



Heston

COMMUNITY SCHOOL

Policy and Guidance on the Terms of Reference of Governing Body Committees and the Role of Nominated Governors

'He was uniformly of an opinion which, though not a popular one, he was ready to aver, that the right of governing was not property but a trust.'

Charles James Fox (1749-1806)

Reviewed: 22 October 2009

This Policy is founded within our School ethos which provides a caring, friendly and safe environment for all members of our community.

Contents

General Guidance on the Operation of Committees	Page 2
Delegation of functions	Page 4
Nominated Governors	Page 6
Strategy Committee	Page 7
Finance and General Purposes Committee	Page 8
Pay and Performance Management Committee and Review Officer	Page 13
Students and Curriculum Committee	Page 15
Complaints and Complaints Appeals Committees	Page 17
Student Discipline Committee	Page 18
Staff Discipline Committee	Page 19
Training Coordinator-Link Governor	Page 20
Governor with a Particular Interest in Special Education Needs and Looked After Children	Page 21
Curriculum Governors	Page 22
Child Protection Governor	Page 23
Working Parties and Think Tanks	Page 25
Observers and Associate Members	Page 25
Code of Conduct for Governors	Page 27
Appendix 1: Chairing Committee meetings	Page 29

1.0 General Guidance on the Operation of Committees

- 1.1 Most Governing Bodies have a committee structure. The Governing Body makes its own decisions about how best to conduct its business and there are no hard and fast rules about what committees to have.
- 1.2 The School Government Regulations (1999) require Governing Bodies to review the membership, terms of reference and delegated powers of their committees on an annual basis. A standing item will therefore feature on the agenda for the first meeting in the Autumn Term.
- 1.3 The importance of clear terms of reference for Committees cannot be overstated. Committees are meant to streamline work procedures but can become unwieldy and make more work if terms of reference are not clear. It is also important to have clear systems for communication between committees and Governing Body meetings.
- 1.4 Effective Committee structures have the advantage of:
 - Smaller and more flexible meetings
 - The opportunity for Governors to build up expertise in certain areas
 - Wider involvement by more people including school staff, parents and community representation.
- 1.5 Where Committee structures work less well disadvantages may include:
 - Unnecessary repetition of debate and processes in committee and full Governing Body meetings
 - The development of "A" and "B" teams where some Governors are marginalised.

These potential disadvantages may be overcome if enough thought is given to structure and processes.

- 1.6 The Governing Body and all committees should operate within the context of the School Improvement Plan. Decisions should be taken with the present School Improvement Plan in mind and recommendations made which fit into the present Plan or can be fed into the plan in the future.

- 1.7 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.
- 1.8 Each Committee should report to the termly meeting of the Governing Body. There should be a standing agenda item for this. The Chair of the Committee should be responsible for ensuring that a written report is available to all Governors before the meeting. This may be circulated full minutes or lists of decisions and recommendations. The Governing Body may also decide to append approved Committee minutes to the Headteacher's Report - thereby ensuring that they are received by all Governors.
- 1.9 The Governing Body must appoint a Clerk to each Committee, which may not be the Headteacher or a member of the Committee.
- 1.10 All Committees must appoint a Chair and Vice-Chair

2.0 Delegation of Functions

- 2.1 A Governing Body can delegate any of its statutory functions to a committee, a Governor or to the Headteacher, subject to the restrictions described below. The Governing Body **must** review the delegation of functions annually. The Governing Body will remain accountable for any decisions taken, including those functions delegated to an individual or Committee.
- 2.2 The following functions can be delegated to a committee, but cannot be delegated to an individual:
 - Functions relating to the alteration, discontinuance or change of category of maintained schools
 - Functions relating to the approval of the first formal budget plan of the financial year
 - Functions relating to School Discipline Policies
 - Functions relating to the exclusion of students (except in an emergency when the Chair has the power to exercise these functions)
 - Functions relating to admissions
- 2.3 The Governing Body cannot delegate any functions relating to:
 - The Constitution of the Governing Body (unless otherwise provided by the Constitution Regulations)
 - The appointment or removal of the Chair and Vice-Chair

- The appointment of a Clerk
- The suspension of Governors
- The delegation of functions
- The establishment of Committees

2.4 Some general principles:

- All Governors have the right to attend Committee Meetings whether they are a member or not. All Governors should therefore be made aware of Committee Meeting dates.
- The Governing Body can give limited voting rights to associate members of Committees. Associate Members may not vote on the following issues:
 - Admissions matters
 - Student discipline
 - Election or appointment of Governors
 - The budget or financial commitments of the Governing Body
- Associate Members may not outnumber Governors. 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 Headteacher has the right to attend any Committee Meeting whether or not they are a Governor.
- Each Committee should have a Chair and the Chair should feel clear about their role. It may be appropriate to seek access to support and training in chairing skills and to clarify expectations with the Governing Body
- The composition and quorum of each committee should be identified as shown in the examples given in this guidance.

