

**Circle Model – Whole Governing Board
Terms of Reference and Standing Orders
Long Lawford Primary School**

Long Lawford Primary School Governing Body

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 Governing Board at their meeting held on:

Date: ...14/09/2023.....

Review Date:September 2024...

Circle Model – Whole Governing Board Approach

Outline

The Governing Board works collectively as a 'whole team', meeting 6 times per year, once in each term, without any separate committees. An annual planner and agenda for each meeting will include all the tasks which the Governing Board is required to consider, and the Governing board may 'commission' assignments or activities arising from the business of the meeting, which will be recorded in the minutes. Any 'commissioned' working groups will have Governing board drafted agreed terms of reference (which will be incorporated within this document) and will report any findings, actions or recommended decision to the Board at its next meeting. These reports will in turn inform collective strategic decision making by the Board.

In addition to 'commissioning' activities or actions on their behalf, the Governing Board, to ensure its core functions are fulfilled, will delegate monitoring responsibilities to 'monitoring pairs' 'monitoring teams' or 'individuals'. These include the Department for Education (DfE) identified as should have (unless there is a very good reason not to) individual roles and those focused on the priorities of the School Plan.

The Governing Board recognises the delegated monitoring individuals / teams / pairs are replacing committees in terms of challenge, responsibility and accountability when undertaking their monitoring and reporting back to the Board. The Board recognises that all decisions are made by the full Governing Board and no financial delegated authority is given to monitoring pairs / teams / individuals. Meetings of the Board and delegated individuals / teams / pairs will be considerate of the well-being of staff and SLT by referring to the [DfE teacher workload reduction toolkit](#).

In each case where a function has been delegated there is a statutory duty for the delegated governor/s to report, by written monitoring reports, any findings, actions or recommended decisions to the Board in time for its next meeting to enable informed collective strategic decision making.

The Board meets at least 6 times a year, considers monitoring reports and recommendations, makes decisions and conducts routine business.

Documents included:

Terms of Reference - Governing Board

Terms of Reference - Clerk to the Governing Board

Terms of Reference – Head teacher

Terms of Reference – Circle Model - Monitoring Pairs / Teams / Individuals
Governor Visits Policy, Protocol and Procedures *(See separate document)*

Terms of Reference - Monitoring the School Budget

Terms of Reference - Panel Hearings

Terms of Reference – Head teacher Performance Management Group

Terms of Reference – Pay Panel

Standing Order - Governing Board Meetings

Standing Order - Election of the Chair and Vice Chair

Standing Order - Appointment of Co-opted Governors

Standing Order – Appointment of Associate members

Model Code of Conduct for Governors

Terms of Reference for the Governing Board

The purpose of governance is to provide confident, strategic leadership and to create robust accountability, oversight and assurance for educational and financial performance. The Governing Board has resolved to conduct **all** its business as a Governing board, and to work collectively without committees. The Board will appoint the DfE identified individual delegated governor roles of Safeguarding; SEND; Health & Safety; Finance; to report back on their findings, as well as, the delegated monitoring pairs to focus and report back, in replacement of a committee, on the School Improvement priorities.

The Board has three strategic core functions:

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

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

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

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 appoint (or dismiss) the Clerk to the Governing Board.
- To hold at least 6 Governing Board meetings each year for school business
- To appoint Co-opted and any Associate members.
- To appoint the LA nominated governor (in maintained schools)
- To suspend or remove / recommend removal of a governor, LA and foundation governors can only be removed by the appointing body or approval body.
- To decide which functions of the Governing Board will be delegated to individuals or monitoring pairs / teams, in replacement of a committee, based on school priorities and to appoint into the roles.
- To appoint the DfE identified individual required roles of Safeguarding, SEND, Health & Safety, Careers guidance (Secondary), and Finance based on skill set and expertise.
- **To receive reports from any pair / team or individual to whom a delegation has been made (this being a statutory duty) and to consider whether any further action or decision by the Governing Board is necessary.**
- To review the delegation arrangements annually.
- To annually review and approve the Governing Board monitoring visits policy and monitoring schedule
- Appoint selection panel for Head teacher / Executive Leader / Deputy Head teacher 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.**

