

# **KINGSMEAD AND NEWTON'S WALK SCHOOL – GOVERNING BOARD 2017 - 2018**

To be reviewed annually

- CODE OF CONDUCT
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- GOVERNORS' ALLOWANCE POLICY
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# Code of Conduct for School Governing Boards

## 2016 Version

This code sets out the expectations on and commitment required from school governors, trustees and academy committee members in order for the governing board to properly carry out its work within the school/s and the community. It can be amended to include specific reference to the ethos of the particular school. Unless otherwise stated, 'school' includes academies, and it applies to all levels of school governance.

This code can also be tailored to reflect your specific governing board and school structure, whether that is as a maintained school or academy, either as a single school or group of schools. Where multiple options are given, i.e. lead executive/headteacher and governor/trustee/academy committee member, please amend to leave the option relevant to your governing board.

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

#### Establishing the strategic direction, by:

- Setting the vision, values, and objectives for the school(s)/trust
- Agreeing the school improvement strategy with priorities and targets
- Meeting statutory duties

#### Ensuring accountability, by:

- Appointing the lead executive/headteacher
- Monitoring progress towards targets
- Performance managing the lead executive/headteacher
- 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 lead executive/headteacher.
- 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/group of schools. 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 lead executive/headteacher.

## Commitment

- We acknowledge that accepting office as a governor/trustee/academy committee member 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/s well and respond to opportunities to involve ourselves in school activities.
- We will visit the school/s, with all visits arranged in advance with the lead executive/headteacher 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/trustees/academy committee members 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/trustees/academy committee members and the clerk to the governing board.
- 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 lead executive/headteacher, 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/trust 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/trust's 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.

Adopted by the governing board of The Kingsmead School and Newtons Walk School 10 July 2017.

# **STANDING ORDERS FOR GOVERNING BODIES**

Standing Orders are rules established by the Governing Board to regulate the work of the governors. They are in addition to any government regulation and are optional. At the start of the academic year the Full Governing Board and Committees will agree the Terms of Reference Code of Conduct and Standing Orders.

## **MEETINGS**

Ordinary Governing Board meetings will be held at the Kingsmead School Site, will start at 4.30 and will be limited to 2 hours.

Normally governors will meet on a Monday – Wednesday

Where business has not been completed within the agreed time, those governors present may resolve to continue the meeting in order to deal with the business notified on the agenda.

Any business not completed will become part of the agenda for the next meeting of the Governing Board.

## **AGENDA**

The Agenda for Full Governing Board meetings will be organised by the Clerk in consultation with the Head and Chair. Agendas for committee meetings will be organised by the Chair of governors, Chair of Committee and the Head.

Any governor may place an item on the Agenda by contacting the Clerk/Head/Chair not less than 10 days before the meeting.

Any governor wishing to raise an urgent item at the meeting must give notice at the start of the meeting. The Governing Board will decide whether any such item will be discussed or dealt with at a subsequent meeting.

## **ATTENDANCE- to be applied to FGB and Committee meetings**

Where a governor has sent an apology to the Clerk, the minutes will record the Governing Board's consent or otherwise to the absence.

It is a legal requirement for minutes to record acceptance or non-acceptance by the Governing Board of an individual governor's absence.

Giving an apology does not protect a governor from disqualification for failing to attend a Governing Board meeting.

If the Governor sends an apology for absence, the governors present decide whether or not to agree that apology. For example "Apologies for absence were received and accepted from Mr Smith" or "Apologies for absence were received from Mr Jones but the Governing Board agreed not to accept this apology".

If no apologies are given this must also be minuted: "Apologies for absence were not received from Mr S Smith". By default this now means that the six-month disqualification period commences. The next section explains this.

The time of arrival and/or departure of any governor will be recorded in the minutes.

## NON-ATTENDANCE

It is important that the majority of governors attend meetings on a regular basis. However, there will be occasions when governors are unable to attend a meeting for a very good reason.

There is an expectation that if governors cannot attend regularly that they put the needs of the school first in their decision-making and not undermine the effectiveness of the governing board by not discharging their responsibilities fully.

To be fully effective governors are expected to attend all FGB and where appropriate committee meetings.

There is an expectation that governors should attend more the 50% of the time in a rolling academic year

If the Clerk or Chairs note that a governor's absence is of concern

- three meetings missed
- no apologies received

then the clerk or chair will email the governor to enquire as to the reason for absence. On discovering that the problem is short lived, time specific (ill health, family problem, specific work issue) no further action will be taken at this stage.

If the problem persists

- six meetings missed
- no apologies received
- apologies not accepted by the governing board

All governors, apart from the Head and Ex-Officio Foundation Governors, **will be disqualified from being a governor if they have failed to attend a Governing Board meeting for a continuous period of six months without:**

- giving their apologies
- obtaining the consent of the Governing Board.

At this time chair will send the standard letter /email to the governor (exemplar in this document. A follow up letter/email will be sent if there is no reply to the first.

