

KINGSMEAD AND NEWTON'S WALK SCHOOL – GOVERNING BOARD 2021-2022

To be reviewed annually

- CODE OF CONDUCT
- STANDING ORDERS
- GOVERNORS' ALLOWANCE POLICY
- ROLES AND RESPONSIBILITY
- CONSTITUTION
- TERMS OF REFERENCE
- LETTER OF DISQUALIFICATION (attendance)

NGA model code of conduct

Once this code has been adopted by the governing board, all members agree to faithfully abide by it.

We agree to abide by the Seven Nolan Principles of Public Life:

Selflessness

We will act solely in terms of the public interest.

Integrity

We will avoid placing ourselves under any obligation to people or organisations that might try inappropriately to influence us in our work. We will not act or take decisions in order to gain financial or other material benefits for ourselves, our family, or our friends. We will declare and resolve any interests and relationships.

Objectivity

We will act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

Accountability

We are accountable to the public for our decisions and actions and will submit ourselves to the scrutiny necessary to ensure this.

Openness

We will act and take decisions in an open and transparent manner. Information will not be withheld from the public unless there are clear and lawful reasons for so doing.

Honesty

We will be truthful.

Leadership

We will exhibit these principles in our own behaviour. We will actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

We will focus on our core governance functions:

1. ensuring there is clarity of vision, ethos and strategic direction
2. holding executive leaders to account for the educational performance of the organisation and its pupils and the performance management of staff
3. overseeing the financial performance of the organisation and making sure its money is well spent
NGA recognises the following as the fourth core function of governance:
4. ensuring the voices of stakeholders are heard

As individual board members, we agree to:

Fulfil our role & responsibilities

1. We accept that our role is strategic and so will focus on our core functions rather than involve ourselves in day-to-day management.
2. **For those working within a multi academy trust:* We will fulfil our role and responsibilities as set out in our [scheme of delegation](#).
3. We will develop, share and live the ethos and values of our school/s.
4. We agree to adhere to school/trust policies and procedures as set out by the relevant governing documents and law.
5. We will work collectively for the benefit of the school/s.
6. We will be candid but constructive and respectful when holding senior leaders to account.

7. We will consider how our decisions may affect the school/s and local community.
8. We will stand by the decisions that we make as a collective.
9. Where decisions and actions conflict with the Seven Principles of Public Life or may place pupils at risk, we will speak up and bring this to the attention of the relevant authorities.
10. We will only speak or act on behalf of the board if we have the authority to do so.
11. We will fulfil our responsibilities as a good employer, acting fairly and without prejudice.
12. When making or responding to complaints we will follow the established procedures.
13. We will strive to uphold the school's / trust's reputation in our private communications (including on social media).
14. *We will not discriminate against anyone and will work to advance equality of opportunity for all.

Demonstrate our commitment to the role

1. We will involve ourselves actively in the work of the board, and accept our fair share of responsibilities, serving on committees or working groups where required.
2. We will make every effort to attend all meetings and where we cannot attend explain in advance why we are unable to.
3. We will arrive at meetings prepared, having read all papers in advance, ready to make a positive contribution and observe protocol.
4. We will get to know the school/s well and respond to opportunities to involve ourselves in school activities.
5. We will visit the school/s and when doing so will make arrangements with relevant staff in advance and observe school and board protocol.
6. When visiting the school in a personal capacity (for example, as a parent or carer), we will continue to honour the commitments made in this code.
7. We will participate in induction training and take responsibility for developing our individual and collective skills and knowledge on an ongoing basis.

Build and maintain relationships

1. We will develop effective working relationships with school leaders, staff, parents and other relevant stakeholders from our local community/communities.
2. We will express views openly, courteously and respectfully in all our communications with board members and staff both inside and outside of meetings.
3. *We will work to create an inclusive environment where each board member's contributions are valued equally.
4. We will support the chair in their role of leading the board and ensuring appropriate conduct.

