

Liskeard School  
And  
Community College

**The Roles of the Governing Body  
and its Committees**

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## MEETINGS, AGENDAS AND MINUTES

### Meetings

Most governing body business is conducted in meetings. It is important, therefore, that the time spent in meetings is used effectively. Although the minimum requirement<sup>1</sup> is one meeting per term, the number and pattern of meetings is decided on by the governing body to ensure that all necessary business is covered within the required timescales.

There are certain issues that must be dealt with during a school year, for example approval of the budget, setting targets, etc and to a large extent these can be predicted. The governing body plans its meetings and committee meetings for the whole school year, during the preceding summer term. An indication of the issues that the governing body considers regularly is given below; the governing body uses this to plan the calendar of meetings and adjusts the timing of certain items to suit its needs.

**Table 1: Suggested Framework for Annual Agenda Items**

<b>Autumn term</b>	<b>Spring term</b>	<b>Summer term</b>
<p>Review membership of the governing body, link governors, specific responsibilities e.g. SEN (GB)<sup>1</sup></p> <p>Review committee membership and terms of reference, delegation, etc (GB)</p> <p>Review SATs/GCSE/Post 16 results for the preceding summer; set targets for KS3 and KS4 for exams and testing in 2 years' time</p> <p>Review performance and pay progression, including the HT</p>	<p>Review of Asset Management Plan</p> <p>Review of SEF/SDP</p> <p>Review curriculum, school day, term and future holiday dates</p> <p>Report on performance management</p>	<p>Review Staffing plan</p> <p>Approve budget (GB)</p> <p>Approve and publish school prospectus (GB)</p> <p>Dates of Governing Body meetings for the following year (GB)</p> <p>Review attendance/punctuality</p> <p>Review of policies not reviewed elsewhere in the year</p> <p>Review of job descriptions and contractual matters; draft annual salary statements for issue in the autumn term</p> <p>Elect chair and vice-chair in appropriate years (GB) for the coming cycle</p>

**Table 2: Regular Agenda Items**

<b>Each meeting</b>	<b>Each term</b>
Recording of absence	Head Teacher's report
Declaration of interests	Report on pupil exclusions (number, type, age, gender, ethnicity) and racist, homophobic & gender related incidents <sup>2</sup>
Membership Update	
Approval of minutes and matters arising from the minutes	Self Evaluation and/or Progress on school development plan (may be dealt with by relevant committee(s))
Committee and governing body reports/recommendations	
GB Correspondence	Governing Body Training
Report of urgent action (if any) taken by Chair of the Governing Body	Opportunities for School Involvement
Reminder of dates of future meetings	

## **POLICY REVIEWS**

**Table 3: Policy review delegation<sup>2</sup>**

These take place systematically and are planned into a cycle according to the school's priorities; however, where there is a backlog, additional meetings may need to be schedule to ensure the Governing Body is meeting its strategic responsibilities and supporting the Head Teacher in the operation of the school. The full governing body must decide some policy matters; committees make decisions on most policies, having been delegated the responsibility by the full governing body.

From September 2010, the governing body is going to trial a 'policy working group'. Approximately six members of the governing body have been selected with a 'lead' governor. The lead governor, when contacted by the appropriate SLT member, will liaise with the other members of the working group and three will meet with the SLT member and review the policy. They will then feedback their findings to the appropriate committee. Once agreed this committee will then refer the policy to the Full Governing Body for approval.

At the first Governing Body Meeting of the year the Chair of the Learning and Human Resources Committee will inform the Governing Body of any newly introduced legislation, which must be observed by the GB and define both practice and policy review responsibilities for each Committee.

The Governing Body works together with the Head Teacher to ensure that policies are in place where needed.

For a full list of the policies in place please ask our clerk for a copy.

<sup>2</sup> This may be included in the Head Teacher's or committee reports or dealt with at a committee but reported to the full GB through the minutes

## **The Role of the Chair of the Governing Body**

- To ensure the business of the Governing Body is conducted properly, in accordance with legal and Cornwall County Council delegation 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 Head Teacher 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 Head Teacher and provides strategic direction.

**Disqualification: the Head Teacher, Staff members of the governing body, Pupils, Staff Members**

## **The Role of the Clerk to the Governing Body**

- To work effectively with the Chair of the Governing Body, the other members of the Governing Body and the Head Teacher 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.

**Disqualification: Governing Body Members, Associate Members, the Head Teacher**

## **The Role of the Chair of a Committee**

- To ensure the business of the committee is conducted properly, in accordance with legal requirements.
- To report on the work of the committee at each Governing Body Meeting.
- 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.

**Disqualification: none**

## **The Role of the Clerk to Committees**

- To advise the committee on procedural and legal matters.
- To convene meetings of the committee.
- To attend meetings of the committee and ensure minutes are taken.
- To perform such other functions with respect to the committee as may be determined by the Governing Body from time to time.

## **Disqualification: the Head Teacher**

## THE 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 sets aims and objectives and agrees, monitors and reviews policies, targets and priorities.*

- **Terms of reference:**
  - **To agree constitutional matters\***, including procedures where the Governing Body has discretion
  - To recruit new members as vacancies arise and **to appoint new members of the governing body\*** where appropriate
  - **To hold at least three Governing Body meetings a year\***
  - **To appoint or remove the Chair and Vice Chair\***
  - **To appoint or remove a Clerk to the Governing Body\***
  - **To establish the committees of the Governing Body and their terms of reference\***
  - To appoint the Chair of any committee (*if not delegated to the committee itself*)
  - **To appoint or remove a Clerk to each committee\***
  - **To suspend a member of the governing body\***
  - **To decide which functions of the individual Governing Body will be delegated to committees, groups and individuals\***
  - **To receive reports from any individual or committee to whom a decision has been delegated and to consider whether any further action by the Governing Body is necessary\***
  - To approve the first formal budget plan of the financial year.
  - To keep the Health and Safety Policy and its practice under review and to make revisions where appropriate.
  - **To review the delegation arrangements annually\***
  - **To ensure that pupil and school performance targets are set in line with and beyond national requirements. To consider and review the outcomes of monitoring activity on the progress towards these targets, the resulting actions and the impact of these actions for approval by the governing body**
  - *Any items which individual governing bodies may wish to include.*
- approval by the governing body
- ***\*These matters cannot be delegated either to a committee or an individual***

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

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

<b>These term of reference agreed by the Governing Body</b>	Date:
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<b>Chair of the Governing Body</b>	Signed:  Davina Finch
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<b>Vice-Chair of the Governing Body</b>	Signed:  Ian Williams
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<b>Clerk to the Governing Body</b>	Signed:  Sue Blaxley
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<b>Quorum:</b>	One half of the number of members of the governing body in post
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## **Decision-making and Confidentiality**

1. Decisions of the governing body and its committees are binding on all members. Members shall not discuss confidential items with anyone who is not a member of the governing body; except that a member of the governing body may obtain advice on such matters from the LEA, Diocesan Board or other appropriate agency. The Chair of the Governing Body or chair of the appropriate committee or clerk will normally obtain such advice.
2. Decisions shall be made by simple majority vote by a show of hands, unless the Regulations require a secret ballot, or one or more members of the governing body require a secret ballot. Where there is a tied vote, the Chair shall have a second vote<sup>3</sup>.
3. Decisions of the governing body may only be changed or rescinded at a subsequent meeting of the governing body providing this appears as a separate item on the agenda<sup>4</sup>.

## **Chair and Vice-Chair**

4. The Chair and Vice-chair shall be elected at the final meeting of the year that their term of office expires. It was agreed (July 2010) that the chair and vice chair's term of office will be 3 years. This will be executed by secret ballot, if contested. The Clerk must request nominations for both positions before the meeting and the names of those willing to stand must be included on the agenda of the meeting. Only if no names are forthcoming, members may put themselves forward for these positions at the meeting. The Clerk shall act as chair of the meeting during the election of the chair<sup>5</sup>.
5. If both the Chair and Vice-chair resign, the Clerk shall call an extraordinary meeting of the governing body within 21 days to elect their successors, unless an ordinary meeting of the governing body is scheduled within that time.
6. The Chair will conduct all meetings of the full governing body and in his or her absence the Vice-chair will conduct the meeting. If the Vice-chair is also absent the governing body shall elect a member to chair for that meeting<sup>6</sup>.
7. No employee or pupil at the school may stand for election as chair or vice-chair<sup>7</sup>.
8. The following procedure for elections for chairs and vice-chairs to FGB and committees was agreed by the FGB on February 15<sup>th</sup> 2011

This voting procedure will be implemented, all by secret ballot:  
for 1 nominee, that person is returned unopposed  
for 2 nominees the person with a simple majority of the votes is elected  
for more than 2 nominees, successive ballots will be held with the nominee with the fewest votes being dropped each time so that the decisive ballot is just between two.

