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**Committee Model
Terms of Reference and Standing Orders
2019-2020**

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.

These documents were agreed by the Board at their meeting held on

Date: 3 October 2019

Review Date: Autumn 2020

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Outline

Whilst the board as a whole remains responsible for the governance function, in this model there are two distinct areas of work delegated by them to a Learning & Development Committee and Finance and Resources Committees.

These two Committees focus on the delivery of the annual School Development Plan in their respective areas, though may liaise and consult together where necessary, undertake monitoring and evaluation activities against these priorities and report to the Board as a whole. In each case where a function has been delegated there is a statutory duty to report any findings, actions or recommended decisions to the board at the next meeting. These reports will in turn inform collective strategic decision making by the Board.

The Board may consider additional committees i.e. Church School Boards may want to consider how they ensure the Christian Distinctive Character of the school is maintained. When deciding on the number of committees required for the Board to be able to undertake its work effectively the wellbeing of staff, headteachers and governors attending meetings must be considered by referring to the DfE teacher workload reduction toolkit.

Terms of reference must be drafted and agreed for any additional committees and then incorporate them within this document.

1. Terms of Reference – The Board
2. Terms of Reference - Learning and Development
3. Terms of Reference – Finance and Resources
4. Terms of Reference - Clerk to the Board
5. Terms of Reference/Delegation of Functions – Executive Headteacher
6. Terms of Reference -Individual Statutory Delegated roles
7. Terms of Reference - Panel Hearings
8. Terms of Reference – Headteacher Performance Management Group
9. Terms of Reference – Pay Committee

STANDING ORDERS

10. Standing Order - For Board Meetings
11. Standing Order - Election of the Chair and Vice Chair
12. Standing Order – Appointment of Associate member

APPENDIX A POLICIES

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 its business by adopting the Committee model structure and to delegate statutory functions to a Learning & Development Committee and a Finance and Resources Committee as well as appointing the statutory individual delegated governor roles of Safeguarding; SEND; Health and Safety; and Finance.

The Board has three strategic core functions:

- Ensuring clarity of vision, ethos and strategic direction
- Holding executive leaders to account for the educational performance of the organisation and its pupils, and the effective and efficient performance management of staff
- Overseeing the financial performance of the organisation and making sure its money is well spent

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

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

**Governing Board
Operational
Business**

- To ensure focus on the three strategic core functions
- 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 confirm appointment of Committee Chairs and Vice Chairs.
- To appoint (or dismiss) the Clerk to the Board.
- To hold at least 3 Full Governing Body meetings each year.
- To appoint and remove any associate members.
- To appoint Foundation Governors (in consultation with the Diocese)
- To appoint the LA nominated governor
- To suspend or remove/recommend removal of a governor. LA and foundation governors can only be removed by their appointing or approval body.
- To decide which functions of the Board will be delegated to statutory individual delegated roles and to appoint into the roles.
- To appoint the statutory individual required roles of Safeguarding, SEND, Health & Safety and Finance (KCC Schools) based on skill set and expertise.
- **To receive reports from any individual to whom a delegation has been made and to consider whether any further action or decision by the Board is necessary.**
- To review the delegation arrangements annually.
- To appoint selection panel for Headteacher/ Executive Leader/ Deputy Headteacher and ensure at least one of the panel has completed Safer Recruitment Training.
- To approve or decline 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** and ensure this is kept up to date.
- 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 Board procedures where not set out in law and record these as Standing Orders.
- To delegate to the Executive Headteacher the functions as described in the Delegation of Functions Standing Order.
- **To assign individuals or pairs of governors to monitor the priorities of the School Improvement Plan.**
- **To approve and arrange a suitable induction process and mentoring for newly appointed or elected governors.**
- To audit and evaluate individual and collective development needs and promote appropriate training.
- **To regularly audit and evaluate the impact of governance to inform the structure of the Board**
- To ensure the Executive Headteacher provides such reports as requested by the Board to enable it to undertake its role.
- To monitor compliance with GDPR and receive an annual report from the DPO
- To agree a calendar of work and timetable of meeting dates for the year based on known cycles of school improvement and financial management.