## MINUTES

Within 10 days of the meeting, the draft minutes will be sent by the Clerk to Chair, Chair of Committee where appropriate and Head for checking.

Those minutes, which the Governing Board determines as confidential, will be minuted on a separate sheet and copies will not be publicly available.

Recommendations received from Committees or Working Groups will be recorded in the minutes.

## **CORRESPONDENCE**

All incoming correspondence to the Governing Board is for the attention of the whole Governing Board whether addressed to the Chair, Clerk or Governors.

The Clerk will receive and log all correspondence to the Governing Board.

The Clerk will present all significant items to the next meeting of the Governing Board.

## **DEBATE**

The Chair will ensure that all governors enjoy equality of opportunity to express their views. The Chair will regulate all debates.

## **DECISION MAKING**

The Governing Board must make all decisions unless an individual or a Committee has been delegated to deal with a specific issue.

Only governors present at a meeting may vote. Proxy voting is not allowed.

A simple majority decides any matter put to the vote. In the event of a tie, the Chair has a second vote.

Voting will be by a show of hands unless one governor requests a secret ballot. In the case of a meeting that is not quorate, where an urgent decision is required a virtual ballot will be taken by the chair. This decision will be minuted at the next FGB meeting.

Decisions of the Governing Board are binding on all its members.

## **URGENT ACTION**

The Chair (or in the absence of the Chair, the Vice Chair) has the authority to take urgent action (on matters that are permitted to be delegated to an individual) between meetings where the delay in exercising a function is likely to be seriously detrimental to the interests of the School, a pupil at the School or their parents, or a person who works at the School. All such actions to be reported to the next meeting of the Governing Board by the Chair or Clerk.

## **PUBLIC STATEMENTS**

No governor will make any public statement about any matter concerning the School without the authority of the Governing Board.

## **INFORMATION AND ADVICE**

Where expertise is needed, but not available within the Governing Board, an appropriate non-governor may be invited in a non-voting capacity.

## **ACCESS TO MEETINGS**

The Deputy Head Teacher may attend meetings of the Governing Board as an observer, as part of their professional development. They do not have a vote.

The Governing Board will decide who, other than those entitled to attend, may be admitted to a meeting and which meetings will be open to parents or the public.

## **DELEGATION OF FUNCTIONS**

An individual governor may take no action unless authority to do so has been delegated formally by resolution of the Governing Board. See Urgent Action

## **COMMITTEES**

Committees to which the Governing Board has delegated any of its functions will act strictly in accordance with the terms of the delegation.

When establishing Committees, the Governing Board will:

- determine the membership
- select or confirm the Chair
- establish the terms of reference (in consultation with the Committee)

The Governing Board may co-opt non-governors to Committees, but they may not form a majority and have no vote unless the Governing Board specifically gives them a vote.

The Head Teacher and Chair has a right to attend any Committee meeting.

## **WORKING GROUPS**

When establishing Working Groups, the Governing Board will:

- determine the membership
- select or confirm the Chair
- establish the terms of reference (in consultation with the Group)
- determine procedures for reporting back.

The Head Teacher and Chair has a right to attend any Working Group meeting.

## **CONFIDENTIALITY**

All governors have a duty not to discuss any confidential item of governors' business outside the meeting.

## **REVISION**

The Governing Board will review these Standing Orders at the Annual Meeting at the start of each school year.

# GOVERNORS ALLOWANCES POLICY

## National Context

The NGA firmly believes that all governing bodies should adopt an allowances policy and that all governors should claim. The Education (Governors' Allowances) Regulations 2003 provide the legal framework for governing bodies to pay 'out of pocket' expenses to their governors. The DCSF guidance, which accompanied those regulations states:

"It is good practice to pay such allowances as governors should not be out of pocket for the valuable work they do"

Legitimate allowances include: travel allowances to Governing Board, Committee meetings or training courses, cost of child-care while attending meetings/training, cost of photocopying/printing papers for governing board business.

The payment of allowances is not a reward; it is recognition that being a governor is not a cost-free exercise. Attending governing board meetings may involve travelling expenses, particularly in rural areas. Some governors may be able to afford the out of pocket expenses their role entails, but this is not true of all potential governors and restricting the right to claim may prevent someone from becoming a governor or force them to resign their position.

The NGA understands the reluctance to use school funds to pay governor allowances, but if governors are continually expected to meet the costs of fulfilling an essential role out of their own pocket then there is a real danger that a culture of doing the bare minimum will ensure; meaning governors will not undertake training and will be poorly informed. Many governing bodies that have adopted an allowances policy set an annual limit on claims.

As a minimum the allowances policy should include the right to claim for:

- travelling expenses to governing board meetings and training courses
- the cost of child-care while attending meetings/training courses
- the cost of photocopying/printing papers for governing board meetings

The Chair of governors should take the lead in encouraging governors to claim by ensuring that she/he claims. The use of school funds for this purpose does not take away funding from pupils; this ensures that governors are properly informed and equipped to carry out their role, which must be in the best interest of their pupils.

