



## **Goring CE Primary School**

Scheme of Delegation for the Governing Body

January 2018

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## **1 Introduction: the remit of the governing body**

Goring Church of England (VA) Primary School is a state-funded school, supported by the Diocese of Oxford. This Scheme of Delegation provides clarity about the roles and responsibilities of the governing body and headteacher. It also sets out how the governing body organises its work.

Governors consider what committee structures are appropriate for our school and create balanced committee teams by considering the wishes, strengths and skills of individuals and matching them to the relevant committee.

The Scheme is published on the school's website, making it accessible to all governors, staff, parents, the local authority, and Ofsted inspectors. The Scheme is reviewed at least annually to take account of any changes in the school, the governing body, and committee structure.

### **The role of the governing body**

Governors have three key roles:

- to provide a strategic view;
- to act as a critical friend;
- to ensure accountability.

#### **Provide a strategic view**

The governing body focuses on helping to decide the school's strategy so that our pupils learn most effectively and achieve the best outcomes. It considers the advice from the headteacher before taking decisions. There is an understanding of the distinction between strategy and the implementation of detail so that governors are neither overwhelmed with excessive data, nor feel excluded from decisions. To this end the headteacher circulates a detailed report each term, prior to a full governing body meeting, so that governors can raise questions and discuss in an open forum.

The School Development Plan provides the strategic framework for the school's operation and, as with the headteacher reports, this is scrutinised and challenged by the governors. In addition, there is a rolling programme of policymaking and review which underpins the implementation of the long-term strategy and day-to-day running of the school. Many policies are delegated to specific committees although the headteacher has oversight of each policy, and the governing body must always be in receipt of all the information necessary to ratify those policies. The headteacher is responsible for leading the school towards its set targets and for discharging many responsibilities on the governors' behalf, as well as discharging responsibilities imposed directly on the headteacher.

The headteacher must provide the governing body with enough information for governors to feel confident that those responsibilities have been met. The governors must ensure that they receive enough information to allow them to monitor the school's achievements, including benchmarking, and progress in comparison with other schools, both locally and nationally.

#### **Act as a critical friend**

The governing body promotes the interests of the school and its pupils. It offers support, constructive advice, a sounding board for ideas, a second opinion on proposals, and help where needed. It is critical in the sense of its responsibility for monitoring and evaluating the school's effectiveness, asking challenging questions, and pressing for improvement. A critical friend may also seek information, improve proposals, and seek to arrive at the best solution.

**Ensure accountability**

The governing body is responsible for ensuring good-quality education in the school. Governors have a right to discuss and question but always respect the professional roles and expertise of the headteacher and staff in their management of the school. The governors are in turn accountable, and must be willing and able to explain their actions and the school's overall performance to stakeholders with a legitimate interest, such as the local authority, parents, and the wider community.

## 2 Governance structure

### Election and removal of chair and vice-chair(s)

The term of office for the chair and vice-chair(s) will be one year.<sup>1</sup> Election of these roles will take place annually, either at the July governors board meeting, or the first meeting of the autumn term. The clerk will manage the election procedures. Nominations (verbal or written) should be notified to the clerk prior to the meeting at which the election will take place. All nominations can be self-nomination or nominations from colleagues. Elections will be by secret ballot. All candidates must withdraw whilst the election process is undertaken and shall not vote. In the event of a tie the decision will be based on the toss of a coin.

### Urgent action

The chair (or a vice-chair if the chair is absent) may take urgent action in circumstances where a delay may be seriously detrimental to the interest of:

- the school;
- any pupil at the school (or his/her parent);
- any person who works at the school.

### Meetings and proceedings of the governing body

There will usually be six full governing body meetings a year. Meetings of the full governing body are convened by the clerk who will send out agenda/reports/papers to governors seven days before the meeting. Items for the agenda should be notified to the clerk ten days before the meeting. Any three members of the governing body may requisition a meeting by giving written notice, including a summary of the business, to the clerk.