<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 annually approve the School Improvement Plan for priority accuracy; regularly holding the leaders to account against the milestones and monitoring against an agreed Board monitoring schedule. • To review regularly how the school is regarded by pupils and parents. • 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. • To approve <i>statutory</i> policies (as appended list), ensuring their compliance and impact. • To ensure there is a process in place for the approval of school trips and the school's procedures for visits ensure the safety and welfare of the pupils, staff and volunteers. • To approve all school trips involving overseas; trips involving travel by air or by sea and trips involving one night's absence or more an overnight stay away from home. • To ensure the school has a Board approved Complaints Procedure, published on the school website with stakeholders knowing how to raise concerns and make a complaint. • To have regard to the professional advice given by the Clerk • To ensure that the Board 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 (SEN) policy. • 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). • To comply with statutory duties from the SEND code of practice and KCSIE 2019 in respect of pupils with special needs by appointing a SEND governor. • To abide by the Equality Act 2010 • 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 practising members of their denomination only.</i> • To receive reports on bullying, homophobic and racial incidents.
<p>Safeguarding</p>	<ul style="list-style-type: none"> • To ensure statutory compliance with Keeping Children Safe in Education 2019 and its associated policies including adopting the KCC child protection 2019 policy and relevant procedures • To comply with statutory duties from KCSIE 2019 by appointing Safeguarding, SEND and Health & Safety governors • To ensure every governor and associate member has read and understood KCSIE 2019 part 2 • To ensure every member of school staff has read and understood KCSIE part 1 • 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 • To receive the safeguarding annual report to the Governing Board • To review and evaluate the completed Safeguarding Review Tool annually (on Kelsi) ensuring any follow up actions are monitored and completed.

<p>Curriculum</p>	<ul style="list-style-type: none"> • Ensure NC is taught to all pupils • To ensure the curriculum is ambitious and designed for all learners particularly the most disadvantaged and those with SEND or high needs to give them the knowledge and cultural capital they need to succeed in life. • To ensure the curriculum is broad and balanced by understanding the intent, implementation and impact. • To ensure a full curriculum is delivered • 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 • To consider recommendations from external reviews of the school (eg Ofsted, school improvement advisers, SIAMS), reviewing and evaluating any agreed actions to ensure impact
<p>Budget</p>	<ul style="list-style-type: none"> • To operate within KCC's Standing Orders and Financial Regulations and Procedures (Maintained) • To approve the first formal budget plan each financial year. • To engage in strategic decision making. • To approve a 3-year budget which shows clear links to the School Improvement Plan. • To approve and review the financial risk register (template on Kelsi) • To analyse and recommend the annual budget. • To annually review and approve the Finance Policy and KCC recommended levels of delegation. • To undertake financial benchmarking. • To review and recommend for approval 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 (maintained) school complies to the SFVS guidelines including the board receiving six monitoring budget reports from the finance/ business manager with an accompanying commentary which will include the impact of any change, both positive and negative to the 3 year budget plan. • To agree annual strategic action plans for the pupil premium spend and monitor how all specialist funding is spent (i.e. PE and sports premium and the pupil premium) • To appoint a finance governor (maintained schools). • 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 appoint Executive Leader/Headteacher and Deputy Headteacher. • To agree staffing policies which provide for governor involvement in the interests of preserving the school's religious character. • To annually determine the staff complement. • To annually agree a pay policy, which has been approved by the unions, and any pay discretions following the STPCD. • To annually review the impact of and implementation of the Pay Policy. • To establish and review policies and procedures for addressing staff discipline, conduct, grievance and bullying and harassment. • To establish a governor panel to hear staff appeals against dismissal, redundancy, grievances, bullying and harassment and pay. • To dismiss the Headteacher. • To end the suspension of staff or Headteacher as determined within the policy. • To determine dismissal payments/early retirement. <i>(Foundation schools – governors should decide whether the Diocese Director of Education should have advisory rights)</i>
Appraisal and Performance Management	<ul style="list-style-type: none"> • To establish and review and approve the Appraisal Policy. • To determine the timing of the Headteacher appraisal review cycle. • To appoint the Headteacher Performance Management Panel following the best practice of 3 skilled trained governors, to include the Chair of the Board. The Chair of the Governing Board must not be appointed as the Chair of the panel. The Vice Chair must not sit on this panel as well as the Chair. • To appoint the external advisor for the Headteacher Performance management panel • To take into account the Headteacher Standards for Excellence • To appoint the Pay committee of 3 skilled trained governors to include the Vice Chair. • To agree total pay award following recommendation from Pay committee • To agree any pay award for the Headteacher/ Executive Leader 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 behaviour 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 page 18 point 57). • To direct the reinstatement of excluded pupils • To consider the findings of any Independent Review Panel.
Premises & Insurance	<ul style="list-style-type: none"> • To develop and approve a school buildings strategy or master plan and contribute to LA Asset Management Strategy arrangements. • To procure and maintain buildings, including a properly funded maintenance plan. • To seek advice from the LA, diocese or trustees, where appropriate to ensure adequate levels of buildings insurance and personal liability. • To receive annual site report.