A governing board with a policy of paying allowances claims will also be going some way to meeting their duty to promote community cohesion by encouraging participation by all members of the community, not just those with deep pockets.

Whilst Governors act in a voluntary capacity, giving freely of their time, it is unreasonable and possibly discriminatory when taking the decision to become a governor, if governors were to be financially out of pocket for the work they do.

## **Governors' Allowances Policy**

This policy statement has been developed in accordance with the Education (Governors' Allowances) Regulations 2003. These regulations give Governing Bodies the discretion to pay allowances from the school's annual budget allocation to governors for certain allowances which they incur in carrying out their duties. Kingsmead/ Newton's Walk School Governing Board believes that paying governor' allowances, in specific categories as set out below, is important in ensuring equality of opportunity to serve as governors for all members of the community and so is an appropriate use of school funds. The specific items allowable reflect this objective.

From April 2011 all governors of Kingsmead / Newton's Walk School will be entitled to claim the actual costs, which they incur as follows:

1. Governors will be able to claim allowances providing the allowances are incurred in carrying out their duties, as a Governor or representative of Kingsmead / Newton's Walk School, and are agreed by the COG and Chair of Resources that they are justified before any reimbursable costs are incurred.
  - The cost of travel relating only to travel to meetings/training courses at the current LA allowance
  - Travel and subsistence costs, payable at the current rates specified by the Secretary of State for the Environment, Transport and the Regions, associated with attending national meetings or training events, unless these costs can be claimed from the LA or any other source
  - Telephone charges, photocopying, stationery, postage etc.

Travel by taxi is not reclaimable, except in exceptional circumstances, but mileage or equivalent bus or rail fare may be claimed instead.

2. Governors will be able to claim for the following, on a case-by-case basis and with the prior approval of the Governing Board
  - Childcare or babysitting allowances (excluding payment to a current/former spouse or partner)
  - Cost of care arrangements for an elderly or dependent relative (excluding payments to a current/former spouse or partner)
  - The extra costs they incur in performing their duties either because they have special needs or because English is not their first language
  - Any other justifiable allowances.
3. The Governing Board at Kingsmead/ Newton's Walk School acknowledges that:
  - Governors may not be paid attendance allowance
  - Governors may not be reimbursed for loss of earnings.

Governors wishing to make claims under these arrangements, once prior approval has been sought, should complete a claims form provided with the agenda, attaching receipts where possible, and return it to the School within two weeks of the date when the allowances were incurred, when they will be submitted for approval by the Chair of Governors and Chair of Resources to be presented to the Resources Committee (which meets at least once per half-term) for final approval. All claims once processed will be lodged with the School Business Manager for processing, recording, budget control and auditing.

Claims will be subject to independent audit and may be investigated by the Chair of Governors (or Chair of Resources in respect of the Chair of Governors) if they appear excessive or inconsistent.

This policy will be reviewed annually at the start of the year.

**Governor Allowances Claims Form**

<b>Name:</b>	<b>Name of School: KINGSMEAD/ NEWTON'S WALK</b>
<b>Address</b>	<b>Date:</b>
<b>Post Code</b>	<b>Claim Period:</b>

I claim the total sum of £            for governor expenses as detailed below. I have attached relevant receipts to support my claim.

Signed.....

	miles	£	p
Child care/Babysitting expenses	-		
Care arrangements for an elderly or dependent relative	-		
Support for governors with special needs	-		
Support for governors whose first language is not English	-		
Travel to meetings/training courses @ 999cc-46.9p per mile 1000cc-52.2p per mile 1200cc and above – 65p per mile			
Subsistence when attending national meetings or training events			
Telephone Charges	-		
Postage	-		
Photocopying/Printing /Stationery @	Number of sheets		
Other (please specify)			
<b>TOTAL EXPENSES CLAIMED</b>			

This form should be submitted to: School Business Manager

Approved: Chair of Governors .....Date..../..../....

Or

Approved: Chair of Resources .....Date..../..../....

Date payment processed ..../..../....

Office use only:

Method of payment: cheque or via ORACLE

# THE ROLES AND EXPECTATIONS OF GOVERNORS

## Model governor role description

### Role of a school governor

To contribute to the work of the governing board in ensuring high standards of achievement for all children and young people in the school by:

- ensuring clarity of vision, ethos and strategic direction
- holding executive leaders to account for the educational performance of the organisation and its pupils, and the performance management of staff
- overseeing the financial performance of the organisation and making sure its money is well spent

Chair:.....  
Vice chair:.....  
Clerk:.....  
Buddy/mentor:.....