	<ul style="list-style-type: none"> • To set up and publish a register of Governors’ Business Interests. • To ensure that statutory requirements for information are published on the school website, including details of governance arrangements, are 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 ensure all Governors have an enhanced DBS and Section 128 check. • To approve the Governing Board’s Code of Conduct and ensure all Governors abide by its principles • To approve and set up a Governors’ Allowances Scheme. • To delegate to the Head teacher the functions as described in the Delegation of Functions to Head teacher Standing Order (attached). • To assign individuals or pairs / teams of governors to monitor the priorities of the School Improvement Plan, in replacement of committees, in accordance with the attached terms of reference. • To approve and 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 Governing Board. • To ensure the Head teacher provides such reports as requested by the Governing Board to enable it to undertake its role.
<p style="text-align: center;">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; monitoring against an agreed Governing Board monitoring schedule. • 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 <i>statutory</i> policies and to keep these under regular review, consulting with representative stakeholders as appropriate. Some policies may be delegated for review to delegated individuals / pairs / teams for recommendation to Board for approval • To collectively approve statutory policies, ensuring their impact and compliance. • To ensure there is a school process and procedure in place for approval and ensuring the safety and welfare of the pupils, staff, and volunteers for school visits. • To approve any school trips overseas; trips involving travel by air or by sea and trips involving one night’s absence or more

	<ul style="list-style-type: none"> • To ensure the school has a Governing Board approved Complaints Procedure, published on the school website with parents knowing how to raise concerns and make a complaint. • To have regard to the professional advice given by the Clerk. • To ensure that the Governing Board complies with all other legal duties placed upon them as shown and updated within the Governance Handbook.
<p style="text-align: center;">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 SEND 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 2020 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 practicing members of their denomination only.</i> • To receive reports on bullying, homophobic and racial incidents.
<p style="text-align: center;">Safeguarding</p>	<ul style="list-style-type: none"> • To ensure statutory compliance with Keeping Children Safe in Education (KCSiE) 2020 and its associated policies including adopting and reviewing annually the WCC child protection / safeguarding policy and relevant procedures • To comply with statutory duties from KCSIE 2020 by appointing Safeguarding, SEND and Health & Safety governors. • To ensure all governors have read Part Two of KCSIE September 2020 • To ensure every member of school staff has read and understood KCSIE 2020 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 into the child protection policy. • To receive the safeguarding annual report from WCC • To complete the annual Safeguarding Review ensuring any follow up actions are monitored and completed.
<p style="text-align: center;">Curriculum</p>	<ul style="list-style-type: none"> • Ensure the National Curriculum 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 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. • To consider recommendations from external reviews of the school (e.g. Ofsted, School Improvement Advisers, Governor Services), reviewing and evaluating any agreed actions to ensure impact.

	<ul style="list-style-type: none"> • Ensure statutory provision of career guidance for Years 8 – 13 by ensuring arrangements are in place to allow a range of education and training providers to access all pupils in Years 8 – 13 to inform them about approved technical education qualifications and apprenticeships (Secondary). • To ensure a policy statement setting out the career guidance arrangements is published on the school website (Secondary).
<p style="text-align: center;">Budget</p>	<ul style="list-style-type: none"> • To approve the first formal budget plan each academic year. • To ensure compliance with the LA scheme for financing local authority schools • To operate within LA's Financial Regulations and Procedures • To engage in strategic decision making. • To analyse and recommend a three-year budget which shows clear links to the School Improvement Plan. • To analyse and recommend the annual budget. • To engage in strategic decision making. • To annually review and approve the Finance Policy and recommend levels of delegation. (Monitoring pairs / teams should not approve spending – this must be a full Board decision). • To undertake financial benchmarking and report back to the Governing Board • To annually review and approve the Charging and Remissions policy. • To enter into contracts following agreed financial limits and processes. • To make decisions in respect of service agreements following agreed delegation of financial limits and insurance and document in Minutes. • To draft, approve, and submit the SFVS by 31st March and ensure remedial actions are cleared within specific deadlines • To receive six monitoring reports at Board meetings with commentary, from the School Business Manager / Finance Manager, which will include the impact of any change, both positive and negative to the 3-year budget plan • To effectively manage and review resources for financial efficiencies and maximise pupil outcomes ensuring value for money • To agree the annual strategic action plans and monitor how all specialist funding is spent (i.e. PE and sports premium, pupil premium and COVID-19 Catch-up Premium). • To appoint a finance governor or monitoring pair / team with financial skills. • To ensure financial succession planning within the Governing board. • To review and take account of any consultations to change the LA Scheme for Financing Maintained Schools.
<p style="text-align: center;">Staffing</p>	<ul style="list-style-type: none"> • To appoint Head teacher and Deputy Head teacher appointments and starting salary, subject to necessary checks, following recommendations from the board approved selection panel and considering advice from LA external adviser • <i>(in VA schools)</i> 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 in following the STPCD • To annually review the impact of and implementation of the Pay and Reward policy. • To establish and review procedures for addressing staff discipline, conduct and grievance, bullying & harassment and pay.