Health & Safety	<ul style="list-style-type: none"> • To establish and approve a Health & Safety policy • To ensure that Health & Safety regulations are followed and appropriately prioritised. • To receive the annual Health & Safety Inspection report and agree any actions. • To receive the KCC required H&S inspection report 3 times a year. • 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. (As a VA school, the Board acts as the admissions authority). • To consult annually before setting an Admissions policy, notify the LA and publish the arrangements on the School website in accordance with the paragraph 1.47 of the School Admissions Code. (VA school) • Set a clear published admission number (PAN), which states the number of applicants they will admit where enough applications are received. To establish an Admissions Policy. • Admissions appeals: To set up independent panels in line with the School Admission Appeals Code. (VA school).
C o l l e c t i v e 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. • In voluntary aided schools designated with a religious character, the Board is responsible for arranging collective worship in accordance with the trust deed or religious designation of the school after consulting the Executive Leader. • To ensure the religious character of the school is maintained and SIAMS requirements are fulfilled.
School Organisation	<ul style="list-style-type: none"> • To set the time of the school sessions and the dates of school terms and holidays • 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 up to date with school information.
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.
Membership of the Board to comply with the Instrument of Government (12) <i>Current governors in post are listed on the school website, GIAS and Governorhub</i>	
Agreed by the Governing Board (Date)	3 10 2019
Review Date	2020
Quorum: one half of the number of governors in post (rounded up)	

Ramsgate Holy Trinity CE Primary School

Terms of Reference for Learning and Development Committee

The Learning and Development Committee is expected to work within the following terms of reference with a focus on monitoring the School Plan

General	<ul style="list-style-type: none"> • To elect a Chair. • To appoint a Clerk. • To act on matters delegated by the board • To consider safeguarding and equalities implications when undertaking all committee functions, ensuring all pupils have equal opportunities. • To undertake monitoring visits to the school relevant to the committee's role and comply with governor monitoring visits policy. • To make regular reports to the Governing Body. • Meet at least 3 times each academic year with the timing and number of meetings considering the well-being of staff and governors and timetabled relevant to school data analysis timescales. • To monitor the schools' policies in relation to the curriculum, pupil welfare and behavior (see appendix) • Take an active role in School Self Evaluation, monitoring success in all areas and identifying areas requiring improvement. • To monitor the relevant areas and milestones within the school improvement plan • To advise the resources and personnel committee on the relative funding priorities necessary to deliver the curriculum.
Curriculum	<ul style="list-style-type: none"> • To monitor how the agreed curriculum is ambitious and designed for all learners particularly the most disadvantaged and those with SEND or high needs to give them the knowledge and cultural capital they need to succeed in life. • To ensure the curriculum is broad and balanced by understanding the intent, implementation and impact. • To ensure a full curriculum is delivered • To ensure the British values are embedded within the curriculum, preparing pupils for life in modern Britain • To understand the performance data for the school including the vulnerable groupings. • To ensure the specialist funding for pupil premium has impact. • To meet with the lead professionals within the school to gain an understanding of the scope of the curriculum targets and the activities the school is conducting to achieve success. • To undertake any necessary training (in or out of school) that is necessary to enable effective monitoring of targets. • To evaluate the extent of success at the end of the set timescale. • To understand and evaluate independent monitoring data (eg ASP/IDSR) • To identify and celebrate success
Expectations and Outcomes	<ul style="list-style-type: none"> • To monitor pupil achievement and progress against expectations, predicted outcomes and school improvement milestones and targets.
Extended Services	<ul style="list-style-type: none"> • To monitor the impact of any extended services provided against pupil achievement.
Membership of the Learning and Development Team	
Quorum: Chair to have casting vote	3
Chair	Andrena Tyler
Vice Chair	Andrew Foster

