



# **BOND PRIMARY Governing Board**

## **Circle Model Model Terms of Reference and Standing Orders**

**2023-2024**

**(Circle Model – Whole Governing Board)**

The Governing Board will always operate in accordance with the requirements of the Education Act, the School Governance Regulations, the Local Authorities Scheme for Financing Schools and all other relevant legislation. These Terms and Standing Orders will be reviewed at least annually.

This version agreed by the Governing Board 20 February 2023

Review Date: Annual

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### Circle Model – Whole Governing Board Approach

#### **Outline**

The Governing Board works collectively as a 'whole team', meeting 6 times per year, once in each term, without any separate committees. An annual planner and agenda for each meeting will include all the tasks which the Governing Board is required to consider, and the Governing board may 'commission' assignments or activities arising from the business of the meeting, which will be recorded in the minutes. Any 'commissioned' working groups will have Governing board drafted agreed terms of reference.

In addition to 'commissioning' activities or actions on their behalf, the Governing board, to ensure its core functions are fulfilled, will delegate monitoring responsibilities to 'monitoring pairs' or 'individuals'. These include the statutory required individual roles and those focused on the priorities of the School Plan. The Governing Board recognises the delegated monitoring individuals/pairs are replacing committees in terms of challenge, responsibility and accountability when undertaking their monitoring and reporting back to the Board.

In each case where a function has been delegated there is a statutory duty to report any findings, action or recommended decision to the Governing board at the next meeting.

## Terms of Reference for the Governing Board

The purpose of governance is to provide confident, strategic leadership and to create robust accountability, oversight and assurance for educational and financial performance. The Governing Board has resolved to conduct **all** its business as a Governing Board, and to work collectively without committees.

The Board has three strategic core functions:

- Ensuring clarity of vision, ethos and strategic direction;
- Holding Executive Leaders/Headteacher to account for the educational performance of the organisation/school and its pupils, and the performance management of staff; and
- Overseeing the financial performance of the organisation/school and making sure its money is well spent.

The main responsibilities to be managed by the Governing board are outlined below:

**Items in bold may be delegated and reported back to the Board.**

### GB Operational Business

- To draw up the Instrument of Government and any amendments thereafter
- To review the standing order for election of the Chair and Vice Chair including the length of the term of office.
- Elect (or remove) the Chair and Vice Chair.
- To appoint (or dismiss) the Clerk to the Governing Board.
- To hold at least 6 Governing Board meetings each year.
- To appoint Co-opted governors and any Associate members.
- To appoint the LA nominated governor (in maintained schools)
- To suspend or remove/recommend removal of a governor. LA and foundation governors can only be removed by their appointing body.
- To decide which functions of the Governing Board will be delegated to individuals or monitoring pairs in replacement of a committee and to appoint into the roles.
- To appoint the statutory individual required roles of Safeguarding, SEND, Health & Safety, Careers guidance (Secondary) and Finance (KCC Schools) based on skill set and expertise.
- To receive reports from any pair or individual to whom a delegation has been made and to consider whether any further action or decision by the Governing Board is necessary.
- To review the delegation arrangements annually.
- Appoint selection panel for Headteacher/ Executive Leader/ Deputy Headteacher
- To ratify or reject decisions of appointed selection panel
- **To recruit new governors as vacancies arise ensuring the board has all the necessary skills to be effective.**
- **To set up and publish a register of Governors' Business Interests.**
- **To ensure that statutory requirements for information are published on the school website, including details of governance arrangements, are met and updated as necessary.**
- **To ensure the information required for the National Database (GIAS) is collected, uploaded and amended as necessary (for academies within 14 days of any change) and accurate with the details published on the school website.**
- To approve and set up a Governors' Allowances Scheme.
- To regulate the Governing Board procedures where not set out in law, and record these as Standing Orders.
- To delegate to the Headteacher the functions as described in the Delegation of

