**FULL GOVERNING BODY**

**TERMS OF REFERENCE**

**2019-2020**

**Membership:**

* The Full Governing Body (FGB) will ensure it has sufficient Governors to undertake its duties effectively and to maintain the quorum for an FGB meeting of not less than 6.
* All governors will be appointed for a 4 year term of office.
* The FGB will ensure that it creates an environment which enables it to recruit and retain effective Governors and which encourages the participation of all groups and sections of the community.
* The FGB will be proactive in recruiting Governors whose appointment is its responsibility.
* The FGB will seek to recruit people with the relevant skills and experience needed to deliver good governance.
* The FGB will publish on the school’s website all of the information relating to it’s structure and membership as required by the Constitution of Governing Bodies of Maintained Schools, Statutory Guidance, September 2016.

**Election of Chair and Vice-Chair:**

Any changes to the FGB’s arrangements for elections in these Terms of Reference will be made in advance of any election.

* The Chair and Vice-chair will be elected for one year and their term of office will end on the day of the first full FGB meeting following the anniversary of their appointment.
* Candidates should self-nominate and do so in time to have their name included on the agenda for the meeting at which the election of officers will take place.
* New Governors cannot take on the role of Chair within the first 6 months of appointment to the Governing Body.
* In order to understand the role, a Vice-Chair is required to have started the Governor Services training on being a Chair.
* Self-nomination at the meeting will only be accepted if no-one has put themselves forward on the agenda.
* If they wish to, candidates will be able to make a personal statement to the meeting before the vote.
* Voting will be by secret ballot.

**Appointment of Clerk to the FGB:**

The FGB will either employ a Clerk or subscribe to the County Clerking Service.

If the Clerk is employed by the school, the following apply:

* The Clerk will have a contract of employment that includes specific provisions in relation to their work as clerk. This will show their hours, rate of pay, method of payment, overtime pay and period of notice.
* The FGB will arrange for the Clerk to discuss their role with the Chair of Governors on an annual basis.
* The FGB will support the Clerk in their continuing professional development, by enabling them to participate in the Clerks’ Accreditation programme, the Clerks’ Development Programme, Clerks’ Support meetings and inviting them to attend their FGB training sessions.

**Meetings:**

* An annual calendar of dates for main meetings will be agreed and published.
* The FGB will plan its business across the year to take account of the school’s internal management cycle and the availability of information and reports that are needed for it to effectively hold senior leaders to account.
* The FGB will meet at least monthly with a minimum of 10 meetings per year
* Meetings will focus on its three core functions; Setting Strategic Direction, Financial Probity and Holding Leaders to account and its statutory responsibilities. They will focus on monitoring progress, evaluating outcomes across the school and ensuring the school improvement plan is being successfully implemented.
* Governors will receive relevant information two weeks in advance of meetings, to review and aid sound decision making.
* Governors will read all relevant information in order to effectively contribute during the meeting by providing support and appropriate challenge through the questions they ask.
* The submission of apologies should not be taken as the FGB giving consent to the absence with regard to the disqualification regulations for non-attendance, each case will considered on its own merits:
  + Consent for absence may be granted by the FGB on request from Governors who know they will be unable to attend meetings for an extended period;
  + In exceptional circumstances and with prior agreement of the Chair governors can join a meeting for a specific agenda item via phone/Video Conferencing and will only be permitted to vote on the agenda item if present for the whole discussion; See Appendix B
* The FGB will aim to complete meetings within two hours.
* Any additions to the agenda (any other business) will only be dealt with if agreed by Governors and time permits.

**FGB Organisation:**

a) Committee structure

* The FGB will handle all work of the Governing Body, apart from work delegated to the Governors’ Pay Committee
* Subject to regulations, the FGB will set up staff dismissal, appeal and pupil discipline committees.

The FGB is required, on an annual basis to:

* review the structure and membership of its committees.
* elect a Chair, Vice Chair and Committee chairs.
* review the terms of reference.
* review Governor roles and responsibilities.
* review and sign up to the Governor code of conduct.
* form a pay committee.
* set the quorum for its pay committee (minimum 3 Governors).
* form a working party to carry out the performance management audit (minimum 2 Governors).
* form a Head Teacher Performance Management Committee (HTPMC). (minimum 2 governors)
* set the quorum for the HTPMC (minimum 2 Governors).
* Terms of reference must show the date of the meeting at which they were agreed and signed by the chair.
* Committees will be minuted by an appointed clerk or a Governor.
* The overall effectiveness of the committee structure and the way it works to support the core functions of the FGB will be reviewed annually.

b) Delegation (see Appendix A)

* In addition to responsibilities retained at FGB level by regulations, the FGB will not delegate:
  + approval of the school improvement (Excellence) plan.
  + approval of the first annual budget in each financial year.
  + approval of key policies – these policies will be identified in the FGB policy review planner.

c) General

* The FGB will ensure that there are opportunities for parents to engage with Governors so that their views can be considered by the Governing Body.