The examples in this guidance are not meant to be prescriptive. They serve as a model from which the Governing Body can clarify its own Committee Structure. In many cases, this will involve a combination of remits shown here separately.

All Governors should have a copy of the remit for each Committee. The Governing Body must conduct an annual review of its Committee Structure.

3.0 Nominated Governors

3.1 This guidance also extends to the remits of individual Governors nominated to take particular interest in curriculum areas or responsibility for particular aspects of the Governing Body's work.

- SEN Governor (include linking with SEN review processes/self evaluation process)
- Looked After Children
- Curriculum Link Governors
- Careers Governor
- Child Protection Governor
- Training Co-ordinator/Link Governor
- Extended Services Governor
- Performance Management Governors and Review Officer
- Transition Governor

3.2 Arrangements for Nominated Governors create the opportunity for individual Governors to build up expertise in certain areas and to use Governors' time to best effect.

3.3 Without a clear remit however these arrangements can leave the individual Governor feeling unsure about what they are supposed to do and how to go about it and may, on occasions, lead to tensions between Governors and staff.

3.4 The Governing Body should therefore ensure that there are:

- Clear written remits which are available to each nominated Governor
- Arrangements for reporting back to a committee or the Governing Body
- Staff understanding of the nominated Governor's role
- Mechanisms in place to support the nominated Governor as required. This is likely to be the Committee Chair but could be the Chair or Vice-Chair of the Governing Body.

4.0 Strategy Committee

4.1 It is suggested that the Governing Body adopt a structure which has a Strategy Committee composed of the Chair, Vice-Chair, Headteacher and Committee Chairs but open to other Governors wishing to attend. This group can plan a key role in managing the business and ensuring that committee work is co-ordinated.

4.2 Membership

Chair of Governors, Vice-Chair of Governors, Chair of Finance and General Purposes Committee, Chair of Students and Curriculum Committee, Headteacher and other Governors wishing to attend.

4.3 Quorum

The quorum should be three Governors. In the event of a vote, the majority of those present must be Governors.

4.4 Meetings

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

4.5 Terms of Reference

- To organise the Timetable of Meetings for the year ahead.
- To plan business to be conducted by Committees (including LA items which could be considered before the termly meeting)
- To support Committee Chairs in organising their Committee and in practical chairing skills
- To support nominated Governors in their role
- To allocate responsibility for Governors' action in respect to consultation processes, legislative requirements or issues arising in school as required
- To make arrangements for individual Governor involvement in eg school events
- To consider the LA draft agenda and amend it to meet the needs of the Governing Body
- To draft a Governors' Development Plan, including:
 - Overview of monitoring/evaluation
 - Monitoring and evaluation and review of policies (rolling programme)
 - Oversee Governing Body involvement in the School Improvement Planning process
 - Determine the agenda for whole Governing Body meetings.

5.0 Finance and General Purposes Committee

5.1 Membership

- Not less than four Governors, including the Headteacher.
- The Committee shall co-opt such non-Governor members as deemed appropriate and shall determine their voting rights.

5.2 Quorum

The quorum should be three. In the event of a vote the majority of those present must be Governors.

5.3 Meetings

The Committee shall meet at least twice per term and otherwise as required.