Governor 1	Mary Somers-James		
Governor 2	Kay Sinden		
Governor 3	Vicki Prentice		
Governor 4	Father Paul		
Governor 5	Louise Joyner (Staff governor)		
Exec Headteacher & Head of School	Tim Hunter-Whitehouse Erin Price (Associate)		
Co-opted to the Cttee	Steffi Egan (Deputy Head)		
Clerk	Ann Harley		
Agreed by the Governing Body on	3	10	19
Review Date			2020

Ramsgate Holy Trinity CE Primary School

Terms of Reference for Finance and Resources Committee

The Resources Team is expected to work within the following terms of reference with a focus on monitoring

General

- To elect a Chair.
- To appoint a Clerk.
- To monitor progress against the priorities of the School Improvement Plan particularly those related to resources, finance & premises targets.
- To undertake monitoring visits to the school.
- To make regular reports to the governing body.
- To act on matters delegated by the board
- To consider safeguarding and equalities implications when undertaking all committee functions
- To meet at least 3 times each year in terms pertinent to the SFVS and budget
- To monitor and evaluate the risk register

<p>Budget</p>	<ul style="list-style-type: none"> • To evaluate and recommend the annual budget. (To be approved by the Full Board) • 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 board, highlighting any significant variances and their impact on the three year budget plan. • To evaluate any virement recommendations and report to the governing body. • Analyse and report on Tenders for Contract Services. • Approve Tenders in accordance with the Finance Policy • To be actively engaged in evaluating effective school resource management to raise standards in education • To ensure compliance and report back to the board with the KCC scheme for financing schools. • To benchmark school financial performance against similar schools and report to the governing body. • To evaluate proposed expenditure following recommendations from the headteacher and present to the board. • To ensure that the school is working within the guidance of the Schools Financial Value Standard and Assurance (SFVS) recommendations and undertake any remedial actions identified. • To make regular reports to the Board and ensure that key financial decisions are recorded correctly in the minutes. • To monitor the impact of the costed school improvement plan in relation to the budget spend • To monitor and evaluate the management of the Voluntary Fund and to receive the audited accounts. • To prepare annual SFVS report and monitor outstanding action points • To receive any Compliance reports and monitor outstanding action points. • To ensure that all spending provides 'Value for Money' in terms of raising standards in education • To use the Financial Competency Matrix to inform governor training plan • To annually review LA contracts, delegated services and insurance • 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 monitor how school premiums are spent (i.e. PE and sports premium and the pupil premium) • To receive Asset Management Plan and annual report on any assets written off
<p>Premises and Insurance</p>	<ul style="list-style-type: none"> • To seek advice from the Local Authority, diocese or trustees, where appropriate to ensure adequate levels of buildings insurance and personal liability. • To approve and monitor the implementation of the School Buildings Strategy Plan informing the board of the proposed order of priorities. • To review the Disaster Recovery/Business continuity plan • To review the accessibility plan and ensure inclusion • To monitor the maintenance plan. • To keep premises management documents under review