	<p>Functions to Headteacher Standing Order (page 10).</p> <ul style="list-style-type: none"> <li>• To assign individuals or pairs of governors to monitor the priorities of the School Improvement Plan, in replacement of committees, in accordance with the attached terms of reference.</li> <li>• <b>To arrange a suitable induction process for approval and mentoring for newly appointed or elected governors.</b></li> <li>• To consider the DfE recommended appointment of a training and development governor to audit individual and collective development needs and from evaluation promote appropriate training.</li> <li>• <b>To regularly audit and evaluate the impact of governance to inform the structure of the Governing Board</b></li> <li>• To ensure the Headteacher provides such reports as requested by the Governing Board to enable it to undertake its role.</li> </ul>
<p><b>General</b></p>	<ul style="list-style-type: none"> <li>• Regularly review the vision and values of the school and ensure that these are shared with all stakeholders.</li> <li>• To take an active role in School Self Evaluation identifying success and areas requiring improvement.</li> <li>• To annually approve the School Improvement Plan for priority accuracy; regularly holding the leaders to account against the milestones; monitoring against an agreed Governing Board monitoring schedule.</li> <li>• To determine whether to publish a home-school agreement (no longer a statutory requirement).</li> <li>• To review regularly how the school is regarded by pupils and parents.</li> <li>• <b>To ensure the school has in place all <i>statutory policies</i> and to keep these under regular review, consulting with representative stakeholders as appropriate.</b></li> <li>• To approve <b>statutory</b> policies, ensuring impact and compliance upon review.</li> <li>• To approve all school trips involving an overnight stay away from home.</li> <li>• To ensure the school has a Governing Board approved Complaints Procedure for Parents, published on the school website with parents knowing how to raise concerns and make a complaint.</li> <li>• To have regard to the professional advice given by the Clerk</li> <li>• To ensure that the Governing Board complies with all other legal duties placed upon them as shown and updated within the Governance Handbook.</li> </ul>
<p><b>Inclusion and Equality</b></p>	<ul style="list-style-type: none"> <li>• To establish and approve a special educational needs (SEN) policy.</li> <li>• To publish and update at least annually a SEN information report (meeting requirements set out in the Special Educational Needs and Disability Regulations 2014, modified 2017).</li> <li>• To comply with statutory duties from the SEND code of practice and KCSIE in respect of pupils with special needs by appointing a SEND governor.</li> <li>• To ensure that the school does not discriminate against pupils, job applicants or staff on the basis of race, religion, gender, age disability or sexual orientation. <i>VA schools are entitled to identify the post of some staff as open to practicing members of their denomination only.</i></li> <li>• To receive reports on bullying, homophobic and racial incidents.</li> </ul>

<b>Safeguarding</b>	<ul style="list-style-type: none"> <li>● To ensure statutory compliance with Keeping Children Safe in Education and its associated policies including adopting and reviewing annually the Borough child protection/safeguarding policy and relevant procedures</li> <li>● To appoint Safeguarding, SEND and Health &amp; Safety governors</li> <li>● To have due regard to the need to prevent people from being drawn into terrorism and to oversee the incorporation of the necessary procedures and practices outlined in the Prevent duty within the child protection policy</li> <li>● <b>To complete an annual Safeguarding Review ensuring any follow up actions are monitored and completed.</b></li> </ul>
<b>Curriculum</b>	<ul style="list-style-type: none"> <li>● Ensure the National Curriculum is taught to all pupils</li> <li>● <b>To ensure the curriculum is broad and balanced</b></li> <li>● <b>To monitor the curriculum policy if there is one in place.</b></li> <li>● To establish a charging and remissions policy for activities.</li> <li>● To ensure the British Values are embedded within the curriculum, preparing pupils for life in modern Britain</li> </ul>
<b>Budget</b>	<ul style="list-style-type: none"> <li>● To approve the first formal budget plan each year.</li> <li>● To engage in strategic decision making.</li> <li>● To approve a 3-year budget which shows clear links to the School Improvement Plan.</li> <li>● <b>To analyse and recommend the annual budget.</b></li> <li>● To annually review and approve the Finance Policy and recommend levels of delegation</li> <li>● To review and approve virements above delegated levels.</li> <li>● <b>To undertake financial benchmarking and review financial audit reports</b></li> <li>● To enter into contracts following agreed financial limits.</li> <li>● To make decisions in respect of service agreements following agreed delegation of financial limits and insurance.</li> <li>● <b>To agree</b> and ensure the school complies to the SFVS guidelines.</li> <li>● <b>To agree annual action plans and monitor how school premiums are spent (i.e. PE and sports premium, and the pupil premium).</b></li> <li>● To appoint a finance governor or monitoring pair.</li> <li>● <b>To ensure financial succession planning within the board.</b></li> <li>● To receive audited voluntary accounts.</li> </ul>
<b>Staffing</b>	<ul style="list-style-type: none"> <li>● To make Headteacher and Deputy Headteacher appointments (ratify or reject) following recommendations from the board approved selection panel.</li> <li>● (in VA schools) To agree staffing policies which provide for governor involvement in the interests of preserving the school's religious character.</li> <li>● To annually determine the staff complement.</li> <li>● To annually agree a pay policy and any pay discretions following the STPCD.</li> <li>● <b>To annually review the impact of and implementation of the Pay policy.</b></li> <li>● To establish and review procedures for addressing staff discipline, conduct and grievance.</li> <li>● To establish a governor panel to hear staff appeals against dismissal, redundancy or grievances.</li> <li>● To dismiss the Headteacher.</li> <li>● To end the suspension of staff or Headteacher.</li> </ul>