	<ul style="list-style-type: none"> • To establish a governor panel to hear staff appeals against dismissal, redundancy, grievances, bullying & harassment and pay. • To dismiss the Head teacher. • To end the suspension of staff or Head teacher as determined within the policy • To determine dismissal payments / early retirement. • Voluntary and Foundation schools – governors should decide whether the Director of Education / Diocesan authority should have advisory rights.
<p style="text-align: center;">Appraisal and Performance Management</p>	<ul style="list-style-type: none"> • To establish and review and approve the Appraisal Policy including the criteria and framework for pay decisions and review these provisions annually. • To determine the annual budget for pay and any uplift to be applied to the school's pay scales for teachers and support staff. • To determine which functions are to be delegated to the Pay committee / Head teacher • To determine the timing of the Head teacher appraisal review cycle. • To appoint the Head teacher Performance Management Panel (HTPM) following the best practice of 3 skilled <i>or</i> trained governors to include the Chair of the Board. The Chair of the Governing Board must not be appointed to Chair of the panel. The Vice Chair must not sit on this panel alongside the Chair • To appoint a suitably experienced and qualified external advisor for the Head teacher Performance Management Panel. • To appoint the pay panel of 3 skilled or trained governors to include the Vice Chair as chair of this panel • To undertake the Head teacher Appraisal • To take into account the Head teacher Standards for Excellence. • To undertake the pay panel process • To agree total pay award following recommendation from Pay panel. • To agree any pay award for the Head teacher/ Executive Leader following recommendation from the Head teacher Performance Management panel. • To monitor the application and effectiveness of the policy, ensuring pay decisions are linked to evidence of performance and the criteria for pay progression are applied consistently, fairly and objectively. • To ensure the school meets its statutory and contractual obligations with regards to pay.
<p style="text-align: center;">Discipline / Exclusions</p>	<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. <i>(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).</i> • To direct the reinstatement of excluded pupils. • To consider the findings of any Independent Review Panel.
<p style="text-align: center;">Premises & Insurance</p>	<ul style="list-style-type: none"> • To develop and approve 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, diocese or trustees, where appropriate to ensure adequate levels of buildings insurance and personal liability.

	<ul style="list-style-type: none"> • To receive an 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 WCC required H & S Inspection Report 3 times a year and agree any actions. • To appoint a Health and Safety governor. • To receive the written Health & Safety Governor monitoring visit report for consideration three times a year.
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; for all other schools it is the board • 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, Foundation schools and Academies)* • Admission authorities for schools with a sixth form must ensure they have determined and published admission arrangements for entry into the sixth form, if they intend to admit external applicants.(VA, Foundation Schools and Academies)* • 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). • To establish an Admissions policy (special schools where pupils do not have a statement) acting with LA * • Admissions appeals: To set up independent panels in line with the School Admission Appeals Code. (VA, Foundation, Academies and special schools) *. <p>* include as appropriate</p>
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 up to date with school information. • To adopt and review home school agreements.
Collaborations	<ul style="list-style-type: none"> • To consider forming or joining a group of schools
Federations	<ul style="list-style-type: none"> • To consider forming a federation or joining an existing federation, seeking LA advice and support before completing due diligence. • To consider requests from other schools to join a federation, seeking LA advice and support before completing due diligence. • To leave a federation, seeking LA advice and support.
Academies	<ul style="list-style-type: none"> • To consider approach and time scale to academy conversion • To consider forming or joining an existing Multi-academy-trust (MAT)
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 Governing Board	

(Membership of the Governing Board to comply with the Instrument of Government. See attached IoG and current governors in post on the school website, GIAS and Governor Hub)

Agreed by the Governing Board 14/09/2023			
Review Date: September 2024			
Quorum: one half of the number of governors in post (rounded up)			
			Appointment Date

Terms of Reference for the Clerk to the Governing Board

The Clerk is expected to work within the following terms of reference:
The Governing Board uses the services of Warwickshire Clerking Service and the Clerk’s expectations, standards and performance management are included within the Clerking Service Level Agreement.