A governor who, without the consent of the governing body, fails to attend full governing body meetings for a period of six months is disqualified.

### Quorum

For all meetings of the governing body the quorum will be 50% of the number of governors listed on the Instrument of Government **not** including vacancies (rounded up). Associate members should not be included in the calculation for quorum.

### Voting

All matters are decided by a majority vote. In the event of a tie the chair (or acting chair) has an additional (casting) vote.

### Minutes and papers

Minutes are prepared by the clerk. Draft minutes that have been approved by the chair will be given to governors as soon as possible. Signed minutes, excluding confidential items, will be available from the school office for public inspection.

### Restrictions on participation

Governors must declare at the start of any meeting if there is a potential conflict of interest or a fair hearing is required and impartiality is in doubt. In such a case the governor must withdraw and cannot vote.

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<sup>1</sup> Ideally, if there are two or more vice-chairs, these will not all be school parents.

Governors must complete a register detailing pecuniary interests or conflicts of interest and withdraw from the meeting if appropriate. A register of interests will be updated at each meeting.

In the event of a dispute the governing body decides whether the individual should withdraw.

### **Delegation to committees and individuals**

A governing body can delegate any of its statutory functions to a committee, a governor or the headteacher, subject to the restrictions described below. A working party of the governing body can be set up, with the governing body deciding its membership and the topics it will discuss. A working party cannot make any decisions or have any delegated powers. A working party can bring recommendations to the full governing body (or a relevant committee only if responsibility has been delegated to a committee) for approval. There is currently a school options working party comprising two governors and three school parents. This group reports regularly to the governing body.

The governing body must review the delegation of functions annually. A governing body will remain accountable for any decisions taken, including those relating to a function delegated to a committee or individual.

The following functions cannot be delegated:

- the constitution of the governing body;
- the appointment or removal of the chair or vice-chair;
- the appointment of the clerk;
- the suspension of governors;
- the establishment of committees and delegation of functions.

The following functions can be delegated to a committee but cannot be delegated to an individual, even in urgent cases:

- the alteration, discontinuance or change of category of maintained schools;
- the approval of the first formal budget plan of the financial year;
- school discipline policies;
- the exclusion of pupils (except in an emergency when the chair has the power to exercise these functions);
- admission matters.

The governing body can still perform functions it has delegated. This enables it to take decisions on matters that are discussed at meetings on functions that have been delegated.

Please note that any individual or committee to whom a decision has been delegated **must** report to the governing body in respect of any action or decision made.

A chair shall be appointed annually to each committee either by the governing body or the committee.

For all meetings of the committees, the quorum will be stated in the Scheme of Delegation relating to that committee. Associate members should not be included in the calculation for quorum.

The governing body must agree the names of associate members of committees and whether they have been granted voting rights.

Associate members may not vote on the following issues: admissions, pupil discipline, appointment of governors, budget and financial commitments.

Seven days' notice must be given for all committee meetings and agendas circulated. Minutes of all committee meetings, excluding confidential items, must be circulated to all governors at the next full governors' meeting.

**The governing body agrees the delegation of the functions, as described in the terms of reference for each committee, to that committee or its chair.**

The chair or, if the chair is unable to exercise the function for some reason, the vice-chairs have the power to carry out certain functions of the governing body, if a '*delay*' in exercising a function is likely to be seriously detrimental to the interest of the school, a pupil at the school or their parents, or a person who works for the school.

The following functions are excluded from this:

- matters related to a major alteration or permanent closure of the school;
- change of the school category;
- approval of the school budget;
- the school's discipline policies;
- the school's admissions process.

A delay means a 'delay for a period extending beyond the earliest date on which it would be practicable for a meeting of the Governing body or of a Committee to which the function in question has been delegated to be held'.

The expectation is that the headteacher and the Personnel Committee will be responsible for staff appointments outside of the leadership group. The headteacher will lead in determining all initial staff dismissal decisions, with advice from the chair of Personnel.