Respect confidentiality

1. We will observe complete confidentiality both inside and outside of school when matters are deemed confidential or where they concern individual staff, pupils or families.
2. We will not reveal the details of any governing board vote.
3. We will ensure all confidential papers are held and disposed of appropriately.
4. We will maintain confidentiality even after we leave office.

Declare conflicts of interest and be transparent

1. We will declare any business, personal or other interest that we have in connection with the board's business, and these will be recorded in the [register of business interests](#).
2. We will also declare any conflict of loyalty at the start of any meeting should the need arise.
3. If a conflicted matter arises in a meeting, we will offer to leave the meeting for the duration of the discussion and any subsequent vote.
4. We accept that the Register of Business Interests will be published on the school/trust's website.
5. We will act in the best interests of the school/trust as a whole and not as a representative of any group.
6. We accept that in the interests of open governance, our full names, date of appointment, terms of office, roles on the governing board, attendance records, relevant business and pecuniary interests, category of governor/trustee and the body responsible for appointing us will be published on the school/trust website.
7. We accept that information relating to board members will be collected and recorded on the DfE's national database (Get information about schools), some of which will be publicly available.

**New statement added in 2021*

We understand that potential or perceived breaches of this code will be taken seriously and that a breach could lead to formal sanctions.

Adopted by: [Name of governing board] on [date]

Signed: [chair of board]

The [governing board] agree that this code of conduct will be reviewed annually, upon significant changes to the law and policy or as needed and it will be endorsed by the full governing board.

STANDING ORDERS FOR GOVERNING BOARDS

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

Ordinarily Governing Board meetings will be held at the Kingsmead School Bridge Street Site. During Covid meetings will be held via Teams

Meetings will start at 4.30p.m 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 or agree to carry it forward.

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 Clerk, 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 acceptance of the apology or otherwise.

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 accept 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 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 should 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, **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 the clerk will send the standard letter /email to the governor (Appendix A) 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 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. Trust Governor allows limited access to specified items such as confidential minutes. They will only be available for checking and reference purpose to relevant governors.

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.

All correspondence with other bodies should be via the Clerk.

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 as stipulated in Terms of Reference.

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 Executive Head will attend all governor meetings.

The Deputy Headteacher and the Head of Primary may attend meetings of the Governing Board as an observer, as part of their professional development. The School Business manager will attend Resources meetings and FGB to advise on finance matters. Other staff may attend to provide information to the board and remain for the specific agenda item. None of these staff have voting rights. 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 and Vice 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 Headteacher and Chair and governors have the 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 Headteacher 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 2021

NGA

Expenses may only be paid to governors or associate members where a scheme is in place.

Regulation 28 of the Roles, Procedures and Allowances Regulations 2013 allows governing bodies to set up a scheme for the payment of allowances (out of pocket expenses) to members of The governing body, and associate members.

Delegation

The governing body may delegate the setting up of such a scheme to a committee, any governor or the Headteacher. Regulation 18(1) of the Roles, Procedures and Allowances Regulations 2013

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

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.

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

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

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@ 45p for first 10,000 miles			
Subsistence when attending national meetings or training events			
Telephone Charges	-		
Postage	-		
Photocopying/Printing /Stationery @	Number of sheets		
Other (please specify)			
TOTAL EXPENSES CLAIMED			

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

NGA Model Governor Role Description (maintained school)

Governors' work together to carry out their core functions:

1. ensuring there is clarity of vision, ethos and strategic direction
2. holding executive leaders to account for the educational performance of the organisation and its pupils and the performance management of staff
3. overseeing the financial performance of the organisation and making sure its money is well spent
4. ensuring the voices of stakeholders are heard

Governors must also ensure that the governing body complies with all legal and statutory requirements. Governors should seek the advice of the clerk to the governing board and other professional advice as appropriate.

