

## Leadership & Governance



### Recommendations for Terms of Reference and Standing Orders

#### (Circle Model – Whole Governing Body)

The Governing Body will operate at all times in accordance with the requirements of the Education Act, the School Governance Regulations, the Local Authorities Scheme for Financing Schools and all other relevant legislation, and will review these Standing Orders at least annually.

In addition to the requirements set out in legislation, the following procedures will apply to the operation of the Governing Body.

These documents were agreed by the Governing Body at their meeting held on

Date: 29 September 2016

Review Date: September 2017

## Table of Contents

### Circle Model – Whole Governing Body Approach

#### Outline

The Governing Body works as a 'whole team', meeting 6 times per year, once in each term, without any separate committees. An agenda for each meeting will include all the tasks which the governing body is required to consider, and the governing body will 'commission' assignments or activities arising from the business of the meeting, which will be recorded in the minutes.

In addition to 'commissioning' activities or actions on their behalf, the governing body may wish to delegate monitoring activities to 'monitoring pairs' or 'individuals'. This could apply to statutory functions, and/or the priorities of the School Plan.

In each case where a function has been delegated there is a statutory duty to report any action or decision to the governing body at the next meeting.

1. Terms of Reference - Governing Body
2. Terms of Reference - Clerk to the Governing Body
3. Terms of Reference – Headteacher
4. Terms of Reference - Monitoring Pairs
5. Terms of Reference - Monitoring the School Budget
6. Terms of Reference - Panel Hearings
7. Terms of Reference – Headteacher Performance Management Group
8. Standing Order - Governing Body Meetings
9. Standing Order - Election of the Chair and Vice Chair
10. Standing Order - Appointment of Co-opted Governors
11. Code of Practice for Governors

## Barham Church of England Primary School

### Terms of Reference for the Governing Body

The Governing Body has resolved to conduct all its business as a full governing body, and to work without committees.

#### Delegation

The attached Standing Order 'Delegation of Functions to Headteacher' outlines those responsibilities wholly delegated to the Headteacher. Monitoring activities against the priorities of the School Plan will be 'commissioned' at meetings or carried out by pairs or individual governors in accordance with the terms of reference following

The main responsibilities to be managed by the governing body are outlined below:

**Items in bold cannot be delegated.**

#### **Operational**

- **To draw up the Instrument of Government and any amendments thereafter**
- **To review the standing order for election of the Chair and Vice Chair including the length of the term of office.**
- **Elect (or remove) the Chair and Vice Chair.**
- **To appoint (or dismiss) the Clerk to the Governing Body.**
- **To hold at least 6 Governing Body meetings each year.**
- **To appoint and remove Co-opted and any associate members.**
- **To suspend or remove a governor.**
- **To decide which functions of the Governing Body will be delegated and to whom.**
- **To receive reports from any pair or individual to whom a delegation has been made and to consider whether any further action by the Governing Body is necessary.**
- **To review the delegation arrangements annually.**
- To recruit new governors as vacancies arise.
- To set up and publish a register of Governors' Business Interests.
- To approve and set up a Governors' Allowances Scheme.
- To regulate the Governing Body procedures where not set out in law, and record these as Standing Orders.
- To delegate to the Headteacher the functions as described in the Delegation of Functions to Headteacher Standing Order (attached).
- To assign individuals, pairs or groups of governors to monitor the priorities of the School Improvement Plan in accordance with the attached terms of reference.
- To arrange a suitable induction process and mentoring for newly appointed or elected governors (*may have accompanying Standing Order*).
- To audit individual and collective development needs and promote appropriate training.
- To ensure the Headteacher provides such reports as requested by the Governing Body to enable it to undertake its role.
- To receive reports on bullying, homophobic and racial incidents.

#### **General**

- Regularly review the vision and values of the school and ensure that these are shared with all stakeholders.
- To take an active role in School Self Evaluation identifying success and areas requiring improvement.
- To review regularly the School Improvement Plan identifying monitoring opportunities for the governing body.
- To review regularly how the school is regarded by pupils and parents.