**Activities:** As part of the governing board team, a governor is expected to

#### 1. Contribute to the strategic discussions at governing board meetings which determine:

- the vision and ethos of the school
- clear and ambitious strategic priorities and targets for the school
- that all children, including those with special educational needs, have access to a broad and balanced curriculum
- the school's budget, including the expenditure of the pupil premium allocation
- the school's staffing structure and key staffing policies
- the principles to be used by school leaders to set other school policies

#### 2. Hold executive leaders to account by monitoring the school's performance; this includes

- agreeing the outcomes from the school's self-evaluation and ensuring they are used to inform the priorities in the school development plan
- considering all relevant data and feedback provided on request by school leaders and external sources on all aspects of school performance
- asking challenging questions of school leaders

- ensuring senior leaders have arranged for the required audits to be carried out and receiving the results of those audits
  - ensuring senior leaders have developed the required policies and procedures and the school is operating effectively according to those policies
  - acting as a link governor on a specific issue, making relevant enquiries of the relevant staff, and reporting to the governing board on the progress on the relevant school priority
  - listening to and reporting to the school's stakeholders: pupils, parents, staff, and the wider community, including local employers
3. Ensure the school staff have the resources and support they require to do their jobs well, including the necessary expertise on business management, external advice where necessary, effective appraisal and CPD (Continuing Professional Development), and suitable premises and that the way in which those resources are used has impact.
4. When required, serve on panels of governors to:
- appoint the headteacher and other senior leaders
  - appraise the headteacher
  - set the headteacher's pay and agree the pay recommendations for other staff
  - hear the second stage of staff grievances and disciplinary matters
  - hear appeals about pupil Exclusions

The role of a governor is largely a thinking and questioning role, not a doing role.  
A governor does NOT:

1. write school policies
2. undertake audits of any sort – whether financial or health & safety - even if the governor has the relevant professional experience
3. spend much time with the pupils of the school – if you want to work directly with children, there are many other voluntary valuable roles within the school
4. fundraise – this is the role of the PTA – the governing board should consider income streams and the potential for income generation, but not carry out fundraising tasks
5. undertake classroom observations to make judgements on the quality of teaching – the governing board monitors the quality of teaching in the school by requiring data from the senior staff and from external sources
6. do the job of the school staff; if there is not enough capacity within the paid staff team to carry out the necessary tasks, the governing board need to consider and rectify this

As you become more experienced as a governor, there are other roles you could volunteer for which would increase your degree of involvement and level of responsibility (e.g. as a chair of a committee). This role description does not cover the additional roles taken on by the chair, vice-chair and chairs of committees. In order to perform this role well, a governor is expected to:

- get to know the school, including visiting the school occasionally during school hours and in agreement with the headteacher, and gaining a good understanding of the school's strengths and weaknesses
- attend induction training and regular relevant training and development events
- attend meetings (full governing board meetings and committee meetings) and read all the papers before the meeting
- act in the best interests of all the pupils of the school
- behave in a professional manner, as set down in the governing board's code of conduct, including acting in strict confidence

**Expenses:** Governors may receive out of pocket expenses incurred as a result of fulfilling their role as governor and NGA recommends that a governing board should have such an expenses policy. Payments can cover incidental expenses, such as travel and childcare, but not loss of earnings.

This document can be adapted for use in recruiting new governors: see the NGA website for expectations about the time commitment Academies. This description can be adapted to cover both the role of trustees in a single academy trust and the role of academy committee members (often referred to as local governing bodies) within a MAT. MAT trustees should refer to the MAT trustee role description.

## **NGA role description for the chair of the board**

The role of the chair of governors should be viewed in the same light as that of the chair of the board in any other sector. The role of the chair is demanding, complex and multi-faceted. The chair leads the governing board ensuring it fulfils its functions well. A good chair will ensure the board's focus is on the strategic. The culture of the board is largely determined by its chair. The chair is "first among equals" but has no defined individual power. A good chair works well with school leaders to advise and shape proposals to be discussed at the board meetings.

The chair should facilitate the governing board working as a team to challenge, support and contribute to the strategic leadership of the school. As well as leader of the board, the chair is at times a confidante, a manager, a critical friend, a cheerleader, an ambassador, an arbitrator, and possibly a mentor and coach; the balance of these roles adopted will depend on the situation at hand and in particular the experience and strengths of the headteacher.

### **Role Purpose: Leading governance in schools**

To provide leadership to the governing board and ensure that governors/trustees fulfil their functions for the proper governance of the school(s)

### **Leading governance in schools**

- To ensure that the governing board and headteacher have a shared sense of purpose.
- To ensure the governing board sets a clear vision and strategy for the school(s).
- To lead the board in monitoring the headteacher's implementation of the school strategy.

## **Leading and developing the team**

- To ensure the board has the required skills to govern well, and that appointments made fill any identified skills gaps.
- To ensure all governors/trustees receive appropriate induction, ongoing training as needed and have a thorough understanding of their role.
- To ensure members of the board act reasonably and in line with the board's agreed code of conduct.
- To develop a good working relationship with the vice chair, ensuring s/he is kept fully informed and delegating tasks as appropriate.
- To ensure that board members feel valued and encourage their development.