Governing body strategic responsibilities

Governing bodies work closely with Headteachers and senior leaders. Headteachers are responsible for day to day management whereas the role of the governing body is strategic. As such, governors are responsible for:

- determining the mission, values and long-term ambitious vision for the school
- deciding the principles that guide school policies and approving key policies
- working with senior leaders to develop a strategy for achieving the vision
- ensuring that parents, pupils, staff and the wider community are involved, consulted and informed as appropriate
- ensuring that all pupils have access to a broad and balanced curriculum such that pupils are well prepared for the next stage of their education and adult life
- setting the school's budget and ensuring it is managed effectively together with premises and other resources
- agreeing the school's staffing structure and keeping it under review to ensure it supports delivery of the strategy
- ensuring robust risk management procedures are in place and that risk control measures are appropriate and effective

Monitoring and evaluating school performance

Governors must monitor the priorities that have been set to ensure progress is being made by:

- measuring the school's impact and progress towards its strategic objectives
- ensuring the required policies and procedures are in place and the school is operating effectively in line with these policies
- evaluating relevant data and feedback provided by school leaders and external reporting on all aspects of school performance
- asking challenging questions of school leaders in order to hold them to account
- holding the Headteacher to account for standards, financial probity and compliance with agreed policies
- visiting the school to monitor implementation of the strategy and reporting back to the board (this could be in a link governor capacity)
- ensuring that there are policies and procedures in place to deal with complaints effectively

Panels and committees

When required, governors are expected to serve on panels or committees in order to:

- appoint the Headteacher and other senior leaders
- appraise the Headteacher and make pay recommendations
- hear staff grievances and disciplinary matters
- review decisions to exclude pupils
- deal with formal complaints

Contribution to the governing body

Governors should ensure that they are making a positive and meaningful contribution to the governing body by:

- attending meetings (a minimum of 3 full governing board meetings and a number of committee meetings each year), reading papers and preparing questions for senior leaders in advance
- establishing and maintaining professional relationships with senior leaders and colleagues on the board
- getting to know the school, including visiting the school occasionally during school hours
- undertaking induction training and developing knowledge and skills on an ongoing basis

Expenses

Governors should 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 dependency care, but not loss of earnings.

Purpose of role

To provide advice and guidance to the governing board on governance, constitutional and procedural matters. A professional clerk will contribute towards the efficient and effective functioning of a governing board and its committees by providing:

- administrative and organisational support
- guidance to ensure that the board works in compliance with the appropriate legal and regulatory framework and understands the potential consequences for non-compliance
- advice on procedural matters relating to the operation of the board

Advice and guidance

The clerk provides independent and expert advice to the governing board on its duties and functions, contributing to the efficient conduct of the board by:

- advising the board on its core functions and Department for Education (DfE) governance advice, including the Governance Handbook and Competency Framework for Governance
- advising the governing board on relevant legislation and procedural matters where necessary before, during and after meetings
- knowing where to access appropriate legal advice, support and guidance, and where necessary seeking advice and guidance from third parties on behalf of the governing board
- informing the governing board of any changes to its responsibilities as a result of a change in school status or changes in the relevant legislation
- advising the board on the regulatory framework for governance (relevant acts and regulations, instruments of government)
- offering advice on governance best practice, including on committee structures and self-evaluation
- ensuring that statutory policies are in place, and highlight when staff need to review them

- advising on the annual calendar of governing board meetings and tasks
- facilitating new governor induction and ensuring they have access to appropriate documents, including any agreed code of conduct
- contributing to the induction of governors taking on new roles, in particular, chair of the board or chair of a committee
- anticipating issues which may arise, and drawing these matters to the chair's attention, proposing recommendations

NGA Model Clerk role description

Organisation and administration of meetings

The clerk prepares for and administrates meetings, allowing the board to make effective use of their time and focus on strategic matters. The clerk supports the smooth and effective running of meetings by:

- working with the chair and Headteacher to prepare a focused agenda for governing board meetings and committee meetings
- liaising with those preparing papers to make sure they are available on time, and distribute the agenda and papers as required by legislation
- ensuring meetings are quorate, inclusive and well structured
- recording the attendance of governors at meetings (including any apologies, minuting whether they have been accepted or not), and take appropriate action in relation to absences
- drafting minutes of meetings, indicating who is responsible for any agreed actions with timescales, and circulate as agreed with the governing board
- circulating the reviewed minutes to all governors/members of the committee, the Headteacher and other relevant bodies within the timescale agreed with the governing board
- following-up on any agreed action points with those responsible and informing the chair of progress

Governing board membership

Effective boards need members with the right skills, experience, qualities and capacity. In order to support the board's proper constitution, it is the responsibility of the clerk to:

- advise governors and appointing bodies in advance of the expiry of a governor's term of office and the impact of this on the board's capacity, diversity and skills mix
- establish, in discussion with the board, open and transparent vacancy filling processes and efficient procedures for election and appointment
- give procedural advice concerning conduct of governor elections and assist with election procedures
- collate, maintain and ensure correct publication of information about governors such as any pecuniary interests
- ensure Disclosure and Barring Service (DBS) and other relevant checks are carried out on any members of the board where it is appropriate to do so
- maintain a record of training undertaken by members of the governing board
- maintain governor meeting attendance records and advise the chair of potential disqualification through lack of attendance
- advise the governing board on succession planning for all governing board roles

Managing information

The clerk supports the board in maintaining records of policies and procedural documents and ensures these are accessible. This requires the clerk to:

- maintain up to date records of the names, addresses and category of governing board members and their term of office, and inform the governing board and any relevant authorities of any changes to its membership
- maintain copies of current terms of reference and membership of any committees, working parties and any governors with specific oversight of an area e.g. SEND
- maintain a record of signed minutes of meetings in school, and ensure copies are sent to relevant bodies on request and are published as agreed at meetings
- maintain records of governing board correspondence
- ensure copies of statutory policies and other school documents approved by the governing board are kept in the school and published as agreed, for example, on the website

Relationships and development

Good relationships between the clerk and members of the board are essential for open communication. Clerks also have a role to play in supporting and advising the governing board on their self-review and development. The clerk should fulfil these responsibilities, whilst maintaining independence, by:

- developing and maintaining professional working relationships with the chair, the board and school leaders
- contributing to the coordination of learning and development opportunities for those involved in governance, including induction and continuing professional development

The clerking competency framework supports individuals in assessing their own practice, skills and knowledge and identifying their development needs. Continuing professional development in the role of clerk should include:

- undertaking appropriate and regular training to maintain knowledge and improve practice
- keeping up to date with current educational developments and legislation affecting school governance
- participating in regular performance management, led by the chair

NGA Model Chair's Role Description

The chair of the governing board is a leadership role that provides clear direction to the governing board who work as a team to challenge, support and contribute to the strategic leadership of the school.

Governing boards in all types of schools should focus on their core functions:

5. ensuring there is clarity of vision, ethos and strategic direction
6. holding executive leaders to account for the educational performance of the organisation and its pupils and the performance management of staff
7. overseeing the financial performance of the organisation and making sure its money is well spent
8. ensuring the voices of stakeholders are heard

Strategic and leadership responsibilities

The chair provides strategic leadership that allows governors/trustees to fulfil their functions by:

- ensuring that there are transparent and effective processes for recruiting and inducting a new Headteacher/chief executive

- ensuring appropriate governor/trustee involvement in the recruitment of senior leaders
- ensuring the board has good knowledge of the school(s) and has mechanisms in place to obtain and listen to the views of parents, pupils and staff
- ensuring that the governing board sets a clear vision and strategy for the school(s)
- ensuring that the governing board and Headteacher have a shared vision and sense of purpose
- leading the board in monitoring the Headteacher/chief executive's implementation of the strategy
- setting the culture of the governing board, balancing and valuing both the support and challenge responsibilities
- ensuring the board acts as a team
- ensuring that there is a succession plan for the chair, vice chair and any committee chairs

