



Board of Governors'

Terms of Reference

Date written: October 2017
Review date: October 2018

Circle Model – Whole Board of Governors Approach

Outline:

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

In addition to 'commissioning' activities or actions on their behalf, the Board of Governors, in order 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.

In each case where a function has been delegated there is a statutory duty to report any action or recommended decision to the Board of Governors at the next meeting.

1. Terms of Reference - Board of Governors
2. Terms of Reference - Clerk to the Board of Governors
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9. Standing Order - Board of Governors Meetings
10. Standing Order - Election of the Chair and Vice Chair
11. Standing Order - Appointment of Co-opted Governors
12. Standing Order – Appointment of Associate member
13. Code of Conduct for Governors

Sutton Park Community Primary School

Terms of Reference for the Board of Governors

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

The Board has three strategic core functions:

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

The main responsibilities to be managed by the Board of Governors are outlined below:
Items in bold cannot be delegated.

Operational	<ul style="list-style-type: none">• 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 Board of Governors.• To hold at least 6 Board of Governors meetings each year.• To appoint and remove Co-opted and any associate members.• To appoint the LA nominated governor (in maintained schools)• To suspend or remove a governor.• To decide which functions of the Board of Governors will be delegated in replacement of a committee and to whom.• To appoint the statutory individual required roles of Safeguarding, SEND, Health & Safety and Finance 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 Board of Governors is necessary.• To review the delegation arrangements annually.• Appoint selection panel for 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 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 (Get Information About Schools) is collected, uploaded and amended as necessary and accurate with the details published on the school website.• To approve and set up a Governors' Allowances Scheme.• To regulate the Board of Governors procedures where not set out in law, and record these.• To delegate to the Headteacher the functions as described in the
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	<p>Delegation of Functions to Headteacher Standing Order (attached).</p> <ul style="list-style-type: none"> • 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. • To arrange a suitable induction process and mentoring for newly appointed or elected governors. • 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. • To regularly audit and evaluate the impact of governance to inform the structure of the Board of Governors • To ensure the Headteacher provides such reports as requested by the Board of Governors to enable it to undertake its role.
<p>General</p>	<ul style="list-style-type: none"> • Regularly review the vision and values of the school and ensure that these are shared with all stakeholders. • To take an active role in School self evaluation identifying success and areas requiring improvement. • To approve, update and review regularly the School Improvement Plan agreeing a monitoring schedule for the Board of Governors. • To determine whether to publish a home-school agreement (no longer a statutory requirement) • To review regularly how the school is regarded by pupils and parents. • To ensure the school has in place all statutory policies and to keep these under regular review, consulting with representative stakeholders as appropriate. • To approve statutory policies, ensuring compliance, on review. • To approve all school trips involving an overnight stay away from home. • To ensure the school has a Complaints Procedure and that parents know how to raise concerns and make a complaint. • To have regard to the professional advice given by the Clerk • To ensure that the Board of Governors complies with all other legal duties placed upon them as shown and updated within the Governance Handbook.
<p>Inclusion and Equality</p>	<ul style="list-style-type: none"> • To establish and approve a special educational needs (SEND) policy • To publish and update at least annually a SEND information report (meeting requirements set out in the Special Educational Needs and Disability Regulations 2014) • To comply with statutory duties from the SEND code of practice and Keeping Children Safe In Education (KCSIE) in respect of pupils with special needs by appointing a SEND governor • 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 • To receive reports on bullying, homophobic and racial incidents.