5.4 Terms of Reference

Premises

- To provide support and guidance for the Headteacher on all matters relating to the school premises and grounds, security, Health and Safety.
- To ensure an inspection of the premises and grounds takes place annually and to prepare a statement of priorities for maintenance and development linked to the School Improvement Plan for the approval of the Governing Body.
- To propose and approve the costs and arrangements for maintenance, repairs, decoration and major alterations within the budget allocation.
- To oversee the preparation of and to monitor premises services contracts (eg fuel/water, cleansing, grounds maintenance)
- To ensure the School premises meet health and safety requirements.
- To ensure that Governors' responsibilities are discharged regarding litter under the Environmental Protection Act 1990.
- To prepare a Lettings and Charging Policy for the approval of the Governing Body.
- To contribute towards an Accessibility Plan as required by the Disability Discrimination Act 1995 section 28D and 28E

Health and Safety

- 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.
- To ensure, 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 to monitor these. The Committee should also ensure that activities and premises, materials and equipment used by the school do not present health and safety risks.
- To receive and consider any reports and audits completed by the School's Health and Safety representatives or the Headteacher or member of the Strategy and Leadership Team 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.
- To make recommendations to the Governing Body when expenditure is deemed necessary.
- To act as advisers/consultants to the Governing Body on Health and Safety matters.
- To be informed about educational visits and ensure appropriate arrangements are in place.

Personnel

- To be aware of legal requirements and procedures relating to personnel issues.
- To decide on procedures for staff appointments excluding Heads and Deputies.
- To be involved in the development of all of the School's policies relating to personnel matters, including:
- To recommend them for approval by the Governing Body and to ensure that systems are in place to make all staff aware of these policies.
- To participate in an Annual Review of staffing provisions and pay, as necessary.
- To draft criteria for the approval of the Governing Body about the use of discretionary elements of pay provisions and to make recommendations about implementing them.
- To be consulted on and to approve Job Descriptions for staff, as appropriate.
- To be responsible for reviewing the Headteacher's Job Description, should the need arise.

- To ensure implementation in the current School Improvement Plan in staffing matters, including staff training.

Finance

To act on behalf of the Governing Body in respect of:

- Planning and Budgeting:
 - Setting financial priorities in line with the School Improvement Plan
 - Translating these into a Financial Plan (3 Year Plan and Annual Budget) which is sound, balanced, aligned to the School Improvement Plan and which is aimed at delivery of the highest standards of achievement
 - Approval of the first formal budget for each financial year
- Monitoring:
 - Receiving and reviewing financial progress reports (management accounts and commentary, including Revised Annual Forecast) on at least a termly basis
 - Agreeing variations in excess of the Headteacher's delegated discretion
- Control:
 - Ensuring that the financial controls framework is clearly described in the School's Financial Regulations, that the framework embraces Best Value principles and that it is applied effectively
 - Ensuring that roles and responsibilities are clearly and unambiguously set out in the School's Financial Regulations
 - Agreeing the specific level of delegation to the Headteacher within the controls framework
 - Receiving and reviewing audit reports and agreeing actions arising
 - Agreeing the Controls Assurance Statement annually (including actions arising)
 - Annual review and agreement of the School's Charging & Remission Policy
- Reporting:
 - Submission of (termly) reports to the full Governing Body covering decisions and actions and summarising the financial plan and situation of the School
 - Minutes of all meetings will be provided to the full Governing Body

- Voluntary Fund ('Unofficial Fund'):
 - Administration of the Voluntary Fund through an agreed controls framework set out in the School's Financial Regulations
 - Receiving and reviewing auditor's certificates annually

5.5 Role of the Headteacher

The Headteacher's Job Description is agreed by the full Governing Body (cf Section 5.7). The following are the key accountabilities and responsibilities of the Headteacher to the Finance and General Purposes Committee (of which the Headteacher is required also to be a member):

- Providing information, reports, options and recommendations to inform review, assessment and decision-making by the committee within its remit
- Proposal of the Financial Plan and Budget in line with the School Improvement Plan (which will itself be proposed to the full Governing Body and which will reflect highest standards of achievement, teaching and learning, best value from resources, best deployment of resources and setting priorities)
- Organising execution of the agreed Financial Plan, including making adjustments for changing circumstances within levels of delegation agreed
- Day-to-day implementation of the controls framework

5.6 Clerking

The Clerk to the Finance and general Purposes Committee must be appointed by the Full Governing Body. The Clerk for the committee may be a Governor and may be a member of the committee but shall not be the Headteacher, the School Business Manager or a Staff Governor. If the Clerk appointed by the Governing Body is unable to attend a particular meeting of the Committee, the Governors present may appoint another person to act as Clerk for that meeting but subject to the conditions above.