	<ul style="list-style-type: none"> <li>To determine dismissal payments/early retirement.</li> <li>Voluntary and Foundation schools – governors should decide whether the Director of Education/diocesan authority should have advisory rights.</li> </ul>
<b>Appraisal and Performance Management</b>	<ul style="list-style-type: none"> <li>To establish and review and approve the Appraisal Policy.</li> <li>To determine the timing of the Headteacher appraisal review cycle.</li> <li>To appoint the Headteacher Performance management group following the best practice of 3 skilled or trained governors, to include the Chair of the Board. The Chair of the Governing Board must not be appointed to the Chair of the panel.</li> <li>To appoint the pay panel of 3 skilled or trained governors.</li> <li>To appoint the external advisor.</li> <li>To take into account the Headteacher Standards for Excellence.</li> <li>To agree total pay award following recommendation from Pay panel.</li> <li>To agree any pay award for the Headteacher/ Executive Leader following recommendation from the Headteacher performance management panel</li> </ul>
<b>Discipline/ Exclusions</b>	<ul style="list-style-type: none"> <li>To establish a statement of behaviour principles on which the school can produce a behavior policy.</li> <li>To review the use of exclusion and decide whether or not to confirm all permanent exclusions and fixed term exclusions where a pupil is either excluded for more than 15 days in total in a term, or would lose the opportunity to sit a public exam. <b>(This may be delegated to the Chair/Vice Chair in cases of urgency - see Exclusion from maintained schools, Academies and pupil referral units in England Guidance).</b></li> <li>To direct the reinstatement of excluded pupils.</li> </ul>
<b>Premises &amp; Insurance</b>	<ul style="list-style-type: none"> <li>To develop and approve a school buildings strategy or master plan and contribute to LA Asset Management Planning arrangements.</li> <li>To procure and maintain buildings, including a properly funded maintenance plan.</li> <li>To seek advice from the LA, diocese or trustees, where appropriate to ensure adequate levels of buildings insurance and personal liability.</li> <li>To receive annual site report.</li> </ul>
<b>Health &amp; Safety</b>	<ul style="list-style-type: none"> <li>To establish and approve a Health &amp; Safety policy (In Kent the LA have delegated this to the HT of Community and VC schools and provided a general policy for schools to adapt)</li> <li>To ensure that Health &amp; Safety regulations are followed and appropriately prioritised.</li> <li>To receive (3x per Year) the Health &amp; Safety Inspection Report and agree any actions.</li> <li>To appoint a Health and Safety governor</li> </ul>
<b>Admissions</b>	<ul style="list-style-type: none"> <li>To follow The School Admissions Code statutory guidance when carrying out duties relating to school admissions. For community and VC schools, the LA is the admission authority; for all other schools it is the board.</li> <li>Set a clear published admission number (PAN), which states the number of applicants they will admit where enough applications are received. A board of a community or VC school can object to the Adjudicator if they disagree with their PAN (which will be set by the LA as admission authority).</li> <li>To establish an Admissions policy (special schools where pupils do not have a statement) acting with LA</li> </ul>
<b>Collective Worship</b>	<ul style="list-style-type: none"> <li>To ensure that the school provides teaching of religious education for all pupils in accordance with the agreed syllabus or has informed parents of their right to withdraw their child.</li> </ul>