	<ul style="list-style-type: none"> <li>• To ensure the school has in place all <b>statutory policies</b> and to keep these under regular review, consulting with representative stakeholders as appropriate.</li> <li>• To approve policies on review.</li> <li>• To approve all school trips involving an overnight stay away from home.</li> <li>• To ensure that the school does not discriminate against pupils, job applicants or staff on the basis of race, religion, gender, age disability or sexual orientation. To discharge duties in respect of pupils with special needs by appointing a 'SEND governor'.</li> <li>• To ensure the school has a Complaints Procedure for Parents and that parents know how to raise concerns and make a complaint.</li> <li>• To ensure that the governing body complies with all other legal duties placed upon them.</li> </ul>
<b>Budget</b>	<ul style="list-style-type: none"> <li>• To approve the first formal budget plan each year.</li> <li>• To engage in strategic planning.</li> <li>• To agree a 3 year budget.</li> <li>• To analyse and recommend the annual budget.</li> <li>• To annually review and approve the Finance Policy and recommend levels of delegation.</li> <li>• To review and approve the Charging and Remissions policy annually.</li> <li>• To make decisions in respect of service agreements and insurance</li> <li>• To ensure the school complies to the SFVS guidelines</li> <li>• To review and take account of any consultations to change the LA Finance Scheme.</li> </ul>
<b>Staffing</b>	<ul style="list-style-type: none"> <li>• To make Headteacher and Deputy Headteacher appointments.</li> <li>• To determine the staff complement.</li> <li>• To agree a pay policy and pay discretions.</li> <li>• To annually review the impact of and implementation of the Pay and Reward Policy.</li> <li>• To establish a governor panel to hear staff appeals against dismissal, redundancy or grievances.</li> <li>• To dismiss the Headteacher.</li> <li>• To end the suspension of staff or Headteacher.</li> <li>• To determine dismissal payments/early retirement.</li> </ul>
<b>Curriculum</b>	<ul style="list-style-type: none"> <li>• Ensure NC is taught to all pupils</li> <li>• To monitor the curriculum policy.</li> </ul>
<b>Appraisal and Performance Management</b>	<ul style="list-style-type: none"> <li>• To establish, review and approve annually the Pay and Reward Policy.</li> <li>• To determine the timing of the Headteacher appraisal review cycle and appoint two or three governors to act as reviewers alongside an external advisor.</li> </ul>
<b>Discipline/ Exclusions</b>	<ul style="list-style-type: none"> <li>• To review the use of exclusion and decide whether or not to confirm all permanent exclusions and fixed term exclusions where a pupil is either excluded for more than 15 days in total in a term, or would lose the opportunity to sit a public exam. (This may be delegated to the Chair/Vice Chair in cases of urgency - see Exclusion from maintained schools, Academies and pupil referral units in England Guidance updated Feb 2105 point 54).</li> <li>• To direct the reinstatement of excluded pupils.</li> <li>• To establish a statement of behaviour principles on which the school can produce a behaviour policy</li> </ul>
<b>Premises &amp; Insurance</b>	<ul style="list-style-type: none"> <li>• To contribute to LA Asset Management Planning arrangements when necessary.</li> <li>• To procure and maintain buildings, including a properly funded maintenance plan.</li> </ul>

	<ul style="list-style-type: none"> <li>To seek advice from the LA, diocese or trustees, where appropriate to ensure adequate levels of buildings insurance and personal liability.</li> <li>To receive annual site report.</li> </ul>		
<b>Health &amp; Safety</b>	<ul style="list-style-type: none"> <li><b>To institute a Health &amp; Safety policy (In Kent the LA have delegated this to the HT of Community and VC schools and provided a general policy for schools to adapt)</b></li> <li>To ensure that Health &amp; Safety regulations (including the school undertaking and documenting Health and Safety inspections three times per year with action taken where necessary) are followed and appropriately prioritised.</li> <li>To receive an annual Health and Safety report.</li> </ul>		
<b>Admissions</b>			
<b>Collective Worship</b>	<ul style="list-style-type: none"> <li>To ensure that the school provides teaching of religious education for all pupils in accordance with the agreed syllabus or has informed parents of their right to withdraw their child.</li> <li>To ensure the school provides an act of daily collective worship in accordance with the denominational nature of the school.</li> </ul>		
<b>School Organisation</b>	<ul style="list-style-type: none"> <li>To set the time of the school sessions and the dates of school terms and holidays.</li> <li>To publish proposals to change category of school.</li> <li>To propose to alter or discontinue voluntary, foundation or special school status.</li> </ul>		
<b>Information for Parents</b>	<ul style="list-style-type: none"> <li>To ensure that the school keeps parents and prospective parents informed.</li> <li>To adopt and review home school agreements.</li> </ul>		
<b>Federations</b>	<ul style="list-style-type: none"> <li>To consider forming a federation or joining an existing federation</li> <li>To consider requests from other schools to join a federation.</li> <li>To leave a federation.</li> </ul>		
<b>Extended Services</b>	<ul style="list-style-type: none"> <li>To decide to offer additional activities and agree what form these should take.</li> <li>To cease providing extended services provision.</li> </ul>		
<b>Membership of the Governing Body</b> Alison Higgins, Headteacher Victoria Bruce, Staff Jacqui Connelly, Foundation (Chair) Stef Gidney, Foundation Vacancy Foundation Katrina Brown, Parent Sara O'Hara, Parent Colin Morrall, Co-opted Lucy Gill, Co-opted Peter Williams, Co-opted Tim Hopthrow, Co-opted John Peirson, LA (Vice Chair)			
<b>Agreed by the Governing Body</b>	<input type="checkbox"/>	<input type="checkbox"/>	<b>22 Nov 16</b>
<b>Review Date</b>	<input type="checkbox"/>	<input type="checkbox"/>	<b>Nov 17</b>
<b>Quorum: one half of the number of governors in post (rounded up)</b>			<input type="checkbox"/>