5.7 Role of the Headteacher in Management of the School's Financial Resources

The Job Description of a Headteacher is set out in the 'School Teacher's Pay & Conditions' published by the DCSF (currently version 2009). Further guidance is contained within the 'National Standards for Headteachers' also published by the DCSF (currently version 10/2004).

Within this broad framework of responsibilities, the Governing Body agrees strategies and priorities with the Headteacher through the mechanism of the School Improvement Plan.

Heston Community School is a large school with a multi-million pound budget. The purpose of this part of the Terms of Reference for the Finance and General Purposes Committee is to amplify and clarify the responsibilities of the Headteacher with specific reference to the School's financial resources.

The Governing Body confirms that the Headteacher has day-to-day delegated responsibility for the financial management of the School, and specifically (but not exclusively) in respect of:

- Leading and managing the creation of a Strategic Plan
- Ensuring that DCFS and LA financial regulations are observed and implemented
- Establishing and implementing sound financial controls (which the Governing Body recognises are managed on a daily basis by the Business Manager)
- Compiling the draft budget
- Producing regular, reconciled financial reports for the Governing Body, the Local Authority and the DCSF in the formats and codings required by each body
- Seeking approval for budget virements in excess of the Headteacher's discretion
- Submitting audit reports to the Finance and general Purposes Committee, with recommendations for action where appropriate
- Maintenance of the inventory and reporting sales and write-offs above discretion
- Ensuring the adequacy of insurance arrangements
- Monitoring, reviewing and reporting progress against the School Improvement Plan and Budget

The Finance and General Purposes Committee will agree specific financial limits for the Headteacher in respect of:

- Virements between budget headings
- Write-off of assets
- Purchasing procedures

6.0 Pay and Performance Management Committee and Review Officer

6.1 Membership

Membership shall be at least four Governors.

6.2 Quorum

The quorum should be three Governors.

6.3 Meetings

As required.

6.4 Terms of Reference

- 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.
- To determine on behalf of the Finance and General Purposes Committee matters relating to the pay of all staff in the School.
- To ensure that, within budget constraints, the Pay Policy meets the needs of recruitment, retention and development of staff and contributes to the resourcing of School Improvement Plan priorities.
- To make recommendations to the Finance and General Purposes Committee.
- To meet with the Headteacher and School Improvement Partner to review the Headteacher's performance against previously agreed objectives.
- To agree objectives for the forthcoming Performance Management Cycle relating to:
 - Student Progress
 - Leadership and Management
 - The Headteacher's Professional Development
- To 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 Director of Children's Services and Lifelong Learning.
- To make recommendations regarding the Headteacher's salary.
- To ensure that the CPD leader is aware of the resourcing implications arising from agreed objectives
- To be familiar with DCSF guidance on the Governing Body's role in Performance Management

- 6.4 The Governing Body is also required to appoint a Review Officer or Officers to deal with any complaints made by the Headteacher. The Review Officer will be the Chair of the Governing Body or Vice-Chair where s/he has not been one of the Performance Management Governors.
- 6.5 Teachers and other staff working at the School may not be the Performance Management Governors or the Review Officer.

7.0 Students and Curriculum Committee

7.1 Membership

- Not less than four Governors.
- The Committee shall invite associate members (including students) as deemed, necessary and determine their voting rights.

7.2 Quorum

The quorum should be three Governors. In the event of a vote, the majority of those present must be Governors.

7.3 Meetings

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

7.4 Terms of Reference

Students

- To act as advocates and champions for students and to work with the staff to familiarise them and their parents with the routines and practices and provisions of the School and the role/work of Governors.

Curriculum

- To gain an understanding and overview of all Curriculum Areas and their place within the broader school curriculum
- To be aware of and advise the Governing Body on the legal responsibilities of Governors in terms of Curriculum provision and assessment including Special Educational Needs provision in accordance with the Code of Practice.
- To monitor on behalf of the Governing Body that National Curriculum requirements are being implemented by the School.
- To consider and review the school's Curriculum policies on behalf of the Governing Body (including Religious Education, Sex Education and Drugs Education and Collective Worship) and to make recommendations to the Governing Body with regards to their content and implementation.
- To formulate and review as necessary an overall Curriculum Policy Statement (as legally required) for presentation to the Governing Body.
- To agree statutory targets for student 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.

