



# HEDINGHAM SCHOOL AND SIXTH FORM

ACHIEVEMENT & EXCELLENCE

## **GOVERNING BODY COMMITTEE STRUCTURE AND TERMS OF REFERENCE**

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The Governing Body will endeavour, within its budget, to use the national pay scales and the discretions available to them as the 'relevant body' to "recruit, retain and motivate" teachers of quality to ensure the best possible delivery of the curriculum. Simultaneously, equal consideration will be given to the non-teaching staff, whose contribution to the Academy Trust is as important as that of the teaching staff. The Governors should be ever mindful of the need to create and maintain high morale among the staff, in order to achieve the best response from the pupils.

### **Introduction**

Some key decisions cannot be delegated and must be taken by the full governing body.

However, in these cases the governing body may still ask a person or an informal group to consider decisions and make recommendations to them as long as it is the full governing body that takes the decision.

Governing bodies should therefore take care to distinguish between committees which have delegated powers and working parties or informal groups, which do not.

Amongst the duties of the governing body which cannot be delegated are:

- Decisions about delegation to or the setting up, membership, proceedings and review of committees, including selection panels;
- Regulating the proceedings of committees. The establishment, terms of reference, constitution and membership of all committees should be reviewed at least once a year.
- Making arrangements for staff dismissal procedures and appeals

### **Delegated powers**

The full governing body may delegate some of its functions and powers to the head, to an individual governor or to specific committees but responsibility always remains with the full governing body.

Where a committee is set up with delegated powers, the governing body shall decide the membership of that committee, the procedures for appointing its chair, what powers it will have, whether it may include non-governor members and, if so, whether they may vote.

At least two-thirds of the full governing body entitled to vote must be present when these decisions are taken.

A governor is not entitled to vote on his/her own appointment as a member of a committee.

The Headteacher has the right to attend all committee meetings, except where specifically excluded from so doing by legislation and school governance regulations.

The governing body remains responsible for any decisions taken by committees or other people to whom they have delegated decision-making powers. All these decisions must be reported back to the full governing body at their next full meeting.

The governing body may abolish any non-statutory committee whenever they wish.

## **Procedures**

Committee meetings must be conducted according to rules similar to those applicable to full governing body meetings. Committee members are entitled to seven days' written notice of a meeting and its agenda. Minutes of all committee meetings must be kept, including the names of those present.

## **Withdrawal from meetings**

Anyone who has a financial or other interest in a matter under discussion must withdraw from the meeting.

Where a fair hearing must be given and there is reasonable doubt about a person's ability to act impartially, he or she must withdraw and not vote, even though they might usually be entitled to attend such committee meetings.

For example, where disciplinary action against a pupil, teacher or other member of staff is being discussed, no-one who was involved in the events leading up to the discussion or who could be biased, should be allowed to take part in that discussion. However, such a person may be called to give evidence.

If there is a disagreement about whether a person is required to withdraw, it is for the other members of the governing body **or** committee to make the decision. (This provision does not allow the withdrawal requirements to be waived by the governors or other committee members.)

## **PERSONNEL AND CURRICULUM COMMITTEE**

### **Membership:**

Chair of Governors                      6 Governors  
Headteacher  
2 Deputy Headteachers

1. The membership of the Personnel and Curriculum committee will be 11 members, subject to annual review by the Governing Body. The Headteacher will automatically be a member.
2. The Assistant Headteacher for Personnel is a co-opted member of the Personnel and Curriculum Committee. The Personnel and Curriculum committee can co-opt persons who are not members of the Governing Body, subject to a maximum of two members. Co-opted members of the committee may not vote on any matter.
3. The quorum will be three members, one of whom must be the Headteacher.
4. Specific provision is made in the regulations in relation to certain issues, including:
  - any employee of the school other than the Headteacher must withdraw from a meeting which considers the pay or appraisal of other employees of the school;
  - the Headteacher must withdraw from any meeting which considers his/her own pay or performance appraisal;

### **Meetings**

1. The Committee will meet at least termly, prior to the full governing Body meeting. Additional meetings will be held as and when required.
2. Minutes will be kept of all meetings. Copies of minutes will be kept in an appropriate file and circulated to all members of the Governing Body. All minutes must be retained within a public minute book and be made available upon request to any individual requesting them, except confidential items relating to specific staff or students; an appropriate charge may be made for the reproduction of minutes to cover the cost of administration only.