## Barham Church of England Primary School

### Terms of Reference for the Clerk to the Governing Body

**The Clerk is expected to work within the following terms of reference:**  
**If the Governing Body uses the services of the Kent Clerking Service, the following principles and tasks are included as part of the Service Level Agreement**

#### Guiding Principles

- The Clerk is accountable to the Governing Body.
- He/she is employed by the Governing Body and line managed by the Chair of Governors, whose responsibility it is to provide induction and conduct an annual appraisal.
- The Clerk will be provided with a contract of employment based on one of the 3 model job descriptions for a Clerk recommended by KCC Leadership and Governance.
- Governors, Associate Members and the Headteacher cannot be appointed as Clerk to the Governing Body.

#### The main responsibilities of the Clerk are:

- To work effectively with the Chair of governors, the other governors and the Headteacher to support the Governing Body.
- To advise the governing body on constitutional and procedural matters, powers and duties.
- To convene meetings of the Governing Body.
- To attend meetings of the Governing Body and ensure minutes are taken.
- To create an action list after each meeting and monitor progress to ensure that actions agreed are carried out before the next meeting.
- To maintain and publish on the school website a register of Business Interests.
- To maintain a register of members of the Governing Body and report vacancies to the governing body.
- To maintain a register of attendance and report non-attendance to the Governing Body
- To give and receive notices in accordance with relevant regulations.
- To perform such other functions as may be determined by the Governing Body from time to time.
- To undertake appropriate professional development.
- If the Clerk does not attend a meeting, the governors present at the meeting may appoint a member of the Governing Body (but not the Headteacher) to act as Clerk for that meeting.

#### Details of employment

Part time	Paid on claim	
	Hours per annum	152
Clerk to Governing Body job description Level 3		Kent Scheme Point
<b>Agreed by the governing body on</b>		<b>22 Nov 2016</b>
<b>Review Date</b>		<b>Nov 17</b>

## **Clerk's Induction Programme**

The key elements of the induction programme include:

- Helping the clerk to locate essential documentation and information
- Discussing access to a computer (this may include discussion of use of home computer and consumables)
- Discussing use of school reprographics equipment or alternative means of copying documents for governors
- Clarifying the use of email for communication with governors, including the KCC CPD online system
- Clarifying pay and conditions of service
- Agreeing the form of appraisal for the Clerk
- Agreeing release and payment of time for the Clerk's professional development. Prior written authorisation from Chair must be obtained.