	<ul style="list-style-type: none"> <li>To ensure the school provides an act of broadly Christian daily collective worship. In some maintained schools without a designated religious character, the family backgrounds of some or all pupils may lead the Executive Leader and board to conclude that broadly Christian collective worship is not appropriate. The Executive Leader can apply to the local Standing Advisory Council on Religious Education (SACRE) to have the broadly Christian requirement disapplied and replaced by collective worship distinctive of another faith and should consult the board before doing so.</li> </ul>
<b>School Organisation</b>	<ul style="list-style-type: none"> <li>To set the time of the school sessions and the dates of school terms and holidays (except community and VC schools where this is the LA's responsibility).</li> <li>To publish proposals to change category of school.</li> <li>To propose to alter or discontinue voluntary, foundation or special school status.</li> </ul>
<b>Collaborations</b>	<ul style="list-style-type: none"> <li>To consider forming or joining a group of schools</li> </ul>
<b>Federations</b>	<ul style="list-style-type: none"> <li>To consider forming a federation or joining an existing federation.</li> <li>To consider requests from other schools to join a federation.</li> <li>To leave a federation.</li> </ul>
<b>Academies</b>	<ul style="list-style-type: none"> <li>To consider approach and time scale to academy conversion.</li> <li>To consider forming or joining an existing Multi-academy-trust (MAT).</li> </ul>
<b>Extended Services</b>	<ul style="list-style-type: none"> <li>To decide to offer additional activities and agree what form these should take.</li> <li>To cease providing extended services provision.</li> </ul>

Delegation of Functions to Headteacher/ Executive Leader	
<p>The delegation to the Headteacher/ Executive Leader ensures a clear separation between strategic non-executive oversight and operational executive leadership. The Headteacher/Executive Leader is expected to work within the following terms of reference, and to provide the Governing Board with such reports in connection with his or her functions as the Governing Board requires</p>	
<b>Budget</b>	<ul style="list-style-type: none"> <li>To make miscellaneous financial decisions up to an agreed limit of £# as set out in the school finance policy.</li> <li>To enter into contracts up to the limit of £#.</li> <li>To monitor monthly expenditure.</li> <li>To make payments.</li> </ul>
<b>Staffing</b>	<ul style="list-style-type: none"> <li>To appoint teachers and non-teaching staff.</li> <li>To establish disciplinary, capability and grievance procedures.</li> <li>To suspend staff.</li> <li>To initially dismiss staff.</li> <li>To produce and maintain a central record of recruitment and vetting checks</li> </ul>
<b>Curriculum</b>	<ul style="list-style-type: none"> <li>To ensure the National Curriculum is taught to all pupils and consider disapplication for pupils as appropriate.</li> <li>To establish and implement a Curriculum policy.</li> <li>To decide which subject options should be taught.</li> <li>To be responsible for standards of teaching.</li> <li>To be responsible for each individual child's education.</li> <li>To agree the content of any Sex and Relationship Education and to keep up to date a written policy for its delivery.</li> </ul>

	<ul style="list-style-type: none"> <li>• To ensure the balanced treatment of political issues and to prohibit political indoctrination.</li> <li>• To promote British values.</li> <li>• To provide clear guidance on which a strategy for independent careers advice and guidance, developed in line with the Gatsby benchmarks, must be based (statutory for secondary)</li> </ul>
<b>Appraisal and Performance Management</b>	<ul style="list-style-type: none"> <li>• To formulate and implement an Appraisal policy.</li> <li>• To make pay decisions in line with the pay policy and legal requirements</li> <li>• To carry out appraisal of other teachers (or delegate to line managers in the school)</li> </ul>
<b>Standard Setting</b>	<ul style="list-style-type: none"> <li>• To set standards and predictions for pupil achievement and progress.</li> </ul>
<b>Religious Education</b>	<ul style="list-style-type: none"> <li>• To provide Religious Education in line with school's basic curriculum.</li> <li>• In schools with a religious character, to provide Religious Education to the agreed syllabus.</li> </ul>
<b>Collective worship</b>	<ul style="list-style-type: none"> <li>• For maintained schools – to ensure, after consultation with the Governing Board, that all pupils take part in a daily act of collective worship.</li> <li>• In schools with a religious character, to provide collective worship of a denominational character.</li> </ul>
<b>Health &amp; Safety</b>	<ul style="list-style-type: none"> <li>• To ensure that Health &amp; Safety regulations are followed.</li> </ul>
<b>Discipline/ Exclusions</b>	<ul style="list-style-type: none"> <li>• To draft the content of the school behaviour policy and publicise it to staff, students and parents.</li> </ul>
<b>Inclusion and Equality</b>	<ul style="list-style-type: none"> <li>• To designate a qualified teacher to be responsible for co-ordinating SEN provision (the SEN co-ordinator or SENCO)</li> <li>• To appoint a designated teacher for looked-after children</li> </ul>
<b>School Organisation</b>	<ul style="list-style-type: none"> <li>• To ensure that the school meets for 380 sessions in a school year.</li> <li>• Where determined by the Governing Board, to ensure that school lunch nutritional standards are met.</li> <li>• To draft and implement a data protection policy which complies with GDPR and review it at least every two years and register with the Information Commissioner's Office</li> <li>• To ensure the statutory required information is uploaded to the school website.</li> <li>• Maintain a register of pupil attendance.</li> <li>• To publish on the website the drafted structure and remit of the Governing Board, including governor appointment details, term of office and attendance record</li> <li>• To submit governor information to the DfE database of governors (GIAS)</li> </ul>
<b>Information for Parents</b>	<ul style="list-style-type: none"> <li>• To ensure that the school keeps parents and prospective parents up to date with school information.</li> <li>• To ensure that free school meals are provided to those pupils meeting the criteria.</li> <li>• To ensure that parents are aware of their rights to withdraw their child from collective worship, RE and Sex and Relationship education.</li> </ul>