### **Remit**

1. A Chairman of the committee will be appointed annually by and from the members of the Full Governing Body. In the absence of the Chairman at any meeting, then the Vice-Chairman will act as Chairman for that meeting. A Governor who is employed at the Academy Trust cannot be elected Chairman.
2. A Vice-Chairman of the committee will be appointed annually by and from the members of the Full Governing Body. In the absence of both the Chairman and Vice-Chairman at any meeting, then the Committee will appoint one of the members present to act as Chairman for that meeting. A Governor who is employed by the Academy Trust cannot be elected Vice-Chairman.
3. The Governors' Personnel and Curriculum Committee shall continuously review the staffing establishment of the School, having particular regard to the aims and objectives of the School Development Plan and the implications of this on staff numbers and structures.
4. Recommendations leading to an increase or decrease in staff numbers or alterations to staff structures must be taken in conjunction with the Finance Committee to ensure that the effects are reflected in budgetary considerations.
5. The Committee will be ever mindful of the provisions of equal opportunities and employment legislation and, in seeking to earn the reputation of a good employer, shall in its deliberations show proper sensitivity to the expectations, needs and deserved recognition of all staff.
6. Decisions of the Committee shall be communicated to staff as appropriate, to avoid unnecessary misunderstandings arising and leading to possible grievance.
7. Members shall take cognisance of the policies and guidelines pertaining to the appointment of staff.
8. The committee will consider new and amended LA personnel policies and make recommendations to the Full Governing Body for their adoption.
9. The committee will support the implementation of the curriculum aims.
10. The committee advises the Governing Body on matters relating to the National Curriculum
11. The committee keeps under review curricular policies required by legislation:

- sex & health education
  - safeguarding and child protection
  - religious education
  - collective worship
12. The committee keeps under review the complaints procedure.
13. The committee oversees assessment procedures, reports and appropriate communications to parents keeps under review the structures that support students' individual curriculum.
14. Receives Learning Area Reviews
15. Review: Exam results annually  
SEF/SDP Termly

## **Curriculum Aims**

The curriculum is evolving towards personalised learning. It:

1. Reflects the aims and values of the school
2. Engages students in learning
3. Equips students with the knowledge, skills attitudes and values needed for their adult and working life
4. Provides clear pathways suited to the needs and abilities of learners to ensure that they achieve their maximum potential
5. Involves students and parents in negotiating and shaping their learning
6. Is broad and balanced to provide access to all areas of human understanding
7. Provides a manageable and flexible curriculum model within available resources
8. Meets statutory requirements

## **Staff Appointments**

Hedingham School & Sixth Form Academy Trust is the employer of the staff in community schools, but the Governing Body and Headteacher have separate and particular responsibilities for selecting and managing staff. At any time when an Academy Trust has a delegated budget the Governing Body has extensive powers over staffing. It also has responsibilities under employment law.

The main staffing functions of the Governing Body of an Academy Trust are set out in the Recruitment Policy, including provision for the

appointment of a Headteacher and deputies, other teachers and non-teaching staff.

Not all Governors have to be involved in interviewing and selecting staff. The Governing Body has delegated responsibility for most appointments to the Headteacher, to one or more Governors or to certain Governors and the Headteacher acting together. However, when appointing a Headteacher or Deputy Headteacher, a selection panel must be set up. At least one member of all interview panels must have completed safer recruitment training.

The Governing Body, as advised by the Headteacher, decides the number of staff (both teaching and non-teaching). When a member of staff leaves, the governing body will ultimately determine whether or not to replace them.

### **Headteacher's Delegated Powers**

- (a) The Headteacher is delegated to make appointments to Associate Staff and Teaching Staff. Governors will be represented on the Appointments Panel for all more senior posts. [Governors will be included for others as appropriate.]
- (b) Temporary recruitment and retention points are used at the Headteacher's discretion in the event that teaching posts are difficult to fill or where the retention of a teacher is important in the development of the school. Permanent points are subject to ratification by the Pay Committee.
- (c) In order to monitor that adequate provision of Staff Training is being maintained, Assistant Headteacher with responsibility for Staff Development shall be a co-opted member of the committee. S/he will make regular reports on activities. The quality of training and performance management will be reviewed.
- (d) The Governors will monitor that regular dialogue with staff organisations is maintained.

