the SEF.

CAUTIONARY NOTE ON IMPARTIALITY

When appointing members to the committees in this section please consider whether it is advisable to appoint a governor who is paid to work at the school. Even if that governor has no direct prior involvement or previous specific knowledge, the likelihood is that the governor will have come into contact with the person who works or studies at the school and possibly formed some prior opinion about them. In these circumstances, it is difficult to justify impartiality to another party from outside the school. Given that the governing body must be able to clearly demonstrate that it has followed the

principles of natural justice and fair play, it might be prudent not to appoint a governor who is paid to work at the school.

Another factor to consider is what effect will there be on future relationships within the school if a governor who works at the school has sat in judgement in a hearing about another person in the school?

4.7 HEARINGS COMMITTEE – STAFF DISCIPLINE

Note: the following committee models reflect the procedures which normally apply to all categories of school but voluntary aided schools may wish to adapt them to meet their own requirements:-

Members: At least 3 impartial governors excluding the Headteacher (NB. The number appointed to this committee directly affects the number required for an appeal committee) It is suggested that only experienced governors be appointed and consideration given if appointing Chair, who due to their role, will probably have prior knowledge of events.

Quorum: 3 governors

*Clerk – to be appointed by the governing body

Terms of reference:

- Make any determination to dismiss any member of staff (*unless delegated to the Headteacher*)
- Make any decisions under the governing body's personnel procedures e.g. disciplinary, grievance, capability, where the Headteacher is the subject of the action*
- Make any decisions relating to any member of staff other than the Headteacher, under the governing body's personnel procedures (*unless delegated to the Headteacher*)

4.8 STAFF APPEALS COMMITTEE

Members: No fewer members (impartial governors) than first committee (see also note on membership of hearings committee)

Quorum: At least 3 governors

Clerk: To be appointed by governing body

Terms of reference:

- Consider any appeal against a decision to dismiss a member of staff made by the first committee*
- Consider any appeal against a decision short of dismissal under the governing body's personnel procedures e.g. disciplinary, grievance, capability
- Consider any appeal against selection for redundancy
- Consider and decide upon any salary/pay decisions made by the first committee

Disqualification – The Headteacher, any members of the hearings committee

4.9 PUPIL DISCIPLINE COMMITTEE

Members: 3 or 5 governors (excluding the Headteacher and any governor with prior knowledge of pupil or incident)

Where it is anticipated the committee may meet regularly, members could be drawn from a panel of available members of the governing body, to be called on a rota basis in alphabetical order, subject to availability.

Quorum: 3 governors

Clerk: To be appointed by governing body

Terms of reference:

- Operate within the statutory procedures relating to pupil exclusions, in particular to consider any representations about fixed term exclusions of between 5 and 15 days in one term, and
- Consider fixed term exclusions of more than 15 days in one term (including exclusions which in aggregate come to more than 15 days) and permanent exclusions.
- Review the School Behaviour and Discipline Policy, and make recommendations on changes, to the governing body or relevant committee in light of decisions made.

4.10 COMPLAINTS COMMITTEE

Members: At least 3 governors (not to include anyone with prior knowledge of the matter to be discussed)

Quorum: 3 governors

Chair: To be appointed by committee

Clerk: It is recommended that the committee be professionally Clerked either by Clerk to governors or external Clerk

Terms of Reference:

- Act in accordance with School Governance Regulations and other legislation affecting the conduct and responsibilities of school governing bodies;
- Consider complaints in accordance with the Schools agreed Complaints Procedure;
- Advise the governing body of decisions taken within the powers delegated by providing feedback (minutes of meetings etc to remain confidential)

Disqualification – The Headteacher, any governor with prior knowledge of the matter to be discussed

4.11 PUPIL ADMISSIONS COMMITTEE - (Voluntary Aided and Foundation School only)

Members: At least 3 governors (may include the Headteacher)

Quorum: 3 governors

Chair: To be appointed by governing body (or committee)

Clerk: To be appointed by governing body (or Committee)

Terms of Reference:

- Determine offers of places for the annual admissions round in the light of the governors' admissions policy and within the timescales and procedures of the Authority's co-ordinated scheme;
- Determine offers of places to 'mid-term' applicants in the light of the governors' admissions policy and requirements of the Authority's co-ordinated scheme;
- Review the Governing Body's admissions policies annually and make any recommendations for change to the whole Governing Body;
- Ensure publication of the school's Admissions Arrangements in the School Prospectus and/or on-line as required by regulation and Codes of Practice;
- Ensure that the consultation process is carried out in accordance with guidance contained in the School Admissions Code of Practice;
- Ensure that admission appeals are held according to timescales in the Code of Practice and that appropriate case papers are produced as required;

4.12 HEADTEACHER'S PERFORMANCE MANAGEMENT REVIEW GROUP

Members: 2 or 3 governors

Quorum: Minimum of 2 suggested

Terms of reference:

- Arrange to meet with the School Improvement Partner (SIP) to discuss the Headteacher's performance management and review in accordance with current regulations;
- To decide, with the support of the SIP, whether targets have been met and set new targets annually;
- Monitor throughout the year the performance of the Headteacher against the targets;
- Make recommendations to the pay review committee (or pay review sub committee, whichever system is adopted) in respect of pay progression for the successful meeting of targets set.

Disqualification – staff governors

4.13 SELECTION PANEL FOR THE APPOINTMENT OF HEADTEACHER AND DEPUTY HEADTEACHER

Members: To be agreed

Quorum: at least 3 governors

Clerk: To be appointed by governing body (or by Committee)

Terms of Reference and Delegated Powers:

- Act in accordance with the School Government Regulations, the Term of Reference Regulations and other legislation affecting the conduct and responsibilities of School Governing Bodies;
- Appoint a Chair at the first meeting, unless appointed by the Governing Body;
- Decide criteria for the post, consulting as appropriate with governing body and LA;
- Make necessary arrangements for advertising the post;
- Shortlist candidates for interview;
- Interview and recommend a suitable candidate to a meeting of the Governing Body for appointment;
- Liaise with Local Authority – the Executive Director of Children and Family Services (or his nominated representative) has a statutory right to be present and duty to give advice at all meetings of the selection panel. The selection panel has a duty to consider such advice;

NB. This panel is **required** to be established to consider each appointment of Headteacher/ Deputy Headteacher. **A meeting of the full Governing Body will be required to approve the recommendation.**

4.14 DELEGATION OF RESPONSIBILITY TO INDIVIDUALS

Any individual to whom responsibility has been delegated is expected to work within the following terms of reference having regard to restrictions on delegation.

Terms of reference:

- Liaise with the appropriate member(s) of staff;
- Visit the school with the purpose of gathering information concerning their area of responsibility and to increase their knowledge of the School
- Regularly report to the Governing Body, the Curriculum Committee or the Steering Group, whichever the Governing Body deems most appropriate, on developments and progress within their area of responsibility
- Raise the profile of the area of responsibility when related matters are considered by the Governing Body
- Attend training as appropriate
- *Any items which individual governing bodies may wish to include*