	<ul style="list-style-type: none"> <li>To ensure that a report on each child’s educational achievement is forwarded to parents /guardians.</li> </ul>
<b>Extended Schools</b>	<ul style="list-style-type: none"> <li>To put into place the additional services provided.</li> <li>To ensure delivery of services provided.</li> </ul>

**Terms of Reference for the Monitoring of the School Budget**

A pair of governors or an individual will be assigned to strategically monitor the financial management of the school on behalf of the Governing Board.

Three monitoring visits should be made each year, ensuring all financial questions and answers are captured within the subsequent report to enable collective decision making. The visits and reports should include monitoring of the following:

- To maintain an up-to-date ‘balanced’ three-year budget plan, which shows clear links to the ‘School Improvement’ and ‘Staffing’ plans.
- To report monitoring and rollover to the full Governing Board, highlighting any significant variances.
- To evaluate any virement recommendations and report to the Governing Board.
- Analyse and report on Tenders for Contract Services in accordance with board delegated limits.
- To keep in-school financial procedures under review.
- To benchmark school financial performance against similar schools and report to the Governing Board.
- To evaluate proposed expenditure as set out within the delegated limits following recommendations from the Headteacher and present to the Governing Board.
- To draft the **Schools Financial Value Standard**, following discussions with the bursar, using the support tools, for Governing Board approval before 31<sup>st</sup> March.
- To ensure that the school is working within the guidance of the **SFVS** recommendations.
- To ensure that all spending provides ‘Value for money’ in terms of raising standards in education and is wisely spent.
- To monitor benchmarking both locally and nationally and report to the Governing Board.
- To monitor and evaluate the management of the Voluntary Fund and to receive the audited accounts.
- To monitor the spend of extra funding such as pupil premium, sports premium, year 7 literacy and numeracy catch up, ensuring its use has impact.
- Review finance policy; lettings policy; Whistle blowing policy; Governor allowance policy; making recommendations to the board.
- Ensure annual Governor financial skills audit is undertaken and evaluated.
- Review the business continuity plan making recommendations to the Governing Board.
- Review compliance audit reports, ensuring the board follows recommendations and actions.
- To make regular reports to the Governing Board and ensure that key financial decisions are recorded correctly in the minutes.

Any additional items which individual Governing bodies may wish to include

## Terms of Reference for Individuals or Monitoring Pairs/ Finance working group

**Any individual or group/working party to whom a governor monitoring responsibility has been delegated is expected to work within the following terms of reference in conjunction with the protocols and procedures set out in the Circle Monitoring Visit Policy**

To monitor an identified area on the School Improvement Plan or a statutory function of the Governing Board and report back to the Governing Board, ensuring all the challenge and support which would have taken place in a committee is captured and evidenced within the written report. It is expected that 3 monitoring visits will be made to the school during the year, unless school circumstances necessitate more. A visit does not necessarily have to take place during the time when students/pupils are in school and could be just as effective as a meeting between governor(s) and the lead professional at the end of the day as mutually agreed.