- Guiding Principles**
- The Clerk is accountable to the Governing Board.
 - Governors, Associate Members and the Head teacher 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 Head teacher / Executive Head 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 and the Governance Handbook.

- 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 the Governing Board by ensuring the information is supplied to the Head teacher/school staff responsible for ensuring it is kept up to date.
- To collect the required details for the Governors National Database (GIAS) and ensure the information is supplied to the Headteacher/school staff responsible for ensuring it is kept up to date
- To maintain a register of members of the Governing Board and report vacancies to the Governing Board.
- To keep Warwickshire Governor Services up to date with details of the members of the Governing Board.
- To maintain a register of attendance to be published on the school website and report non-attendance to the Governing Board
- To give and receive notices of meetings in accordance with relevant regulations.
- To perform such other functions as may be determined by the Governing 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 Governing Board (but not the Head teacher) to act as Clerk for that meeting.

Delegation of Functions to Head teacher/ Executive Leader

The delegation to the Head teacher / Executive Leader ensures a clear separation between strategic non - executive oversight and operational executive leadership.

The Head teacher / Executive Leader is expected to work within the following terms of reference, and to provide Governors with such reports in connection with his or her functions as the Governing Board requires.

Budget	<ul style="list-style-type: none"> • To make miscellaneous financial decisions up to an agreed limit of £12,000.00 as set out in the school finance policy. • To enter into contracts up to the limit of £12,000.00 with three quotes for any tender • To make virements up to £12,000 as set out in the school finance policy • To monitor monthly expenditure. • To make payments. • To ensure the Governing Board receives 6 budget monitoring reports every year
Staffing	<ul style="list-style-type: none"> • To appoint teachers and non - teaching staff.

	<ul style="list-style-type: none"> • To establish disciplinary, capability and grievance procedures. • To suspend staff. • To initially dismiss staff. <p>To produce and maintain a central record of recruitment and vetting checks to also include those involved in school governance.</p>
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 Relationship and Health Education to ensure it meets statutory requirements and to approve a written policy for its delivery. • To ensure the balanced treatment of political issues and to prohibit political indoctrination. • To promote British values. • To provide clear guidance, on which a strategy for independent careers advice and guidance, developed in line with the Gatsby benchmarks must be based. <i>(statutory for secondary)</i>
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. • In schools with a religious character, to provide Religious Education to the agreed syllabus.
Collective worship	<ul style="list-style-type: none"> • For maintained schools – to ensure, after consultation with the Governing Board, that all pupils take part in a daily act of collective worship. • 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.
School Organisation	<ul style="list-style-type: none"> • To ensure that the school meets for 380 sessions in a school year.

	<ul style="list-style-type: none"> • 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 Governing Board on 14/09/2023

Review Date September 2024

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 Circle Monitoring Visit Policy and the Governing Board Code of Conduct.

It is a statutory duty in legislation to report back at the next meeting following a monitoring visit. From legislation for LA schools, Circle Model delegated governors do not have any financial responsibility or powers for authorising any school spending amounts on behalf of the Board. A delegated governor or monitoring pair/team have the responsibility to hold the school and Head teacher to account for the areas delegated and report back in writing to the Board to enable further scrutiny. The Governing Board has the responsibility to ensure the individual governor / monitoring pair / team are fulfilling their roles.

To monitor an identified area on the School Improvement Plan or a DfE identified function of the Governing Board and report back to the Governing Board, ensuring all the constructive challenge which would have taken place in a committee is captured and evidenced within the written report. It is expected that 3 monitoring visits will be made to the school during the year by each governor, 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. Governors will follow DfE guidance in relation to performing their monitoring roles. This may include the need to consider monitoring virtually.