## Barham Church of England Primary School

### Delegation of Functions to Headteacher

**The Headteacher is expected to work within the following terms of reference, and to provide the Governing Body with such reports in connection with his or her functions as the governing body requires**

<b>Budget</b>	<ul style="list-style-type: none"> <li>• To make miscellaneous financial decisions up to an agreed limit of £1,000.</li> <li>• To enter into contracts up to the limit of £8,000.</li> <li>• To monitor monthly expenditure.</li> <li>• To make payments.</li> </ul>
<b>Staffing</b>	<ul style="list-style-type: none"> <li>• To appoint teachers and non-teaching staff.</li> <li>• To establish disciplinary, capability and grievance procedures.</li> <li>• To suspend staff.</li> <li>• To dismiss staff.</li> </ul>
<b>Curriculum</b>	<ul style="list-style-type: none"> <li>• To ensure the National Curriculum is taught to all pupils and consider disapplication for pupils as appropriate.</li> <li>• To establish and implement a Curriculum policy.</li> <li>• To decide which subject options should be taught.</li> <li>• To be responsible for standards of teaching.</li> <li>• To be responsible for each individual child's education.</li> <li>• To agree the content of any Sex and Relationship Education and to keep up to date a written policy for its delivery.</li> <li>• To ensure the balanced treatment of political issues and to prohibit political indoctrination.</li> <li>• To promote British values.</li> </ul>
<b>Appraisal and Performance Management</b>	<ul style="list-style-type: none"> <li>• To formulate and implement both Appraisal and Pay and Reward policies.</li> </ul>
<b>Target Setting</b>	<ul style="list-style-type: none"> <li>• To set targets for pupil achievement.</li> </ul>
<b>Religious Education</b>	<ul style="list-style-type: none"> <li>• To provide Religious Education in line with school's basic curriculum.</li> <li>• In schools with a religious character, to provide Religious Education to the agreed syllabus.</li> </ul>
<b>Collective worship</b>	<ul style="list-style-type: none"> <li>• To ensure, after consultation with the Governing Body, that all pupils take part in a daily act of collective worship.</li> <li>• To provide collective worship of a denominational character.</li> </ul>
<b>Health &amp; Safety</b>	<ul style="list-style-type: none"> <li>• To ensure that Health &amp; Safety regulations are followed.</li> </ul>
<b>School Organisation</b>	<ul style="list-style-type: none"> <li>• To ensure that the school meets for 380 sessions in a school year.</li> <li>• Where determined by the Governing Body, to ensure that school lunch nutritional standards are met.</li> </ul>
<b>Information for Parents</b>	<ul style="list-style-type: none"> <li>• To ensure that free school meals are provided to those pupils meeting the criteria.</li> <li>• To ensure that parents are aware of their rights to withdraw their child from collective worship, RE and Sex and Relationship education.</li> </ul>



	<ul style="list-style-type: none"> <li>To ensure that a report on each child's educational achievement is forwarded to parents /guardians.</li> </ul>		
<b>Extended Schools</b>	<ul style="list-style-type: none"> <li>To put into place the additional services provided.</li> <li>To ensure delivery of services provided.</li> </ul>		
<b>Agreed by the governing body on</b>			<b>22 Nov 16</b>
<b>Review Date</b>			<b>Nov 17</b>

## Barham Church of England Primary School

### Terms of Reference for the Chair of Governors

This section is taken from the National College for Teaching and Leadership's publication *Leading Governors: The role of the chair of governors in school and academies* published in 2014.

The key roles of the Chair of Governors are:

**Leading effective governance:** giving the governing body a clear lead and direction, ensuring governors work as an effective team and understand their accountability and the part they play in the strategic leadership of the school and driving school improvement.

**Building the team:** attracting governors with the necessary skills and ensuring that tasks are delegated across the governing body, so that all members contribute, and feel their individual knowledge, skills and experience are well used and the overall workload is shared.

**Relationship with the headteacher:** being a critical friend by offering support, challenge and encouragement, holding the headteacher to account and ensuring the headteacher's performance management is rigorous and robust.

**Improving your school:** ensuring school improvement is the focus of all policy and strategy and that governor scrutiny, monitoring and challenge reflect school improvement priorities.

**Leading the business:** ensuring that statutory requirements and regulations are met, that the school provides value for money in its use of resources, and that governing body business is conducted effectively and efficiently.

Agreed by the governing body on			22 Nov 16
Review Date			Nov 17

## Barham Church of England Primary School

### Terms of Reference for Individuals or Monitoring Pairs

**Any individual to whom responsibility has been delegated is expected to work within the following terms of reference.**

To monitor an identified target on the School Plan or a statutory function of the governing body and report to the governing body. It is expected that a minimum of 3 monitoring visits will be made to the school during the year. Other forms of communication such as telephone calls emails etc. may be substituted for one or more visits. A visit does not necessarily have to take place during the time when students/pupils are in school, and could be just as effective as a meeting between governor(s) and the lead professional at the end of the day as mutually agreed.