### **Individual/ Monitoring Pair Responsibilities:**

- To meet with the lead professional within the school to gain an understanding of the scope of the area/target and the activities the school is conducting to achieve success.
- To ensure holding to account by the questions which would have been asked as part of a committee meeting are undertaken within the visit with the answers documented.
- To undertake any necessary training (in or out of school) to enable effective monitoring of the areas/subject.
- To monitor the progress of school activities towards the priority milestone or statutory duties.
- To evaluate the extent of success at the end of the set timescale.

All visits to the school will be arranged with reference to the Headteacher and in accordance with the Circle Model Governor Visits policy.

Reports will be submitted for approval by the Headteacher and the Chair within the school within one week of the visit, and then be lodged with the Clerk of governors for distribution as soon as possible, at least seven days before the next Governing board meeting.

The following designated statutory governor roles need to be appointed by the Governing board.

- Safeguarding
- SEND
- Health & Safety
- Finance

And to focus on the development needs of the Governing board

- Training and development

*Before undertaking any monitoring, governors will read the Monitoring policy, Governing Board code of conduct and the school staff code of conduct*

**Having designated/ delegated governors does not reduce the collective accountability of the board for all its functions. The board will need to ensure that its agenda and reporting mechanisms enables ALL board members to have a collective strategic overview for all delegated monitored areas to enable accountability and effective decision making**

## Terms of Reference for Panel Hearings

### Membership [not less than 3]

Any three governors from a pool of governors [comprising the whole Governing Board], who are:

1. Suitably qualified to undertake the role, and 2. Available on the date specified

*The Headteacher is disqualified from serving in this role.*

*Any governor having a connection with either a pupil, a member of staff or the incident in question which could affect their ability to act impartially should not serve on the panel.*

- To make any decisions under the Governing Board's personnel procedures e.g. disciplinary, grievance, capability, where the Headteacher is the subject of the action.
- To make any decisions under the Governing Board's personnel procedures e.g. disciplinary, grievance, capability, unless delegated to the Headteacher.
- To make any determination or decision under the Governing Board's Complaints Procedure for Parents.
- To consider any appeals against a decision to dismiss a member of staff or to a decision short of dismissal e.g. disciplinary, grievance or capability.
- To make any determinations on behalf of the Governing Board in relation to staff redundancy and redundancy appeals.
- To consider any representations by parents in the case of an exclusion (parents/guardians do not have to be invited).
- To consider the appropriateness of any permanent exclusion or fixed term exclusion which totals 15 days or more in one term or where a pupil is denied the chance to take a public examination (parents/guardians must be invited).
- All panels are to be convened by the Clerk to the Governing Board.
- All panels will follow the relevant Governing Board approved policy, procedure and guidance.

**NB Any governor who has participated on a panel for a staffing decision, cannot sit on the appeal panel**

### Terms of Reference for the Headteacher Appraisal Group (HTPMR)

Membership : Recommended best practice is for 3 governors, including the Chair of the Governing Board, though not the Vice Chair as well. The Chair of the panel to not be the Chair of the Governing Board.

In voluntary Aided/Controlled Schools at least one member must be a foundation governor. In Aided Schools, if the membership is three, at least 2 must be foundation governors.

Neither the Headteacher nor staff governors may serve on this group.

- To meet annually before the 31st December with the Governing Board appointed external adviser and Headteacher.
- To review, with the support of the independent advisor, the performance of the headteacher against the agreed appraisal objectives and determine the recommendation on pay progression.
- To consult with an independent external advisor to determine the headteacher appraisal objectives for the coming year ensuring they are SMART.
- Inform the Headteacher of the standards against which their performance will be assessed.
- To prepare and agree the Headteacher appraisal review statement, and report to the Governing Board.
- To monitor through the year, including a mid-year review meeting, the performance of the Headteacher against the agreed objectives and to ensure that appropriate support and development opportunities are provided.
- To make recommendations to the Governing Board in respect of pay progression.

## Terms of Reference for the Pay Panel

### Membership [3 governors]

Membership of the Pay Panel will not be open to anyone who could benefit financially, directly or indirectly from such membership or any of the decisions of the committee. In voluntary Aided/Controlled Schools at least one member must be a foundation governor. In Aided Schools, at least 2 must be foundation governors.

*Neither the Headteacher nor staff governors may serve on this group. Schools/academies will need to consider carefully the membership of the panel and appeals panels to ensure the right composition. In particular they should avoid both the Chair and Vice Chair of Governors being members of the Pay Panel as this will inhibit one of these key, senior roles being available for any pay appeals that may arise.*

The Governing Board will delegate all pay decisions with the exception of decisions relating to the pay of the Leadership team to the Headteacher. All decisions relating to the pay for members of the Leadership team, including the Headteacher will be taken by a Committee of the Governing Board.

