



**HINDE HOUSE  
3-16 SCHOOL**

**TERMS OF REFERENCE  
FOR GOVERNORS'  
COMMITTEES  
(BASED ON LEA MODEL)**

**Re-confirmed  
September 2008**

# TERMS OF REFERENCE FOR GOVERNORS' COMMITTEES

## HINDE HOUSE SCHOOL (based on LEA model)

### General principles

- All governors have the right to attend committee meetings whether they are a member or not. All governors will therefore be made aware of committee meeting dates through the annual calendar.
- Co-opted non-governor members of committees have been given voting rights by the Governing Body. Members of the senior team servicing committees on behalf of the Principal also have voting rights.
- A minimum 7 days notice of committee meetings should be given. Members should receive an agenda and appropriate papers. It is not good practice to table papers unless it is unavoidable.
- The Principal has the right to attend any committee meeting whether or not s/he is a governor. The current Principal is a governor.
- Each committee of the governors will be serviced by the Principal or a named member of the senior team on the Principal's behalf, this person will have voting rights.
- Each committee will be chaired by a governor who is not a member of staff at the school.
- Training can be arranged for any governor who has chairing responsibilities.
- The Governing Body and all committees should operate within the context of the School Improvement/Action Plan. Decisions should be taken with the present School Improvement/Action Plan in mind and recommendations made which fit into the present plan or can be fed into the plan in the future.
- All committees must ensure that decisions and recommendations are made which conform to the school's equal opportunities policy and promote equal opportunities within the school.
- Each committee should report to the termly meeting of the Governing Body. There should be a standing agenda item for this. This will include reporting key decisions.
- Minutes of committees will not normally be circulated to the full Governing Body, but Strategic Group minutes will be circulated to everyone.
- Each committee must make arrangements for the minuting of meetings, the Principal or other senior leaders should not normally minute committee meetings.
- Governors may not be the Clerk to the (Pupil) Discipline Committee, the Staff Dismissal Committee or the Staff Dismissal Appeal Committee.
- **Each committee has responsibility for contributing to, monitoring and evaluating identified aspects of the school action/improvement plan.**

## Nominated Governors

It is possible to appoint a number of nominated governors to take particular responsibility for and develop expertise in identified areas. Such areas could include:

- **SEN Governor**
- Literacy/Numeracy Governor
- Curriculum Link Governors
- Careers Governor (Secondary Schools)
- **Child Protection Governor**
- **Training Co-ordinator Governor**
- **Performance Management Governors and Review Officer**

Currently those identified in bold are the Hinde House nominated governors. SEN and Child Protection governor responsibilities are addressed through the Every Child Matters Committee.

The nominated governors have a clear role identified by the relevant committees and report back annually to the full Governing Body.

## Strategic Group

### Membership

Chairperson, Committee Chairs, Principal, Vice Chair and other governors wishing to attend.

### Meetings

At least half termly

### Terms of Reference

To:-

- 1) Organise timetable of meetings for the year ahead.
- 2) Plan business to be conducted by committees (including LEA items which could be considered before termly meeting).
- 3) Support Committee Chairs in organising their committee and in practical chairing skills.
- 4) Support nominated governors in their role.
- 5) Plan governors training.
- 6) Oversee the process for preparing the annual report to parents.
- 7) Allocate responsibility for governors' action in respect to consultation processes, legislative requirements or issues arising in school as required.
- 8) Make arrangements for individual governor involvement in e.g. school events.
- 9) Consider the LEA draft agenda and amend to meet the needs of the Governing Body.
- 10) Draft a governors' business/development plan, including:-
  - overview of monitoring/evaluation;
  - monitoring & evaluation and review of policies (rolling programme);
  - oversee Governing Body involvement in the School Improvement Plan process.

## **Finance/Premises/Health and Safety Committee**

### **Membership**

- a) Not less than four governors including the Principal and Business Manager.
- b) The committee shall co-opt such non-governor members as deemed appropriate and shall determine their voting rights.

### **Quorum**

The quorum should be three, two of whom must be governors and one must be the Principal or his representative. In the event of a vote the majority of those present must be governors.

### **Meetings**

The committee shall meet at least once per term and otherwise as required.