Individual / Monitoring Pair / Team 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 full understanding of the delegated role
- To ensure holding to account by key questions asked against the statutory regulations, with answers documented
- 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 and reported back to the Governing Board as part of the next meeting supporting papers.
- To ensure any Board meeting follow up actions are completed and documented.
- To undertake any necessary training (in or out of school) to enable effective monitoring of the areas / subject.
- To monitor the progress of school activities towards the priority milestone or statutory 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 Head teacher and in accordance with the Circle Model Governor Visits policy.

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

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

- Safeguarding
- SEND
- Health & Safety
- Finance

And to focus on the development needs of the Governing board

- Training and development
- Pupil premium catch-up premium

Before undertaking any monitoring, governors will read the Monitoring policy, Governing Board Code of Conduct and the school Staff Code of Conduct

Having designated / delegated governors does not reduce the collective accountability of the Governing board for all its functions. The Governing 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.

School Improvement / Development Plan Priorities

1.	[Governor name] [Governor name]
2.	[Governor name] [Governor name]
3.	[Governor name]

	[Governor name]					
4.	[Governor name] [Governor name]					
5.	[Governor name] [Governor name]					
6.	[Governor name] [Governor name]					
	[Governor name]					
Agreed by the Governing Board on 14/09/2023						
Review Date Septmebr 2024						
Monitoring Visit Policy for Circle Model						
See separate document available from Governor Services						
<p>I agree to follow the agreed principles and procedures of this policy adopted by the Governing board on (date)</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 70%; padding: 5px;"> Name of Governor Signature </td> <td style="width: 30%; padding: 5px;"> Date </td> </tr> </table>					Name of Governor Signature	Date
Name of Governor Signature	Date					

Terms of Reference for the Monitoring of the School Budget

A pair of governors or an individual will be assigned to strategically monitor the financial management of the school on behalf of the Governing Board. They will statutorily report back their findings to the Board. The finance governors do not have any financial authorisation for spending any delegated monies on behalf of the Board.

Six monitoring visits should be made each year, ensuring all financial questions and answers are captured within the subsequent report to enable collective decision making. These will correspond with the Governing Boards six times a year budget monitoring evaluation. The expectation is for three monitoring visits to be in depth and three lighter touch. 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 / Development Plan and Staffing Plans. Any recovery plan for budget with a deficit must be monitored for implementation and impact.
- To monitor the impact of the costed school improvement plan in relation to the budget spend.
- To annually, in the Autumn term, review and recommend to the Board the financial risk register and regularly review
- To undertake six monitoring visit reports on the financial monitoring and rollover to the full Board, highlighting any significant variances and their impact on the three-year budget plan. This is alongside the financial operational leads budget monitoring sheet and accompanying commentary
- To evaluate any virement recommendations and report to the Governing Board.
- Analyse and report on Tenders for Contract Services in accordance with board delegated limits.
- To keep in - school financial procedures under review.
- To benchmark school financial performance against similar schools and report to the Governing Board.
- To evaluate proposed expenditure as set out within the delegated limits following recommendations from the Head teacher and present to the Governing Board for approval.
- To draft the **Schools Financial Value Standard**, following discussions with the bursar, using the support tools, for Governing Board approval before 31st March.
- To monitor and report to the Board on any SFVS remedial actions to ensure they are cleared within specified deadlines.
- To monitor, audit and evaluate all school policies and procedures related to fraud and report to the Governing Board.
- To evaluate the school budget monitoring sheets six times a year (SFVS) in discussion with the school business operational lead and report to the Board
- To ensure that the school is working within the guidance of the **SFVS** recommendations.
- To be strategically actively engaged in monitoring value for money and report back any recommendations to the Governing Board to ensure effective financial resources and efficiencies to maximise pupil outcomes.
- To monitor benchmarking both locally and nationally and report to the Governing Board.
- To monitor and evaluate the management of the Voluntary Fund and to receive the audited accounts and report to the Governing Board
- To monitor the spend of extra funding such as pupil premium, Covid 19 catch-up funding, and sports premium, ensuring its use has impact.