Wider leadership responsibilities

The chair has wider leadership responsibilities associated with the role and status of lead governor/trustee on the board, such as:

- being a first point of contact and playing a leading role in employment matters as required by the adopted procedures of the school/trust e.g. grievance, disciplinary, capability
- where required, acting as a first point of contact and respondent in matters raised with the school or trust by external bodies e.g. LA, DfE, ESFA
- where required, representing the governing board in its dealings with external partners and be an advocate for the school/trust
- attend school events as appropriate and encourage other governors to do so

Developing the team

Governing boards needs a range of skills and knowledge to carry out their functions effectively. It is the responsibility of the board's chair to:

- ensure the board has the required skills and commitment to govern well, and that appointments made fill any identified skills gaps and ensure a diverse team
- ensure all members of the board have a thorough understanding of their role and receive appropriate induction and ongoing development as required
- ensure that board members are involved, feel valued and encourage their development
- ensure members of the board act reasonably and in line with the board's agreed code of conduct
- develop a good working relationship with the vice chair, keeping them fully informed and delegating tasks as appropriate

Working with school leaders

Chairs and school leaders (Headteachers in schools and the chief executive of a trust) must develop effective working practices which are mutually supportive. It is the responsibility of chair to:

- ensure that the governing board fulfils its duty of care to the Headteacher/chief executive, including ensuring a safe and secure working environment, a reasonable work-life balance, and support for their wellbeing
- ensure all board members concentrate on their strategic role and hold the Headteacher/chief executive to account
- build and encourage a professional relationship with the Headteacher/chief executive which allows for honest conversations, acting as a sounding board and ensuring there are no surprises at meetings
- meet regularly (normally monthly) with the Headteacher/chief executive
- oversee and participate in the Headteacher/chief executive's performance review, ensuring that appropriate continuing professional development (CPD) is provided

- ensure that the Headteacher/chief executive provides staff with an understanding of the role of the governing board and acts as link between the two

Influencing improvement and achieving outcomes

The board's activities should be focused on school / trust improvement and achieving the best outcomes for pupils. The chair of the board is expected to:

- ensure the board is involved at a strategic level in the school's self-evaluation process and that this feeds into its key priorities
- ensure the board's business is focused on the strategic priorities
- collaborate with school leaders to ensure the board has the information it needs to monitor the implementation of policies; pupil attainment and progress and the financial health and sustainability of the school or trust
- evaluate and question information in order to identify appropriate actions, modelling this approach for other board members
- take the lead in representing the governing board at relevant external meetings with agencies such as Ofsted, the DfE and the local authority

Leading governing board business

Chairs are responsible for the smooth and effective running of board meetings and so are required to:

- ensure that the governing board appoints a professional clerk capable of advising the board on its functions and relevant procedure
- ensure that a development and appraisal process is in place for the clerk that includes a conversation about the pay and remuneration they receive
- work with the clerk and the Headteacher/chief executive to plan for board meetings, ensuring that agendas focus on the board's key responsibilities and strategic priorities and reduce unnecessary paperwork
- chair meetings effectively and promote an open culture on the governing board that allows ideas and discussion to thrive while ensuring clear decisions are reached as quickly as possible
- collaborate with the clerk to establish effective working procedures and sound committee structures
- ensure that decisions taken at the meetings of the governing board are implemented
- ensure that complaints made to the governing board are dealt with in a timely and effective manner through the adopted complaints procedure

Expenses

Governors and trustees should receive out of pocket expenses incurred as a result of fulfilling their role and NGA recommends that boards have such an expenses policy. Payments can cover incidental expenses, such as travel and dependency care, but not loss of earnings.

CONSTITUTION OF THE GOVERNING BOARD (Special School) and MANAGEMENT COMMITTEE (PRUs)

Our constitution is guided by the Constitution Regulations 2012.