Individual governors are asked to propose or second only one nominee.

## **Information and Correspondence**

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<sup>3</sup> Regulation 38 (1)

<sup>4</sup> Regulation 35

<sup>5</sup> Regulation 29

<sup>6</sup> Regulation 29 (7) (8)

<sup>7</sup> Regulation 29 (2)

8. Where the governing body requests information from the Head Teacher it will allow a reasonable time for the information to be produced, taking account of the current circumstances e.g. OfSTED inspection.
9. The governing body will receive stakeholder feedback and an overview of data by the Head Teacher once a term.
10. With the exception of complaints (which will be dealt with under the school's complaints procedure), incoming correspondence, information and advice, from whatever source, shall be brought to the attention of the governing body. It is expected that information relevant to a particular committee will be passed to the chair of that committee.
11. Outgoing correspondence shall be signed by the Chair or Clerk, as appropriate, on behalf of the governing body.

### **Delegation of Functions to Committees**

12. The chairs of each committee shall be responsible for the agenda, in consultation with the Head Teacher and clerk, as appropriate. Agendas and papers shall be sent to committee members 7 calendar days in advance of the meeting.
13. The chairs of the committees will ensure that the committees meet regularly (where appropriate).
14. Committee minutes will be received by the next full meeting of the governing body, unless these are confidential to the committee, in which case, the chair of the committee will make a brief report of the decisions taken.
15. Any members of the committees who are not a member of the governing body will not be entitled to vote unless the full governing body agrees this.
16. The governing body will review, annually, the membership and terms of reference of its committees<sup>8</sup>.

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<sup>8</sup> Regulation 46 (2)

## **STANDING ORDERS**

The governing body has adopted a set of standing orders by which its business may be conducted. The governing body must follow Regulations, and where the matter is statutory, a reference is made to the relevant regulation.

**Standing Orders of the governing body of Liskeard School and Community College**, to be agreed at the first Governing Body meeting of the autumn term.

The Governing Body and its committees shall conduct its business in accordance with the relevant and current Acts and Regulations and with these Standing Orders. In the event of any inconsistency between the Standing Orders and the Acts and Regulations, the latter shall prevail.

### **Governing Body Meetings**

1. Meetings of the governing body will be planned for the whole year. The clerk, in consultation with the Chair of the Governing Body and the Head Teacher, will provide a list of proposed dates for the following school year at the first meeting of the summer term. These will be updated subsequently if necessary.
2. Meetings will be limited to a maximum of 2 hours unless the governing body agrees to an extension in order to complete specified business.
3. The Chair will ensure that all members have an equal opportunity to express their views and, mindful of the length of the meeting, will encourage debate.
4. Meetings are convened by the clerk<sup>9</sup>. Written notice of meetings and the agenda and papers will be sent to all members, the Head Teacher and the Governing Body section of the Local Authority. Members and others should receive the agenda and papers at least seven calendar days before the meeting. If an extraordinary meeting has been called, the chair or vice-chair may allow shorter notice to be given<sup>10</sup>. Non-receipt of the agenda/papers shall not invalidate the meeting<sup>11</sup>.
5. The governing body may resolve at any time to discontinue a meeting. A meeting which becomes inquorate must be discontinued. Items that have not been discussed when the meeting is discontinued will be placed on a subsequent agenda<sup>12</sup>.

### **Quorum**

6. The quorum for meetings of the full governing body will be one half of the total membership.
7. The quora for the committees are specified in the Committee's terms of reference. The quorum for a statutory committee is determined by the Regulations<sup>13</sup>.

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<sup>9</sup> Regulation 34 (3)

<sup>10</sup> Regulation 34 (5)

<sup>11</sup> Regulation 34 (8)

<sup>12</sup> Regulation 36

<sup>13</sup> Regulations 47, 48 and 49

## **Agendas**

8. The clerk will prepare the agenda after consultation with the Chair and Head Teacher.
9. The clerk will give approximate timings to each agenda item, in consultation with the Chair and Head Teacher, to assist in the conduct of business.
10. Members of the Governing Body may ask the clerk to place an item on the agenda by giving at least 14 days' notice, following discussion with the Chair.

## **Attendance**

11. If a member leaves a meeting early, the clerk will record this in the minutes at the appropriate point and with a record of the time; a similar record will be kept of any members joining the meeting after it has started.
12. The clerk will record in the minutes the attendance of members and others at all Governing Body meetings; the clerks to the committees will keep a similar record<sup>14</sup>.

## **Minutes**

13. The minutes (approved by the chair) shall be circulated to all members via email.
14. Members may request to have their name recorded in the minutes in respect of any vote, or dissenting view they may wish to express.
15. The minutes shall record the decisions and any action required to be carried out by members of the governing body or the clerk.
16. Where an important oral report is given at a meeting, the minutes shall record appropriate detail.
17. The minutes shall record any recommendations from working parties.
18. Copies of the draft minutes (excluding confidential minutes), approved by the chair, must be made available at the school to those wishing to inspect them<sup>15</sup>. This will normally be done within 20 working days.
19. The minutes will be approved by the governing body or committee at the next meeting and signed by the Chair. The chair must sign each page<sup>16</sup>.

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<sup>14</sup> Regulation 39 (3) and 54 (3)

<sup>15</sup> Regulation 39 (4)

<sup>16</sup> Regulation 39 (1, 2)

# LISKEARD SCHOOL AND COMMUNITY COLLEGE

## Protocol for the Governing Body 2009/ 2010

The Governing Body has adopted the following principles and procedures:

### General

- Our priority, as members of the governing body, is to support the Head Teacher in prioritising the learning, well-being and achievement of all the students at Liskeard School and Community College.
- We have responsibility for determining, monitoring and keeping under review the broad policies, plans and procedures which operate within the school.
- We recognise that the Head Teacher is responsible for implementation of policy, day-to-day management of the school and the implementation of the curriculum.
- We delegate certain additional responsibilities to the Head Teacher (*ref. Governing Body/Head Teacher Delegation Agreement – reviewed annually*).
- We accept that all members of the governing body have equal status and although elected or appointed by different groups (i.e. parents, staff, LA) our overriding concern will be the welfare of the school as a whole.
- We have no delegated authority to act individually, except where the governing body have given us specified delegated authority to do so (*ref. Delegation of Responsibility to Individuals – reviewed annually*).
- We have a duty to act fairly and without prejudice, and in so far as we have a responsibility to staff, we will fulfil all that is expected of a good employer.
- We shall encourage open government and will be seen to be doing so. We will not caucus before, after or between meetings and we will communicate using English at all governing body functions, formal and informal, to ensure that no one is excluded. We understand that some members of the governing body may meet as friends and that on these occasions heritage languages may appropriately be used.
- We will consider carefully how our decisions may affect all members of the school community.
- We recognise that whilst the governing body as a whole might be described as a “critical friend”, individual members of the governing body do not have this role. We accept that critical in this context means ‘analytical’ not ‘hostile’ and ‘friend’ means ‘professionally supportive’.

## **Commitment**

- We acknowledge that accepting office as a member of the governing body involves the commitment of significant amounts of time and energy.
- We will involve ourselves actively in the work of the governing body and accept our fair share of responsibilities, including service on committees and working groups.
- We will get to know the school well and respond to opportunities to involve ourselves in school activities.
- We will consider seriously our individual and collective needs of training and development.
- We will recognise and deal with any breach of this protocol.