Safeguarding	<ul style="list-style-type: none"> • To ensure statutory compliance with KCSIE and its associated policies including adopting and reviewing annually the Safeguarding/Child Protection policy and relevant procedures • To comply with statutory duties from KCSIE by appointing Safeguarding and Health & Safety governors • 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 into the child protection policy • To complete an annual Safeguarding Review and return to the LA
Curriculum	<ul style="list-style-type: none"> • Ensure NC is taught to all pupils. • To ensure the curriculum is broad and balanced. • To monitor the curriculum policy if there is one in place. • To establish a charging and remissions policy for activities. • To ensure the British values are embedded within the curriculum, preparing pupils for life in modern Britain.
Budget	<ul style="list-style-type: none"> • To approve the first formal budget plan each year. • To engage in strategic decision making. • To agree a 3 year budget. • To analyse and recommend the annual budget. • To annually review and approve the Finance Policy and recommend levels of delegation. • To annually review and approve the Charging and Remissions policy. • To enter into contracts following agreed financial limits. • To make decisions in respect of service agreements following agreed delegation of financial limits and insurance. • To ensure the school complies to the SFVS guidelines. • To agree annual action plans and monitor how school premiums are spent (i.e. PE and sports premium and Pupil Premium). • To appoint a finance governor or monitoring pair . • To ensure financial succession planning within the Board. • To review and take account of any consultations to change the LA Finance Scheme.
Staffing	<ul style="list-style-type: none"> • To make Headteacher and Deputy Headteacher appointments (ratify or reject) following recommendations from the Board approved selection panel. • To annually determine the staff complement. • To annually agree a Pay Policy and pay discretions following the STPCD. • To annually review the impact of and implementation of the Pay Policy • To establish and review procedures for addressing staff discipline, conduct and grievance • To establish a governor panel to hear staff appeals against dismissal, redundancy or grievances. • To dismiss the Headteacher. • To end the suspension of staff or Headteacher. • To determine dismissal payments/early retirement.

Appraisal and Performance Management	<ul style="list-style-type: none"> • To establish and review and approve annually the Appraisal Policy. • To determine the timing of the Headteacher appraisal review cycle. • To appoint the Headteacher Performance management group consisting of 2 or 3 skilled or trained governors. • To appoint the external advisor. • To take into account the Headteacher Standards for Excellence. • To agree total pay award following recommendation from Pay committee. • To agree any pay award for the Headteacher following recommendation from the Headteacher performance management panel.
Discipline/ Exclusions	<ul style="list-style-type: none"> • To establish a statement of behaviour principles on which the school can produce a behavior policy. • 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. (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 updated Sept 17 pg 18 point 57). • To direct the reinstatement of excluded pupils.
Premises & Insurance	<ul style="list-style-type: none"> • To develop a school buildings strategy or master plan and contribute to LA Asset Management Planning arrangements. • To procure and maintain buildings, including a properly funded maintenance plan. • To seek advice from the LA where appropriate to ensure adequate levels of buildings insurance and personal liability.
Health & Safety	<ul style="list-style-type: none"> • To establish a Health & Safety policy. • To ensure that Health & Safety regulations are followed and appropriately prioritised. • To appoint a Health and Safety governor.
Admissions	<ul style="list-style-type: none"> • 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. • 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).
Collective Worship	<ul style="list-style-type: none"> • 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. • 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.

School Organisation	<ul style="list-style-type: none"> 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). To publish proposals to change category of school. To propose to alter or discontinue voluntary, foundation or special school status. 		
Information for Parents	<ul style="list-style-type: none"> To ensure that the school keeps parents and prospective parents informed by publishing a school prospectus on their website . To adopt and review home school agreements. 		
Collaborations	<ul style="list-style-type: none"> To consider forming or joining a group of schools. 		
Extended Services	<ul style="list-style-type: none"> To decide to offer additional activities and agree what form these should take. To cease providing extended services provision. 		
Agreed by the Board of Governors (Date)	18	10	2017
Review Date	17	10	2018
Quorum: one half of the number of governors in post (rounded up)			
			Appointment Date
Chair of Governors - Stephen Gough	18	10	2017
Vice Chair - Mike Cornforth	18	10	2017
Clerk - Beverley Pain	01	11	2012
Safeguarding governor - Carrie Lloyd	18	10	2017
SEND governor - Penny Cooper	18	10	2017
Health & Safety governor - Liz Wright	18	10	2017
Finance governor or pair - Stephen Gough & Mike Cornforth	18	10	2017
Training & Development governor			

Sutton Park Community Primary School

Terms of Reference for the Clerk to the Board of Governors

The Clerk is expected to work within the following terms of reference:

Guiding Principles

- The Clerk is accountable to the Board of Governors.
- He/she is employed by the Board of Governors and line managed by the Chair of Governors, whose responsibility it is to provide induction and conduct an annual appraisal.
- The Clerk will be provided with a contract of employment based on one of the 3 model job descriptions.
- Governors, Associate Members and the Headteacher cannot be appointed as Clerk to the Board of Governors.