- Review Finance Policy, Lettings Policy, Whistleblowing Policy, Governor Allowance Policy, Charging and Remissions Policy, making recommendations to the Board.
- Ensure annual Governor financial skills audit is undertaken and evaluated.
- Review the business continuity plan making recommendations to the Governing Board.
- Review compliance audit reports, ensuring the board follows recommendations and actions.
- To make regular reports to the Governing Board and ensure that key financial decisions are recorded correctly in the Governing Board minutes.

Any additional items which the Governing Board may wish to include

Names of Monitoring Pair/ Team or Individual

[Governor name]

[Governor name]

Agreed by the Governing Board on

Review Date

Terms of Reference for Panel Hearings

- To make any decisions under the Governing Board’s personnel procedures e.g. disciplinary, grievance, capability, bullying & harassment where the Head teacher is the subject of the action.
- To make any decisions under the Governing Board’s personnel procedures e.g. disciplinary, grievance, capability, bullying & harassment unless delegated to the Head teacher.
- To make any determination or decision under the Governing Board’s Complaints Procedure for Parents.
- To consider any appeals against a decision to dismiss a member of staff or to a decision short of dismissal e.g. disciplinary, grievance or capability.
- To make any determinations on behalf of the Governing Board in relation to staff redundancy and redundancy appeals.
- To 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 Governing Board.
- All panels will follow the relevant Governing Board approved policy, procedure and guidance
- All panelists will undergo training to understand their roles and responsibilities
- All panelists will be unbiased and understand the remit of their decision making as described within the relevant policy.

NB:

- **Any governor who has participated on a panel for a staffing decision, cannot sit on the appeal panel.**
- **Staff governors should not sit on panels.**

Membership (not less than 3)

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

1. Suitably qualified to undertake the role, and not tainted
2. Available on the date specified

The Head teacher 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 Governing Board on 14/09/2023			
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Review Date September 2024			
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Recommendation for Joint Panel agreement:

Joint Panel Agreement with the Governing board(s) of

Agreed by the Governing board on			
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Review Date			
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Terms of Reference for the Head teacher Performance Management Committee

- To meet annually before the 31st December with the Governing Board appointed suitably experienced and qualified independent external adviser and Head teacher. In following best practice, the Head teacher appraisal will be the first staff appraisal performed to enable Head teacher objectives being reflected within other whole school staff performance management objectives to drive the school forwards.
- Inform the Headteacher of the standards against which their performance will be assessed
- To review, in consultation with the independent external advisor, the performance of the head teacher against the agreed appraisal objectives
- To determine the recommendation on pay progression.
- To consult with the independent external advisor to set challenging but achievable head teacher appraisal objectives for the coming year ensuring they are specific, measurable, attainable, relevant and time-bound (SMART). Inform the Head teacher of the standards against which their performance will be assessed.
- Objectives should as far as possible be reached by agreement. However, where a joint determination cannot be made the HTPM panel will make the determination, following consultation with the external adviser, with the provision for the Head teacher to record any disagreement if required
- To prepare and agree the Head teacher appraisal review statement, and report to the Governing Board the completion of the process.
- To make recommendations to the Board in respect of pay progression
- To monitor through the year, including a mid-year review meeting, the performance of the Head teacher against the agreed objectives and to ensure that appropriate support and development opportunities are provided. Where serious weaknesses are identified in the Head teacher's 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 Head teacher's performance has reached the required standard.

Membership: 3 governors, including the Chair of the Governing Board, though not the Vice Chair as well. The Chair of the Governing Board will not take the role of the panel / committee Chair.

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

Neither the Head teacher nor staff governors may serve on this group.

[Governor name]

[Governor name]

[Governor name]

Agreed by the Governing Board on 14/09/2023

Review Date Sept 2024

Terms of Reference for the Pay Committee

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

- To determine the pay progression to be awarded to individuals as delegated within the Pay Policy.
- To apply the criteria set out in the school's Pay Policy and consider fully the recommendations made by the Headteacher regarding an individual's pay
- To ensure all members of staff are made aware of the outcome of their individual pay review in writing within ten days of the decision making.
- Where decisions are made by a Pay Committee the Head teacher may provide professional advice and guidance to the panel to assist with decision making
- To consider fully all recommendations made by the Head teacher regarding an individual's pay progression.
- To maintain an accurate written record of all meetings, recording the reasons for the pay decisions taken and, having due regard to confidentiality.
- 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 observe all statutory and contractual obligations
- To recommend to the Governing Board the annual budget for pay and to ensure that sources of external funding for pay are accessed to maximum effect.
- 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.