In exceptional circumstances, outlined below, the Personnel Committee, without the headteacher, will deal with staff appointments outside of the leadership group and the Staff Dismissal Committee will deal with initial staff dismissal decisions.

The exceptional circumstances are as follows:

- A headteacher who is unwilling to perform these functions and whose previous history of service at the school did not include any such responsibilities. This gives an existing headteacher the option of preserving their current working arrangements, but when the governing body considers a new appointment for the headteacher post the normal expectation for the headteacher to undertake these responsibilities should apply.
- Where the headteacher has been directly involved in disciplinary procedures leading to dismissal, has instigated a proposal to dismiss, or is witness of particular conduct giving grounds for the dismissal in question. The arrangements for delegating initial dismissal decisions will therefore need to be considered on a case-by-case basis in light of circumstances.
- A headteacher subject to suspension, disciplinary procedures (including capability), or disciplinary sanction.
- Where the local authority has made representations to the chair of the governing body on grounds of serious concerns about the performance of the headteacher.

- Where the headteacher has failed to abide by financial limits agreed by the governing body for any school purpose.

### **Appointment of the headteacher**

The governing body will be responsible for selecting an appointments panel for the headteacher.

### **Freedom of Information Act**

The governing body agrees to delegate to the headteacher day-to-day responsibility for the Freedom of Information Act and the provision of advice, guidance, publicity and interpretation of the school's policy.

Committees are responsible for the review of any policy documents relevant to their terms of reference, making recommendations for revisions, and approving any policies where the power to approve such policy can be delegated to that committee. The full governing body will approve only those policies as required by statute.

### **Confidentiality**

Governors observe complete confidentiality when required or asked to do so by the governing body, especially regarding matters concerning individual staff or pupils.

As a matter of trust, governors will not discuss sensitive issues or the views of fellow governors with members of the public outside of meetings. Governors will exercise the greatest prudence if a discussion of a potentially contentious issue affecting the school arises outside the governing body.

In the interests of open governance and accountability, the governing body agrees to keep to an absolute minimum items redacted from the public version of the minutes of meetings of the full governing body.

### **Vacancies**

The governing body is aware of the importance of maintaining a good balance of representation among its members and will have reference to this when putting forward names to any appointing bodies and when considering filling any vacancies by co-option.

Parent governors are elected in accordance with the procedure set out by the local authority. Disqualification criteria are sent to all parents.

### **Governor visits to the school**

There is an expectation that governors will visit the school during school hours on a regular basis in order to experience the variety of activities that go on at the school. Such visits typically take the form of 'learning walks', but are not limited to this. It is important that any visit to the school is arranged in the correct manner to ensure that the visit is productive for the governor and staff are aware of the arrangements in order to assist in making the visit a valuable experience for all involved. Governor visit reports are submitted to the headteacher, as set out in the Governor Visit Policy.

### **3 Committees**

#### **Admissions Committee**

**Quorum:** 3

##### **Terms of reference**

- The Admissions Committee will produce a draft version of the admissions policy each year for approval by the full governing body.
- The Committee will decide on which children are to be offered a place at the school using the criteria set out in the admissions policy. They will meet annually to consider children applying for the reception class in the following academic year. In addition, they will meet when required to consider 'in-year admissions' – that is all other applications for school admissions.
- A member of the admissions committee will represent the school at any appeals for non-admission.

##### **Policies**

- Admissions

#### **Buildings Committee**

**Quorum:** 2

##### **Terms of reference**

- To advise the governing body on priorities for the maintenance and development of the school's premises.
- To carry out at least one inspection per year of the buildings and grounds.
- To oversee arrangements for repairs and maintenance.
- To oversee arrangements for the use of school premises by outside users, subject to governing body policy.