**School Improvement:**

The FGB:

* will focus on gaining a shared understanding of the key strengths and areas for development of the school.
* will be actively engaged with school self-evaluation.
* will evaluate its own performance, on an annual basis, using the SEF tool.
* will be involved in setting the agenda for school improvement and contribute to setting the strategic direction for the school.
* will use a variety of internal and external information/data to hold the school to account and where required, take appropriate action to drive up standards.
* will require written information from the Head Teacher covering:
  + pupil achievement and progress.
  + an analysis of the school’s performance data, including vulnerable groups, with details on how pupil premium has been used and the impact it has had.
  + progress regarding the implementation of the school excellence plan.
  + budget monitoring and forward financial planning.
  + the effectiveness of performance management in the school:
    - how it impacts on the quality of teaching and standards;
    - the link between pupil outcomes and pay progression.
  + strategic staffing issues.
  + behaviour and exclusions.
  + attendance data.
* require the Leadership Team to provide a written report on a termly basis.
* will receive and make use of external reports from the Local Authority, where appropriate (except those naming individual staff).
* will receive and make use of external inspection reports.
* understand the requirements of the Ofsted Leadership and Management criteria, especially those relating to governance.
* will ensure the school has in place all relevant statutory policies and meets all other statutory requirements.

**Financial policy and planning:**

The FGB:

* will review, adopt and monitor the Finance Policy and budgetary adjustments for the Governing Body, Head Teacher and other nominated staff.
* will review, adopt and monitor all additional financial policies, including a charging and remissions policy and the scheme for financial management on an annual basis.
* will issue delegated authority to the Head teacher in the following areas:

1. alterations to reflect the resources made available by the local education authority for statements of special educational needs and disabilities and for cases of long term sickness.
2. Alterations to the budget which do not exceed £2000 and which neither increase nor decrease total net expenditure.

Where these powers are exercised, the Head teacher will report to the next available FGB meeting.

* will establish and maintain a three year financial plan, taking into account the priorities of the Excellence Plan, Number on Roll projection and signals from central government and (if applicable) the LA regarding future years’ budgets, within the constraints of available information.
* will draft for adoption an annual school budget taking into account the priorities of the Excellence Plan.
* will make decisions in respect of service level agreements.
* will ensure that sufficient funds are set aside for pay increments as set out in the Pay Policy and as recommended by the Head Teacher.

**Financial monitoring:**

The FGB:

* will monitor the income and expenditure throughout the year of all delegated and devolved funds against the annual budget plan.
* will receive and review monthly budget monitoring reports from School Admin Officer, signed off by Chair, Vice Chair of Governors or Finance Governor.
* will approve any budgetary adjustments that will from time to time be necessary in response to the evolving requirements of the school.
* will review, complete and submit the School Financial Value Standard (SFVS).
* will undertake any remedial action identified as part of the SFVS.
* will receive and act upon any issues identified by a local authority audit.
* will complete an audit on internal financial controls.

**Premises:**

The FGB:

* will provide support and guidance for the Head Teacher on all matters relating to the maintenance and development of the premises and grounds, including Health and Safety.
* will ensure that an annual inspection of the premises and grounds takes place and a report is received identifying any issues.
* Will review on a regular basis the following matters which are delegated to the Head teacher:

1. undertaking of minor repairs
2. Arrangements for caretaking and cleaning
3. Arrangements for the maintenance of the school grounds
4. Notification to the local authority of defect in the fabric for which it is responsible
5. Ensuring that the school complies with health and safety legislation

* will arrange professional surveys and emergency work as necessary.
* *The Head Teacher is authorised to commit up to £1000 expenditure without the prior approval of the FGB in any emergency where delay would result in further damage or present a risk to the health and safety of pupils or staff. In this event the Head Teacher would normally be expected to consult the Chair of Governors at the earliest opportunity.*
* will create a project committee where necessary to oversee any major developments.
* will review, adopt and monitor a Health and Safety policy.