Staffing	<ul style="list-style-type: none"> To determine the staff complement in consultation with the headteacher and recommend to the board. To review the pay policy for approval by the board. To annually review the impact of and implementation of the Pay and Reward Policy. To ensure that staffing procedures follow equalities legislation To annually review procedures for dealing with staff discipline and conduct and grievances and make recommendations to the board for approval. To monitor the CPD budget against the school improvement plan and staff needs to ensure staff development, progression and raised pupil outcomes.
Health and Safety	<ul style="list-style-type: none"> To approve and monitor the Health and Safety Policy. To ensure that Health and Safety regulations are followed and prioritised appropriately. To receive the annual Health & Safety Inspection report and agree any actions. To receive the KCC required H&S inspection report 3 times a year. To appoint a Health and Safety governor
Membership of the Resources and Personnel Committee	
Quorum – 3 non staff Governors (Chair to have casting vote)	3
Chair	Rod Thomas
Vice Chair	Val Woodin
Governor 1	Mary Somers-James
Governor 2	Carmel Togher
Governor 3	Jennifer Selmes
Exec Headteacher and Head of School	Tim Hunter-Whitehouse Erin Price (Associate)
Co-opted to the Cttee	Vicki Sutherland (Business Manager)
Clerk	Ann Harley
Agreed by the Governing Body on	3 10 2019
Review Date	2020

Ramsgate Holy Trinity CE Primary School

Terms of Reference for the Clerk to the Board

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

Guiding Principles

- The Clerk is accountable to the Governing Board.
- He/she is employed by the Governing Board and line managed by the Chair of Governors, whose responsibility it is to ensure induction training is undertaken and conducts an annual appraisal and pay review with recommendations approved by the board.
- The Clerk will be provided with a contract of employment based on the job description and Clerking Competency Framework.
- Governors, Associate Members and the Headteacher cannot be employed as Clerk to the Governing Board whilst holding office.

The main responsibilities of the Clerk are:

- To work effectively with the Chair of governors, the other governors and the Headteacher to support the Governing Board.
- To keep up to date and advise the Governing Board on constitutional and procedural matters, powers and duties as outlined within legislation, statutory guidance, the governance handbook and for academies the Academies Financial Handbook 2019.
- To support the Governing Board to develop a culture where challenge is welcomed.
- To convene meetings of the Governing Board ensuring they are quorate.
- To produce agendas for the meetings working with the Chair of governors
- To attend meetings of the Governing Board 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 it is published on the website.
- To maintain the website published requirements for boards by ensuring Governor information is kept up to date
- 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 and report vacancies to the Board and appropriate Foundation Trusts.
- To keep The Education People GovernorHub database up to date with details of the members of the board.
- To maintain a register of attendance to be published on the school website and report non-attendance to the Board
- To give and receive notices in accordance with relevant regulations.
- To perform such other functions as may be determined by the Board 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 (but not the Headteacher) to act as Clerk for that meeting.

Details of employment

Part time, term time only

Agreed by the Governing Board on 3.10.2019

Ramsgate Holy Trinity CE Primary School

Delegation of Functions to Executive Headteacher

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

Budget	<ul style="list-style-type: none"> • To make miscellaneous financial decisions up to an agreed limit of £8000 as set out in the school finance policy. • To enter into contracts up to the limit of £8000 as set out in the school finance policy. • To monitor monthly expenditure. • To make payments. • To ensure the board receives 6 budget monitoring reports every year
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 decide which subject options should be taught. • To be responsible for standards of teaching. • To be responsible for each individual child's education. • To agree and review the content of any Sex and Relationship Education, ensuring parents are informed of their right to withdraw their children, 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"> • In schools with a religious character, to provide Religious Education to the agreed syllabus.
Collective worship	<ul style="list-style-type: none"> • In schools with a religious character, to provide collective worship of a denominational character.
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 co-ordinating SEN provision (the SEN co-ordinator or SENCO) • To appoint a designated teacher for looked-after children

S c h o o l Organisation	<ul style="list-style-type: none"> • To ensure that the school meets for 380 sessions in a school year. • Where determined by the Governing Board, 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 • To ensure the statutory required information is uploaded to the school website. • Maintain a register of pupil attendance. • To publish on the website the drafted structure and remit of the Governing Board, 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 up to date with school information. • 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 on	3	10	2019
Review Date			2020

Terms of Reference for Individual Delegated governors

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 Monitoring Visits Policy and the Board Code of Conduct.