- 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 LA and national requirements.
- 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 and Looked After Children.
- To nominate Governors to take a particular interest in Special Educational Needs issues, Careers, and other areas of the curriculum. To support, and receive reports from nominated Governors.
- To consider and review the School's policies on Behaviour for Learning and make recommendations to the Governing Body.
- To contribute towards the School Improvement Plan.
- To contribute towards an Accessibility Plan as required by the Disability Discrimination Act 1995 section 28D and 28E.
- To have the delegated power to make decisions in relation to the curriculum of the School

Extended Services

- To monitor parental/community/agency involvement in the school and to make recommendations about the development of future links.
- To be actively involved in building and maintaining relationships with students, parents and the community.
- To monitor and review the Home-School Agreement and related policies.
- To monitor the effectiveness of the School's Complaints Policy and Procedures.
- To develop and maintain information systems to parents and the community (eg newsletter) in order to highlight the activities of the School and to provide a link between home and school.
- To consider and recommend links with community services (eg police involvement in the life of the School).
- To act as initial recipients of requests for the use of school premises from community groups and to make recommendations to the Governing Body.
- To review and make recommendations in liaison with the Headteacher on the production of the School prospectus, ensuring that its content meets with legal requirements.

- To encourage the support and involvement of business and industry.
- To review the School's Extended Services activity.

8.0 Complaints and Complaints Appeals Committees

8.1 Membership

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

8.2 Quorum

The quorum of each Committee shall be three Governors.

8.3 Meetings

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

8.4 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 LA 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.

- 8.5 Members of Complaints and Complaints Appeals Committees should be familiar with good practice and procedures to be followed in Governing Body hearings.
- 8.6 Decisions made by these Committees have the status of decisions of the Governing Body.
- 8.7 The Governing Body may choose to make up Complaints and Complaints Appeal Committees as required from any of their number depending on availability and bearing in mind section 8.1 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.
- 8.8 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.

9.0 Student Discipline Committee

9.1 Membership

Any number of Governors may be appointed to a pool from which 3 Governors will meet when considering particular exclusions.

9.2 Quorum

The quorum for a meeting will be 3. The Headteacher may not be a member of this Committee.

9.3 Terms of Reference

- To review the use of exclusion within the School
- To report to the Governing Body on the use of exclusion
- To consider student exclusion in line with current legislation.

9.4 Appointment of Chair

The Chair will be appointed by the Governing Body or decided at each meeting of the Committee by the Governors attending.

9.5 Clerk

The Governing Body shall decide upon the appointment and remuneration of a Clerk to the Committee. The Clerk may not be a Governor or member of the Committee.

9.6 Teacher and Staff Governors may face difficult situations because of the nature of the business of the Student Discipline Committee and are recommended to consider their involvement very carefully before joining.

10.0 Staff Discipline Committee

10.1 Membership

Any number of Governors may be appointed to a pool from which 3 Governors will meet when considering particular staff disciplinary matters.

10.2 Where an Appeal is made against the decision taken by this Committee then an Appeal Committee made up of 3 different Governors will review the case in accordance with the London Borough of Hounslow's guidelines.

10.3 Quorum

The quorum for a meeting will be 3.

10.4 Terms of Reference

- To review staff disciplinary issues
- To report to the Governing Body on decision taken

10.5 Appointment of Chair

The Chair will be appointed by the Governing Body or decided at each meeting of the Committee by the Governors attending.

10.6 Clerk

The Governing Body shall decide upon the appointment and remuneration of a Clerk to the Committee. The Clerk may not be a Governor or member of the Committee.

10.7 Teacher and Staff Governors may not form part of the Staff Discipline Committee.

11.0 Training Coordinator-Link Governor

11.1 The role of the Training Coordinator-Link Governor should be to take a lead responsibility for ensuring that Governing Body training and development takes place.

11.2 The remit for the Training Co-ordinator Governor should include:

- Developing an understanding of training available from the LA and other providers
- Ensuring that information about training is communicated to all Governors
- Ensuring that training needs are discussed by the Governing Body
- Encouraging and supporting individual Governors to identify training needs and attend training
- Negotiating whole Governing Body training with the LA Governor support team
- Ensuring that a suitable induction is provided for new members of the Governing Body
- Recommending the purchase of Governor support materials
- Monitoring expenditure on Governor training and support with the Headteacher or other staff member
- Taking the lead on the development of school based resources for Governors which may include:
 - Distribution of information about school events
 - Systems for sharing information which help Governors to know the School.