The main responsibilities of the Clerk are:

- To work effectively with the Chair of governors, the other governors and the Headteacher to support the Board of Governors.
- To keep up to date and advise the Board of Governors on constitutional and procedural matters, powers and duties as outlined within legislation, statutory guidance and the governance handbook.
- To convene meetings of the Board of Governors ensuring they are quorate.
- To produce agendas for the meetings working with the Chair of governors and Headteacher.
- To attend meetings of the Board of Governors and ensure minutes are taken.
- To ensure the Chair receives the draft minutes for approval within one school week
- To ensure the Chair draft approved minutes are circulated within two school weeks to all governors
- To create an action list after each meeting and monitor progress to ensure that actions agreed are carried out before the next meeting.
- To maintain a register of Business Interests and ensure is published on the website.
- To maintain the website published requirements for Board of Governors by ensuring the information is kept up to date
- To ensure the requirements for governors to publish information online is adhered to
- To collect the required details for the Governors National Database (GIAS) and ensure the relevant staff member for uploading to the database is informed of any changes
- To maintain a register of members of the Board of Governors and report vacancies to the Board of Governors.
- To keep PLD training online up to date with details of the members of the Board of Governors.
- To maintain a register of attendance to be published on the school website and report non-attendance to the Board of Governors
- To give and receive notices in accordance with relevant regulations.
- To perform such other functions as may be determined by the Board of Governors from time to time.

- To undertake appropriate professional development.
- If the Clerk is unable to attend the meeting, the governors present at the meeting may appoint a member of the Board of Governors (but not the Headteacher) to act as Clerk for that meeting.

Agreed by the Board of Governors on	18	10	2017
Review Date	17	10	2018

Clerk's Induction Programme

The key elements of the induction programme include:

- Helping the Clerk to locate essential documentation and information
- Discussing access to a computer (this may include discussion of use of home computer and consumables)
- Discussing use of school reprographics equipment or alternative means of copying documents for governors
- Clarifying the use of email for communication with governors, including the PLD CPD online system
- Clarifying pay and conditions of service
- Agreeing the form of appraisal for the Clerk
- Agreeing release and payment of time for the Clerk's professional development, including the National Clerks' Development programme. This includes attendance at Clerk's briefings, induction training and the annual Clerks' Conference.
- Ensuring access to the relevant governance legislation, Clerk and Governance competency frameworks and Governance Handbook

Sutton Park Community Primary School

Delegation of Functions to Headteacher

The delegation to the Headteacher ensures a clear separation between strategic non-executive oversight and operational executive leadership. The Headteacher is expected to work within the following terms of reference, and to provide the Board of Governors with such reports in connection with his or her functions as the Board of Governors requires

Budget	<ul style="list-style-type: none"> • To make miscellaneous financial decisions up to an agreed limit as set out in the schools Finance Policy. • To enter into contracts up to the limit as set out in the schools Finance Policy. • To monitor monthly expenditure. • To make payments.
Staffing	<ul style="list-style-type: none"> • To appoint teachers and non-teaching staff. • To establish disciplinary, capability and grievance procedures. • To suspend staff. • To initially dismiss staff. • To produce and maintain a central record of recruitment and vetting checks
Curriculum	<ul style="list-style-type: none"> • To ensure the National Curriculum is taught to all pupils and consider disapplication for pupils as appropriate. • To establish and implement a Curriculum policy. • To be responsible for standards of teaching. • To be responsible for each individual child's education. • To agree the content of any Sex and Relationship Education and to keep up to date a written policy for its delivery. • To ensure the balanced treatment of political issues and to prohibit political indoctrination. • To promote British values.
Appraisal and Performance Management	<ul style="list-style-type: none"> • To formulate and implement an Appraisal policy. • To make pay decisions in line with the Pay Policy and legal requirements • To carry out appraisal of other teachers (or delegate to line managers in the school)
Standard Setting	<ul style="list-style-type: none"> • To set standards and predictions for pupil achievement and progress.
Religious Education	<ul style="list-style-type: none"> • To provide Religious Education in line with school's basic curriculum
Collective worship	<ul style="list-style-type: none"> • For maintained schools – to ensure, after consultation with the Board of Governors, that all pupils take part in a daily act of collective worship.