### **Terms of Reference**

- 1) To provide support and guidance for the Principal on all matters relating to the school premises and grounds, security, Health and Safety.
- 2)  $\zeta$  Annually to ensure inspection of the premises and grounds and prepare a statement of priorities for maintenance and development linked to the School Improvement Plan for the approval of the Governing Body.
- 3)  $\zeta$  Ensure the school premises meet health and safety requirements.
- 4)  $\zeta$  To ensure that governors' responsibilities are discharged regarding litter under the Environmental Protection Act 1990.
- 5)  $\zeta$  To be familiar with National and Local Health and Safety legislation and guidelines. To participate in the development and review of school Health and Safety policies and to recommend them for adoption by the Governing Body.
- 6) To monitor on behalf of the Governing Body that systems are in place to ensure that Health and Safety requirements and codes of practice are being implemented in the school and that activities and premises, materials and equipment used by the school do not present health and safety risks.
- 7) To receive and consider any reports and audits completed by the School's Health and Safety representatives or the Principal/Senior Management arising from general inspection of the school, to identify issues that need to be addressed and to report at least once a year to the Governing Body.
- 8)  $\zeta$  To make recommendations to the Governing Body when expenditure is deemed necessary.
- 9) To act as advisers/consultants to the Governing Body on Health and Safety matters.
- 10) To determine and review financial policy including consideration of long term planning and resourcing.
- 11) To develop the annual budget spending plan for presentation to the Governing Body taking into account School Improvement Plan priorities.
- 12) To act as advisers and consultants to the Governing Body on financial issues. To be familiar with the LEA budget spending plans, formula funding structure and policies for financial delegation.

- 13) To monitor the school budget expenditure (including Standards Fund and other specific purpose grants) with reference to criteria for receipt of the grant and the annual spending plan. To make reports at least once a term to the Governing Body.
  - 14) To authorise virement from one area of budget spending to another in order to respond to unexpected expenditure needs up to an agreed limit approved by the Governing Body.
  - 15) To agree the level of delegation to the Principal for the day-to-day financial management of the school.
  - 16) To review the school's charging and remission policy on an annual basis and make recommendations to the Governing Body.
  - 17) To monitor school fund expenditure and ensure the audit of school funds for presentation to the Governing Body.
  - 18) To receive and where appropriate respond to periodic audit reports of delegated funds.
  - 19) To ensure that a register of pecuniary interests is maintained for all staff and governors.
  - 20) To ensure Best Value through monitoring and purchasing arrangements with reference to benchmarking information.
- § These responsibilities will be shared with MITIE Facilities Management and the committee will also share a responsibility with the Principal and MITIE FM for monitoring the FM arrangements and provision.

## **Teaching, Learning and Curriculum Committee**

### **Membership**

- a) Not less than four governors including the Deputy Head (Curriculum) and the Assistant Head (KS2).
- b) The committee shall co-opt such non-governor members as deemed necessary and determine their voting rights.

### **Quorum**

The quorum should be three governors of which the Principal or his representative must be one. In the event of a vote the majority of those present must be governors.

### **Meetings**

The committee shall meet at least once per term and otherwise as required.

### **Terms of Reference**

- 1) To be aware of and advise the Governing Body on the legal responsibilities of governors in terms of Curriculum provision and assessment.
- 2) To monitor on behalf of the Governing Body that National Curriculum requirements are being implemented by the school.
- 3) To formulate and review as necessary an overall Curriculum Policy Statement (as legally required) for presentation to the Governing Body.
- 4) To agree statutory targets for pupil attainment and non-statutory targets to be included in the School Improvement Plan. To receive monitoring reports on the attainment of different groups of pupils with reference to local and national benchmark information.
- 5) To act as initial recipients of formal complaints to the Governing Body about the school curriculum in line with the complaints procedure as designated by LEA and national requirements.
- 6) To pay particular attention to provisions made for children from ethnic minorities and their access to the curriculum. To receive monitoring reports on the attainment of Ethnic Minority and Traveller Children.
- 7) To monitor annually the results at Key Stages 3 and 4 and to consider the action planned to address issues arising.
- 8) To contribute towards the School's Improvement Plan.
- 9) To monitor the quality of teaching for learning across the school and plan to improve this over time.
- 10) To monitor the development of the curriculum in the light of school priorities.

## **Every Child Matters Committee (this subsumes the Inclusion and Parents' Committees)**

### **Membership**

- a) Membership shall consist of not less than three governors.
- b) The committee shall co-opt such non-governor members deemed necessary and determine their voting rights.
- c) Anne Robson (Deputy Head) and the Head of Primary Phase will service this committee.

### **Quorum**

The quorum should be three governors, one of whom should be the Principal or Head of Primary Phase. In the event of a vote, the majority of those present must be governors.

### **Meetings**

The committee shall meet at least once per term and otherwise as required.