**Staffing:**

The FGB:

* will ensure the school is staffed sufficiently for the fulfilment of the school‘s development plan and the effective operation of the school.
* will establish and oversee the operation of the school's Performance Management Policy - including the arrangements and operation of the school's appraisal procedures for the Head Teacher.
* will establish a Pay Policy for all categories of staff.
* will ensure that staffing procedures (including recruitment procedures) follow equalities legislation.
* will monitor approved procedures for staff discipline and grievance and ensure that staff are kept informed of these.
* will monitor staff selection procedures, ensuring that they conform to safer recruitment practice and review as necessary.
* will, in consultation with the leadership team, oversee any process leading to staff reductions.
* will establish the three year plan regarding salary budgets and other costs associated to personnel, e.g. training.

**Curriculum planning and delivery:**

The FGB:

* will review, monitor and evaluate the curriculum offer.
* will approve the School self-evaluation form;
* will approve the School Excellence Plan;
* will ensure the requirements of children with special educational needs and disabilities are met and receive termly reports from the Head Teacher.

**Assessment and improvement:**

The FGB:

* will monitor and evaluate the effectiveness of leadership and management.
* will monitor and evaluate the impact on pupil progress and standards of attainment with reference to quality of teaching
* will monitor and evaluate rates of progress and standards of attainment by pupils, including any underachieving groups.
* will monitor and evaluate the impact of continuing professional development on improving staff performance.
* will monitor and evaluate provision for all groups of disadvantaged children and ensure their needs have been identified and addressed, evaluating their progress and attainment.
* will review and develop the Assessment Policy on an annual basis, ensuring the policy is operating effectively.
* will consider recommendations from external reviews of the school (e.g. Ofsted or the Lead Learning Partner), agree actions as a result of reviews and evaluate regularly the implementation of the plan.
* will ensure that all children have equal opportunities.

**Engagement:**

The FGB:

* will monitor the school’s publicity, public presentation and relationships with the wider community.
* will identify and celebrate pupil achievements.
* will oversee arrangements for educational visits
* will ensure all statutory requirements for reporting and publishing information are met, that the school website content is fully compliant and presented in an accessible way.

**Governor relationships:**

The FGB and Head Teacher will respect each other’s roles and maintain a professional and open relationship, acknowledging the skills and contributions of all.

The FGB:

* will use staff and Governor time appropriately, sensitively and effectively;
* will have regard to the need for the Head Teacher and staff to maintain a reasonable work / life balance in the way it conducts its business;
* will have regard to equality of opportunity for both current and future Governors in planning the frequency and times of meetings;
* believes conflict is best resolved openly through discussion, corporate decision-making and acceptance of the majority view;
* will be welcoming to new Governors and ensure they receive appropriate induction and training.
* will sign up to the Governor code of conduct on an annual basis.

**Approved by FGB: 12 September 2019**

**Amendment:**

**For the period from 27 February 2020 to 9 July 2020 the FGB have appointed two Vice Chairs.**

**Approved by FGB: 27 February 2020**

**Amendment:**

**Appendix B added**

**Approved by FGB: 23 April 2020**

**Hatch Warren Infant School (Appendix B)**

**Alternative Participation in Governing Board Meetings**

The Governing Board expects governors to be present at all meetings. Where this is not possible, members of the governing board of Hatch Warren Infant School are able to participate and vote virtually at full governing board and committee meetings. Virtual participation includes, but is not limited to, telephone, Zoom and video conference.

1. *The School Governance (England) (Roles, Procedures and Allowances) Regulations 2013* make provision for governing bodies of maintained schools in England to: “approve alternative arrangements for governors to participate or vote at meetings of the governing body including but not limited to by telephone or video conference”.

**2 Meeting Arrangements**

2.1 These arrangements apply to meetings of the full governing body and to committee meetings.

* 1. Notice of virtual participation must be given to the Clerk to the Governing Board by the governor who wishes to participate, no later than 48 hours prior to the meeting, and the reason for non-attendance in person. (exception to this is when the entire meeting is to be held virtually.)
  2. Virtual participation must only be requested through absolute necessity. It must not be utilised for convenience.
  3. It is the responsibility of individual governors, wishing to participate virtually, to ensure they are able to do so through a secure method in an environment conducive to confidential and private communication. Anyone participating in a meeting using technology must declare that

they are in an environment which is a secure and which protects confidentiality.