- To carry out a performance review of each governor/trustee. To ensure that there is a plan for succession for the chair, vice-chair and any committee chairs, and that by recommending limits on office, there is always a mix of new and experienced members. **Leading governing board business**
- With the clerk and the headteacher, to plan for the board meetings, ensuring that agendas focus on the board's key responsibilities and strategic priorities and reducing unnecessary paperwork.
- Chair meetings effectively and promote an open culture on the governing board that allows ideas and discussion to thrive whilst ensuring clear decisions are reached as quickly as possible.
- To collaborate with the clerk to establish effective working procedures and sound committee structures.
- To ensure that decisions taken at the meetings of the governing body are implemented.
- To ensure the governing board appoint a professional clerk capable of providing advice on the board's functions and that s/he is appraised and developed.

## The chair, the headteacher and accountability

- To build a professional relationship with the headteacher which allows for honest conversations, acting as a sounding board and ensuring there are no surprises at meetings.
- To meet regularly with the headteacher, which in normal circumstances is likely to be monthly.
- To ensure that there are transparent and effective processes for the recruitment and induction of the headteacher.
- To ensure appropriate governor/trustee involvement in the recruitment of senior leaders.
- To ensure all governors concentrate on their strategic role, receive information fit for purpose and hold the headteacher to account.
- To oversee and participate in the headteacher's performance review, ensuring that appropriate CPD (continuing professional development) is provided.
- To ensure that the headteacher provides staff with an understanding of the role of the governing board and acts as link between the two.
- Where required, represent the governing board in its dealings with external partners and be an advocate for the school.
- To attend school functions (plays/sports days/prize giving) as appropriate and encourage other governors to do so.
- To ensure that complaints made to the governing board are dealt with in a timely and effective manner.
- The chair will also play a lead role in any decision to suspend the headteacher.

## Leading school improvement

- To ensure the board is involved at a strategic level in the school's self-evaluation process and that this feeds into the key priorities.
- To ensure the board's business is focussed on the key strategic priorities.
- To take the lead in representing the governing board at relevant external meetings with agencies such as Ofsted, the Department for Education and the local authority.
- To ensure the board has mechanisms in place to obtain and listen to the views of parents, pupils and staff.
- To ensure the governing board adopts a visits protocol which is linked to monitoring key strategic priorities:

The chair who should already have a good knowledge of the school will need to consider whether s/he needs to continue such formal monitoring visits or whether these are now best delegated to the team.

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## Appointing the Chair

In maintained schools and standalone academies this is a decision for the governing board. NGA members can see NGA's recommended process for this in the Guidance Centre - Electing a chair

In multi-academy trusts (MATs) the chair of the Board of Directors will be appointed by the other directors. The chair of any local governing committee/board will be appointed according to the rules that the MAT board has put in place. This may affect the role of the chair as the MAT may retain some of the functions described above at Board level.

## What skills/attributes should a chair have?

Candidates for chair should be able to demonstrate a good selection of the skills/attributes set out below:

- Commitment to the school
- Good understanding of the environment in which the school is operating and wider education policy
- Personal integrity
- Negotiation and diplomacy skills
- Good understanding of the legal responsibilities of the board as both individuals and a corporate entity
- Strong communication skills
- Good organisational skills

- Ability to think strategically
- Ability to prioritise
- Ability to chair meetings well
- Ability to have courageous conversations and make courageous decisions
- Ability to build and get the best out of a team
- Capacity to process information quickly and understand relevant data
- Ability to delegate

## What are the extra time commitments?

The expectation for charity trustees is that the time commitment should be between 10-20 days a year, with the chair of the board being at the upper end of the time commitment. There are many similarities between chairs of governing boards and charities (indeed academies are charitable companies) so you should aim to keep your commitment at or below the 20 day limit. If you are finding your commitment is significantly more than 20 days then it may be productive to sit down and work out what you are spending your time on, whether it is strictly necessary and/or whether it can/should be delegated to someone else.

Further advice and guidance about all of the above information can be found in the NGA's publication, *The Chair's Handbook* (4<sup>th</sup> ed.), available at a discounted rate to members.

The Chairs of Governors Leadership Development programme provides opportunities for chairs and aspiring chairs to develop their leadership skills. The programme developed by the National College is provided by a number of licensees around the country and the NGA in conjunction with the Eastern Leadership Centre is one of those licensees for the programme – see [www.leadinggovernance.org](http://www.leadinggovernance.org).

## NGA Governance Leadership 360 Diagnostic

How do you know if you are a good chair? Working with the Eastern Leadership Centre (ELC), NGA has launched a new 360 diagnostic designed especially for chairs of governing boards. The NGA 360 online tool consults chairs' colleagues to produce feedback containing an array of nuanced views and opinions which form a comprehensive description of the chair's performance. The report aims to offer comprehensive information regarding areas of strength, as well as areas where improvement may be required.

## Committees of the Board

Most boards carry out much of their business through committees.