### **Terms of Reference**

- 1) To work with the school in seeking the views of parents/carers in respect of the work of the school.
- 2) To work with school staff to familiarise new parents/carers with the role and work of the governors.
- 3) To monitor parental/community involvement in the school and to make recommendations about the development of future links.
- 4) To be actively involved in building and maintaining positive relationships with parents/carers and the community.
- 5) To contribute to the monitoring, review and development of policies as identified through school/governor evaluation processes.
- 6) To monitor the effectiveness of the school's complaints policy and procedures.
- 7) To develop, monitor and review information systems to parents/carers and the community in order to highlight the activities of the school.
- 8) To consider and recommend links with community services (e.g. police involvement in the life of the school).
- 9) To contribute to the annual report to parents and to consider arrangements for the annual parents' meeting in conjunction with the Strategic Group.
- 10) To monitor the effectiveness of the Every Child Matters agenda.
- 11) To consider and review the school's guidance curriculum policies on behalf of the governing body (including Sex Education, Health Education and Drugs Education) and to make recommendations to the Governing Body with regards to their content and implementation.
- 12) To consider and review the school's policies on discipline and behaviour and make recommendations to the Governing Body.
- 13) To consider all aspects of the inclusion agenda including Special Educational Needs.
- 14) To monitor attendance and exclusions and relevant plans to address these issues.

- 15) To be involved in the development of school policies related to the welfare and guidance of students including child protection, anti-bullying and anti racism.
- 16) To consider issues in relation to parents including the home-school agreement.
- 17) To contribute to the school's development plan.

## **Personnel Committee**

### **Membership**

- a) Membership shall consist of not less than four governors including the Principal.
- b) The committee shall co-opt such non-governor members deemed necessary and determine their voting rights.

### **Quorum**

The quorum should be three governors of which the Principal must be one.

### **Meetings**

The committee shall meet at least once per term and otherwise as required.

### **Terms of Reference**

- 1) To be aware of legal requirements and procedures relating to personnel issues.
- 2) To decide on procedures for staff appointments excluding Heads and Deputies.
- 3) To be involved in the development of all of the school's policies relating to personnel matters, including:
  - Staff consultation
  - Code of Conduct
  - Pay (through the Pay Matters Sub-Committee\*)
  - Leave of Absence
  - Capability
  - Recruitment and Selection
  - Discipline and Grievance
  - Staffing reduction procedures
  - Staff secondment
  - Adverse weather conditions
  - Group size of the school (to be reviewed at least once every three years)
  - Performance Management
  - Religious Observance
  - Child Protectionto recommend them for approval by the Governing Body and to ensure that systems are in place to make all staff aware of these policies.
- 4) To participate in an Annual Review of staffing provisions and pay\*.
- 5) To draft criteria for the approval of the Governing Body about the use of discretionary elements of pay provisions and make recommendations about implementing them.
- 6) To be consulted on and to approve job descriptions for the staff.
- 7) To be responsible for reviewing the Principal's job description should the need arise.
- 8) To liaise with the Finance Committee in implementing the current School Improvement Plan in staffing matters (including staff training).

\* To appoint from its members a Pay Matters Sub-Committee.

## **Performance Management Governors and Review Officer**

The Governing Body is required to appoint a minimum of two governors, and preferably three, to:

- Meet with the Principal to review the Principal's performance against previously agreed objectives
- Agree objectives for the forthcoming Performance Management Cycle relating to:
  - Pupil Progress
  - Leadership and Management
  - The Principal's Professional Development
- Record the outcome of the review meeting and provide a copy for the Chair of the Governing Body and a summary on request to the Executive Director: Education
- Make recommendations regarding the Principal's salary to the Pay Matters Committee
- Ensure that the person responsible for Training and Development is aware of the resourcing implications arising from agreed objectives
- Appoint an external Adviser to help them with the above tasks
- Be familiar with DfES guidance on the Governing Body's role in Performance Management.

The Governing Body is also required to appoint a Review Officer or Officers to deal with any complaints made by the Principal. The Review Officer will be the Chair of the Governing Body where s/he has not been one of the Performance Management governors.

Teachers and other staff working at the school may not be the Performance Management governors or the Review Officer.

## **Pay Matters Sub-Committee**

### **Membership**

Membership shall be at least three governors drawn from the membership of the Personnel Committee.

### **Quorum**

Three

### **Meetings**

As required.