### **Safer Recruitment**

All appointments are made on behalf of the Governing Body and follow the Safer Recruitment requirements for checks and references.

## **STAFFING AND DISCIPLINARY COMMITTEE AND APPEALS COMMITTEE**

### **Membership:**

*It was agreed at the December 2013 Full Governing Body Meeting that this committee would have a lead Governor identified who would agree with the Head who would be called to attend.*

### **Lead Governor: Chair of Governors**

The Governing Body must delegate decisions on dismissing staff to a committee which contains three governors or more. The Chair of the Full Governing Body or a Staff Governor shall not be a member of the Staffing and Disciplinary Committee.

Appeals against decisions made by that committee must be considered by a separate committee made up of at least three different members of the full governing body, which may therefore include the Chair of the Full Governing Body, but not a Staff Governor.

The appeals committee cannot have fewer governors than the first committee. Two Governors is the quorum for both committees, which will nominate a Chair for each occasion.

Non-governors may be members of these committees but cannot be given voting rights.

The Headteacher cannot sit as a member of either committee because he/she is likely to have been involved earlier in the grievance or disciplinary processes.

### **Meetings**

1. The Staff Disciplinary committee and Appeals committee will meet only when required.
2. Minutes will be kept of all meetings. Copies of minutes will be kept in an appropriate file. All minutes must be retained within a minute book.

## **Remit**

Decisions relating to staff dismissal and appeals must be delegated to a statutory staffing and disciplinary committee and an appeals committee. The procedures of these committees are set out in detail in booklets entitled **Staff Disciplinary Procedure**, copies of which are available to all staff members. These committees shall also deal with matters raised by staff under the **Grievance Procedure**, for which there is a separate booklet.

## **PAY AND REMUNERATION COMMITTEE**

### **Membership:**

*It was agreed at the December 2013 Full Governing Body Meeting that this committee would have a lead Governor identified who would agree with the Head who would be called to attend.*

### **Lead Governor: Vice Chair**

1. The Pay Committee will be four members, subject to annual review by the Governing Body. Staff Governors are not eligible to be members of this Committee.
2. The quorum of the Pay Committee will be two.

### **Meetings**

1. The Pay Committee will meet annually in the Autumn term to consider salary reviews.
2. Minutes will be kept of all meetings. Copies of minutes will be kept in an appropriate file. All minutes must be retained within a minute book. The Governing Body will note the committee has met.

### **Remit**

The Pay Committee shall consider all decisions on pay review as determined by the Pay Policy which follows LA Model Pay Policy for Academies and Guidelines. Decisions will be taken having reference to budgetary considerations.

### **Performance Management and Review**

The School Government (Terms of Reference) Regulations 2000, require Governing Bodies to have a Performance Management Policy setting out how teacher appraisal is to be implemented in the school. The Governors must review this policy each year and amend as they see fit. If so directed by the Governors, the Headteacher must consult the teaching staff about any amendments.

In addition, the School Teacher Appraisal Regulations 2000 require Governing Bodies to “secure that the performance of all teachers at the school is reviewed annually”. The Headteacher must oversee the implementation and procedures, but the only direct role that the governing body has in the process is in the appraisal of the Headteacher. Teaching staff performance reviews take place annually in the Autumn Term and associate staff annually in the Spring Term.

The Chair of Governors should review any complaints from teachers where the Headteacher has been their appraiser but otherwise the performance management of staff is for the Headteacher to organise, implement and monitor.

## **HEADTEACHER'S PAY COMMITTEE**

### **Membership:**

*It was agreed at the December 2013 Full Governing Body Meeting that this committee would have a lead Governor identified who would agree with the Head who would be called to attend.*

### **Lead Governor: Chair of Governors**

1. Membership of the Headteacher's Pay Committee will be four. Staff Governors are not eligible to be members of the Committee.
2. The quorum of the Headteacher's Pay Committee will be two.