##### **Policies**

- Premises management

#### **Curriculum Development Committee**

**Quorum:** 3

##### **Terms of reference**

- To use Ofsted criteria for teaching and learning to ensure an outstanding curriculum is being delivered.
- To use the priorities from the School Development Plan to generate a programme of activities that will enable governors to see the priorities in action.
- To ensure that the Self-evaluation Form is a true reflection of the school.

##### **Policies**

- Acceptable use and e-safety (IT)
- Curriculum
- Homework
- Marking and assessment

- PE
- Prospectus
- PSHE
- Learning and teaching
- Governor visit policy

### **Ethos Committee**

**Composition:** This committee must include, but not necessarily be limited to, the headteacher, the ex officio governor, and two governors.

#### **Terms of reference**

- Ensuring that all school leaders and governors contribute to developing and sustaining the school's distinctive Christian ethos and vision, and that the principles of 'Belong, Believe, Achieve' are fully embedded in all aspects of school life.
- Promoting a Christian culture that develops the full potential of every child, and ensuring that learning and teaching in Religious Education are effective and that pupils' progress is assessed.
- Regularly monitoring and reviewing the school's self-evaluation as a Church school, and ensuring that self-evaluation is ongoing and contributes to school improvement.
- Ensuring that Collective Worship inspires and enhances the spiritual development of pupils and staff, of all faiths or of none.
- Promoting an effective partnership between the school community, the church, and the wider community.

#### **Policies**

- Equalities and accessibility policy and plan
- Sex and relationships education

### **Headteacher Review and Teacher Review Committees**

**Composition:** three governors. Members of these committees should not currently have children in the school. One member of each committee should also be a member of the Finance Committee (if possible). All or some of the three governors may be members of both review committees.

#### **Quorum:**

- **Headteacher Review Committee:** two governors with an external adviser present;
- **Teacher Review Committee:** two governors acting in consultation with the Headteacher.

#### **Terms of reference**

- To oversee the system for appraisal of staff and the headteacher.
- Two or three governors must review the headteacher's performance from the previous year and set the headteacher's objectives for the coming year, by 30th November each year.
- The governors will meet with the headteacher midway through the year to discuss progress with the performance management targets.

- The review governors will produce a short report on the headteacher's performance that will be given to the Finance Committee. This report will include an annual performance review and recommendations on pay progression.
- The headteacher's job description will be reviewed to check it is up-to-date.
- The Teacher Review Committee shall meet annually with the headteacher to review and moderate samples of anonymised teacher appraisal outcomes with the headteacher and to make recommendations regarding pay progression to the Finance Committee.

#### **Policies**

- Appraisal policy for headteacher and teachers

### **Finance Committee**

**Composition:** Headteacher, chair of governors, treasurer, staff governor (optional) and three other governors.

**Quorum:** 3

#### **Terms of reference**

- To review and allocate, in consultation with the headteacher, the school's annual budget:
  - prepare the draft budget in March;
  - present the proposed budget to the full governing body in March/April;
  - prepare the final budget when required (usually by the end of April).
- Monitor the budget throughout the year, submitting termly reports to the local authority.
- Respond to requests for financial information from the local authority (e.g. estimate of carry-forward, forward-planning programme, audit materials, etc.).
- Ensure that the budget takes account of the Pay Policy for Teaching Staff and School Development Plan.
- Be aware of new financial legislation and the possible effect on the school. Raise appropriate issues at governor meetings.
- Respond to request for a financial statement for feedback to parents.
- To monitor the expenditure of all voluntary funds kept on behalf of the governing body.
- To ensure that the school operates within the Financial Regulations of the County Council.
- To make recommendations to the governing body in respect of service agreements.
- To monitor arrangements for repairs and maintenance including contracts.
- To review annually allowances for expenses for governors.
- To review salary policies for all categories of staff for approval of the governing body and to be responsible for the administration and review of these policies.