Each committee must have a chair and a clerk

The chair and vice chair of each committee will be determined at the AGM in July

The Clerk to Governors will clerk all meetings. If absent a governor may take minutes. The Head cannot take minutes.

Associate governors may attend these meetings (non-voting)

Quorum – three governors

- the use of a committee structure is designed to stream line the working of the governing board and improve efficiency
- committees should maximise individual strengths
- terms of reference need to be clear, particularly with regard to expenditure
- minutes should be distributed to all governors for ratification/clarification at the next meeting of the committee

## Head Teacher with regard to the governing board

- to facilitate links between governors, staff and pupils
- promote the role of the governing board
- to keep governors well informed through reports, presentations, and documents such as the school development plan, SEF. Thus enabling governors to fulfil their three key roles: strategic direction and planning, support, monitor and evaluate the effectiveness of the school; hold the school to account for the quality of the education provided.
- work with governors to achieve the school vision
- support the induction and development of new governors
- work with governors to have a clear policy for governor visits to school
- in conjunction with the COG plan:
  - a programme of monitoring and evaluation
  - a schedule of meetings
  - agendas for meetings
  - take urgent action as required.

## CONSTITUTION OF THE GOVERNING BOARD

Our constitution is guided by the following legislation

### 007 No. 957

### STATUTORY INSTRUMENTS

### 2007 No. 957

### EDUCATION, ENGLAND

### The School Governance (Constitution) (England) Regulations 2007

*Made ---- 22 March 2007*

*Laid before Parliament 4<sup>th</sup> April 2007*

*Coming into force – 25<sup>th</sup> May 2007*

*Available from HMSO*

The current composition of the governing board as of September 2017 is as follows

### KINGSMEAD SCHOOL & NEWTONS WALK CONSTITUTION OF GOVERNING BOARD

CATEGORY	TERM OF OFFICE	MEMBER	KM APPOINTED	KM UNTIL	NW APPOINTED	NW UNTIL
Headteacher		Sue Bradley	June 2007		June 2007	
1LA	4 years	Vacancy				
1 Staff Governor	3 years	Will Broderick <b>KM</b>  Jemma Tague <b>NW</b>	September 2017	August 2020	August 2010	July 2020
8 Co-opted <b>KM</b> 8 Community <b>NW</b>	4 years	Kat Pilling Carl Edwards Sandra Fletcher Earl Davidson Dr Debs Robinson Jade Murden Vacancy Vacancy	Oct 2013 July 2010 June 2011 Oct 2011 June 2016 June 2016	Sept 2021 June 2018 May 2019 Sept 2019 May 2020 May 2020	April 2016 April 2016 April 2016 April 2016 June 2016 June 2016	March 2020 March 2020 March 2020 March 2020 May 2020 May 2020
2 Parent	4 years	Vacancy Vacancy				
Associate Members	1 year	Mike Pride <b>KM</b>  Lia Copestake <b>NW</b>	Jan 2016  April 2016	Re appoint annually	April 2016  Oct 2015	Re appoint annually
Co-opted to Committees	1 year	Helen Buckley – Business Manager (Resources)	Oct 2013	Re appoint annually	April 2016	Re appoint annually

## Full Governing Board - Terms of Reference- Remits of FGB

(The terms of reference for each committee are decided and published in July of each year, together with a schedule of all meetings)

<b>Administration and Governance</b>
1. Changes to the Instrument of Government, including terms of office
2. To decide the arrangements for FGB meetings and additional meetings (legal minimum of 3 per year)
3. To regulate the procedures of meetings, for example code of conduct
4. To publish proposals for alteration, change of category or closure of the school
5. To ensure that the school meets for 380 sessions in a school year
6. Setting the Individual School Range (ISR)
7. Decision to federate , academies or form joint committees with other schools
8. To consider whether or not to exercise delegation of functions to individuals or committees
9. To appoint a clerk to the Discipline Committee (who is not a governor or head teacher)
10. To publish proposals to alter, discontinue or change category of school
<b>Membership</b>
1. To appoint, suspend or remove governors
2. To appoint, dismiss and fix the salary of the clerk to governors
3. To appoint associate members ( non-voting )
4. To elect or remove the chair
5. To elect or remove the vice-chair
6. To appoint link or designated governors, for example performance management , safeguarding and complaints
7. Establishment and membership of committees and their remits, including selection panels for head teacher and deputy head teacher recruitment
<b>Staffing</b>
1. To recruit and ratify the appointment of a new head teacher
2. To recruit and ratify the appointment of a new deputy head teacher and staff on the Leadership spine
3. To determine the arrangements for the appointment of all other staff
4. To recruit and ratify the appointment all other staff
5. To determine dismissal payments/early retirement
6. To suspend and dismiss the head teacher
7. To end the suspension of the head teacher
8. To suspend and dismiss other staff
9. To end the suspension of other staff
<b>Finance</b>
1. To approve the Annual Budget Plan and Best Value Statement
2. To establish the financial limits of delegated authority to enter into commitments and to authorise payments
3. To approve a written description of financial systems and procedures in line with LAs scheme for financing schools
4. To establish the governors' register of pecuniary and business interest and oversee its maintenance
5. To ensure the school is working to the SFVS standards
6. .To establish and monitor a governors expenses scheme
<b>Standards</b>
1. To participate in the school self-review process including the review of the governing board effectiveness and 360 review of the COG
2. To approve the School Improvement Plan
3. To comply with the requirements of the Ofsted Inspection Framework
4. To consider in full any inspection report made by Ofsted , DfE or the LA and ensure they are incorporated in the SIP
5. To receive school improvement information from the school, LA , consultants and Ofsted
6. To be involved and sign off on the schools self-review statement
7. To ratify targets for pupil progress