Health & Safety	<ul style="list-style-type: none"> To ensure that Health & Safety regulations are followed. 		
Discipline/ Exclusions	<ul style="list-style-type: none"> To draft the content of the school behaviour policy and publicise it to staff, students and parents. 		
Inclusion and Equality	<ul style="list-style-type: none"> To designate a qualified teacher to be responsible for coordinating SEND provision (the SENDCo) To appoint a designated teacher for looked-after children 		
School Organisation	<ul style="list-style-type: none"> To ensure that the school meets for 380 sessions in a school year. Where determined by the Board of Governors, to ensure that school lunch nutritional standards are met. 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 Maintain a register of pupil attendance To publish on the website the drafted structure and remit of the Board of Governors, including governor appointment details, term of office and attendance record To submit governor information to the DfE database of governors (GIAS) 		
Information for Parents	<ul style="list-style-type: none"> To ensure that the school keeps parents and prospective parents informed by preparing and publishing a school prospectus on their website To ensure that free school meals are provided to those pupils meeting the criteria. To ensure that parents are aware of their rights to withdraw their child from collective worship, RE and Sex and Relationship education. To ensure that a report on each child's educational achievement is forwarded to parents /guardians. 		
Extended Schools	<ul style="list-style-type: none"> To put into place the additional services provided. To ensure delivery of services provided. 		
Agreed by the Board of Governors on	18	10	2017
Review Date	17	10	2018

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Terms of Reference for Individuals or Monitoring Pairs

Any individual 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 Governor Visits Policy.

To monitor an identified area on the School Plan or a statutory function of the Board of Governors and report to the Board of Governors, ensuring the challenge and support of the committee the monitoring is replacing is captured. 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.

- 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 duty.
- 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 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 Board of Governors meeting.

The following designated statutory governor roles need to be appointed by the Board of Governors.

- Safeguarding
- SEND
- Health & Safety
- Finance

And to focus on the development needs of the Board of Governors

- Training and development

Before undertaking any monitoring, governors will read the Board of Governors Code of Conduct and Worcestershire County Council 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 strategic overview and responsibility to enable effective decision making

Designated monitoring governors:			
Finance Governors	Stephen Gough Mike Cornforth (Also Pupil Premium governor)		
SEND	Penny Cooper		
Safeguarding (including Child Protection)	Carrie Lloyd		
Health & Safety	Liz Wright		
Training & Development Governor			
Agreed by the Board of Governors on	18	10	2017
Review Date	17	10	2018

Sutton Park Community Primary School

Monitoring Visit Policy for Circle model of governance

See separate Governor Visits Policy

I agree to follow the agreed principles and procedures of this policy adopted by the Board of Governors on October 18th 2017

Name of Governor:

Date

Signature:

Sutton Park Community Primary School

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 Board of Governors.

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 any surplus/deficit to the full Board of Governors, highlighting any significant variances.
- To evaluate any virement recommendations and report to the Board of Governors.
- To keep in-school financial procedures under review.
- To benchmark school financial performance against similar schools and report to the Board of Governors.
- To evaluate proposed expenditure as set out within the delegated limits following recommendations from the headteacher and present to the Board of Governors.
- To draft the Schools Financial Value Standard, following discussions with the School Business Manager, for Board of Governors approval before 31st 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 Board of Governors.
- 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, 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 Board of Governors
- Review compliance audit reports, ensuring the Board follows recommendations and actions
- To make regular reports to the Board of Governors and ensure that key financial decisions are recorded correctly in the minutes.

Names of Monitoring Pair or Individual

Stephen Gough

Mike Cornforth

Agreed by the Board of Governors on	18	10	2017
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Review Date	17	10	2017
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Terms of Reference for Panel Hearings

- To make any decisions under the Board of Governors's personnel procedures e.g. disciplinary, grievance, capability, where the Headteacher is the subject of the action.
- To make any decisions under the Board of Governors's personnel procedures e.g. disciplinary, grievance, capability, unless delegated to the Headteacher.
- To make any determination or decision under the Board of Governors'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 Board of Governors in relation to staff redundancy and redundancy appeals.
- To consider any representations by parents in the case of an exclusion.
- 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 Board of Governors.

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

Membership [not less than 3]

Any three governors from a pool of governors [comprised of the whole Board of Governors], 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.

Agreed by the Board of Governors on	18	10	2017
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Terms of Reference for the Headteacher Appraisal Group

- To meet annually before the 31st December with an independent advisor to discuss and determine the headteacher appraisal objectives for the coming year (the planning meeting).
- 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 (the review meeting).
- To prepare and agree the Headteacher appraisal review statement, and report to the Board of Governors.
- 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 Board of Governors in respect of pay progression.

Membership [2 or 3 governors]

Neither the Headteacher, appointed staff governor or members of school staff may serve on this group.

Stephen Gough

Penny Cooper

One further governor where possible

Agreed by the Board of Governors on

18 10 2017

Review Date

17 10 2018

Sutton Park Community Primary School

Terms of Reference for the Pay Committee

The Board of Governors 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 the Headteacher will be taken by a Committee of the Board of Governors.