### **Meetings**

1. The Headteacher's Pay Committee will meet annually in the Autumn Term
2. Minutes will be kept of all meetings. Copies of minutes will be kept in an appropriate file. The Governing Body will note the committee has met

### **Remit**

1. The governors must decide the exact timing of the review cycle for the Headteacher and ensure that the Headteacher's objectives are agreed and recorded by 31 December each year.
2. A specific duty that governing bodies have in relation to performance management is to review the head's performance. This is done with the support of a trained Independent Adviser.
3. The Independent Adviser will support the setting of targets and the extent to which the Headteacher has to meet them. The Adviser attends all meetings at which the head's objectives and overall assessment of performance are discussed.
4. Before the meeting, the Adviser considers contextual material provided by the governors to establish what information is available and what else might be needed.
5. The governors who review a Headteacher's performance will meet with the Headteacher and Adviser at the end of the review cycle to review the Headteacher's performance, identify achievements and to discuss professional development needs.

6. The Committee must then write a review statement within ten days of the review, allowing a further ten days for the Headteacher to add any comments.
7. If the Headteacher has a complaint about the performance review, it is normally the chair who will act as the “review officer” to investigate the complaint. But where the chair has been involved in the review, the Governing Body should also appoint one or more governors as review officers.

## **GOVERNOR APPOINTMENTS, MENTORING AND TRAINING**

The Link Training Governor will circulate information and consult with members on possible training needs and activities and report back to Personnel at their next meeting. Governors will have access to training courses provided by Governors Training Unit according to need. It is expected that all governors will serve on at least one committee.

All new Governors are entitled to an induction to the role, according to their need, which may include, introductory sessions, mentoring and formal courses. Governors are encouraged to take a specific area of curriculum interest by being the Link Governor to a particular Learning Area or subject.

## **FINANCE AND PREMISES COMMITTEE STRUCTURE AND TERMS OF REFERENCE**

### **Membership:**

Chair of Governors  
Headteacher  
6 Governors  
Deputy Headteacher

In Attendance: Bursar

1. The membership of the Finance and Premises Committee will be 9 members, subject to annual review by the Governing Body. The Headteacher will automatically be a member.
2. The Finance and Premises Committee can co-opt persons who are not members of the Governing Body, subject to a maximum of 2 members. Co-opted members of the Committee may not vote on any matter.
3. The quorum will be 3 members, one of whom must be the Headteacher.

### **Meetings**

1. The committee will meet at least termly, prior to the Full Governing Body meeting. Additional meetings will be held as and when required, for example to review the end of year financial statement and to approve the budget.
2. Minutes will be kept of all meetings. Copies of minutes will be kept in an appropriate file and circulated to all members of the Governing Body. All minutes must be retained within a public minute book and be made available upon request to any individual requesting them except confidential items relating to specific staff or students; an appropriate charge may be made for the reproduction of minutes to cover the cost of administration only.

### **Remit**

1. A Chairman of the committee will be appointed annually by and from the members of the Full Governing Body. In the absence of the Chairman at any meeting, then the Vice-Chairman will act as Chairman for that meeting. A Governor who is employed at the school cannot be elected Chairman.
2. A Vice-Chairman of the committee will be appointed annually by and from the members of the Full Governing Body. In the absence of both the Chairman and Vice-Chairman at any meeting, then the Committee will appoint one of the members present to act as Chairman for that meeting. A Governor who is employed at the school cannot be elected Vice-Chairman.

### **Budget Setting**

3. To decide upon the best means of fulfilling the Governing Body's responsibilities to ensure good management of the School's finances and resources, including proper planning, monitoring and probity, compliance, propriety and regularity. To ensure the school is prudent and economical and avoids waste and extravagance and makes efficient and effective use of its resources.
4. To consider the School's indicative funding, notified annually by the Department for Education, and to assess its implications for the School, in consultation with the Headteacher and in advance of the financial year.
5. To consider and recommend to the Governing Body the Academy's budget before the start of each financial year.
6. To receive and determine the broad budget headings and areas of expenditure to be adopted each year including the level and use of any contingencies fund or balances, ensuring the compatibility of all such proposals and the development priorities set out in the School Improvement Plan.
7. A copy of the signed budget plan is to be placed in the minute file and a further copy retained by the Headteacher
8. The committee will review the Financial Regulations annually.