**Standards: Terms of Reference** The Committee will:

- Meet at least once each term. Meetings are not open to the public
- Minutes should be made available .Information relating to a named person or any other matter that the committee considers confidential does not have to be made available for inspection
- Operate with a quorum of at least 3 governors
- The Chair of Committee with the COG and Head will ensure that for each meeting an agenda is prepared and minutes are produced and circulated
- The Chair will report key issues which need to be brought to the attention of the FGB to the next meeting of this group
- Act on all matters delegated by the FGB
- Liaise and consult with other committees where necessary
- Consider safeguarding and equalities implications when undertaking all committee functions

<b>Remit : Curriculum/Provision</b>
1 To review monitor and evaluate the curriculum offer. Including : <ul style="list-style-type: none"><li>• Ensuring the curriculum meets statutory requirements ( inc Sex Ed and RE )</li><li>• Ensuring that all pupils have equal opportunities</li><li>• Any disapplication's</li><li>• A curriculum policy Including the statutory curriculum statement placed on the school website</li><li>• Advising the Resources Committee on the relative funding priorities necessary to deliver the curriculum</li></ul>
2 To ensure that the requirements of pupils with SEND are met. Receive termly reports from the SENCO/person with responsibility for SEN and SEN governor
3 To work with the head to decide on how pupil premium and pupil premium plus is spent and to monitor its impact
<b>Standards</b>
1. To monitor and evaluate rates of progress and standards. Including : <ul style="list-style-type: none"><li>• achievement of all pupils and vulnerable groups Inc. pupil premium</li><li>• ensure all learning needs have been identified and addressed and to evaluate their progress and achievement</li><li>• the impact of quality of teaching on rates of progress and standards of achievement</li><li>• Identifying and celebrating pupil achievement</li></ul>
2. To monitor: <ul style="list-style-type: none"><li>• Pupil attendance</li><li>• Staff attendance</li><li>• Admissions</li><li>• And regularly review the assessment policy and ensure it is working effectively</li></ul>
<b>Monitoring</b>
1. To set priorities for improvement and monitor and evaluate the impact of: <ul style="list-style-type: none"><li>• The School Improvement Plan which relates to the committees area of operation</li><li>• KPIs to track progress toward the school vision</li></ul>
2. To recommend for approval by FGB the School annual targets for improvement
3. To develop and review policies identified in the policy review schedule in accordance with its delegated powers
4. To monitor the publicity , public presentation and relationships with the wider community
<b>Leadership and Management</b>
1. To monitor and evaluate the effectiveness of leadership and management via the appraisal process
2. To establish and oversee the school appraisal policy, including arrangements and operation of the school appraisal procedures for the headteacher
3. To agree and monitor a training strategy for teachers, support staff and governors including : <ul style="list-style-type: none"><li>• Monitoring the impact of CPD on improving staff performance</li><li>• Receiving the annual report on CPD</li><li>• Ensuring a CPD budget is established</li></ul>
4. To ensure all statutory requirements for reporting and publishing information are met and the website content is fully compliant and presented in an accessible way

## **Resources - Terms of Reference**

The Committee will:

- Meet at least once each term. Meetings are not open to the public
- Operate with a quorum of at least 3 governors
- Act on all matters delegated by the FGB
- The Chair of Committee with the COG and Head will ensure that for each meeting an agenda is prepared and minutes are produced and circulated
- The Chair will report key issues which need to be brought to the attention of the FGB to the next meeting of this group
- Take responsibility for the monitoring of policies as allocated in the policy schedule
- Minutes should be made available .Information relating to a named person or any other matter that the committee considers confidential does not have to be made available for inspection
- Liaise and consult with other committees where necessary
- Consider safeguarding and equalities implications when undertaking all committee functions