- To meet with the lead professional within the school to gain an understanding of the scope of the target and the activities the school is conducting to achieve success.
- To undertake any necessary training (in or out of school) to enable effective monitoring of the areas/subject.
- To monitor the progress of school activities towards the target or duty.
- To evaluate the extent of success at the end of the set timescale.

All visits to the school will be arranged with reference to the Headteacher and in accordance with the Governor Visits policy.

Reports will be submitted for approval by the Headteacher and the Chair within the school within 2 weeks of the visit, and then be lodged with the clerk of governors for distribution as soon as possible.

#### School Plan Priorities

<b>1. Standards and Achievements</b>	John Peirson, Lucy Gill, Tim Hopthrow
<b>2. Quality of Teaching and Curriculum</b>	
<b>3. Finance, Personnel and Premises</b>	Colin Morrall, Jacqui Connelly, Katrina Brown
<b>4. Christian Character</b>	Stef Gidney, Vacancy
<b>5. Behaviour and Safety (includes Safeguarding)</b>	Peter Williams, Victoria Bruce
<b>6. Pay Committee</b>	Jacqui Connelly, Katrina Brown, Lucy Gill
<b>SEND Governor</b>	Sara O'Hara
<b>Training Governor</b>	Peter Williams
<b>Agreed by the governing body on</b>	<b>22 Nov 16</b>
<b>Review Date</b>	<b>Nov 17</b>

## Barham Church of England Primary School

### Terms of Reference for the Monitoring of the School Budget

A pair or group of governors or an individual will be assigned to monitor the financial management of the school on behalf of the governing body.

A minimum of 3 monitoring visits should be made each year, although at least one of these may be conducted virtually, by emails or by telephone discussion.

- To maintain an up-to-date 'balanced' three year budget plan, which shows clear links to the 'School Improvement' and 'Staffing' plans.
- To report monitoring and rollover to the full governing body, highlighting any significant variances.
- To evaluate any virement recommendations and report to the governing body.
- Analyse and report on Tenders for Contract Services.
- To keep in-school financial procedures under review.
- To be actively engaged in LM Scheme consultations.
- To benchmark school financial performance against similar schools and report to the governing body.
- To evaluate proposed expenditure following recommendations from the headteacher and present to the governing body.
- To ensure that the school is working within the guidance of the **Schools Financial Value Standard and Assurance (SFVS)** recommendations.
- To ensure that all spending provides 'Value for money' in terms of raising standards in education.
- To monitor and evaluate the management of the Voluntary Fund and to receive the audited accounts.
- To make regular reports to the Governing Body and ensure that key financial decisions are recorded correctly in the minutes.

*Any additional items which individual governing bodies may wish to include*

#### Names of Monitoring Pair

Colin Morrall

Jacqui Connelly

Katrina Brown

**Agreed by the governing body on**

**22 Nov 16**

**Review Date**

**Nov 17**

## Barham Church of England Primary School

### Terms of Reference for Panel Hearings

- To make any decisions under the Governing Body's personnel procedures e.g. disciplinary, grievance, capability, where the Headteacher is the subject of the action.
- To make any decisions under the Governing Body's personnel procedures e.g. disciplinary, grievance, capability, unless delegated to the Headteacher.
- To make any determination or decision under the Governing Body's Complaints Procedure for Parents.
- To consider any appeals against a decision to dismiss a member of staff or to a decision short of dismissal e.g. disciplinary, grievance or capability.
- To make any determinations on behalf of the Governing Body in relation to staff redundancy and redundancy appeals.
- To consider any representations by parents in the case of an exclusion (parents/guardians do not have to be invited).
- To consider the appropriateness of any permanent exclusion or fixed term exclusion which totals 15 days or more in one term or where a pupil is denied the chance to take a public examination (parents/guardians must be invited).
- All panels are to be convened by the Clerk to the Governing Body.