## **Attendance**

- We will attend governing body and relevant committee meetings regularly and promptly, having previously read and considered all papers, relevant minutes and agenda items.
- If absence from any meeting of the governing body or relevant committee is unavoidable we will notify the Chair or Clerk, together with the reason for absence as soon as possible.

## **Relationships**

- We will strive to work as a team, demonstrating mutual respect.
- We will operate in an inclusive manner. This means we avoid cliques and will use English as the means of communication, thus ensuring that no member of the governing body feels excluded.
- We will seek to develop effective working relationships with the Head Teacher, staff, students and parents, the LA, other relevant agencies and the community.

## **Confidentiality**

- We will observe complete confidentiality when required, especially regarding matters concerning individual staff, members of the governing body or students.
- We will not get involved in any discussion of a potentially contentious issue affecting the school outside meetings of the governing body.
- We will not divulge how any individual member of the governing body voted on any issue.

## Conduct

- We will encourage the open expression of views at meetings, but accept collective responsibility for all decisions made by the governing body or its delegated agents. This means we will not speak out against majority decisions in public or private outside the governing body.
- We will conduct ourselves at meeting in accordance with *Appendix A*.
- We will only speak or act on behalf of the governing body when we have been specifically authorised to do so.
- In making or responding to criticisms or complaints affecting the school we will follow the procedures established by the governing body. (*ref GB Complaints Procedure*).
- Our visits to the school will be taken in accordance with the governing body policy (*ref. Policy re Visits to School by members of the governing body*).
- In discharging our duties we will always be mindful of our responsibility to maintain and develop the ethos and reputation of our school.
- If we are involved in any alleged wrong doing which involves the police, we will recognise the need to act responsibly and will follow the procedures in *Appendix B, Criminal Records Bureau Procedures*.
- We will strive to conduct our business efficiently and effectively and in accordance with all the relevant regulations and guidance and any standing orders determined by the governing body.
- We will act, at all times, in accordance with the Nolan principles for standards in public life, ie with selflessness, integrity, objectivity, accountability, openness, honesty and leadership.

## Meeting Etiquette

- We will speak through the chair, not engaging in any side conversation.
- Everyone will be empowered to speak, with all engaging in discussions; the chair will seek to facilitate participation to enable everyone to take part.
- No one will dominate the meeting.
- When an individual has made a point, she/he will not repeat it but will allow the meeting to move on.
- Everyone will ask for clarification/help if they do not understand anything in the papers or said at the meeting.
- We will demonstrate mutual respect e.g.
  - We will not make personal remarks
  - We will not interrupt others
  - We will speak politely, never using a hectoring or bullying tone
- We will conduct all business and conversations before and after the meetings in English to ensure that no member of the governing body feels excluded.
- We will at all times, focus on the purpose of the governing body, ie to set the strategic framework in which the school can constantly improve. We will not try to become involved in operational detail.
- We will be open and honest. If we disagree with anything we will do so in the confines of the meeting only and then will abide by the majority decision in public and in private.
- We accept that all members of the governing body are responsible for ensuring that meeting etiquette is observed. We all have a duty to intervene if any member of the governing body acts inappropriately and take further action if there is any misconduct.

## **Criminal Records Bureau (CRB) Procedures**

- 1 Liskeard School and Community College Governing Body requires all members of the governing body to apply for an Enhanced CRB check. This is in line with the DCSF advice – The School Staffing (England) (Amendment) Regulations 2006.
- 2 Members of the governing body are required to disclose all subsequent cautions, reprimands, final warnings, police enquiries, pending prosecutions as well as convictions, criminal charges or summonses against them.
  - In the case of members of the governing body employed in the school, the normal procedures for staff will apply.
  - In the case of the Chair of the Governing Body, he/she must immediately notify the Senior Governing Body Support Officer who will seek advice from Education Human Resources and normally inform the Head Teacher.
  - In the case of any other member of the governing body, he/she must immediately notify the Chair of the Governing Body who will take advice from Education Human Resources and inform the Head Teacher and Senior Governing Body Support Officer.
- 3 Members of the governing body will make an annual declaration confirming that there is no disclosure to be made (see para.2). This will take place at the first full Governing Body meeting of the academic year.
- 4 A failure to disclose any new information will be reviewed as a serious breach of the protocol for the Governing Body.
- 5 These records will form a sub-section of the school's central staff CRB record and will be subject to the same levels of confidentiality. (DfES guidance letter 20/06/06) "*a single central record, collating when and by whom these checks were made*".

## **SAMPLE AGENDA of FULL GOVERNING BODY MEETING**

**The 2003 School Governance Regulations require anyone at a Governing Body meeting to withdraw and not vote on the issue if there could be a 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.**

A meeting of the Governing Body of Liskeard School and Community College will be held in the Active Learning Centre at the school on **DATE** at 1830

The quorum required for the meeting to take place (and for all decisions) is now half of the Governing Body membership in place (not including vacancies).

**If you are unable to attend the meeting, you are required by regulation to notify Mrs Sue Blaxley, Clerk**

### **Forms for Register of Pecuniary Interests**

All members of the governing body are required to ensure that they have completed, or updated, a Register of Pecuniary Interests form.

## **SAMPLE AGENDA**

### **1. Welcome and Apologies**

#### **Recording of Absence (Chair)**

At least one half of the members of the Governing Body in post need to be present for the meeting to be legally constituted; fewer members can meet to discuss and receive information, but decisions would not be valid and would need to be deferred - if urgent, an extra meeting should be arranged.

Any member of the Governing Body who needs to leave the meeting early is asked to declare it in advance so that urgent business can be dealt with

#### **a) Absent members of the Governing Body**

### **2. Declaration of Interests (Chair)**

Members of the Governing Body are required to verbally declare any potential conflicts of interest with regard to items on this agenda at this point; members should withdraw for items where there is a conflict of interest

### **3. Membership (Chair)**

Please report any changes in Membership of the Governing Body

### **4. Minutes of the last Meeting (Chair)**

This was despatched to all members of the Governing Body during the week commencing **DATE**

### **5. Matters Arising from the Minutes (Chair)**

### **6. Report of the Director of Children's Services (Chair)**

Any report emanating from the Director of Children's Services will be circulated in advance of the meeting.

#### **a. Report and action required if any**

Some items may have been dealt with by the relevant committee with delegated responsibility and reported through the minutes.

### **7. Reports and recommendations from Committees**

- a. Learning and Human Resources (Committee Chair)
- b. Finance and Physical Resources(Committee Chair)
- c. Pay (Chair)
- d. Disciplinary (Chair)

8. **Governors' Business** (Chair)
  - a. Governor visits
  - b. Governor Development and Training
  - c. Forthcoming events
9. **Governing Body Correspondence** (Chair)
10. **Head Teacher's Termly Report** (Head Teacher)
11. **Any Other Urgent Business** (Chair)

To be received by the Clerk to the Governing Body, at least 2 days in advance

12. **Date of Future Meetings Reminder** (Chair)
13. **Opportunities for school involvement reminder** (Chair)
14. **Any Confidential Business** (Chair)

## Key Specific Responsibility on Behalf of the Governing Body

### Link Governors:

<b>Faculty/Year group</b>	<b>Team leader</b>	<b>SLT Link</b>	<b>Governor</b>
Arts: Art Drama Music	Lee Pascoe	Giles Merrifield	Nicola Riddle (Helen Arnold)
English	Chris Poole	Giles Merrifield	Annette Lee-Julian (Literacy)
Humanities: RE Geography History	Sue Baker	Giles Merrifield	Katie Conway
Languages	Lisa Crosswood Katharine Earl	Gill Prichard	Mark Wigley
Learning Support/ARC	Roger Quaintance	Roger Quaintance	Helen Arnold (SEND Gov)
Maths (including Business Studies)	Nicky Hubartt	Giles Merrifield	Ian Williams (Numeracy)
PE	Sam Dunkey	Becky Edwards	Sadie Mollard
Voc skills/ Alternative Provision	Gary Smith	Roger Quaintance	Sue Brownlow
Science & IT	Becky Edwards	Becky Edwards	Duncan Colgate
Technology	Laura Hoskin	Becky Edwards	Duncan Colgate
Year 12 & 13	Gill Prichard Anne Yoxall	Gill Prichard	Sue Brownlow
Year 11	Alex Mitchell	Alex Lingard	Dereen Carnegie-Rance
Year 10	Jenny Brown	Gill Prichard	Ian Williams
Year 9	Andy Glasgow	Roger Quaintance	Hannah Price
Year 8	Ken Gluyas	Alex Lingard	Martin Menear
Year 7	Helen Snowling	Becky Edwards	Helen Arnold