* 1. Virtual participation must be for the entire meeting and not just for specific agenda items or solely for voting purposes.
  2. It is the responsibility of those participating virtually to ensure they have a reliable connection.
  3. If the communication connection fails and reasonable attempts to reconnect are unsuccessful virtual participation will no longer be possible and the agenda will not be delayed. The clerk will note the time that the connection was lost.
  4. Ensuring quorate meetings is the responsibility of the clerk who will monitor this throughout any meeting involving virtual participation and advise the board if a meeting becomes inquorate.
  5. If there is to be a vote, governors must have relevant documents seven days prior to the meeting.
  6. Governors attending the meeting either by telephone or video conference will be entitled to vote on any issue providing they have been ‘present’ for the whole agenda item which the vote relates to. Where a secret ballot is required this will be facilitated where possible (e.g. by taking a telephone call off speaker phone and the governor sharing their vote verbally with the clerk). Where this is not possible the governor will be required either to vote publicly or abstain.
  7. Where there is no visual connection all meeting participants will always start their comments by stating their name.
  8. Governors attending the meeting virtually will contribute to the quorum for the meeting. If the technological link is lost, they will cease to contribute to the quorum, but this will not prevent the meeting continuing in their absence unless for decision making purposes; in this case, discussions could continue without decision making/voting taking place; it would be rescheduled on a future agenda.

2.3 If, after all reasonable efforts, it does not prove possible for a governor to participate by telephone or video conference the meeting may still proceed with its business provided it is otherwise quorate.

1. **Virtual Meetings**

3.1 Where a meeting is taking place virtually every effort will be made to enable all governors to access the meeting.

3.2 Where a meeting is taking place virtually the usual statutory notice arrangements will apply and all papers to be considered will be circulated at least seven days in advance of the meeting, except where the chair has exercised his/her right to waive the usual notice in an emergency situation.

3.3 Virtual meetings will be minuted in the same way as other meetings, either by the clerk being present virtually or by a governor who is present, other than the head teacher or chair , and these will be presented to the next meeting of the full governing body.

3.4 Virtual meetings should not be recorded by any governor or the clerk without the approval of the governing body and for a specified purpose.

1. **Review of this Policy**

4.1 The policy will be reviewed annually, but any governor with any concerns about its operation can request that it is reviewed at any time.

**Governing Body Decision Planner (Appendix A)**

A well organised governing body can spread its workload by setting up committees and delegating tasks to these committees, or in some instances to individuals.

Governing bodies are accountable in law for all major decisions about the school and its future. However, this does not mean that they are required to carry out all the work themselves.