**NB Any governor who has participated on a panel for a staffing decision, cannot sit on the appeal panel**

#### Membership [not less than 3]

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

1. Suitably qualified to undertake the role, and
2. Available on the date specified

*The Headteacher is disqualified from serving in this role.*

*Any governor having a connection with either a pupil, a member of staff or the incident in question which could affect their ability to act impartially should not serve on the panel.*

Agreed by the governing body on

22 Nov 16

Review Date

Nov 17

## Barham Church of England Primary School

### Terms of Reference of the Headteacher Appraisal Group

- To meet annually with an independent advisor to discuss and determine the headteacher appraisal objectives for the coming year (the planning meeting).
- To review, with the support of the independent advisor, the performance of the headteacher against the agreed appraisal objectives and determine the recommendation on pay progression (the review meeting).
- To prepare and agree the Headteacher appraisal review statement, and report to the governing body.
- To monitor through the year the performance of the Headteacher against the agreed objectives and to ensure that appropriate support and development opportunities are provided.
- To make recommendations to the Finance pair/team/etc in respect of pay progression.

#### **Membership [2 or 3 governors]**

In voluntary Aided/Controlled Schools at least one member must be a foundation governor. In Aided Schools, if the membership is three, at least 2 must be foundation governors.  
*Neither the Headteacher nor staff governors may serve on this group.* Every year one Governor will rotate off the panel and a new Governor will join

Tim Hopthrow

Jacqui Connelly

Colin Morrall

**Agreed by the governing body on**

**30 Sep 15**

**Review Date**

**Sep 16**

## Barham Church of England Primary School

### Standing Order for Meetings of the Governing Body

#### Governors are expected to:

- Arrive in good time for the start of any meeting, having read all the paperwork sent to them in connection with the agenda, and prepared with questions to ask or comments to make.
- Bring a copy of the School Improvement Plan and be familiar with its contents.
- Limit discussion to policies and actions and not people.
- Participate in discussion and listen to the views and comments of others.
- Be brief and adhere to any time limits placed against agenda items.
- Follow up on action points between meetings.

#### The following persons have the right to attend all meetings of the governing body

- Headteacher
- Clerk
- any governor

The following persons will be invited to attend regular meetings of the Governing Body

- Deputy Headteacher

Full Governing Body meetings will be held at the school **6 times each year**, in terms [1, 2, 3, 4, 5 and 6]. The clerk will prepare a suggested calendar of meeting dates for the following year for approval at the meeting in each Term 6. Suggested meeting dates for T1,T2,T3,T4,T5,T6 and the following T1. The clerk to the Governing Body will prepare a draft agenda, which will be finalised and approved by the chair. Governors wishing to place items on the agenda should give notice to the clerk, and provide a copy of any supporting papers.

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

Voting, where necessary, will normally be taken by a show of hands; however, the Chair may determine a secret ballot where this has been requested by two or more governors.

All meetings will be convened by the clerk. Any 3 members of the Governing Body may request a meeting by giving written notice to the Clerk, which includes a summary of the business to be transacted. The Clerk will then prepare an agenda to call a meeting.

Each meeting will commence at 5pm and will be limited to **2 hours** in duration. Where business has not been completed within the agreed time, those governors present may resolve to continue the meeting in order to complete the agenda. Any business not completed will form part of the agenda for the next meeting.

Draft minutes will be approved for email circulation by the Chair within 2 weeks of the meeting, before being formally approved by the Governing Body at the next meeting.

**Agreed by the governing body on**

**22 Nov 16**

**Review Date**

**Nov 17**

**Standing Order for the Election of Chair and Vice Chair**

**Guiding Principles**

- The Governing Body **MUST** elect a chair and a vice chair.
- When the office of Chair or Vice Chair becomes vacant, the Governing Body must elect a new Chair or Vice Chair at their next meeting.
- There are no regulations covering the process of election with the exception of the need for the candidate(s) to withdraw from the meeting when a vote is taken.
- Governing Bodies are free to, and should, agree an election process.
- Governors who are paid to work at the school, for instance the Headteacher and the staff governors cannot be elected as Chair or Vice Chair.
- The process must be fair, open and transparent.

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

- How long the Chair and Vice Chair will serve (You may wish to consider different terms of office.)
- Whether a Governor can be re-elected and whether there should be a limit to the number of terms a Governor could serve in the position of Chair or Vice Chair (You may like to consider succession planning, individual Governor and Governing body development, workloads and the involvement of all Governors.)
- Whether a governor can stand for office if they are unable to be present at the meeting.
- How nominations will be made (in writing in advance of the meeting via the agenda or verbally at the meeting, with or without a supporting written or verbal statement.)
- Whether a candidate will self-nominate or be proposed (and seconded if wished) by Governors.
- Whether there will be a secret ballot or show of hands (and whether this would vary depending on the circumstances i.e. in all cases or only where there is more than one candidate.)
- How the Governing Body would treat a tie in votes (would candidates have the opportunity to speak to the Governing Body about why they want to be the Chair or Vice Chair followed by another vote, would it be by another method?)