To monitor a statutory function of the Board and report back, ensuring the statutory responsibilities are fulfilled. It is expected that 3 monitoring visits will be made to the school during the year, unless school circumstances necessitate more. Not all visits 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 Delegated 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 questions asked against the statutory regulations and answers documented.
- To ensure key questions are asked and collective constructive challenge is enabled at the board or committee meeting.
- To undertake any necessary training (in or out of school) to enable effective monitoring of the 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 Head of School and in accordance with the Governor Monitoring Visits Policy.

Reports will be submitted for factual check and comment by the Head of 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 board or committee meeting as appropriate.

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

- Safeguarding
- SEND
- Health & Safety
- Finance (KCC Maintained Schools)

And to focus on the development needs of the Governing board

- Training and development

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

Having 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 informed decision making

Statutory delegated governors

Finance Governor (KCC Maintained)	Rod Thomas		
SEND	Andrew Foster		
Safeguarding (including Child Protection)	Andrew Foster		
Health & Safety	Carmel Togher		
Training & Development Governor	Andrena Tyler		
Any other governor monitoring roles in accordance with school priorities, add as rows below (See separate Committee List)			
Agreed by the Governing Board on			3 10 2019
Review Date			2020

Ramsgate Holy Trinity CE Primary School

Terms of Reference for Panel Hearings

- To make any decisions under the Board's personnel procedures e.g. disciplinary, grievance, capability, bullying & harassment where the Headteacher is the subject of the action.
- To make any decisions under the Board's personnel procedures e.g. disciplinary, grievance, capability, bullying & harassment unless delegated to the Headteacher.
- 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 in relation to staff redundancy and redundancy appeals.
- To make any determinations on behalf of the Board in relation to any pay appeal.
- To make any determination or decision under the Board's School Complaints Procedure.
- To consider any representations by parents in the case of an exclusion (in accordance with the Statutory DfE Exclusions Guidance).
- 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 (in accordance with the Statutory DfE Exclusions Guidance).
- All panels are to be convened by the Clerk to the Board.
- All panels will follow the relevant 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

Membership [not less than 3]

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

1. Suitably qualified to undertake the role, and not tainted.
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.

Ramsgate Holy Trinity has a joint agreement with St Peter in Thanet CE Junior School and Palm Bay Primary school.

Agreed by the Board on	3	10	2019
Review Date			2020

Ramsgate Holy Trinity Primary School

Terms of Reference of the Headteacher Performance Management Committee

- To meet annually before the 31st December with the Board appointed suitably experienced and qualified independent external adviser and Headteacher. In following best practice, the Headteacher appraisal will be the first staff appraisal performed to enable Headteacher objectives being reflected within other whole school staff performance management objectives to drive the school forwards.
- To review, with the support of the independent external advisor, the performance of the headteacher against the agreed appraisal objectives and determine the recommendation on pay progression.
- Inform the Headteacher of the standards against which their performance will be assessed.
- To consult with the independent external advisor to set challenging but achievable headteacher appraisal objectives for the coming year ensuring they are SMART.
- Objectives should as far as possible be reached by agreement. However, where a joint determination cannot be made the HTPM committee will make the determination with the provision for the Headteacher to record any disagreement if required.
- To prepare and agree the Headteacher appraisal review statement, and report to the Board the completion of the process.
- 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.
- Where serious weaknesses are identified in the Headteachers performance then this procedure should cease and the issues will be managed within the school's formal capability procedure. The appraisal process will be re-commenced when the Headteacher's performance has reached the required standard.

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 Board will not take the role of the panel/committee Chair.

In Voluntary Aided schools at least two members must be foundation governors
Neither the Headteacher nor staff governors may serve on this group.

NB TOR for 2019 Refer to the Executive Headteacher

Mary Somers-James

James Boulton (Chair at St Peters)

Governor (St Peters)

Agreed by the Governing Body on	3	10	2019
Review Date			2020

Ramsgate Holy Trinity CE Primary School

Terms of Reference for the Pay Committee

The 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 Board.