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| **This Planner shows to which level Hatch Warren Infants School Governing Body have delegated its functions (in accordance with The Education (School Government) (Terms of Reference) (England) Regulations 2000**  **KEY**  Level 1: Full governing body  Level 2: A committee of the governing body  Level 3: An individual governor  Level 4: Head teacher.  Column blank: Action could be undertaken by this level.  Column blocked off: Function cannot be legally carried out at this level.  **The Governing Body accepts that although decisions may be delegated, the Governing Body as a whole remains responsible for any decision made under delegation** |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  |  |  | Decision Level | | | |
| Key  Function | No | Tasks | 1 | 2 | 3 | 4 |
| **Budgets** | 1 | To approve the first formal budget plan each financial year |  |  |  |  |
|  | 2 | To monitor monthly expenditure. |  |  |  |  |
|  | 3 | To establish a charging and remissions policy |  |  |  |  |
|  | 4 | Miscellaneous financial decisions |  |  |  |  |
|  | 5 | To enter into contracts. In accordance with The Statement of Financial Expectations (September 2016) |  |  |  |  |
|  | 6 | To make payments in accordance with The Statement of Financial Expectations (September 2016) |  |  |  |  |
| **Staffing** | 7 | Head teacher appointments (selection panel) |  |  |  |  |
|  | 8 | Deputy appointments (selection panel) |  |  |  |  |
|  | 9 | Appoint other teachers |  |  |  |  |
|  | 10 | Appoint nonteaching staff |  |  |  |  |
|  | 11 | Agree a pay policy |  |  |  |  |
|  | 12 | Pay discretions |  |  |  |  |
|  | 13 | Establishing disciplinary/capability procedures |  |  |  |  |
|  | 14 | Dismissal of head teacher |  |  |  |  |
|  | 15 | Dismissal of other staff |  |  |  |  |
|  | 16 | Suspending head |  |  |  |  |
|  | 17 | Suspending staff (except head) |  |  |  |  |
|  | 18 | Ending suspension (head) |  |  |  |  |
|  | 19 | Ending suspension (except head) |  |  |  |  |
|  | 20 | Determining staff complement |  |  |  |  |
|  | 21 | Determining dismissal payments/ early retirement |  |  |  |  |
| **Curriculum** | 22 | Ensure National Curriculum (NC) taught to all pupils and to consider any disapplication for pupil(s) |  |  |  |  |
|  | 23 | To establish a curriculum policy |  |  |  |  |
|  | 24 | To implement curriculum policy |  |  |  |  |
|  | 25 | To agree or reject and monitor curriculum policy |  |  |  |  |
|  | 26 | Responsible for standards of teaching |  |  |  |  |
|  | 27 | To decide which subject options should be taught having regard to resources, and implement provision for flexibility in the curriculum (including activities outside school day) |  |  |  |  |
|  | 28 | Responsibility for individual child’s education |  |  |  |  |
|  | 29 | Provision of sex education – to establish and keep up to date a written policy |  |  |  |  |
|  | 30 | To prohibit political indoctrination and ensuring the balanced treatment of political issues |  |  |  |  |
| **Performance Management** | 31 | To formulate a performance management policy |  |  |  |  |
|  | 32 | To establish a performance management policy |  |  |  |  |
|  | 33 | To implement the performance management policy |  |  |  |  |
|  | 34 | To review annually the performance management policy |  |  |  |  |
| **Target Setting** | 35 | To set and publish targets for pupil achievement |  |  |  |  |
| **Discipline/Exclusions** | 36 | To establish a discipline policy |  |  |  |  |
|  | 37 | To review the use of exclusion and to decide whether or not to confirm all permanent exclusions and fixed term exclusions where the pupil is either excluded for more than 15 days in total in a term or would lose the opportunity to sit a public examination. (Can be delegated to chair/vice-chair in cases of urgency) |  |  |  |  |
|  | 38 | To direct reinstatement of excluded pupils (Can be delegated to chair/vice-chair in cases of urgency) |  |  |  |  |
| **Religious Education** | 39 | Responsibility for ensuring provision of RE in line with school’s basic curriculum (all schools)  NB this must fall into line with locally agreed syllabus |  |  |  |  |
| **Collective Worship** | 40 | In all maintained schools to ensure that all pupils take part in a daily act of collective worship (after consulting GB) |  |  |  |  |
|  | 41 | To make application to the advisory councils, SACRE, concerning the requirements for collective worship (schools without a religious character) to dis apply (after consulting GB) |  |  |  |  |
|  | 42 | Arrangements for collective worship (schools without religious character (after consulting GB) |  |  |  |  |
| **Premises & Insurance** | 43 | Buildings insurance and personal liability– GB to seek advice from LA, diocese or trustees where appropriate (it is suggested that the GB as a whole should be involved in this decision) |  |  |  |  |
|  | 44 | Developing school buildings strategy or master plan and contributing as required to LA Asset Management Planning arrangements (it is suggested that the GB as a whole should undertake this decision) |  |  |  |  |
|  | 45 | Procuring and maintaining buildings, including developing properly funded maintenance plan |  |  |  |  |
| **Health & Safety** | 46 | To institute a health and safety policy (in community and VC schools this would be the LA) |  |  |  |  |
|  | 47 | To ensure that health and safety regulations are followed |  |  |  |  |
| **School Organisation** | 48 | To publish proposals to change category of school |  |  |  |  |
|  | 49 | To set the times of school sessions and the dates of school terms and holidays except in community and VC schools where it is the LA |  |  |  |  |
|  | 50 | To ensure that the school meets for 380 sessions in a school year |  |  |  |  |
|  | 51 | To ensure that school lunch nutritional standards are met where provided by the governing body. |  |  |  |  |
| **Information For Parents** | 52 | To prepare and publish the school prospectus |  |  |  |  |
|  | 53 | To prepare and publish the school profile |  |  |  |  |
|  | 54 | To ensure provision of free school meals to those pupils meeting the criteria |  |  |  |  |
|  | 55 | Adoption and review of home-school agreements |  |  |  |  |
| **GB Procedures** | 56 | To draw up instrument of government and any amendments thereafter |  |  |  |  |
|  | 57 | To appoint (and remove) the chair and vice-chair of a permanent or a temporary governing body |  |  |  |  |
|  | 58 | To appoint and dismiss the clerk to the governors |  |  |  |  |
|  | 59 | To hold a full governing body meeting at least three times in a school year or a meeting of the temporary governing body as often may require |  |  |  |  |
|  | 60 | To appoint and remove community or sponsor governors. |  |  |  |  |
|  | 61 | To set up a Register of Governors’ Business Interests |  |  |  |  |
|  | 62 | To approve and set up a Governors Expenses Scheme |  |  |  |  |
|  | 63 | To consider whether or not to exercise delegation of functions to individuals or committees |  |  |  |  |
|  | 64 | To regulate the GB procedures (where not set out in law) |  |  |  |  |
| **Federations** | 65 | To consider forming a federation or joining an existing federation |  |  |  |  |