**The role of the Chair of the Governing Body**

- To ensure the business of the Governing Body is conducted properly in accordance with legal delegation requirements.
- To ensure that meetings are run effectively, focusing on the priorities and making best use of the time available, and to ensure that all members have an equal opportunity to participate in discussion and decision-making
- To establish and foster an effective relationship with the Headteacher based on trust and mutual respect for each other's roles.
- To establish and foster a good relationship with the Clerk based on professional respect for each role.



### **GOOD PRACTICE EXAMPLE**

- The Governing Body resolves that the following process will apply to the election of Chair (and vice chair) of the governing body (provide a brief outline of the role see overleaf):
- The Chair and Vice Chair will serve for a period of between 1 and 4 years.
- The Clerk will take the Chair to conduct the election of the Chair and the newly elected Chair will conduct the election for the Vice Chair using the same procedure.

### **Either**

- a) The Clerk will invite Governors to self-nominate by a closing date no later than 2 weeks before the date of the meeting at which the election is to be held.

### **or**

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

- The Clerk will include the names of all candidates for election on the agenda for the meeting at which the election is to be held, and send it to governors at least 7 days in advance of the meeting.
- The candidates will be asked to leave the room whilst the election takes place and the outcome discussed.
- Governors will take a vote by secret ballot conducted and counted by the Clerk.
- Candidates will be allowed to vote (including for themselves) before leaving the room.
- In the event of a tie, each candidate will be given the opportunity to address the governing body before a further vote is taken. (If a candidate cannot attend the meeting, a supporting statement may be requested in advance of the meeting.)
- If no advance nominations have been received for the office of Chair, the Clerk may seek nominations at the meeting.

If no Chair is duly elected, a Governor **MUST** be appointed to Chair the remainder of the meeting and to act as a temporary Chair until the next meeting.

Following the election of the Chair, the new Chair will conduct the election of a Vice Chair using the same procedure.

<b>Agreed by the governing body on</b>			<b>22 Nov 16</b>
<b>Review Date</b>			<b>Nov 17</b>

## Barham Church of England Primary School

### Standing Order for the Appointment of Co-opted Governors

#### Guiding Principles

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

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

- What skills are required to support the Governing Body at the time of the vacancy.
- How and where vacancies should be advertised.
- Whether a candidate will self-nominate or be proposed [and seconded if wished] by governors.
- What information the Governing Body needs from each candidate to support their nomination i.e. a statement of so many words, interview with, or presentation to the governing body or alternatives as appropriate.
- Whether there will be a secret ballot or show of hands [and whether this would vary depending on the circumstances i.e. in all circumstances or only where there is more than one candidate.
- How the results will be notified to the candidates.
- How often the process will be reviewed.
- The process must be fair, open and transparent.

1. The Co-opted governors are appointed by the governing body. They are people who in the opinion of the governing body have the skills required to contribute to the effective governance and success of the school.
2. The Governing Body may choose to advertise the vacancy broadly to reach as wide an area as possible. Priority may be given to candidates with particular skills if this expertise would enable the Governing Body to work more effectively. In these cases this would be clearly stated when notifying the vacancy.
3. Where two or more names are put forward, prospective Co-opted governors will be asked to prepare a brief statement of no more than 100 words, explaining their background and why they wish to be appointed. Where possible these statements will be circulated to all members of the Governing Body prior to the meeting at which any appointment will be considered.
4. At the next meeting of the Governing Body, governors will be invited to vote by show of hands if there is a sole candidate. Where there are multiple nominations, governors will take a vote by secret ballot, managed by the Clerk.
5. In the event of a tie, the governors will again discuss the nominations and take a further vote.
6. The Clerk will announce the result, with the candidate polling the most votes being duly appointed.