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 / 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 made by the Headteacher regarding an individual's pay progression and any other professional advice and guidance provided by the Headteacher
- 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 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, recording the reasons for the pay decisions taken and, having due regard to confidentiality, to report summary information of completion to the Board
- To recommend to the 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.

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. In Voluntary Aided 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 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.

Chair of Pay Committee Val Woodin

Kay Sinden

Rod Thomas

Agreed by the Board on 3 10 2019

Review Date 2020

Ramsgate Holy Trinity CE Primary School

Standing Order for Meetings of the Board

Governors are expected to:

- Arrive in good time for the start of any meeting, having read all the paperwork in connection with the agenda, and prepared with questions to ask or comments to make.
- Have read and have access to the latest School Improvement Plan and be familiar with its milestones and priorities.
- Limit discussion to policies and actions and not people, ensuring constructive challenge, support and celebration is captured within the minutes.
- Understand their strategic role and not stray into the operational.
- 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.
- Collectively ensure all Board decisions are strategic and not operational.
- Be brief and adhere to any time limits placed against agenda items.
- Take regard of the advice and guidance given by the paid governance professional - the clerk
- Follow up on action points between meetings

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

- Headteacher
- Clerk
- any governor
- Associate Members (unless the 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 Body:

Deputy Headteacher

Bursar (Resources meetings)

Board Meetings will be held at the school **5 times each year**. The Clerk will prepare a suggested calendar of meeting dates for the following academic year for approval at the last meeting held in term 6 of the preceding academic year following board self-evaluation.

The Clerk to the 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.

The Clerk or Chair should be advised of any items to be covered under ‘Any Other Business’ before 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

Should the Board wish to operate virtual governance at some or all of their meetings, terms will need to be agreed and minuted in advance of any such meeting.

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

Agreed by the Board on	3	10	2019
Review Date			2020

Ramsgate Holy Trinity CE Primary School

Standing Order for the Election of Chair and Vice Chair

Guiding Principles

- The Board **MUST** elect a chair and a vice chair. (The School Governance (Roles, Procedures and Allowances) Regulations 2013 – para 7.1)
- When the office of Chair or Vice Chair becomes vacant, the Governing Body 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.
- Boards 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.

The role of the Chair of the Board

- To ensure the business of the Board is conducted properly in accordance with legal delegation requirements.
- To ensure that meetings are run effectively, 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.

Ramsgate Holy Trinity CE Primary School
Standing Order

Election of Chair and Vice Chair

At least two weeks in advance of the first meeting of the academic year, the Clerk will send an e-mail to all eligible Governors inviting self-nomination for the positions of Chair and Vice Chair.

Governors who are paid to work at the school cannot be elected as chair or vice chair. The chair or vice chair can resign at any time by giving notice in writing to the Clerk. Existing Chairs and Vice Chairs are able to stand for re-election

The Chair and Vice Chair will serve for a period of one year

Governors will be advised the names of all candidates before the meeting.

At the meeting:

- 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 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.
- Should only one nomination for each post be received Governors will vote by a show of hands. If more than one vote is received for either post, Governors will vote by secret ballot. Candidates will be allowed to vote (including for themselves) before leaving the room. (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.

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

If no Chair is duly elected, the Vice Chair MUST be appointed to Chair for the remainder of the meeting and act as Chair until the next meeting. The Board MUST follow its statutory requirement to 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 under schools causing concern guidance.

Agreed by the Governing Body on		3	10	2019
Chair of Governors Name: Mary Somers-James	Term of Chair Office One Year	Elected date	3.10.19	
Vice Chair of Governors Name: Val Woodin	Term of Office One Year	Elected date	3.10.2019	

**Ramsgate Holy Trinity CE Primary School
Standing Order for the appointment of an
Associate Member**

Guiding Principles:

Boards can benefit from being able to draw on specific skills or experience from outside their formal Board 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 area of expertise, for instance finance.

The membership of any committee may include Associate Members, provided that a majority of members of the committee are Governors.