The current composition of the governing board as of September 2021 is as follows

KINGSMEAD SCHOOL & NEWTONS WALK CONSTITUTION OF GOVERNING BOARD

CATEGORY	TERM OF OFFICE	MEMBER	KM APPOINTED	KM UNTIL	NW APPOINTED	NW UNTIL
Executive Headteacher		Mike Pride	September 2018		September 2018	
1 LA	4 years	Debs Robinson	Oct 2020	Sept 2024	Oct 2020	Sept 2024
1 Staff Governor	4 years	Will Broderick KM	Sept 2017	August 2024		
		Jemma Tague NW			Aug 2010	Aug 2024
7 KM Co-opted NW - Community	4 years	Kat Pilling Sandra Fletcher Jade Murden John Boyle Cecilia Emery Kieran Dwyer Vacancy	Oct 2013 June 2011 June 2016 Sept 2019 Dec 2019 April 2021	Sept 2025 May 2023 May 2024 Aug 2023 Nov 2023 March 2025	April 2016 April 2016 June 2016 Sept 2019 Dec 2019 April 2021	March 2024 March 2024 May 2024 Aug 2023 Nov 2023 March 2025
KM 2 Parent NW 2 Parent	4 years	Vacancy Vacancy				
Associate Members	1 year	Emmet Bunting KM	Sept 2018	Re appoint annually	Sept 2018	Re appoint annually
		Lia Copestake NW	April 2016		Oct 2015	
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 (TOR) - Remits of FGB

There is no legal requirement for the FGB to have TOR. Committees must have TOR.

However to give some guidance we consider the following useful

Administration and Governance
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, academise 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 Headteacher)
10. To publish proposals to alter, discontinue or change category of school
Membership
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
7. Establishment and membership of committees and their remits, including selection panels for Headteacher and deputy Headteacher recruitment
Staffing
1. To recruit and ratify the appointment of a new Headteacher
2. To recruit and ratify the appointment of a new deputy Headteacher 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 Headteacher
7. To end the suspension of the Headteacher
8. To suspend and dismiss other staff
9. To end the suspension of other staff
Finance
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
Standards
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

NGA Model General Guidance – Terms of reference 2021

Most governing bodies carry out much of their business through committees. The governing body decides the constitution, membership and terms of reference of all committees, and must review these annually. Common committees include premises, staffing, finance (often combined in one resources committee as per our template below) and curriculum (sometimes called progress and attainment or standards committee).

It is a good idea for new governors to attend a meeting of each committee so that they can get a good overall picture of how the governing body works.

Each committee must have a chair and a clerk – the governing body will decide whether to appoint the chair or whether the committee should do this. The Headteacher cannot be the clerk to a committee but a governor can. However, NGA strongly recommends that it is better practice to have an independent, professional clerk.

The membership of a committee may include associate members, provided that a majority of members of the committee are governors. Even if they are not a member, the Headteacher is entitled to attend all committee meetings.

Quorum

For committee meetings, the quorum is a minimum of three governors who are members of the committee. The governing body can however specify its own higher limit. If a governing body does specify a higher limit, it is important to not set this too high - this may result in an increased likelihood of meetings not being able to take place where quorum is not met.

Meetings

Governing bodies are free to determine how often their committees meet – this may be left to the discretion of the individual committees and may depend on the circumstances of the school at any given time. Committee meetings will not be open to the public but minutes shall be made available – attendees can be invited to attend a committee meeting where appropriate.

Information relating to a named person or any other matter that the committee considers confidential does not have to be made available for inspection. In the absence of the chair, the committee shall choose an acting chair for that meeting from among their number. In the absence of the clerk the committee shall choose a clerk for that meeting from among their number (someone who is not the Headteacher).

The draft minutes of each meeting will be circulated with the agenda for the next ordinary meeting of the full governing body and will be presented at that meeting by the chair (or in his/her absence another member of the committee). Any decisions taken must be determined by a majority of votes of committee members present and voting – but no vote can be taken unless a majority of those present are governors.

Terms of reference for the Resources committee

General Terms

- To act on matters delegated by the full governing body.
- To liaise and consult with other committees where necessary.
- To contribute to the School/Academy Improvement Plan.
- To consider safeguarding and equalities implications when undertaking all committee functions.