12.0 Governor with a Particular Interest in Special Educational Needs and Looked After Children

12.1 The remit for this role should include:

- Developing an understanding of SEN and LAC needs and provision in the school
- Understanding the responsibilities of the Governing Body in relation to the SEN Code of Practice and Looked After Children
- Developing and maintaining a relationship with the Assistant Headteacher (Inclusion) SEN Coordinator
- Developing an understanding of SEN and LAC issues across the LA
- Reporting to the Governing Body or a Committee on issues relating to SEN and LAC.

12.2 In order to do this, the SEN and LAC Governor will need to do the following:

- Keep in touch with the Assistant Headteacher (Inclusion) and SEN Co-ordinator
- Question Governing Body decisions which have implications for SEN and LAC
- Get to know about relevant documents and legislation (eg SEN Code of Practice)
- Report back regularly to the Governing Body.

12.3 It is also part of the SEN and LAC Governor's role to:

- Attend Governor training events on SEN and LAC and relevant staff training sessions
- Be involved with SEN and LAC review process
- Seek training for the whole Governing Body or with other local schools
- Join any SEN and LAC policy working party on behalf of Governors
- Visit classrooms by arrangement with the Assistant Headteacher (Inclusion) and the teacher
- Ensure that parents are appropriately informed
- Act on the behalf of the Governing Body in making representations to the Local Authority.

13.0 Curriculum Governors

13.1 Purpose

To keep the Students and Curriculum Committee and Governing Body informed of standards achieved and the resource needs of the curriculum area in order to maintain and raise standards.

13.2 Remit of the Curriculum Governors

To meet termly with Curriculum Leaders in order to:

- Be aware of the prescribed syllabus and how it is being implemented
- Become familiar with the relevant policies and how they are being implemented
- Find out about the resource and training needs required to improve standards and to communicate these to the Governing Body through the Curriculum Committee
- Contribute to the monitoring of School Improvement priorities and Action Plans
- Review information from assessment statistics in order to contribute to the monitoring and evaluation of standards
- To observe, by agreement with teaching and other staff, lessons or other activities in order to gain an understanding of teaching and learning strategies and resources available
- To be familiar with information from other sources (eg LA, Ofsted) relating to the curriculum area and standards of attainment
- To provide reports to the Students and Curriculum Committee or Full Governing Body.

14.0 Child Protection Governor

14.1 It is recommended that the Child Protection Governor should be the Chair of the Governing Body and that the Vice-Chair deputise when the Chair is unavailable.

14.2 The Child Protection Governor should:

- Be familiar with LA guidance and policy relating to Child Protection and associated issues, and to attend training for nominated Child Protection Governors. To ensure that the Governing Body puts in place a suitable Child Protection Policy and associated procedures.
- Champion Child Protection issues within the School.
- Encourage other members of the Governing Body to develop their understanding of the Governing Body's responsibilities with regard to Child Protection and assist them to perform their functions in respect of Safeguarding Children and Young People.
- Take action to remedy any deficiencies in the School's safeguarding practices which may be brought to Governor's attention by a member of school staff, a parent, an officer of the LA or from any other source.
- Meet regularly with the senior member of the school's leadership team who has lead responsibility for Child Protection issues (CPLT), in order to monitor the effectiveness of the Governing Body's Child Protection policy. It is recommended that this is at least a termly meeting.
- Ensure that the Governing Body receives an annual report on the implementation of the School's Child Protection Policy and Procedures including:
 - Arrangements for ensuring that the School's Child Protection Policy is communicated to, and implemented by, all staff.
 - Ensuring that the designated member of staff with lead responsibility for Child Protection (Child Protection Liaison Teacher, CPLT) is part of the School's Strategy and Leadership Team and has sufficient time and resources at their disposal to carry out their duties effectively.
 - Ensuring that a deputy designated person (CPLT) is identified
 - Ensuring that the CPLT and their Deputy receive training every two years
 - Training in Child Protection is undertaken by ALL staff, including Lunch-Time Supervisors, Clerical Staff and other

Ancillary Staff, every three years.