#### **Policies**

- Charging and remissions
- Disposal and write-off policy
- Governor and headteacher register of business interests
- Hire of premises
- Internal financial procedures manual

- Pay policy for teaching staff
- Pay policy for support staff
- Payment of governor allowances
- Taking property off-site

## **Personnel Committee**

**Composition:** Headteacher, Chair of Personnel Committee, two additional governors.

### **Terms of reference**

- To draft the staffing structure after consultation with the headteacher and the Finance Committee.
- To oversee the appointment procedure for all staff:
  1. appointment of headteacher must be approved by the full governing body;
  2. appointment of other teachers and the school business leader (or school administrator) is delegated to the Personnel Committee. A member of the Personnel Committee, who should also be trained in safeguarding, will sit on the interview panel for all teaching appointments. For the appointment of the school business leader (or school administrator), the chair of the Finance Committee will also sit on the interview panel;
  3. appointment of other staff is delegated to the headteacher; however, the headteacher is able to request governor presence for other appointments where specific expertise may be advantageous.
- To oversee the process leading to staff reductions.
- To support to the headteacher in managing issues relating to staff absence.
- To ensure the implementation of the National Agreement.
- To ensure leaving cards and presents for staff are obtained when necessary:
  1. for staff with 0–2 years' service: a card;
  2. for staff with 3–10 years' service: a book/CD token or flowers up to the value of £25 and a card;
  3. for staff with 10+ years' service: a book/CD token and/or flowers up to the value of £50 and a card.

### **Policies**

- Dignity at work
- Disciplinary procedure
- Emergency and special leave scheme
- Flexible working scheme for employees
- Managing sickness absence
- Performance management and professional development policy for support staff
- Professional capability of staff procedure
- Staff code of conduct
- Staff grievance procedure
- Stress management policy

- Violence to employees at work
- Whistleblowing

### **Pupil Behaviour Committee**

**Membership:** five governors. Disqualification: the headteacher.

#### **Terms of reference**

- To consider the circumstances in which a pupil was excluded.
- To decide whether pupils excluded for more than five days in a term should be reinstated.
- To consider representations from parents in the case of exclusions of more than 15 days in a term where a pupil is denied the chance to take a public examination.
- To ensure that the most recent guidance from the Department for Education is practised in the school, with specific reference to the role assigned to the governing body.

### **Staff Dismissal Committee**

**Membership:** No fewer than three members of the governing body. Disqualification: the headteacher and staff governors.

#### **Terms of reference**

- To consider the dismissal of any member of staff on grounds of capability, discipline, redundancy, grievance or absence.
- To follow due process in managing the dismissal process to comply with relevant policies and legislation.
- To hold a dismissal meeting and determine the appropriate sanction to be applied (which could be no dismissal, action short of dismissal, or dismissal itself).
- To communicate with necessary bodies in relation to any dismissal that takes effect.

### **Staff Dismissal Appeal Committee**

**Membership:** No fewer than three governors. Disqualification: the headteacher, staff governors, and those governors who served for the same incident on the Staff Dismissal Committee.

#### **Terms of reference**

- To consider any appeal against a decision to dismiss a member of staff made by the headteacher.
- To consider any appeal against a decision short of dismissal under the governing body's personnel procedures (e.g. disciplinary, grievance, capability).
- To consider any appeal against selection for redundancy.

## 4 Governor roles

### Communications Governor

#### Terms of reference

- Produce a newsletter for parents as appropriate.
- Manage the parent survey every two years.
- Organise leaving cards/presents for governors.
- Update the photoboard.
- Ensure regular articles are provided for the local media.

#### Policies

- Home–school agreement (including parent code of conduct)
- Communications
- Freedom of information and publication
- Data protection

### Complaint Coordinators

This is not a fixed role, but will be assigned on a case-by-case basis. In the event of any governor receiving a formal complaint, they must first refer to the Raising Concerns Policy before sharing information with other governors.

#### Terms of reference

- To handle complaints in accordance with the agreed policy.