### **Budget Monitoring**

9. The Bursar will submit to the committee, as soon as possible after the end of the financial year, details of the out-turn statement showing expenditure and income against budgets for the previous financial year. The current year's budget shall be reviewed in the light of the prior year out-turn.
10. To keep under review, the School's actual financial performance compared with the budgeted performance and to take remedial action as necessary including any significant changes to the budget.
11. To determine all issues relating to the budget income and expenditure including changes of virements.
12. The Bursar will be responsible for monitoring actual against expected expenditure and income within each budget line and presenting appropriate reports to the committee at least monthly. Urgent budget problems will entail informing the Chairman of the Finance and Premises Committee immediately.
13. The Bursar will submit the appropriate **system produced** monthly monitoring reports to the committee together with a written explanation of significant variances and a projection of expenditure and income to year end which includes virement details.
14. The committee will receive termly Debtors reports.
15. Where trading activities take place, e.g. catering, uniform sales, etc. a trading account must be in place that clearly identifies purchases, sales, stock levels and details of profit /loss. Financial monitoring reports must be submitted to the governing body on at least a termly basis.
16. The committee will operate within the authorisation limits outlined in **Appendix I**.
17. The committee will receive audited accounts and make recommendations to the full Governing Body as appropriate
18. To monitor and review income and expenditure on a regular basis and ensure compliance with the overall financial plan for the Academy and with the financial regulations of the Department for Education.
19. To monitor, review, and implement procedures for ensuring compliance with and the effective operation of financial procedures on a regular basis including bank account arrangements and a financial procedures manual.
20. To procure the preparation of the financial statement to form part of the annual report for filing in accordance with the Companies Act

and Charity Commission requirements. To recommend this statement to Full Governors.

21. To receive auditors' reports and to decide on appropriate action in response to audit findings.
22. To appoint annually auditors of the School.
23. To keep under review, the School's private unrestricted fund and to determine issues relating to the distribution of any surplus.
24. To keep under review and approve if necessary all leases and similar agreements relating to the equipment used by the School.
25. To approve all contracts over the delegated budget of the Headteacher and to approve the exemptions from tendering and competitive quotation.
26. To approve and recommend to Full Governors the Annual Report including Governors Report, Governance Statement, Governors Responsibilities Statement and Accounting Officers Statement.
27. To consider and action reports from Audit Committee
28. To approve arrangements for VAT registration
29. To consider and action reports from the Responsible Officer and refer matters to the Governing Body if required.
30. To consider and approve annually KFPI/Benchmarking.
31. To consider and approve financial arrangements for any extended school activities.
32. To annually approve the value for money statement and receive a report thereon.
33. *To receive and discuss the 'Dear Accounting Officer' Letters from ESFA.*

## **Premises**

34. The committee will regularly review the condition of the school buildings and environment, and have particular regard to the requirements of health and safety regulations.
35. The committee will receive reports on major works.
36. The committee will determine plans for the improvement or extension of the school buildings, other than maintenance; invite, consider and approve quotations from contractors within a framework determined by the Finance Committee.
37. The committee will oversee the maintenance of the school grounds and playing fields.
38. The committee will consider all aspects of the usage, efficiency and potential development of the school premises.

39. The committee will annually agree and determine appropriate charges for lettings of the premises, in line with the school's lettings policy
40. To monitor the condition of the School and to approval an annual plan for the maintenance, repair and renewal and development of the School premises and grounds.
41. To monitor and approve school security arrangements.
42. To ensure the appropriate insurances are in place and cover is adequate.

### **Health & Safety**

42. The committee will be responsible for the overseeing and monitoring of the Health & Safety Policy within the school and consider regular progress reports.

### **FOOTNOTE**

The work of the Responsible Officer is not included in the powers of this Committee. He will report to the Audit Committee as well as directly to the full Governing Body.