Terms

- 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 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 teaching 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 Board of Governors 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 Board of Governors
- To recommend to the Board of Governors 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.

Membership [3 governors]

Membership of the Pay Committee will not be open to anyone who could benefit financially, directly or indirectly from such membership or any of the decisions of the committee.

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

[Governor name] - Valerie Clough

[Governor name] - Penny Cooper

[Governor name] - Stephen Gough

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Standing Order for Meetings of the Board of Governors

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 make constructive challenge.
- Bring a copy of the School 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.
- 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 Board of Governors

- Headteacher
- Clerk
- any governor
- associate members (unless the Board of Governors requires them to leave for items relating to individual members of staff or pupils).
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The following persons will be invited to attend regular meetings of the Board of Governors; Deputy Headteacher, members of the senior leadership team, subject leaders, School Business Manager.

The Clerk will prepare a suggested calendar of meeting dates for the following year for approval at the first meeting of the year.

The Clerk to the Board of Governors 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 not appear as an agenda item but if any governor wishes to raise an item they should inform the Clerk at least 48 hours prior to the 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

All meetings will be convened by the Clerk. Any 3 members of the Board of Governors 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 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 Board of Governors at the next meeting.

Agreed by the Board of Governors on	18	10	2017
Review Date	17	10	2018

Standing Order for the Election of Chair and Vice Chair

Guiding Principles

- The Board of Governors **MUST** elect a Chair and a Vice Chair.
- When the office of Chair or Vice Chair becomes vacant, the Board of Governors must elect a new Chair or Vice Chair at their next meeting.
- There are no regulations covering the process of election with the exception of the need for the candidate(s) to withdraw from the meeting when a vote is taken.
- Governing Bodies are free to, and should, agree an election process.
- Governors who are paid to work at the school, for instance the Headteacher and the staff governors cannot be elected as Chair or Vice Chair.
- The process must be fair, open and transparent.

Factors the Board of Governors should consider in agreeing their election process are:

- How long the Chair and Vice Chair will serve.
- Whether a Governor can be re-elected and whether there should be a limit to the number of terms a Governor could serve in the position of Chair or Vice Chair.
- Whether a governor can stand for office if they are unable to be present at the meeting.
- How nominations will be made.
- Whether there will be a secret ballot or show of hands (and whether this would vary depending on the circumstances i.e. in all cases or only where there is more than one candidate.)
- How the Board of Governors would treat a tie in votes (would candidates have the opportunity to speak to the Board of Governors about why they want to be the Chair or Vice Chair followed by another vote, would it by another method?)

The role of the Chair of the Board of Governors

- To ensure the business of the Board of Governors is conducted properly in accordance with legal delegation requirements.
- To ensure that meetings are run effectively, act as a role model, focusing on the priorities and making best use of the time available, and to ensure that all members have an equal opportunity to participate in discussion and decision-making
- To establish and foster an effective relationship with the Headteacher based on trust and mutual respect for each other's roles.
- To establish and foster a good relationship with the Clerk based on professional respect for each role.

GOOD PRACTICE EXAMPLE

- The Board of Governors resolves that the following process will apply to the election of Chair (and Vice Chair)
- The Chair and Vice Chair will serve for a period of between 1 and 4 years.
- The Clerk will take the Chair to conduct the election of the Chair and the newly elected Chair will conduct the election for the Vice Chair using the same procedure.
- The Clerk will invite Governors to self-nominate by a closing date no later than 2 weeks before the date of the meeting at which the election is to be held.
- The Clerk will include the names of all candidates for election on the agenda for the meeting at which the election is to be held, and send it to governors at least 7 days in advance of the meeting.
- The candidates will be asked to leave the room, having outlined the skills they have for the role, whilst the election takes place and the outcome discussed.
- Governors will discuss the skillset of nominees for the role prior to taking a vote by secret ballot conducted and counted by the Clerk.
- Candidates will be allowed to vote (including for themselves) before leaving the room.
- In the event of a tie, each candidate will be given the opportunity to address the Board of Governors before a further vote is taken. (If a candidate cannot attend the meeting, a supporting statement may be requested in advance of the meeting.)
- If no advance nominations have been received for the office of Chair, the Clerk may seek nominations at the meeting.