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

Neither the Head teacher nor staff governors may serve on this group. Schools / academies will need to consider carefully the membership of the panel and appeals committee to ensure the right composition. In

particular they should avoid both the Chair and Vice Chair of Governors both being members of the Pay Panel as this will inhibit one of these key, senior roles being available for any pay appeals that may arise.

Chair of Pay Panel [Governor name]

[Governor name]

[Governor name]

Agreed by the Governing Board on 14/09/2023

Review Date Sept 2024

Standing Order for Meetings of the Governing Board

Governors are expected to:

- Arrive in good time for the start of any meeting, having read all the paperwork sent to them in connection with the agenda, and prepared with questions to ask or comments to make.
- Comply with any DfE governance guidance regarding meetings.
- Have read and have access to the latest School Improvement / Development 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 Governing 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
- Comply with the Code of Conduct.

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

- Head teacher
- Clerk
- Any governor
- Associate members (unless the Governing Board requires them to leave for items relating to individual members of staff or pupils).

The following persons will be invited to attend regular meetings of the Governing Board (***select as appropriate***) Deputy Head teacher, members of the senior leadership team, subject leaders, SBM, etc.

Governing Board meetings will be held at the school **6 times each year**, in terms [1, 2, 3, 4, 5 and 6]. The clerk will prepare a suggested calendar of meeting dates for the following year for approval at the meeting held in term 6 of each year, following evaluation of impact of the governance structure.

The Clerk to the Governing Board will prepare a draft agenda, which will be finalised and approved by the Chair. Governors wishing to place items on the agenda should give notice to the clerk and provide a copy of any supporting papers. Governors must, in complying with legislation, submit monitoring visit reports or any other documents to the clerk in time for the agenda and supporting documents to be circulated.

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

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

The Governing Board may agree to operate virtual governance at some or all of their meetings. Virtual governance can only take place by means of telephony or video conferencing. For maintained schools, proxy voting or decision making in advance of the meeting is not permissible by governance legislation.

Decisions can only be made following governor attendance and discussion at a quorate meeting. To enable virtual governance the following needs to be considered, approved, evidenced in the minutes and followed in practice:

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

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

The Clerk will then prepare an agenda to call a meeting. Each meeting will commence 5.30pm and will be limited to **2 hours** in duration. Where business has not been completed within the agreed time, those governors present may resolve to continue the meeting in order to complete the agenda. Any business not completed will form part of the agenda for the next meeting. Draft minutes will be approved for email circulation by the Chair within 2 weeks of the meeting, before being formally approved by the Governing Board at the next meeting.

Agreed by the Governing Board on 14/09/2023			
Review Date September 2023			

Standing Order for the Election of Chair and Vice Chair

This model document may be amended for use in Multi Academy Trusts or Single Academy Trusts in line with their Articles of Association.

Guiding Principles

- The Governing 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 Board must elect a new Chair or Vice Chair at their next meeting.
- If both Chair and Vice Chair positions become vacant, the Board must hold an extraordinary meeting, as convened by the clerk, to elect a Chair.
- 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 in advance.
- Governing Boards are free to, and should, agree an election process. Best practice is for written nominations in advance with supporting statement to include the skills present to undertake the role.
- Governors who are paid to work at the school, for instance the Head teacher and the staff governors cannot be elected as Chair or Vice Chair.
- The process must be fair, open and transparent.

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

- How long the Chair and Vice Chair will serve. Best practice is one year (*You may wish to consider different terms of office.*)
- 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. Recommendation is no more than six years in the role of Chair.
- Whether a governor can stand for office if they are unable to be present at the meeting.
- How nominations will be made (in writing in advance of the meeting via the agenda or verbally at the meeting, with or without a supporting written or verbal statement.)
- Whether a candidate will self - nominate or be proposed (and seconded if wished) by Governors.
- 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 Governing Board would treat a tie in votes (would candidates have the opportunity to speak to the Governing Board about why they want to be the Chair or Vice Chair followed by another vote, would it be by another method?)