## Authorisation and Monetary Limits

These limits are taken from the financial regulations that were approved by the full Governing Body on: 20 June 2012

### Authorisation Limits

#### Expenditure Limits

Site Supervisor (emergency minor building repairs)	Up to £1500
Headteacher	Up to £35,000
Finance and Premises Committee	Over £35,000

#### Cheque Signatories

Two signatories	Up to £35,000
Chairman (or in his/her absence Vice Chairman) plus one other	Over £35,000

#### Virement Limits

Headteacher	Up to £35,000
Chairman of Governors	Over £35,000

#### Writing off bad debts

Bursar	Up to £100
Headteacher	From £1000 to £5,000
Finance and Premises Committee	From £5,001 to £10,000
Full Governing Body	Over £10,000
Senior Business Partner	

#### Disposal of Surplus Stock, Stores & Assets (estimated value)

Headteacher	Up to £2,000
Finance and Premises Committee	Over £2,000

#### Other Monetary Limits

##### Mileage Allowance

approved rate

HM Revenue & Customs

##### Petty Cash Imprest

£120

##### Safe Cash/ Cheque limits (standard insurance policy)

£1,000 – cash £5,000 –  
cheques (recorded at point of  
receipt)  
£500 monetary instruments i.e.  
stamps and vouchers

#### Ordering Procedures

3 Competitive quotations - evidence required	£10,000 - £50,000
Tendering procedure	Over £50,000
OJEU Tendering procedure	Over 193,000 Euros (approx. £153,000)

## **POWERS OF THE AUDIT COMMITTEE**

### **Membership:**

Headteacher  
2 Governors  
Quorum (2)

1. To keep under review the strategic objectives of the school and the School Improvement Plan which incorporates the Action Plan following inspection. To keep under review and to be responsible for advising the Governing Body through Finance & Premises Committee in matters relating to the Accounting Policy.
2. The Audit Committee is an advisory body. It is authorised by the Governing Body to investigate any activity within its terms of reference, and to seek any information it requires from staff, who are requested to co-operate with the Committee in the conduct of its enquiries. Requests for work, and reports received, from internal audit will be channelled through the Accounting Officer, to whom the Bursar reports.
3. The Audit Committee is authorised to obtain independent professional advice if it considers this necessary.
4. The specific duties of the committee shall be to:
  - To appoint annually auditors to the school;
  - Review the School's internal and external financial statements and reports to ensure that they reflect best practice;
  - Discuss with the external auditor the nature and scope of each forthcoming audit and to ensure that the external auditor has the fullest co-operation of staff;
  - Consider all relevant reports by the Comptroller and Auditor General or the appointed external auditor, including reports on the School's accounts, achievement of value for money and the response to any management letters;
  - Review the effectiveness of the school's internal control system established to ensure that the aims, objectives and key

performance targets of the organisation are achieved in the most economic, effective and environmentally preferable manner;

- Ensure that the school's audit arrangements meet, or exceed, the standards specified in the Academies Financial Handbook;
  - Consider and advise the Governing Body on the School's annual and long-term audit programme;
  - Consider internal audit reports, including value-for-money reports and the arrangements for their implementation;
  - Review the operation of the School's codes of practice for Governors and School staff policies.
  - Report at least once a year to the Governing Body on the discharge of the above duties;
  - To review and challenge the risk register (including the risks to internal control) and to agree a programme of work that will address these risks.
  - To use financial information to inform the Governance statement
  - To provide assurance to the external auditors.
  - To consider reports from the Responsible Officer.
5. To advise on issues relating to accounting and audit as referred to the committee by the Governing Body. To report regularly to the Governing Body through Finance & Premises Committee on all relevant matters and make recommendations. To liaise fully with all other committees as appropriate.

## **STUDENT CARE & WELFARE COMMITTEE STRUCTURE & TERMS OF REFERENCE**

To keep children in main stream education by assisting the Head in considering the needs of the pupils and the School.

### **Membership:**

3 Governors  
Assistant Headteacher

The quorum will be 2 members

### **Meetings**

3. The committee will meet at least termly, prior to the Full Governing Body meeting. Additional meetings will be held as and when required,
4. Minutes will be kept of all meetings.

### **Remit**

1. Establish annual programme of meetings in consultation with the Chairman
2. Establish clientele in consultation with House Leaders and Assistant Headteacher
3. Prepare and despatch documentation one week prior to each meeting.
4. Take minutes of each meeting and send them to Chairman to be verified prior to circulation
5. Ensure that actions are appropriately followed up
6. Prepare a short termly report for the Governing Body.

## **Aims**

1. To support both parents and students
2. To monitor targets and to review them at an appropriate time
3. Reporting to and informing the Governing Body on matters regarding pupil's welfare