Agreed by the governing body on

22 Nov 16

Review Date

Nov 17

### **CODE OF CONDUCT** **BARHAM CHURCH OF ENGLAND PRIMARY SCHOOL**

#### **The governing board has the following core strategic functions:**

##### Establishing the strategic direction, by:

- Setting the vision, values, and objectives for the school
- Agreeing the school improvement strategy with priorities and targets
- Meeting statutory duties

##### Ensuring accountability, by:

- Appointing the head teacher
- Monitoring progress towards targets
- Performance managing the head teacher
- Engaging with stakeholders

- Contributing to school self-evaluation

Ensuring financial probity, by:

- Setting the budget
- Monitoring spending against the budget
- Ensuring value for money is obtained
- Ensuring risks to the organisation are managed

**As individuals on the board we agree to the following:**

Role & Responsibilities

- We understand the purpose of the board and the role of the head teacher.
- We accept that we have no legal authority to act individually, except when the board has given us delegated authority to do so, and therefore we will only speak on behalf of the governing board when we have been specifically authorised to do so.
- We accept collective responsibility for all decisions made by the board or its delegated agents. This means that we will not speak against majority decisions outside the governing board meeting.
- 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 government and will act appropriately.
- We will consider carefully how our decisions may affect the community and other schools.
- We will always be mindful of our responsibility to maintain and develop the ethos and reputation of our school. Our actions within the school and the local community will reflect this.
- In making or responding to criticism or complaints we will follow the procedures established by the governing board.
- We will actively support and challenge the head teacher.

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 board, and accept our fair share of responsibilities, including service on committees or working groups.
- We will make full efforts to attend all meetings and where we cannot attend explain in advance why we are unable to.
- We will get to know the school well and respond to opportunities to involve ourselves in school activities.
- We will visit the school, with all visits arranged in advance with the head teacher and undertaken within the framework established by the governing board.
- We will consider seriously our individual and collective needs for induction, training and development, and will undertake relevant training.
- We accept that in the interests of open government, our full names, date of appointment, terms of office, roles on the governing board, attendance records, relevant business and pecuniary interests, category of governor and the body responsible for appointing us will be published on the school's website.
- In the interests of transparency we accept that information relating to governors will be collected and logged on the DfE's national database of governors (Edubase).

Relationships

- We will strive to work as a team in which constructive working relationships are actively promoted.
- We will express views openly, courteously and respectfully in all our communications with other governors.
- We will support the chair in their role of ensuring appropriate conduct both at meetings and at all times.
- We are prepared to answer queries from other board members in relation to delegated functions and take into account any concerns expressed, and we will acknowledge the

time, effort and skills that have been committed to the delegated function by those involved.

- We will seek to develop effective working relationships with the head teacher, staff and parents, the trust, the local authority and other relevant agencies and the community.

#### Confidentiality

- We will observe complete confidentiality when matters are deemed confidential or where they concern specific members of staff or pupils, both inside or outside school.
- We will exercise the greatest prudence at all times when discussions regarding school business arise outside a governing board meeting.
- We will not reveal the details of any governing board vote.

#### Conflicts of interest

- We will record any pecuniary or other business interest (including those related to people we are connected with) that we have in connection with the governing board's business in the Register of Business Interests, and if any such conflicted matter arises in a meeting we will offer to leave the meeting for the appropriate length of time. We accept that the Register of Business Interests will be published on the school website.
- We will also declare any conflict of loyalty at the start of any meeting should the situation arise.
- We will act in the best interests of the school as a whole and not as a representative of any group, even if elected to the governing board.

#### **Breach of this code of conduct**

- If we believe this code has been breached, we will raise this issue with the chair and the chair will investigate; the governing board will only use suspension/removal as a last resort after seeking to resolve any difficulties or disputes in more constructive ways.
- Should it be the chair that we believe has breached this code, another governing board member, such as the vice chair will investigate.

#### The Seven Principles of Public Life

(Originally published by the Nolan Committee: The Committee on Standards in Public Life was established by the then Prime Minister in October 1994, under the Chairmanship of Lord Nolan, to consider standards of conduct in various areas of public life, and to make recommendations).

Selflessness - Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.

Integrity - Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.

Objectivity - In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

Accountability - Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

Openness - Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

Honesty - Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

Leadership - Holders of public office should promote and support these principles by leadership and example.

#### **NGA Code of Conduct 2016**

I agree to follow the agreed principles and procedures of this code of practice adopted governing body of Barham Church of England Primary School on 29.09.16

**Name of Governor**

**Date**

**Signed and Agreed**

**Date**