- To ensure the achievement of all the pay policy objectives and principles in a fair, reasonable and equitable manner.
- To undertake an annual pay review for all staff / Leadership group in accordance with the Pay policy and reach decisions through the application of any relevant criteria measured by the School's performance appraisal process.
- To consider fully all recommendations for pay progression and any other relevant information made available.
- To ensure all members of staff are informed individually of the outcome of the annual pay review in writing within ten working days of the decision being made.
- To observe all statutory and contractual obligations.
- To recommend to the Governing Board changes to the policy and to consult with staff and recognised unions on those proposed changes.
- To seek advice from the Local Authority where appropriate.
- To maintain an accurate written record of all meetings and, having due regard to confidentiality, to report its decisions to the Governing Board.
- To recommend to the Governing Board the annual budget for pay and to ensure that sources of external funding for pay are accessed to maximum effect.
- All decisions made by the Pay Committee will take due account of the appraisal statement and all relevant information available from an appraisal or other review of an employee's skills, abilities, performance and any other factors deemed to be relevant. This will include any recommendation made by an employee's appraiser.
- All decisions regarding pay progression for teachers, including the Leadership Group should be made without undue delay. These should be completed prior to or on 31st October for teaching staff.

## Standing Orders for Meetings of the Governing Board

### Governors are expected to:

- Arrive in good time for the start of any meeting, having read all the paperwork sent to them in connection with the agenda, and prepared with questions to ask or comments to make.
- Bring a copy of the School Improvement Plan and be familiar with its milestones and priorities.
- Limit discussion to policies and actions and not people, ensuring challenge, support and celebration is captured within the minutes.
- Participate in discussion and listen to the views and comments of others.
- Work collectively as a team acting with integrity, objectivity and honesty and in the best interests of the school.
- Ensure all Governing Board decisions are strategic and not operational.
- Be brief and adhere to any time limits placed against agenda items.
- Follow up on action points between meetings.

### The following persons have the right to attend all meetings of the Governing Board

- Headteacher/ Clerk / any governor
- associate members (unless the Governing Board requires them to leave for items relating to individual members of staff or pupils).

The following persons will be invited to attend regular meetings of the Governing Board [**select as appropriate**] Deputy Headteacher, members of the senior leadership team, subject leaders, bursar, etc

Full Governing Board meetings will be held at the school **6 times each year**. The clerk will prepare a suggested calendar of meeting dates for the following year for approval at the meeting held in term 6 of each year, following evaluation of impact of the structure.

The Clerk to the Governing Board will prepare a draft agenda, which will be finalised and approved by the Chair. Governors wishing to place items on the agenda should give notice to the Clerk and provide a copy of any supporting papers.

Items of 'Any Other Business' will be taken at the beginning of the meeting and either added to the agenda, delegated to a pair, or placed on the agenda of the next meeting.

Voting, where necessary, will normally be taken by a show of hands; however, the Chair may determine a secret ballot where this has been requested by two or more governors. Where there is an equal division of votes the Chair will have a second or casting vote.

The Governing Board may agree to operate virtual governance at some or all of their meetings. Virtual governance can only take place by means of telephony or video conferencing. Decisions can only be made following governor attendance and discussion at a quorate meeting. The following needs to be considered, approved, evidenced in the minutes and followed in practice:

- How to ensure integrity of confidentiality is upheld.
- How many governors may participate within a virtual meeting
- How to ensure the meeting will always remain quorate
- How to ensure all can participate within the meeting
- How to manage virtual voting – especially by secret ballot
- Technology required and capable of working within school intranet/internet system

All meetings will be convened by the Clerk. Any 3 members of the Governing Board may request a meeting by giving written notice to the Clerk, which includes a summary of the business to be transacted. The Clerk will then prepare an agenda to call a meeting.

Each meeting is currently scheduled to commence at 5pm and will be limited to **2 hours** in duration. Where business has not been completed within the agreed time, those governors present may resolve to continue the meeting in order to complete the agenda. Any business not completed will form part of the agenda for the next meeting. Draft minutes will be approved for email circulation by the Chair within 2 weeks of the meeting, before being formally approved by the Governing Board at the next meeting.