<b>Area</b>	<b>Team leader</b>	<b>SLT Link</b>	<b>Governor</b>
Active Learning Centre	Sue Nelson-Tyrrell	Paul Taylor	Sally Cox
Children In Care	Corinne Holroyd	Roger Quaintance	Davina Finch
Nursery management	Clare Crosby	Paul Taylor	Hannah Price
Dignity at Work	Alex Lingard	Alex Lingard	Martin Menear
E Safety	Garon Baird	Wendy Birkbeck	Mark Wigley
More Able	Becky Edwards	Becky Edwards	Sadie Mollard
Health and Safety Educational Visits	Paul Taylor Collette Carlin	Paul Taylor Roger Quaintance	Martin Menear
Equality	Roger Quaintance	Roger Quaintance	Martin Menear
Primary Liaison	Becky Edwards	Becky Edwards	Various
Student Council	Dawn Penberthy	Dawn Penberthy	Tom Inger Ian Williams
Support Staff: Finance & Caretakers Admin	Paul Taylor  Rosemary	Paul Taylor  Alex Lingard	

Cover Supervisors	Elaine and Trudi	Gill Prichard	
TICTAC	Dereen Carnegie-Rance	Roger Quaintance	Sally Cox Annette Lee-Julian

### Key Specific Responsibility on Behalf of the Governing Body

Local Authority code	Responsibility	Governor
CHR	Chair	Davina Finch
CiC	Children in Care	Helen Arnold
CP	Child Protection	Davina Finch
CR	Confidential Reporting (whistleblowing)	Helen Arnold Mark Wigley
DEV	Development Governor	Helen Arnold
DIG	Dignity at Work	Martin Menear
EY	Early Years	Hannah Price
HS	Health and Safety	Martin Menear
ICT	Information Communication Technology	Duncan Colgate
LIT	Literacy Governor	Annette Lee-Julian
NUM	Numeracy Governor	Ian Williams
RAC	Racial Equality	Martin Menear
SEN	Special Educational Needs	Helen Arnold
VC	Vice Chair	Ian Williams
PP	Pupil Premium	Helen Arnold

## Committees

### Curriculum and Learning

**Sue Brownlow (Chair)**  
**Helen Arnold (Vice Chair)**  
Hannah Price  
Sadie Mollard  
Sally Cox  
Katie Conway  
Ian Williams

Davina Finch  
Alex Lingard

### Complaints

**Dereen Carnegie Rance (Chair)**  
Mark Wigley

### Pay

**Sue Brownlow (Chair)**  
Davina Finch  
Katie Conway

*Alex Lingard*

### Initial Staff Appeal Governor

Katie Conway  
(Pay and Grading only)

### Staff Confidential Reporting

Helen Arnold  
Mobile: 07593134385  
Home: 01579 321048  
Mark Wigley  
Mobile: 07974782762  
Home: 01579 321030

### Finance and Physical Resources

(Chair)  
**Duncan Colgate (Vice Chair)**  
Mark Wigley  
Tom Inger  
Annette Lee-Julian  
Dereen Carnegie-Rance  
Martin Menear  
Nicola Riddle

Davina Finch  
Alex Lingard

*\*Paul Taylor*

### Staff Dismissal

**Davina Finch (Chair)**  
Sue Brownlow  
Hannah Price

### Pupil Disciplinary (only 3 at one time)

Davina Finch  
Helen Arnold (Lead)  
Mark Wigley  
Hannah Price  
Ian Williams  
Martin Menear

\* SLT to liaise with Lead Governor who will organise meeting with 3 governors

**Staff Appeal** (not Pay or Staff Dismissal Committee members)

**Duncan Colgate (Chair)**  
Helen Arnold  
Ian Williams

### Development Governor

Helen Arnold

**Clerk to the Governing Body**

Sue Blaxley

**Policy Working Group**

**(only 3 at one time)**

Mark Wigley (Lead)

Sally Cox

Sadie Mollard

Annette Lee-Julian

Martin Menear

Ian Williams

\* SLT member to liaise with Lead governor who will organise three governors to review policy

## The Difference between Committees and Working Parties

There is a place for the working party in helping to carry out the Governing Body’s responsibilities, but it is important to distinguish between committees and working parties since only the former may take decisions on behalf of the governing body. A working party’s life will vary according to its task; in certain circumstances it may be necessary to meet only once in order to complete a task, e.g. preparing publicity for a special event.

Committees have a much more formal structure than working parties and must adhere to certain procedures (see Table 5, below). The Regulations introduced a number of statutory committees with a specific remit – these are outlined in Table 6. The cycle of committee meetings should fit in with that of the full governing body so that decisions made by committees can be reported back formally. Some committees will meet on an *ad hoc* basis, for example, a staff dismissal committee. These committees must also report back formally to the governing body, but members of the governing body must ensure that confidentiality is observed.

**Table 5: Committees and Working Parties**

Committees	Working parties
The governing body determines terms of reference, constitution and membership.	Informal working group established by the governing body.
Limitations of functions determined by the Regulations (see Annex 4).	No restrictions on functions.
Must be quorate to make decisions. Members of the governing body must be in a majority.	No decision-making powers. Voting inappropriate.
Non-governor members (if any) may only vote if the governing body so determines and the regulations allow.	<i>Ad hoc</i> meetings. Working party disbanded when task is complete.
Structured cycle of meetings (except for <i>ad hoc</i> committees, e.g. discipline).	Recommendations brought back to governing body for approval.
Decisions reported formally to the next meeting of the governing body.	

## **Finance and Physical Resources**

Inevitably, the school budget has a powerful influence on what happens in a school, but the budget must be driven by the school's educational priorities as identified in the Self Evaluation Form (SEF) and included within the School Development Plan (SDP). The SEF/SDP will assist the Governing Body and Head Teacher in assessing requests for finance against the school's priorities. At various times the OfSTED Action Plan will also impact on the school's spending priorities. The governing body's role is to monitor expenditure and ensure that planned expenditure does not exceed the available budget; the Business Manager will provide regular reports on spending. Financial controls are built into the school's systems in order that transactions are properly processed. The school will seek to meet the Schools Financial Value Standard (SFVS).

Often, there are P+FR issues in the SDP which the Committee would need to monitor. For all schools the delegated budget will include some funding for the school P+FR and members of the governing body may be involved with the LA's Asset Management Plan or PFI groups. This committee will also seek to promote the school in the wider community and for use by the community.

The election of chair and vice chair of this committee will be carried out via nomination and election by the full governing body. Terms of office shall be 3 years. (Agreed by FGB July 2010).

## **Curriculum and Learning**

Most of the responsibility for the curriculum falls to the Head Teacher whose task it is to determine, organise and implement an appropriate curriculum and delegate matters as appropriate. The Head Teacher and teaching staff will, therefore, have the greatest input into this committee, but the governing body has specific responsibilities in relation to policy matters, including sex education and special needs, target-setting, performance monitoring including equalities, monitoring the school's curriculum policy and hearing any complaints about the curriculum.

It is also the function of the governing body to agree policies for pupil admissions, attendance, discipline and welfare. The school's performance in these areas is overseen by this committee.

The election of chair and vice chair of this committee will be carried out via nomination and election by the full governing body. Terms of office shall be 3 years. (Agreed by FGB July 2010).

## **Pay and Personnel Committee**

A separate pay committee exists, being a small sub-group of the Governing Body. Staff salaries are a private matter and it is appropriate therefore that only a few members of the governing body are aware of the details.

The governing body is responsible for carrying out all aspects of the Head Teacher's appraisal and must work with the School Improvement Partner (SIP) to assist the two or three members of the governing body who have been given delegated powers to review the Head Teacher's performance by dint of membership of the Pay Committee.