### **Terms of Reference**

- 1) To draw up and review appropriately a Governing Body Pay Policy with due regard to the current School Teachers' Pay and Conditions document and other appropriate guidance.
- 2) To determine on behalf of the Personnel Committee matters relating to the pay of all staff in the school.
- 3) To ensure that, within budget constraints, the pay policy meets the needs of recruitment, retention and development of staff and to the resourcing of School Improvement Plan priorities
- 4) To make recommendations to the Finance Committee.
- 5) To take into account recommendations from the nominated Performance Management governors when determining the salary of the Principal.

## **Staff Dismissal and Dismissal Appeal Committees (These committees are a statutory requirement\*)**

### **Staff Dismissal Committee**

#### **Composition**

Not less than 3 governors who are not disqualified.

**Quorum:** Three governors

#### **Terms of Reference**

- To determine whether any person employed by the LEA to work at the school should cease to do so
- To hear representations about such decisions.

#### **Minutes**

A written record of the meeting will be submitted to the next meeting of the Personnel Committee.

#### **Convening meetings**

A meeting shall be convened at the request of the Chair, the Principal, or any two of the members of the committee. Every member of the committee, the Principal and (on request) the Executive Director: Education, shall be given at least 7 days clear notice of the meeting.

### **Staff Dismissal Appeal Committee**

#### **Composition**

- Not less than 3 governors who are not disqualified by being members of staff or by having an interest requiring them to withdraw. The Principal may not be a member of this committee. The Chair shall be appointed annually by the Governing Body
- Members of this committee shall not be members of the Staff Dismissal Committee.

#### **Quorum**

Not less than the number of governors who participated in the relevant staff dismissal committee hearing, with a minimum of 3.

#### **Terms of Reference**

- To hear any appeal in respect of a decision taken by the Staff Dismissal Committee.

\* *The Clerk to these committees may not be a governor or a member of the committee though, in the absence of the appointed Clerk, the committee may appoint one of their number for that meeting.*

## **Complaints and Complaints Appeals Committees**

### **Membership**

1. The Complaints Committee shall comprise at least three members.
2. No member of the Complaints Appeal Committee may be on the Complaints Committee.
3. The Complaints Appeal Committee shall have no fewer members of the Governing Body than the Complaints Committee.

### **Quorum**

The quorum of each committee shall be three governors.

### **Meetings**

The committees will meet as and when required and within the timescale set down in the Governing Body's Complaints Policy and Procedures.

### **Terms of Reference**

#### **The Complaints Committee shall act on behalf of the Governing Body:**

- To consider complaints submitted to the Chair of the Governing Body when other avenues for their resolution have been exhausted
- To investigate complaints in an appropriate manner, taking evidence from all relevant parties and utilising support available from the LEA or other sources as deemed appropriate
- To make recommendations arising from complaints
- To communicate the process and outcome of complaints hearings to all concerned.

#### **The Complaints Appeals Committee shall act on behalf of the Governing Body:**

- To consider appeals arising from the decision of the Complaints Committee on complaints submitted to the Governing Body
- To investigate the conduct of the Complaints Committee
- To make recommendations arising from appeals
- To communicate the process and outcome of appeal hearings to all concerned.

Members of Complaints and Complaints Appeals Committees should be familiar with good practice and procedures to be followed in Governing Body hearings.

**Notes:**

- Decisions made by these Committees have the status of decisions of the Governing Body
- Governing Bodies may choose to make up Complaints and Complaints Appeal Committees as required from any of their number depending on availability and bearing in mind item 3 (Membership) above. An odd number of governors, at least three, should serve on any governors' hearing and that at least the same number should hear an appeal. They must have had no previous connection with the case and it must not have been discussed in their presence
- Teacher and Staff governors may face difficult situations because of the nature of the business of Complaints and Complaints Appeal committees and are recommended to consider their involvement very carefully before joining.

## **Governor with a Particular Interest in Special Educational Needs**

The remit for this role should include:

- Developing an understanding of SEN needs and provision in the school.
- Developing and maintaining a relationship with the SEN Co-ordinator.
- Developing an understanding of SEN issues across the LEA.
- Reporting to the Governing Body or a committee on issues relating to SEN.

In order to do this the SEN governor will need to do the following:

- Keep in touch with the SEN Co-ordinator.
- Question Governing Body decisions which have implications for SEN.
- Get to know about relevant documents and legislation.
- Report back regularly to the Governing Body.

It could also be part of the SEN Governor's role to:

- Attend governor training events on SEN and relevant staff training sessions.
- Seek training for the whole Governing Body or with other local schools.
- Join SEN policy working party on behalf of governors.