- Arrangements are in place for the inclusion of child protection procedures in an induction programme for all people working in the School, no matter for how long, nor the status of that individual.
- Arrangements to ensure safe recruitment procedures and appropriate checks on new staff and volunteers.
- The number of students currently on the Child Protection register.
- How Child Protection issues are addressed through the curriculum.
- The provision of information to the LA about how the Governing Body's duties in respect of Child Protection have been discharged.

14.3 The Chair of the Governing Body will liaise with the Headteacher and the LA over matters regarding confidential child protection issues involving allegations against staff.

14.4 Where there is an allegation of abuse against the Headteacher, the Chair of the Governing Body will take the lead in liaising with the LA and/or partner agencies unless a member of the Governing Body has relevant expertise which would mean that person was better fitted to take this role, including:

- Conducting a preliminary investigation to see if the circumstances of the allegation could have happened.
- Ensuring with LA support that appropriate action is to be taken in accordance with agreed procedures
- Attending initial and subsequent strategy meetings as required if other agencies are involved.
- Taking the lead in an investigation under employment procedures in conjunction with Children's Services and Lifelong Learning Personnel and Child Protection Services when the other agencies' involvement is at an end.

14.5 The Vice-Chair of the Governing Body will deputise for the Chair in the Chair's absence as appropriate.

15.0 Working Parties and Think Tanks

- 15.1 Think Tanks 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.
- 15.2 It is recommended that, upon setting up a Think Tank, the Governing Body or Committee 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, LA 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.

Example: Equal Opportunities Policy

Whilst all Committees will operate within the equal opportunities policy a Think Tank 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, eg School Dress Code.

16.0 Observers

- 16.1 A 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.

17.0 Associate Members

- 17.1 Committees shall invite such additional non-Governor members, with voting rights, as they deem appropriate except in the case of Statutory Committees dealing with student and staff discipline. These Associate Members shall not be counted for the purposes of a quorum for the meeting.

17.2 Associate Membership will be reviewed annually at the first meeting of each Committee in the Autumn Term. This will usually follow the meeting of the full Governing Body at which Committee membership and terms of reference are reviewed.

18.0 Code of Conduct for Governors

The Governing Body has adopted the following principles and procedures:

18.1 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 Headteacher 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 (ie parents, staff, LA) 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.

18.2 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 Think Tanks.
- 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.

18.3 Relationships

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

18.4 **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.

18.5 **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 the School will be undertaken within the framework established by the Governing Body and agreed with the Headteacher.
- In discharging our duties we will always be mindful of our responsibility to maintain and develop the ethos and reputation of our School.

Appendix 1: Chairing Committee Meetings

It is important that each committee of the Governing Body has an effective Chair. It is not always easy to chair meetings and the effectiveness of the chair depends on the co-operation of all members in seeking to work effectively.

In Committee Meetings the role of the Chair is to:

- Ensure practical arrangements are in place for meetings and that meetings start on time
- Keep meetings business like and to time
- Ensure that all items are dealt with logically
- Ensure that the committee completes the task delegated by the Governing Body
- Deal with differences and conflict when they arise
- Help all members of the committee to contribute
- Summarise regularly for the benefit of members and the Clerk or minutes secretary
- Ensure that an accurate record is kept
- Present reports and feedback from Committees to the full meetings of the Governing Body or to ensure this is done by another member.

Between meetings the role of the Chair is to:

- To attend meetings of the Strategy Committee
- Prepare the agenda with the Chair of the Governing Body and the Headteacher (or Strategy Committee) and ensure papers distributed 7 days before meeting. (To minimise the number of papers tabled at meetings)
- Propose agenda items for the Strategy Committee to consider including on the termly agenda
- Encourage the attendance of Committee members, where necessary (eg phoning around)
- Check the minutes when typed up
- Take steps as needed to ensure Committee members complete tasks (reminders) particularly arrangements for nominated Governors to report on visits, etc
- Prepare for the next meeting
- Ensure that invitations to attend are extended as agreed by the Governing Body or committee
- Be a point of contact
- Share correspondence and information relating to the work of the committee with other members

- Ensure that minutes or a record of decisions/recommendations are circulated to other Governors as agreed by the Governing Body.

As is required of the Chair of the Governing Body, the Chair of a Committee should keep in mind the main roles of the Governing Body:

- To provide a Strategic View
- To act as a Critical Friend
- To ensure Accountability.

As is required of the Chair of any group the Chair needs to be (or become):

- A good listener
- A team builder
- A collaborator.