#### Policies

- Raising concerns
- Vexatious complaints

### Early Years Governor

#### Terms of reference

- Act as a communication channel between the Early Years (Reception) teacher and the governing body.
- Ensure that we have the appropriate resources and provide the appropriate curriculum for the Foundation Stage.
- Attend the initial meeting with parents of children starting school with the headteacher and reception teacher.

#### Policies

- Early Years policy

### Eco-Schools Governor

#### Terms of reference

- To represent the governors at the Eco-schools group meetings.
- To report the views of the children back to the whole governing body.

### **Policies**

- Green procurement

### **Health and Safety Governor**

#### **Terms of reference**

- To advise the governing body on health and safety priorities for the maintenance and development of the school's premises.
- To carry out at least one health and safety inspection per term during school hours.

### **Policies**

- Health and safety

### **Healthy Schools Governor**

#### **Terms of reference**

- To represent the governors at the healthy schools group.
- To report the views of the children back to the whole governing body.

### **Policies**

- Nutritional standards

### **Policy/Documentation Governor**

#### **Terms of reference**

- To ensure that systems are in place to maintain governor documents in an up-to-date and accessible fashion.
- This will include a clear and transparent version-control system and the management of hard and electronic copies.
- Ensure that copies of all approved policies are uploaded to Governor Hub.
- The documentation governor will also remind governors and committees of the review dates of documents they are responsible for.
- Forward any new or newly approved documents to the school office in pdf format for inclusion on the school website where appropriate.

### **Pupil Premium Governor**

#### **Terms of reference**

- To ensure that the school is held accountable for the use of Pupil Premium funding, and that all teaching staff know who the Pupil Premium children are and how Pupil Premium funding is spent.
- To be confident that class teachers are held accountable for the progress of Pupil Premium children in their class.
- To ensure that the senior leadership team:
  - identifies the specific intended outcomes of Pupil Premium activities;
  - monitors the provision of Pupil Premium activities for supported children on a termly basis;
  - evaluates the impact of Pupil Premium activities using an evidence-based approach;

- conducts an annual review of the Pupil Premium activities and publishes this information on the school website.
- To represent the governing body at regular meetings with the Pupil Premium teacher and/or headteacher, and report back to the governors.

## **RE Governor**

### **Terms of reference**

- In accordance with the Trust Deed, Ethos Statement & Aims and Values of the school, to promote RE as part of the school's distinctive mission and role, as a member of the Diocesan family of schools.
- To ensure that the law is obeyed and that the quality of RE and the curriculum time available to it is appropriate.
- To regularly review the school's policy for RE.
- To ensure the provision of RE in line with the school's policy
- To monitor the arrangements for collective worship.
- To represent the concerns of RE in the governing body, encouraging whole governor understanding of RE issues, resources and training opportunities.

### **Policies**

- Collective worship
- RE policy

## **Safeguarding Governor**

### **Terms of reference**

- To advise the governing body on safeguarding issues.
- To present an annual report on safeguarding to the governors.

### **Policies**

- Anti-bullying
- Drug education and incident policy
- Managing allegations against other pupils
- Physical intervention policy
- Pupil behaviour and discipline
- Safeguarding and child protection

## **School Council Governor**

### **Terms of reference**

- To represent the governors on the school council.
- To report the views of the children back to the whole governing body.

## **SEND Governor**

### **Terms of reference**

- Act as a link between parents and the governing body on SEND issues.
- Maintain links with and support the SEN coordinator (SENCo).
- Be familiar with the legislation and guidance and advise the governing body accordingly.
- To carry out at least one SEND inspection per year during school hours.
- Participate in the monitoring of the school's arrangements in liaison with the SENCo and headteacher.

### **Policies**

- Health needs
- Special educational needs and disability

## **Treasurer**

### **Terms of reference**

- Maintain accurate records of governors' funds.
- Forecast annual governors' income and expenditure.