<b>Remit : Financial Policy and Planning</b>
1. To review adopt and monitor financial policy which includes schemes of delegation, budgetary adjustments, contract , quote and tendering arrangements
2. To review , adopt and monitor all additional financial policies including charging and remissions
3. To establish and maintain a ( three year ) financial plan taking into account priorities of the school development plan, roll projection, signals from central government / LA regarding the budget
4. Draft and propose to the FGB for adoption an annual budget
5. To make decisions in respect of the SLA
6. To determine Insurance arrangements
7. Monitor the assets register
<b>Pay and Staffing</b>
1. Ensure the school is staffed sufficiently for the fulfilment of the school's development plan and the effective and safe operation of the school
2. To ensure that staff selection procedures , including recruitment procedures follow current equalities legislation, conform to safer recruitment practices and review these processes as necessary
3. To establish and implement a pay policy for all staff including : <ul style="list-style-type: none"> <li>• Appoint a pay committee</li> <li>• Determine temporary pay enhancements</li> <li>• Consultations with staff to oversee the process leading to staff reductions</li> </ul>
4. To be responsible for the administration of the pay policy including : <ul style="list-style-type: none"> <li>• annual salary reviews.</li> <li>• ensure that sufficient money is put to one side for possible pay progressions as set out in the Pay Policy and as recommended by the Head</li> <li>• hearing appeals made by staff in relation to pay progression</li> </ul>
5. To annually review and monitor approved procedures for staff discipline and grievances and ensure staff are kept informed of these. Hear appeals in relations to this
6. To establish the annual and longer term salary budgets and other costs relating to personnel , e.g. training .This to be done in consultation with Standards Committee
<b>Financial Monitoring</b>
1. To monitor income and expenditure throughout the year of the delegated and devolved funds against the budget plan
2. Ensuring all expenditure achieves value for money in all that we do. Where possible comparing expenditure with the comparison data on the DfE site
3. To receive at least termly budget monitoring reports. Reporting back to FGB to alert them of potential problems or significant anomalies at an early date and ensuring that committees have the information they need to perform their duties
4. Approve any budgetary adjustments in response to evolving requirements
5. To approve the writing off of irrecoverable debts , and the disposal of surplus and damaged equipment

6. Review, complete and submit the SFVS. Undertake any remedial action identified as part of the SFVS or LA audit
7. To set priorities for improvement and monitor and evaluate the impact of: <ul style="list-style-type: none"> <li>• the School Improvement Plan which relates to the committees area of operation</li> <li>• KPIs to track progress toward the school vision</li> </ul>
8. To develop and review policies and procedures identified in the policy review schedule in accordance with its delegated powers. Including H and S and Accessibility , staff discipline , grievances
<b>Premises</b>
1. To provide support and guidance for the governing board and the headteacher on all matters relating to the maintenance and development of the premises and grounds, including health and safety. Informing FGB of the proposed order of priorities for maintenance and development for the approval by FGB
2. To ensure that an annual inspection of the premises and grounds takes place and a report is received identifying issues
3. To arrange professional surveys and emergency work as necessary
4. To create where necessary a project committee to oversee major developments
5. To establish and keep under review an Accessibility Plan, Building Development Plan.
6. To review adopt and monitor a Health and Safety Policy
7. To monitor income from sales of assets
<b>Students</b>
1.To monitor student behaviour and exclusions
2. To oversee arrangements for educational visits including the appointment of a named coordinator

## **Disqualification letter 1**

I am sorry to have to write to you about this issue but our governing board minutes record that you have not attended a governing board meeting for six months. The minutes also record that we have not received apologies for non-attendance

Or

The governors have not accepted apologies for non- attendance

I am writing to ask you whether you wish to continue as a school governor?

The governors do appreciate that it can be time consuming and demanding for people who volunteer to become school governors .You may have particular problems at the moment which prevent you attending, but that you hope will be resolved so that you can take up your role again. Please contact me by email to let me know your intention in the next seven days after receiving this letter say by ...

If you do not wish to continue the governors would need to consider disqualifying you. This disqualification would comply with the six-month rule in A guide to the Law for School Governors.

“A governor who, without consent of the governing board , has failed to attend the meeting s thereof for a continuous period of six months beginning from the date of the first such meeting he failed to attend, is, on the expiry of that period disqualified from continuing to hold office as a governor of that school”

We hope you will want to continue as a governor and appreciate your commitment to the school in the past

Yours sincerely

Chair of Governors

## **Disqualification letter 2**

I am sorry to have to contact you again, but our governing board record that you have not attended a governing board meeting for six months. The minutes also record that we have not received apologies for non-attendance

Or

The governors have not accepted apologies for non- attendance

This letter is to inform you that the governing board are therefore removing you from the governing board of The Kingsmead / Newton's Walk School for non – attendance. This disqualification complies with the six-month rule in A guide to the Law for School Governors.

“a governor who, without consent of the governing board , has failed to attend the meeting s thereof for a continuous period of six months beginning from the date of the first such meeting he failed to attend , is, on the expiry of that period disqualified from continuing to hold office as a governor of that school”

We are sorry you have been unable to contribute as a governor as we are keen to retain governors; however we are forced to take action to recruit another governor in your place.

On behalf of the governors I would like to thank you for the service you have provided to the school, which we appreciate, is time consuming and demanding for people who volunteer to become school governors. We hope you enjoyed you time as a governor

Yours sincerely

Chair of Governors