Quorum

- Committees are free to determine their own quorum, but as a minimum this must be not less than three governor members of the committee.

Meetings

- The Governing body is free to determine how often the committee meets and may delegate this to the committee
- The Committee meetings will not be open to the public but minutes shall 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.
- In the absence of the chair, the committee shall choose an acting chair for that meeting from among their number.
- In the absence of the clerk the committee shall choose a clerk for that meeting from among their number (someone who is not the Headteacher/principal).
- The draft minutes of each meeting will be circulated with the agenda for the next ordinary meeting of the full governing body and will be presented at that meeting by the chair (or in his/her absence another member of the committee).
- Any decisions taken must be determined by a majority of votes of committee members present and voting – but no vote can be taken unless a majority of those present are governors.

Financial policy and planning

- To review, adopt and monitor a Finance Policy which includes the local scheme of delegation for spending and budgetary adjustments (virements) for the committee, Headteacher and other nominated staff.
- To review, adopt and monitor all additional financial policies, including a charging and remissions policy.
- To establish and maintain a three year financial plan, taking into the account priorities of the School/Academy Improvement Plan, roll projection and signals from central government and (if applicable) the LA regarding future years' budgets, within the constraints of available information.
- To draft and propose to the governing body for adoption an annual school budget taking into account the priorities of the School/Academy Improvement Plan.
- To make decisions in respect of service level agreements.
- To ensure that sufficient funds are set aside for pay increments as set out in the Pay Policy and as recommended by the Headteacher.

Financial monitoring

- To monitor the income and expenditure throughout the year of all delegated and devolved funds against the annual budget plan.
- To receive at least termly budget monitoring reports from the Headteacher.
- To report back to each meeting of the full governing body and to alert them of potential problems or significant anomalies at an early date.
- To meet with other committees and provide them with the information they need to perform their duties.

- Subject to the local scheme of delegation, to approve any budgetary adjustments that will from time to time be necessary in response to the evolving requirements of the school.
- Local authority maintained schools:
 - To review, complete and submit the School Financial Value Standard (SFVS).
 - To undertake any remedial action identified as part of the SFVS.
 - To receive and act upon any issues identified by a local authority audit.
- Academies:
 - To prepare the Trustees Report to form part of the Statutory Accounts of the governing body and for filing in accordance with Companies Act requirements.
 - To receive auditors' reports and to recommend the governing body action as appropriate in response to audit findings.
 - To recommend to the full governing body the appointment or reappointment of the auditors

Premises

- To provide support and guidance for the governing body and the Headteacher on all matters relating to the maintenance and development of the premises and grounds, including Health and Safety.
- To ensure that an annual inspection of the premises and grounds takes place and a report is received identifying any issues.
- To inform the governing body of the report and set out a proposed order of priorities for maintenance and development, for the approval of the governing body.
- To arrange professional surveys and emergency work as necessary.
 - *The Headteacher is authorised to commit expenditure without the prior approval of the committee in any emergency where delay would result in further damage or present a risk to the health and safety of pupils or staff. In this event the Headteacher would normally be expected to consult the committee chair at the earliest opportunity.*
- To create a project committee where necessary to oversee any major developments.
- To establish and keep under review an Accessibility Plan and a Building Development Plan
- To review, adopt and monitor a Health and Safety policy.
- To ensure that the governing body's responsibilities regarding litter, refuse and dog excrement are discharged according to Section 89 of the Environmental Protection Act 1990, so far as is practicable.