Associate Members:

- Are appointed for a period between one and four years and can be reappointed at the end of their term of office
- Can be removed from office by the Board at any time
- Are not Governors and are not recorded on the Instrument of Government
- Are not Governors and therefore are not able to vote at Board level
(Every question to be decided at a meeting of the board is to be determined by a majority of the votes of the governors present and voting on the question)
- Can be given limited voting rights on committees by the Board
- Cannot be given voting rights if they have not reached the age of 18 at the time of their appointment
- May be excluded from any part of a meeting when the item of business concerns an individual pupil or member of staff

Factors the Board should consider in agreeing their appointment process:

- *What the purpose of the appointment will be e.g. addition of skills, holding until a Governor position becomes vacant*
- *What information the Board needs to support a proposed appointment e.g. a statement 250 words, interview with the Chair/Vice Chair, presentation to the Governing Board, alternatives as appropriate*
- *Whether when considering the appointment, voting will be by secret ballot or show of hands*
- *What the term of office for the membership shall be (1 to 4 years)*
- *What committee (if appropriate) the Associate Member would be appointed to and what, if any, voting rights the Associate Member will be given*
- *Whether the Associate Member will be allowed to attend Board meetings (a person in attendance at meetings can be asked to leave for confidential items)*
- *Whether the Associate Member would be included in distributions of all documents and meeting papers (or whether for instance confidential minutes would not be available)*
- *The expectation of the Associate Member to sign the Board's Code of Conduct, Governor legal Declaration and Declaration of Business Interest forms*
- *The expectation of the Associate Member to obtain a DBS check (recommended), in line with all members of the Board*

Ramsgate Holy Trinity CE Primary School

Associate Member Pro-forma

The Board resolves that the following will apply to the appointment of Associate Members of the Board:

Name of Associate Member

The Board agree the Associate Member named above is :-

- To be appointed for a period of (*insert agreed term between 1 - 4 years*)
- To attend /not attend meetings of the Board
- To be a member of the committee
- To have full voting rights on committee
- To have regard to the Board's agreed Terms of Reference, Code of Conduct and other Standing Orders of the Board
- To undertake appropriate Governor Training and Development (as agreed in the Board's Code of Conduct)
- To complete the legal Governor Declaration, Declaration of Business Interest forms
- To obtain a DBS check, in line with all members of the Board (best practice)

Agreed by the Board on	3	10	2019
Review Date			2020

APPENDIX 1

POLICIES

Capability	Biennial - FGB
Appraisal	Biennial - FGB
Charging and Remissions	Biennial - FGB
School behaviour and written statement	Annual - FGB
Sex Education	Biennial – L&D
SEN&D	Annual - FGB
Performance Related Pay Policy	Annual - FGB
GDPR (Data Protection)	Biennial - Resources
Admissions arrangements	Annual - FGB
Accessibility	Every 3 years - Resources
Complaints procedures statement	Biennial - FGB
EYFS	Biennial - L&D
Freedom of Information	Biennial – Resources
Governors' allowances	Biennial - FGB
Premises Management Documents	H&S Governor to monitor
Health and Safety	Annual - Resources
Equality information and objectives Statement for publication	Policy to be reviewed every 4 years Objectives annually - FGB
Staff Discipline & Conduct Grievance	Biennial - FGB
Child protection policy (Safeguarding)	Annual - FGB
Statement of procedures for dealing with allegations of abuse against staff	Biennial - FGB
Supporting pupils with medical conditions	Biennial - FGB

Not statutory:

Acceptable Use	FGB
Educational Visits	Biennial – L&D
Anti-Bullying	Biennial – L&D
Attendance	Biennial - Resources
Online Safety	Biennial - FGB
Finance	Reqd for SFVS Annual – Resources /FGB
Whistleblowing	Reqd for SFVS Biennial - Resources
Governor Visits	Annual - FGB
RE & CW (As a Church School)	Biennial – L&D

Business Continuity Plan	Reqd for SFVS – Annual - Resources
Risk Register	Reqd for SFVS – Annual - Resources
Safer Recruitment (statement can be included in CP Policy)	
Visitors to School	
PREVENT	
Staff Code of Conduct	
Governor Code of Conduct	Annual - FGB