The governing body is also responsible for appointing one or more review officers to hear any complaints from the Head Teacher about his/her performance review; this would normally be the Chair of the Governing Body unless he/she was involved in the review. Performance management objectives for teachers are confidential to the teacher concerned, the Head Teacher and, as appropriate, the Pay Committee. Performance management objectives for the Head Teacher are confidential to the Head Teacher, the members of the governing body responsible for monitoring and setting performance management targets for the Head Teacher, the SIP and the Pay Committee. No member of staff may be involved in the pay or appraisal of another member of staff, except the Head Teacher. The Head Teacher will report annually to the governing body on the implementation of performance management and appraisal.

## Statutory Committees

The Governing body is required to set up a number of statutory committees. All statutory committees must have the services of a clerk who cannot be a member of the governing body or the Head Teacher.

The Governing body may appoint non-governor members to certain committees and may decide to give such members voting rights. There is discretion to give voting rights to some and not to others, although this could be seen as discriminatory. Non-governors cannot be appointed to pupil discipline or admission committees. The Governing body is free to appoint non-governors to other committees, but the rules on withdrawal from meetings apply only where a member of a committee has a vote. The Regulations do not allow voting rights to be given to non-governor members (if any) of staff dismissal or staff dismissal appeal committees.

**Table 6: Summary of membership and functions of the statutory committees**

<b>Name of committee</b>	<b>Membership</b>	<b>Functions</b>
<b>Staff Dismissal Committee (SDC) (R47)</b>	Not less than 3 members of the governing body unless it is not reasonably practicable when 2 will suffice. Non-governor members (if any) must not vote. The Head Teacher cannot be a member.	Decision to dismiss a member of staff and the hearing of representations
<b>Staff Appeals Committee (R47)</b>	No fewer members than the SDC. Members of SDC are disqualified. Non-governor members must not vote. The Head Teacher cannot be a member.	Hears appeal in respect of decision to dismiss.
<b>Pupil Discipline Committee (R48)</b>	3 or 5 members of the governing body; the quorum is three. The Head Teacher cannot be a member. No one who is not a member of the governing body can be member.  <b>NB:</b> The chair of the committee may take a decision where a pupil would lose an opportunity to take a public examination	Hears representations from parents about exclusions; decides whether or not to re-instate a pupil.
<b>Complaints Committee</b>	Not less than 3 members of the governing body unless it is not reasonably practicable when 2 will suffice.	r appeal in respect of the decision made by chair of the governing Body

## Terms of Reference for Governors' Committees

**Title:**                   **The Finance and Physical Resources Committee**

- Membership**
- a) The committee shall consist of at least five governors including the Head Teacher.
  - b) The committee shall have such co-opted non-voting members as the governing body shall appoint. The committee may make recommendations for these appointments.
  - c) The chair and vice chair of governors are full voting members of the committees (see FGB minutes 10.11.09)
  - d) The Business Manager is a non-voting member. The Head Teacher may invite other members of staff to attend in an advisory capacity.

**Quorum**                   The quorum shall be four governors including the Head Teacher, or a substitute nominated by the Head Teacher, who must be present.

**Meetings**                The committee shall meet at least once a term and otherwise as required.

### Terms of reference

1. To provide guidance, support and assistance to the Head Teacher and the governing body in all matters relating to budgeting and finance, the school P+FR and grounds, security and health and safety.
2. To consider and review financial policy statements including consideration of long term planning and resourcing and the preparation of a 3-year outline budget *for approval by the governing body*.
3. To present an annual budget *for approval by the governing body*, based on the school's self-evaluation framework and school improvement plan and plans for the development of teaching and learning, curriculum and staffing.
4. To benchmark the school's financial performance against that of other comparable schools and to consider the school's budget in the light of this.
5. To consider and review plans for the major development of P+FR including the use of Devolved Capital Funds and any other available finance, *for approval by the governing body*
6. To approve and monitor action designed to secure financial and other support for P+FR development and use from government, local authority and other sources
7. Annually to inspect the P+FR and grounds and prepare a statement of priorities for maintenance and development *for the approval of the governing body* and, as appropriate, for recommendation to the PFI contractor and referral to the Trust.
8. To monitor the school's income and expenditure of all public funds and other school income (i.e. budget share, and any other statutory devolved funds), including P+FR-related income and expenditure, and *report the financial situation to the governing body* each term.
9. To approve virement of funds if necessary within limits set by the governing body.
10. To oversee the arrangements for and operation of construction activity, facilities management, maintenance repairs and redecoration in the school including all matters concerning the operation of the county private finance initiative.
11. To oversee the school's financial management processes in line with SFVS and ensure appropriate action where required.

12. To ensure the audit of public and non-public funds, receive audit reports, oversee the implementation of recommended action and *report to the governing body*.
13. To consider, review and monitor implementation of the policies and procedures relating to finance and P+FR, as defined within the Governing Body Handbook, *for approval by the Governing Body*.

**Minute taker**            Minutes will be taken by a paid minute taker.

**Standing recommendations**

The Committee may establish sub-committees and working groups to assist and advise on various aspects of these terms of reference. The committee may not delegate its formal responsibilities to such sub-groups.

In case of urgency, decisions may be taken by the agreement of:

- the chair or vice-chair of the committee **and**
- the chair or vice-chair of the governing body **and**
- the Head Teacher

Any such decision must be reported to the committee at the next available meeting.

At the first meeting of the year members will be appraised of the current legislative duties that apply.

The expectation is that there will be two associate governors on this committee, appointed by the School Council.

**Disqualification: Finance**

Any relevant person employed to work at the school other than as the Head Teacher, when the subject for consideration is the pay or performance review of any person employed to work at the school.

<b>Chair of the Committee</b>	
<b>Vice Chair</b>	<b>Mr Duncan Colgate</b>
<b>Clerk to the Committee</b>	<b>Mrs Sue Blaxley</b>
<b>Date of review:</b>	<b>First Governing Body meeting of the autumn term</b>

## Terms of Reference for Governors' Committees

**Title:** The Curriculum and Learning Committee

- Membership**
- a) The committee shall consist of at least five governors including the Head Teacher.
  - b) The committee shall have such co-opted non-voting members as the governing body shall appoint. The committee may make recommendations for these appointments.
  - c) The chair and vice chair of governors are full voting members of the committees (see FGB minutes 10.11.09)
  - d) The Deputy Head (Curriculum), Assistant Head Teacher (Inclusion) and Assistant Head Teacher (Teaching and Learning – Standards) are non-voting members. The Head Teacher may invite other members of staff to attend in an advisory capacity.

**Quorum** The quorum shall be four governors including the Head Teacher, or a substitute nominated by the Head Teacher, who must be present.

**Meetings** The committee shall meet at least once a term and otherwise as required.

### Terms of reference

1. To provide guidance, support and assistance to the Head Teacher and the governing body in all matters relating to the school's curriculum statement, the Local Authority (LA) Curriculum Statement and their statutory obligations regarding the National Curriculum and about how the curriculum is taught, evaluated and resourced.
2. To monitor all statutory policies and inform the relevant committees.
3. To consider and review the organisation of school sessions *for approval by the governing body*.
4. To ensure that the requirements of children with special needs are met.
5. To ensure that the statutory responsibilities for children in care are met.
6. To consider and review arrangements for work experience and external professional services for pupils.
7. To consider and review information about school performance to be published under the Parents Charter, to monitor public examination performance and maintain an overview of pupil achievement particularly in relation to personal and social development.
8. To contribute towards the School Improvement Plan (SIP) and review the annual curriculum planning and its impact upon the level of staffing *for approval by the governing body*.
9. To consider and review the schools Self Evaluation Form (SEF) and report to the full governing body.

**Minute taker** Minutes will be taken by a paid minute taker.

### **Standing recommendations**

The Committee may establish sub-committees and working groups to assist and advise on various aspects of these terms of reference. The committee may not delegate its formal responsibilities to such sub-groups.

In case of urgency, decisions may be taken by the agreement of:

- the chair or vice-chair of the committee *and*
- the chair or vice-chair of the governing body *and*
- the Head Teacher

Any such decision must be reported to the committee at the next available meeting.

At the first meeting of the year members will be appraised of the current legislative duties that apply.

The expectation is that there will be two associate governors on this committee, appointed by the School Council.