Staffing

- To ensure that the school is staffed sufficiently for the fulfilment of the school's development plan and the effective operation of the school.
- To establish and oversee the operation of the school's Appraisal Policy - including the arrangements and operation of the school's appraisal procedures for the Headteacher.
- To establish a Pay Policy for all categories of staff.
- To be responsible for the administration and review of the Pay Policy.
- To ensure that staffing procedures (including recruitment procedures) follow equalities legislation.
- To annually review procedures for dealing with staff discipline and grievances and make recommendations to the governing body for approval.
- To monitor approved procedures for staff discipline and grievance and ensure that staff are kept informed of these.
- To recommend to the governing body staff selection procedures, ensuring that they conform with safer recruitment practice, and to review these procedures as necessary.
- In consultation with staff, to oversee any process leading to staff reductions.
- To establish the annual and longer-term salary budgets and other costs relating to personnel, e.g. training.

Terms of reference for the Curriculum committee

General Terms

- To act on matters delegated by the full governing body.
- To liaise and consult with other committees where necessary.
- To contribute to the School/Academy Improvement Plan.
- To consider safeguarding and equalities implications when undertaking all committee functions.

Quorum

- Committees are free to determine their own quorum, but as a minimum this must be not less than three governor members of the committee.

Meetings

- Governing bodies are free to determine how often their committees meet – this may be left to the discretion of the individual committees and may depend on the circumstances of the school at any given time. Committee meetings will not be open to the public but minutes shall 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.
- In the absence of the chair, the committee shall choose an acting chair for that meeting from among their number.
- In the absence of the clerk the committee shall choose a clerk for that meeting from among their number (someone who is not the Headteacher/principal).
- The draft minutes of each meeting will be circulated with the agenda for the next ordinary meeting of the full governing body and will be presented at that meeting by the chair (or in his/her absence another member of the committee).
- Any decisions taken must be determined by a majority of votes of committee members present and voting – but no vote can be taken unless a majority of those present are governors.

Curriculum planning and delivery

- To review, monitor and evaluate the curriculum offer.
- To recommend for approval to the full governing body the:
 - Self-evaluation form
 - School/Academy Improvement Plan
 - Targets for school/academy improvement to the governing body
- To develop and review policies identified within the school's policy review programme and in accordance with its delegated powers (e.g. sex education and pupil behaviour/discipline).
- To ensure that the requirements of children with special needs are met, as laid out in the Code of Practice, and receive termly reports from the Headteacher/SENCO and an annual report from the SEN governor(where appointed).

Assessment and improvement

- To monitor and evaluate the effectiveness of leadership and management

- To monitor and evaluate the impact of quality of teaching on rates of pupil progress and standards of achievement
- To monitor and evaluate rates of progress and standards of achievement by pupils, including any underachieving groups
- To monitor and evaluate the impact of continuing professional development on improving staff performance
- To set priorities for improvement, and monitor and evaluate the impact of improvement plans which relate to the committee's area of operation.
- To monitor and evaluate provision for all groups of vulnerable children (e.g. looked after children) and ensure all their needs have been identified and addressed, and to evaluate their progress and achievement.
- To regularly review and develop the Assessment Policy and to ensure that the policy is operating effectively.
- To consider recommendations from external reviews of the school (e.g. Ofsted or local school improvement advisers), agree actions as a result of reviews and evaluate regularly the implementation of the plan.
- To ensure that all children have equal opportunities.
- To advise the resources committee on the relative funding priorities necessary to deliver the curriculum.

Engagement

- To monitor the school's publicity, public presentation and relationships with the wider community.
- To identify and celebrate pupil achievements
- To oversee arrangements for educational visits, including the appointment of a named co-ordinator.
- To ensure all statutory requirements for reporting and publishing information are met and the school website content is fully compliant and presented in an accessible way

Appendix A

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 received no apologies for absence.

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?

Governors appreciate that being a school governor is both time consuming and demanding. You may have particular problems at the moment, which prevent you attending, but hope this will be short lived enabling you to 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 your non-attendance continues we will have 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 meetings 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 that you can resume your much appreciated support of the school.

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 received no apologies for absence.

or

that governors have not accepted apologies for non- attendance

This letter is to inform you that you will be removed 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 meetings 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. 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 .We hope you enjoyed you time as a governor

Yours sincerely

Chair of Governors