## **Child Protection Governor**

- To be familiar with LEA guidance and school policy relating to Child Protection and to attend training for nominated Child Protection governors.
- To liaise with the Principal, the school's designated Child Protection teacher and the LEA over matters regarding confidential child protection issues involving allegations against staff.
- In cases involving an allegation against the Principal, the nominated governor would take a more active role with support provided by the LEA This role would include:
  - Consideration of an allegation in consultation with the Executive Director: Education through the designated LEA Senior Officer to decide whether the allegations warrant an investigation.
  - To ensure with LEA support that appropriate action is taken in accordance with agreed procedures.  
(Where a referral to child protection agencies may need to be made) to attend initial and subsequent strategy meetings as required.

## **Working Groups**

Working groups may be set up by the full Governing Body, a committee or sub-committee and may include non-governors. The purpose of a working group is usually to address a particular issue within a set time period though there may be instances where Governing Bodies set up a standing working group.

Upon setting up a working group, the Governing Body or committee will identify a clear remit including arrangements for reporting to the Governing Body and the timescale for completion of the task. Governors should be clear as to who is responsible for convening the group and reporting back. Involvement of non-governors (e.g. staff, parents, students, police, LEA officers) may be specified at the outset, left to the discretion of the group, or reviewed when reporting back to the committee or Governing Body.

### **e.g. Equal Opportunities Policy**

Whilst all committees will operate within the equal opportunities policy a working group may be established to review the Equal Opportunities Policy and make recommendations to the Governing Body regarding its implementation and any amendments.

This approach may be adopted for other areas, e.g. School Dress Policy.

## **Observers and Co-options to Committees**

### **Observers**

The committee may decide, at its discretion, to allow the attendance of observers on a regular basis or for particular meetings and whether the observers should have the same rights to speak at meetings as full members of the committee.

The participation of regular observers will be reviewed annually along with co-options.

### **Co-options**

Committees shall co-opt such additional non-governor members, with voting rights, as they deem appropriate except in the case of statutory committees dealing with pupil and staff discipline. Co-opted non-governors shall not be counted for the purposes of a quorum for the meeting.

Co-options will be reviewed annually at the first meeting of each committee in the Autumn term after the meeting of the full Governing Body at which committee membership and terms of reference are reviewed.

In co-opting such members the committee will have regard to:

- providing professional development opportunities for staff
- building links with and drawing upon the strengths of the local community
- the co-option of people who can contribute particular skills.

## **Code of Conduct for Governors**

(Based on LEA model)

The Governing Body has adopted the following principles and procedures:

### **General**

- We have responsibility for determining, monitoring and keeping under review the broad policies, plans and procedures within which the school operates.
- We recognise that the Principal is responsible for the implementation of policy, day-to-day management of the school and the implementation of the curriculum.
- We accept that all governors have equal status, and although appointed by different groups (i.e. parents, staff, LEA) our overriding concern will be the welfare of the school as a whole.
- We have no legal authority to act individually, except when the Governing Body has given us delegated authority to do so.
- We have a duty to act fairly and without prejudice, and in so far as we have responsibility for staff, we will fulfil all that is expected of a good employer.
- We will encourage open governance and shall be seen to be doing so.
- We will consider carefully how our decisions may affect other schools.

### **Commitment**

- We acknowledge that accepting office as a governor involves the commitment of significant amounts of time and energy.
- We will each involve ourselves actively in the work of the Governing Body, attend regularly, and accept our fair share of responsibilities, including service on committees or working groups.
- We will get to know the school well and respond to opportunities to involve ourselves in school activities.
- We will consider seriously our individual and collective needs for training and development.

### **Relationships**

- We will strive to work as a team.
- We will seek to develop effective working relationships with the Principal, staff and parents, the LEA and other relevant agencies and the community.

### **Confidentiality**

- We will observe complete confidentiality when required or asked to do so by the Governing Body, especially regarding matters concerning individual staff or students.
- We will exercise the greatest prudence if a discussion of a potentially contentious issue affecting the school arises outside the Governing Body.

## **Conduct**

- We will encourage the open expression of views at meetings, but accept collective responsibility for all decisions made by the Governing Body or its delegated agents.
- We will only speak or act on behalf of the Governing Body when we have been specifically authorised to do so.
- In making or responding to criticism or complaints affecting the school we will follow the procedures established by the Governing Body.
- Our visits to school will be undertaken within the framework established by the Governing Body and agreed with the Principal.
- In discharging our duties we will always be mindful of our responsibility to maintain and develop the ethos and reputation of our school.
- Media enquiries will always be referred to the Principal.