### **Disqualification**

Any relevant person employed to work at the school other than as the Head Teacher, when the subject for consideration is the pay or performance review of any person employed to work at the school.

<b>Chair of the Committee</b>	<b>Dr Sue Brownlow</b>
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<b>Vice Chair</b>	<b>Mrs Helen Arnold</b>
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<b>Clerk to the Committee</b>	<b>Mrs Sue Blaxley</b>
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<b>Date of review:</b>	<b>First Governing Body meeting of the autumn term</b>
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## **PUPIL DISCIPLINARY COMMITTEE**

### **Terms of Reference: Secretary of State's Guidance in force at the time of meeting**

The committee is required to hear appeals against the Head Teacher's decisions to exclude pupils permanently or for a fixed term in accordance with the current law and having due regard to the contemporary guidance from the Secretary of State on exclusions.

Meetings of this committee are normally scheduled during the working school day and at relatively short notice in accordance with the Secretary of State's time limits and guidance on exclusions. A meeting must be held following the 6<sup>th</sup> day of pupil exclusion.

Three members of the Governing Body are normally needed in order to conduct the confidential Pupil Disciplinary Committee. The committee will be served by the Clerk to the Governing Body.

The Head Teacher must not take responsibility for organising this committee as the committee is required to review the Head's decision. Letters of exclusion will be forwarded to the lead governor who will then be responsible (supported by the clerk to the Disciplinary Committee), along with other members of the committee for establishing a suitable panel to review the Head Teacher's decision within the appropriate time scales, as dictated by legislation.

Procedures for this committee are established and need to be followed to the letter. Training is available for all members of the Governing Body and new members may be invited to observe a meeting before taking an active role.

The clerk will advise the Committee as to their responsibilities and limitations and keep the committee abreast of any changes in the guidance or legislation.

<b>Lead Governor of the Committee</b>	<b>Mrs Helen Arnold</b>
<b>Clerk to the Committee</b>	<b>Mrs Sue Blaxley</b>
<b>Quorum</b>	<b>Normally 3 (except in exceptional circumstances)</b>
<b>Date of review:</b>	<b>First Governing Body meeting of autumn term</b>

## **STAFF DISMISSAL COMMITTEE**

### **Terms of Reference**

Meetings are ad-hoc as necessary. They are normally scheduled during the working school day only and at relatively short notice in accordance with the time periods specified in agreed personnel policies.

Three non-staff members of the governing body are needed for this confidential committee and will be supported and advised by a representative from County Personnel, who will advise the Committee as to their responsibilities and limitations and keep the committee abreast of any changes in the guidance or legislation

It may be necessary to draw upon the services of other eligible members of the governing body owing to lack of availability. Members of the governing body that sit on the dismissal committee are not then eligible to be members of the appeal panel for the same case.

<b>Chair of the Committee</b>	<b>Mrs Davina Finch</b>
<b>Clerk to the Committee</b>	<b>Mrs Sue Blaxley</b>
<b>Quorum</b>	<b>Normally 3</b>
<b>Date of review:</b>	<b>First Governing Body meeting of autumn term</b>

## **STAFF APPEAL COMMITTEE**

### **Terms of Reference**

Meetings are ad-hoc dependent on need. They are normally scheduled at relatively short notice in accordance the time periods specified in agreed policies.

Three non-staff members of the Governing Body are needed for this confidential committee when hearing staffing matters and will be supported and advised by a representative from County Personnel.

Members of this committee cannot be members of a Committee that made a decision to dismiss any member of staff seeking appeal. The Committee will be served by the Clerk to the Governing Body.

The committee will also will have responsibility for:

- Ensuring that the policies and publications (see below) are established and regularly reviewed in order to remain up to date
  - Ensuring that that all these policies and procedures are being communicated and implemented effectively
- Management of Absence Policy & Procedures
  - Staff Capability Procedures
  - Staff Discipline and Grievance Procedures
  - Complaints Procedure

<b>Chair of the Committee</b>	
<b>Clerk to the Committee</b>	<b>Mrs Sue Blaxley</b>
<b>Quorum</b>	<b>Normally 3</b>
<b>Date of review:</b>	<b>First Governing Body meeting of autumn term</b>

## PAY & PERSONNAL COMMITTEE

### Terms of Reference

Four non-staff members of the Governing Body are needed for this committee. There are at least two or three scheduled meetings each year. In October the committee reviews the recommended pay awards and progression following the performance management process and signs off the pay statements for all staff, prior to 31<sup>st</sup> October. Later in the autumn term a dedicated meeting is held to carry out the performance review, objective setting and pay progression for the Head Teacher.

Our School Improvement Partner (SIP) will support the performance review of the Head Teacher.

Governing bodies carry out a range of personnel functions. The only practical way to deal with procedures for appointments, discipline, grievance, sickness absence etc is to delegate these functions to committees. The Head Teacher must withdraw and cannot vote on any matter connected with their own pay or appraisal. This does not prevent staff contributing to general discussions about policy. The governing body has particular responsibilities for performance management and must establish a performance management policy which determines the implementation of teacher appraisal.

The committee will also will have responsibility for:

- Ensuring that the policies and publications (see below) are established and regularly reviewed in order to remain up to date
- Ensuring that that all these policies and procedures are being communicated and implemented effectively
- Performance Management Policy
- Support Staff Performance Management Policy
- Pay Policy
- To monitor staff development activities, opportunities, practices and procedures designed to develop fully the skills and effectiveness of all staff.
- To consider and review the criteria for redundancy *for the approval of the governing body.*
- To consider and review the school staffing structure in relation to the SIP *for the approval of the governing body.*
- To consider and review statements on staff consultation for approval by the governing body and monitor any formal consultations on human resources matters.
- To monitor appointments procedures for staff and ensure that all the requirements of safer recruitment are met.
- To consider and review the procedures for dealing with discipline, competency and grievances for the approval of the governing body.
- To consider and review the school staffing structure in relation to the SIP for the approval of the governing body.

<b>Chair of the Committee</b>	<b>Dr Sue Brownlow</b>
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<b>Clerk to the Committee</b>	<b>Mrs Sue Blaxley</b>
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<b>Quorum</b>	<b>Normally 3</b>
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<b>Date of review:</b>	<b>First Governing Body meeting of autumn term</b>
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### **Head Teacher / Deputy Head Teacher Appointments Panel**

Appointments of teaching and non-teaching staff, other than a Deputy and Head Teacher, are delegated to the Head Teacher. Governors will be pleased to be invited to support the Head Teacher in any recruitment and selection process whenever required. The Local authority will also offer support in the appointment of the Head Teacher or Deputy Head Teacher and offer training for members of appointments panels. All members of this panel should undergo the training in advance of the need arising to appoint a new Head Teacher or Deputy Head Teacher. Membership of such an appointment panel will be achieved via election

<b>Chair of the Committee</b>	<b>Mrs Davina Finch</b>
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<b>Clerk to the Committee</b>	<b>Mrs Sue Blaxley</b>
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## DELEGATION OF RESPONSIBILITY TO INDIVIDUALS

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

### **Terms of reference:**

- To liaise with the appropriate member(s) of staff.
- To visit the school with the purpose of gathering information concerning their area of responsibility and to increase their knowledge of the school.
- To complete a visit report form and send it to the Chair of Governors in a timely way.
- To regularly report to the Governing Body on developments and progress within their area of responsibility.
- To raise the profile of the area of responsibility when related matters are considered by the Governing Body.
- To attend training as appropriate.

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

Functions relating to:

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

<b>These terms of reference agreed by the Governing Body</b>	
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<b>Date of review:</b>	<b>First GB meeting in autumn</b>
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## **LISKEARD SCHOOL AND COMMUNITY COLLEGE:**

### **GOVERNOR INDUCTION**

#### **Induction Policy for new governors**

#### **‘Achieving more together’**

#### **The aims of our induction**

- To welcome new governors to the school and the Governing Body.
- To introduce new governors to the other members of the Governing Body, the Senior Management Team and other members of the school.
- To help new governors to begin to become familiar with the aims and operation of the school.
- To help new governors to begin to become familiar with the school site.
- To promote governor development and life long learning.
- To ensure that new governors understand the roles of the Governing Body and governors, and the ways in which they operate.