If no Chair is duly elected, a Governor **MUST** be appointed to Chair the remainder of the meeting. The Board **MUST** then elect a Chair at its next meeting. If no Chair is duly elected at its next meeting, concerns will be raised on the capacity of Leadership and Governance.

Following the election of the Chair, the new Chair will conduct the election of a Vice Chair using the same procedure.

Agreed by the Board of Governors on	18	10	2017
Review Date	17	10	2018

Sutton Park Community Primary School

Standing Order for the Appointment of Co-opted Governors

Guiding Principles

The Board of Governors may decide the process for the appointment of Co-opted governors.

Factors the Board of Governors should consider in agreeing their appointment process are:

- ❑ What skills are required to support the Board of Governors at the time of the vacancy.
- ❑ How and where vacancies should be advertised.
- ❑ Whether a candidate will self-nominate or be proposed [and seconded if wished] by governors.
- ❑ What information the Board of Governors needs from each candidate to support their nomination i.e. a statement of so many words, interview with, or presentation to the Board of Governors or alternatives as appropriate.
- ❑ Whether there will be a secret ballot or show of hands [and whether this would vary depending on the circumstances i.e. in all circumstances or only where there is more than one candidate.
- ❑ How the results will be notified to the candidates.
- ❑ How often the process will be reviewed.
- ❑ The process must be fair, open and transparent.

1. The Co-opted governors are appointed by the Board of Governors. They are people who in the opinion of the Board of Governors have the skills required to contribute to the effective governance and success of the school.
2. The Board of Governors may choose to advertise the vacancy broadly to reach as wide an area as possible. Priority may be given to candidates with particular skills if this expertise would enable the Board of Governors to work more effectively. In these cases this would be clearly stated when notifying the vacancy.
3. Where two or more names are put forward, prospective Co-opted governors will be asked to prepare a brief statement of no more than 100 words, explaining their background and why they wish to be appointed. Where possible these statements will be circulated to all members of the Board of Governors prior to the meeting at which any appointment will be considered.
4. At the next meeting of the Board of Governors, governors will be invited to vote by show of hands if there is a sole candidate. Where there are multiple nominations, governors will take a vote by secret ballot, managed by the Clerk.
5. In the event of a tie, the governors will again discuss the nominations and take a further vote.
6. The Clerk will announce the result, with the candidate polling the most votes being duly appointed.

Agreed by the Board of Governors on

18 10 2017

Review Date

17 10 2018

Sutton Park Community Primary School

Standing Order for the appointment of an Associate Member

Guiding Principles

Board of Governors can benefit from being able to draw on particular skills or experience from outside their formal governor membership. The definition of associate member is wide and can include pupils, school staff and persons who want to contribute specifically on issues related to their particular area of expertise, for instance finance.

Associate members are

- Appointed for a period between one and four years and can be reappointed at the end of their term of office. They can be removed from office by the Board of Governors at any time. They are not governors and are not recorded on the Instrument of Government
- Associate members cannot be given voting rights at Board of Governors meetings.
- Associate members may be excluded from any part of a meeting when the item of business concerns an individual pupil or member of staff or other confidential items.

Factors the Board of Governors should consider in agreeing their appointment process are:

- What the purpose of the appointment will be (i.e. addition of skills)
- What information the Board of Governors needs to support the proposal i.e. a statement of so many words, interview with, or presentation to the Board of Governors or alternatives as appropriate
- Whether there will be a secret ballot or show of hands
- What the term of office for the membership shall be
- Whether the associate member will be included in all distributions of documents and meeting (or whether for instance confidential minutes will not be available)
- The expectation of the associate member to sign the Governing bodies Code of Conduct
- The expectation of the associate member to have their name and business interests published on the school website.

STANDING ORDER EXAMPLE

The Board of Governors resolves that the following will apply to the appointment of associate members of the Board of Governors

Name of Associate Member { insert name }

The Board of Governors agree to the associate member named above:-

To be appointed for a period of {insert agreed term between 1 - 4 years}

To have regard to the Terms of Reference, Board of Governors Code of Conduct and other Standing Orders of the Board of Governors

To undertake appropriate governor training

To agree to complete the legal governor declaration and declaration of business interest forms

Agreed by the Board of Governors on	18	10	2017
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Review Date	17	10	2018
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Sutton Park Community Primary School

Code of Conduct

I agree to follow the agreed principles and procedures of this Code of Conduct adopted by the Board of Governors on October 18th 2017

Name of Governor	Date
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Signed and Agreed	Date
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