The Role of the Chair of the Governing Board

- To ensure the business of the Governing Board 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 Head teacher 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 Governing Board resolves that the following process will apply to the election of Chair (and Vice chair) of the Governing Board

- The Chair and Vice Chair will serve for a period of 1 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.

Either

a) 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.

or

b) Governors will be asked to propose nominations to the Clerk by a closing date no later than two weeks before the date of the first Governing Board meeting of the academic year. The Clerk will provide a form for this purpose, which will allow for nominations to be seconded before submission (if required).

- 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 Governing Board 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, the Vice Chair **MUST** be appointed to Chair 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. Following the election of the Chair, the new Chair will conduct the election of a Vice Chair using the same procedure.

Agreed by the Governing Board on 14/09/2023			
Review Date September 2024			

Standing Order for the Appointment of Co-opted Governors

(This model document could be amended for use in Multi Academy Trusts or Single Academy Trusts in line with their Articles of Association)

Guiding Principles

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

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

- What skills are required to support the Governing Board 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 Governing Board needs from each candidate to support their nomination i.e. a statement of so many words, interview with, or presentation to the Governing Board 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.
- The process must be agreed by the Governing Board prior to use.**

The Co-opted governors are appointed by the Governing Board. They are people who in the opinion of the Governing Board have the skills required to contribute to the effective Governance and success of the school.

1. The Governing Board may choose to advertise the vacancy broadly to reach as wide an area as possible. Priority should be given to candidates with the skills that the Board has identified via its current skills audit; this expertise would enable the Governing Board to work more effectively.
2. The identified skills should be clearly stated when notifying / advertising the vacancy.
3. Where two or more names are put forward, prospective Co-opted governors could be asked to prepare a brief statement of no more than 250 words, explaining their background and why they wish to be appointed.
4. Candidate statements should be circulated to all members of the Governing Board prior to the meeting at which any appointment will be considered.
5. At the next meeting of the Governing Board, Governors would be invited to vote as agreed by the Board by either a show of hands or by secret ballot; the process is to be managed by the Clerk.
6. In the event of a tie, the Governors may agree to discuss the nominations in more depth and take a further vote; however as explained in 2013 Roles, Procedures & Allowances Regulations (14.4) where there is an equal division of votes the Chair, or the person who is acting as Chair for the purposes of the meeting (provided that such person is a Governor), will have a second or casting vote.
7. The Clerk should announce the result, with the candidate polling the most votes being duly appointed subject to a satisfactory DBS being received. The minutes should clearly reflect the process of voting and the outcome.

Agreed by the Governing Board on 14/09/2023

Review Date Sept 2024

Standing Order for the Appointment of an Associate Member

***This additional Board Member status is only available to
LA Maintained Governing Boards
(not for Academy Trust Boards)***

Guiding Principles:

Governing boards can benefit from being able to draw on particular 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 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 Governing board at any time.
- They are not governors and are not recorded on the Instrument of Government
- Associate members cannot be given voting rights at Governing Board 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.

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

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

- What the purpose of the appointment will be e.g. addition of skills, holding until a Governor position becomes vacant
- What information the Governing Board needs to support a proposed appointment, e.g. a statement of no more than 250 words, an 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)
- 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 Governing Board's Code of Conduct

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

The Governing Board agree the Associate Member will:

- Be appointed for a period of 4 years
- Be invited to attend meetings of the Full Governing Board
- Be excluded from any part of a meeting where the business being considered concerns a member of school staff or an individual pupil
- Have regard to the Governing Board's agreed Terms of Reference, Code of Conduct and other Standing Orders of the Governing Board

- Undertake appropriate Governor Training and Development (as agreed in the Board’s Code of Conduct)
- Complete the statutory Governor Declaration, Declaration of Business Interest forms
- Obtain a DBS check, in line with all members of the Governing Board

Agreed by the Governing Board on 14/09/2023			
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Review Date Sept 2024			
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Code of Conduct for School Governing Boards

See separate document available from **Governor Services**

I agree to follow the agreed principles and procedures of this Code of Practice adopted by the Governing Board on (date)

See confirmations on Governorhub.

Name of Governor	Date

Signed and Agreed	Date