#### **The role of the Head Teacher**

To meet with each new governor to discuss the aims and characteristics of the school.

#### **The role of the Chair of Governors**

1. To ensure that the new governor is welcomed and introduced to the Governing Body and the school.
2. To ensure that new governors receive copies of suitable induction documents e.g. policies, the School Development Plan, A guide to the law for school governors: Community Schools, recent minutes, details of governor training, Governor Visits protocol etc.
3. To describe the function of each of the committees.
4. To negotiate links to subject areas and committee membership, responsibilities and dates.
5. To negotiate the provision of a governor mentor to be available as a source of support and advice.

#### **The role of the governor mentor**

1. To meet with the new governor to establish communication.
2. To be available to be contacted to provide support, advice and guidance, and to answer questions, or route queries appropriately.

## Evaluation of the induction process

New governors will be asked to evaluate their induction and provide feedback on their experience of induction at the end of each academic year when the policy, process and induction materials will be reviewed and updated.

To be reviewed: July 2010

*Written September 2002, revised September 2009*

### LISKEARD SCHOOL AND COMMUNITY COLLEGE: Evaluation of Governor Induction

NAME: \_\_\_\_\_ DATE: \_\_\_\_\_

Please complete this proforma at the end of your first year as a member of our Governing Body and give your response to the Clerk to the Governing Body – who will in turn copy your thoughts to the Chair, Development Governor, Head Teacher and the School's Investors in People leader. All observations and comments are welcome and will help to inform improvements in future practice. Write more if you like! Thank you for your help.

1. What was it that made you choose to seek to be a governor here?
2. What was it that made you feel most welcome as a new governor?
3. What was it which made you feel unsure of yourself as a governor?
4. At the end of this first year, do you feel yet that you understand the workings of our Governing Body? What suggestions would you like to make to help future members to be better supported?
5. Do you feel valued and confident in your role as governor? Please note all positive and negative observations.
6. How helpful has it been to have a mentor? Why?

7. Has our induction policy been evident in our practice? Please note our strengths and weaknesses as you have experienced them.

8. In what ways would you like support now to help you develop your efficacy as a governor?

**Key question: If 1 is 'not at all well' and 4 is 'pretty well' – how well do you feel you know the school now?  Your response is welcomed and valued, thank you.**

**☺ High Achievement For All ☺**

## **The role of the Governing Body**

Our role is to be guardians of the ethos of the school through developing policy and fulfilling the statutory duties of a governing body.

## **The aims of the Governing Body**

Our aims are:

- to work in partnership with the senior management team on the strategic development of the school;
- to share in the monitoring and evaluation of the school in order to contribute to its continuing improvement.

## **How do we carry out our aims?**

- Through attendance and participation in meetings of the governing body.
- Through attendance and participation in committee meetings.
- Through links between individual governors and departments.
- Through visiting the school.
- Through bringing our experience and expertise to the advantage of the community of the school to complement that of the staff.

## **The aims of linking each governor to a department**

- To enable each governor to gain a greater understanding of a specific area of the working of the school and for them to share this with the governing body.
- To nurture communication links between staff and governors.
- To enable governors to contribute more effectively in their strategic role of monitoring and evaluating the implementation of policy.
- To support school management decisions through being well informed about the context.

## How can we make governor/department links effective?

- Each governor is linked to one, (or sometimes two) department/s or functions.
- Linked governor meets with their link area at least once per term, if possible.
- Receiving copies of department meeting and minutes.
- Attending departmental INSET days.
- Attending and/or receiving the outcomes of departmental annual reviews.
- Shadowing a member of staff in the department.
- Informal meetings with department members over lunch.
- Involvement in the recruitment and selection process of new staff to the department.
- Attending special events organised by the department.
- Sharing the experience of a visit with other governors by noting the points for celebration and awareness on a visit proforma.
- Observing the protocol for governors visiting Liskeard School and Community College by agreeing plans to visit with the staff concerned well in advance; informing the Head Teacher of your proposed visit as a courtesy; signing in and out at reception.

## **Liskeard School and Community College**

### Governors' visits to school: guidance on good practice

#### **Introduction**

Governors are encouraged to visit the school to experience its day to day activities, to understand its strengths and areas for development, to support special events – all with a view to being a well informed critical friend.

#### **Possible purposes of a visit to school**

There are probably as many potential purposes to a visit as there are functions of the governing body. Purposes include:

- 1 To get to know your linked department(s) and staff teams;
- 2 To add to the understanding of all governors by making a visit record;
- 3 To add to the body of current monitoring evidence for inspection;
- 4 To observe pupils, students and staff in action;
- 5 To provide support to staff;
- 6 To learn how the school operates;
- 7 To gain information which will be useful in governors meetings;
- 8 To contribute to recruitment and selection processes;
- 9 To attend performances;
- 10 To support events for parents;
- 11 To attend school council meetings;
- 12 To inspect the site as a member of the P+FR Committee;
- 13 To attend meetings;
- 14 To take part in in-service training (INSET);
- 15 To help to celebrate success;
- 16 To liaise with other visitors to the school such as LA officers and to lobby them on behalf of the school;
- 17 To take part in community activities;
- 18 To attend social events;
- 19 To bring in ideas, knowledge, skills and information to the school;
- 20 To help to raise standards and to improve the school;
- 21 To contribute to the achievement of the school's vision of 'High quality learning for all';
- 22 To deliver tea, cake and chocolate biscuits.

## **Visiting during the school day**

There are many opportunities to visit during the time when teachers, support staff, pupils and students are at work. Some governors are able to do this quite frequently – relationships then develop which make the visits easy and anxiety-free for all concerned. Other governors can visit only infrequently and may need to organise any visits in a slightly more formal way, giving advance notice and allowing time for preparation. The school is keen to maintain a good mix of governors who lead a variety of lifestyles outside school.

*“Individual governors do not have an automatic right to enter the school. But they do need to be able to visit from time to time in order to develop their understanding of how the school works to enable them to better fulfil their statutory responsibility for the conduct of the school. Governors should arrange their visits with the Head Teacher, who has responsibility for the day-to-day management of the school. It is often useful to draw up a policy on governors visits to cover things such as giving notice, constructive feedback and handling concerns. The governing body should plan visits to cover a wide range of school work and each visit should have a clear purpose. Visits by governors can be useful and informative. They do not replace professional inspection or the monitoring and evaluation carried out by the Head Teacher.”*

*A guide to the law for school governors: Community Schools, February 2004*

## **Protocol for governors visiting Liskeard School and Community College**

*Ask questions; Be supportive; Act as a critical friend; Enjoy your contacts with the school; If your visit is a special one, a written note of thanks goes down well!*

1. All governors visiting during the school day should always sign in at Reception and wear a badge.
2. Governors who have built up good positive relationships with staff can pop in informally when they wish. However, it is important to note that technically the Head Teacher should know when a governor is visiting the school and this should therefore be considered as a courtesy.
3. Governors who are new to the school or who visit very rarely should contact the Head in advance so that the visit can be prepared effectively.
4. Governors are encouraged to give praise and support directly and immediately as opportunities arise. Any issues of concern (especially if they relate to professional capability) should be raised with the head and not with the member of staff.
5. All adults in school set an example to pupils. Any pupil disciplinary issues which arise should be referred to a member of staff. However, if ever there is an occasion when a member of staff is not available, we each have a duty of care for ourselves and others and are therefore duty bound to respond in the interests of health and safety. Look for opportunities to smile and deliver praise. Take these opportunities.
6. If you wish to contact a member of staff directly it is best to record this through the reception staff, either by phoning or by dropping a note.
7. When visiting school you are likely to gather information about individuals, especially pupils, which is sensitive. Please be highly sensitive yourself and treat all information as confidential; this is a pre-requisite of the privilege of governance.

8. Try to recognise and respect the channels of communication which exist in school and the particular responsibilities which are held by individual members of staff.
9. Be ready to feedback important outcomes of any visit to the Governing Body Termly Meeting or to a relevant committee.
10. If you feel reluctant to visit the school alone, arrange a joint visit with another governor or your mentor.
11. Complete a governor's visit proforma and send/email to Davina Finch for circulation to other governors and relevant staff. Thank you – this informs us all and is very important to our evidence collection for inspection.

### **What types of visits can be effective?**

#### **1. Staff training sessions**

Evening and all day staff training sessions provide opportunities to keep up to date with the latest educational developments. These are good opportunities to talk informally to a variety of members of staff. Staff meetings can provide similar benefits.

#### **2. Attending department meetings**

Department meetings provide an excellent way to get to know a department and its priorities. It is sensible to preview the agenda to gauge whether the items are suitably informative. Attending meetings can be supportive.

#### **3. Having lunch in school**

School lunches are good and are likely to cost less than £2. This will enable you to make the acquaintance of staff, to talk informally and to see the school in operation. You may want to follow this with a visit to the staffroom and your linked department base.

#### **4. Attending parents' evenings in a supportive role**

Your help may be appreciated at a parents' evening and you should make an offer of help to the relevant Head of Year. This is a time when parents may appreciate having a governor to talk to, and when staff really appreciate support.

#### **5. Shadowing a pupil**

Following a pupil for a day can give a real insight into the world of education. This needs to be planned in advance through the Head. It is essential to thank staff and give brief positive feedback.

#### **6. Visiting the Head Teacher**

It is more reliable, courteous and appropriate to make an appointment to see the Head Teacher. Nonetheless, the Head's office door is often left open so that staff, governors and pupils feel welcome to approach. Members of the School Leadership Team operate in a similar manner.

**Liskeard School & Community College**

**Governor visit record proforma**

Name of governor: ..... Date of visit: .....

Department visited: ..... Head of Department: .....

Other staff involved: .....

Nature of visit: (*please circle*) Meeting Observation Training Event

<b>Points to celebrate</b>	<b>Points for awareness</b>
Please send a copy by email to <a href="mailto:davina@nigelandhannah.wanadoo.co.uk">davina@nigelandhannah.wanadoo.co.uk</a> or <a href="mailto:davinafinch@nhs.net">davinafinch@nhs.net</a>	

## Feedback Sheet

<b>Dept visit:</b>		<b>Name of Governor:</b>	
<b>Date:</b>			
<b>Focus of the visit:</b> e.g. Progress on the DIP following the review e.g. Introduction to faculty and meeting new members of staff. e.g. Celebration event.			
<b>Points Discussed with Staff:</b>  <b>Areas of enjoyment:</b>		<b>Responses:</b>	
<b>Points Discussed with Pupils:</b>		<b>Responses:</b>	
<b>Points for follow up:</b>	<b>With:</b>	<b>When:</b>	<b>Action/Feedback</b>

**Please email this sheet to Davina Finch or leave a paper copy in her pigeon hole.**

**Governor visit record exemplar**

Name of governor: Avril Green

Date of visit: 1 April 2008

Event: Arts Faculty Meeting

Other staff involved: J Smith, G Jones, S Stuart, N Davies, P Carew

<b>Points to celebrate</b>	<b>Points for awareness</b>
<p>Morale is high within the Arts Faculty, there is a strong collegiate approach to the work of the team.</p> <p>Leadership shows clear direction and an enthusiasm for consultation, analysis and evaluation.</p> <p>Minutes are kept for each meeting, with matters arising from the previous meeting and action points are allocated to individuals to progress as agreed. The minutes are copied to all members, me, the SLT line manager and the Head.</p> <p>The meeting included a review of the Team Evaluation Form and notes were made to update each section.</p> <p>Discussion focused on the quality of teaching and learning. Examples of successful practice and materials/methods were shared.</p> <p>This time the meeting looked at achievement at KS3. Student assessment feedback was shared among the team – and ideas for next steps were discussed with the intention of moving every student forward successfully.</p> <p>There was a reconciliation of spending to date and future financial priorities were agreed.</p> <p>Staff made me feel welcomed and gave me the opportunity to explain my role as link governor and to ask questions to clarify my understanding.</p>	<p>The staff hope to apply to introduce a new course in film making at advanced level. How many students would we need to enrol in order to breakeven? Which existing courses might lose these students though?</p> <p>There remains the need to have Room x refurbished with blinds and flooring. This is becoming a matter of some urgency now.</p> <p>There is a managed under-spend on the capital budget of £X. The Faculty would like to create reserve in order to fund the special purchase of film making equipment in the next financial year.</p> <p>Why are group sizes so big in Year 9? This appears to be causing difficulties in lots of ways.</p>

## **Governing made easy – How to survive the paperwork?**

**Learning intention:** Control it before it controls you!

### **Resources:**

Some organisational ideas to consider:

1 Start a **box file** for each of the following:

Governing Body

School Policies

Link Department records

Finance and Physical Resources committee (if you are a member)

Learning and Human Resources Committee (if you are a member)

Pay Committee (if you are a member)

Disciplinary Committee (if you are a member)

**Wallet file** marked Current, to contain:

- This week's blue notices bulletin
- Committee Membership list
- Department link list
- Writing pad and pen
- Minutes of the last meeting and documents/reading required for the next meeting you need to attend

2 **Remember** that the Clerk to the Governing Body can give you access to minutes, agendas and policies if necessary, but be organised and maximise the benefits of having the papers provided to us individually i.e. read all, follow through, store only what's necessary. Do remember also that you must rip up or shred what you discard. Treat documents as confidential whilst they are in your care and when you destroy them.

### **Method:**

- 1 **Go through the school calendar**, highlight all the events you need and/or might like to attend, transfer these to your personal diary.
- 2 **Each time you receive a mailing** (i.e. each weekend if possible): skim read the contents of the package. Put the meeting minutes in the appropriate box file for the particular committee; read agendas thoroughly (NB check time and venue in case changes have been made) and identify what you need to do to be prepared – i.e. pre-reading, put agenda and meeting paperwork in the current file (including the minutes of the last meeting which you will brilliantly have stored in the correct box file!).

- 3 **If you are unable to attend a committee meeting** please ensure that you inform the Clerk to the Governing Body and if at all possible the Chair of the Committee.
  
- 4 **If you are unable to attend a Governing Body Meeting** (termly) you are required under regulation to inform the Clerk giving a reason for your absence please. It is also helpful for the Chair to know if possible for effective planning. Repeated absence results in disqualification.
  
- 5 **Please feel welcome** to attend any school celebration, function, parents' evening, there is no need to alert your intention to attend. Your support for the school will always be appreciated.
  
- 6 **School visits** – see separate guidance.
  
- 7 **Before you start on your next weekly reading** – empty your current file, follow up on any actions you undertook to see through and file your notes and meeting papers in the appropriate box file.
  
- 8 **School Policy file:** use this to store draft policy documents; take them from here to relevant meetings for review. Discard draft policies when the adopted policy is circulated.
  
- 9 **Governing Body file:** use this to store the School Development Plan, Calendar, Engineering plans, Committee Terms of Reference, Governing Body Minutes and documents related to strategic planning and evaluation which inform your understanding of the school as an organisation (ie not committee work).
  
- 10 **Link Department/s file/s:** see yourself as the expert on this aspect of the school. You are acting as the agent of the Governing Body in this role and are best placed to be the ambassador of the Governing Body with those staff and in turn the ambassador of the Department within the Governing Body. It is therefore important that you collect sufficient evidence to be current and well informed so that you can speak from an informed position. Regular communication with the Department is your mission (should you choose to accept it - if you don't then please discuss with the Chair or Head Teacher). Remember, we will each need to be well informed and evaluative in our dialogue with OFSTED – focus, monitoring action and evaluating success against criteria in the School/Subject Development Plan. Regular production of visit monitoring records for circulation is very valuable to us all.
  
- 11 **Extension exercise:** for the gifted, talented or just experienced – give feedback to the Chair as to how this guidance could be improved and volunteer to take on a task you can see needs to be done! (Please)

### **Evaluation:**

- 1 Each August have a browse through each file, prune enthusiastically.
- 2 Make a note of any actions you want to see through;
- 3 What did you do well as a governor? What would you like to improve on?
- 4 The Chair is always open to suggestions for improvement!

**Thanks for working hard at being an effective governor;**

**every bit of focused support helps. We each have an important role to play in the team.**