

The Governing Body of Saltburn Learning Campus

Terms of Reference – 16th October 2018

Please also refer to the Code of Conduct for Governors

The Governing Body

The governing body needs to take a strategic role, act as a critical friend to the Executive Headteacher and wider campus leadership team, and be accountable for its decisions. It should set aims and objectives and agree, monitor and review policies, targets and priorities. It is also responsible for setting and modelling the campus culture, values and ethos.

Membership: as per the Instrument of Government

Disqualification: as per Regulation 20 and Schedule 6 of the Constitution Regulations

Quorum: Half of governors currently in post (rounded up)

Roles & Responsibilities:

The three core responsibilities of the governing body are:

- 1. Ensuring the clarity of vision, ethos and strategic direction of the campus;*
- 2. Holding the Executive Headteacher to account for the educational performance of the campus and its pupils, and the performance management of its staff;*
- 3. Overseeing the financial performance of the campus and making sure it achieves value for money.*

Duties include but are not limited to:

- To agree constitutional matters, including procedures where the governing body has discretion
- To recruit new members as vacancies arise and to appoint new governors where appropriate
- To hold at least three governing body meetings a year
- To appoint or remove the Chair and Vice Chair
- To appoint or remove a Clerk to the governing body
- To delegate the appointment of the Chair of all committees to each committee
- To suspend a governor
- To decide which functions of the governing body will be delegated to committees, groups and individuals and how these will be delegated. This is to be reviewed annually.
- To receive reports from any individual or committee to whom a decision has been delegated and to consider whether any further action by the governing body is necessary
- To receive the budget plan for the financial year (approval is delegated to the Resources Committee)

- To oversee and determine arrangements for governor involvement in formulating and monitoring the campus development plan and school specific plans.
- Ensure an effective self-evaluation process is in place and regularly monitor self-evaluation outcomes.
- To consider governor training recommendations
- Oversee the arrangements for the induction of new governors
- Ensure compliance with all statutory documentation including ensuring all documents required under statutory regulation are published on the campus website.
- Governors will ensure a Register of Business Interests is kept up to date.
- To consider any items which the governing body may wish to include

The following resolution was agreed by the full governing body on 16 October 2018:

For determining all staffing matters and where the governing body has adopted policies and procedures recommended by the Kier human resources (HR) team (the governing body's current HR provider), the governing body will comply with the most recent versions of those documents.

Steering Group of Chairs

The purpose of the Steering Group of Chairs is to ensure current and relevant items are included on the full governing body meeting and committee meeting agendas, including any relevant action points to be discussed at full board and/or any committees. This is a non-decision making group, unless specific tasks are delegated to this group by the full governing body.

Membership: Executive Head Teacher, Chair of FGB, Vice-Chair of FGB and the chair of each of the committees.

- To meet to agree the work of the governing body for the termly meeting and its committees for that term and beyond.
- To agree, by early in the autumn term, the programme of work and calendar of meetings for the governing body and its committees for the school year, based on known cycles of school improvement, financial management, staffing issues and communicating with parents.
- To monitor the progress of work being undertaken by committees and individuals
- To review governance arrangements so they remain effective and practical and to make necessary recommendations to the full governing body.
- To make recommendations to the governing body to establish exceptional working arrangements where particular circumstances arise e.g. a joint committee to oversee a building project or a special committee to oversee an Ofsted inspection.
- To undertake tasks delegated to them by the governing body.

Resources Committee

Membership: Minimum 5, Maximum 7

Quorum: 3 (at least one non-staff governor must be in attendance)

Disqualification: None

Day to day management of the budget is delegated to the Executive Headteacher.

Finance:

- To review, adopt and monitor all financial policies, including a charging and remissions policy.
- To establish and maintain a three year financial plan, taking into account priorities of the Campus Development Plan and strategic vision, school development plans, roll projection and signals from central government and (if applicable) the local authority regarding future years' budgets, within the constraints of available information.
- To approve annual budgets for each school, taking into account the priorities of the school development plans and campus development plan.
- To make decisions in respect of service level agreements.
- To ensure and oversee proven financial management procedures are in place
- To monitor the income and expenditure throughout the year of all delegated and devolved funds against the annual budget plan.
- 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 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.
- To ensure compliance with the Scheme of Financial Delegation.
- To have and to review the campus risk register

Premises:

- To provide support and guidance for the governing body and the Executive 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 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 be informed of findings from professional audits and surveys.
- To oversee any major developments and set up a task group as and when necessary.
- 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 have and to review the campus risk register

Staffing:

- To ensure that the schools are staffed sufficiently for the fulfilment of the campus development plan and the effective operation of the campus.
 - To ensure staffing procedures (including recruitment procedures) follow current 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 is 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.
 - To monitor the programme of staff development and training and ensure that it is meeting the needs of the campus in terms of improvements in teaching and learning, leadership and management and pupil achievement.
 - To monitor wellbeing and welfare of staff
 - To have and to review the campus risk register
 - To review the Pay Policy annually
- To communicated with stakeholders

School Effectiveness Committee- Huntcliff School

Membership: Minimum 5, Maximum 7

Quorum: 3 (the majority present must be non-staff governors)

Disqualification: None

- To monitor and evaluate the effectiveness of leadership and management at Huntcliff School.
- To monitor and evaluate the impact of quality of teaching on rates of pupil progress and standards of achievement at Huntcliff School.
- To monitor and evaluate rates of progress and standards of achievement by pupils, including any underachieving groups. (pupil outcomes)
- To monitor and evaluate the personal development, behaviour and welfare, of pupils at Huntcliff School.
- To recommend for approval to the full governing body the school's self-evaluation form, school improvement plan and targets for school improvement.
- To monitor and evaluate the self-evaluation form and school improvement plan for Huntcliff School.
- To monitor and evaluate provision for specific groups of pupils and ensure all their needs have been identified and addressed, and to evaluate their progress and achievement.

- To commission and consider recommendations from external reviews of the school, agree actions as a result of the reviews and evaluate regularly the implementation of the plan.
- To aim to provide pupils with equal opportunities and equality of provision.
- To advise the resources committee on the relative funding priorities to deliver on effectiveness of the school.
- Oversee arrangements for educational visits, including the appointment of a named co-ordinator.
- To identify and celebrate pupil achievements
- To monitor the school's publicity, public presentation and relationships with stakeholders and the wider community.
- Consider pupil destinations/ career aspirations
- To communicate with stakeholders

School Effectiveness Committee- Saltburn Primary

Membership: Minimum 5, Maximum 7

Quorum: 3 (the majority present must be non-staff governors)

Disqualification: None

- To monitor and evaluate the effectiveness of leadership and management at Saltburn Primary School.
- To monitor and evaluate the impact of quality of teaching on rates of pupil progress and standards of achievement at Saltburn Primary School.
- To monitor and evaluate rates of progress and standards of achievement by pupils, including any underachieving groups. (pupil outcomes)
- To monitor and evaluate the personal development, behaviour and welfare, of pupils at Saltburn Primary School.
- To recommend for approval to the full governing body the school's self-evaluation form, school improvement plan and targets for school improvement.
- To monitor and evaluate the self-evaluation form and school improvement plan for Saltburn Primary School.
- To monitor and evaluate provision for specific groups of pupils and ensure all their needs have been identified and addressed, and to evaluate their progress and achievement.
- To commission and consider recommendations from external reviews of the school, agree actions as a result of the reviews and evaluate regularly the implementation of the plan.
- To aim to provide pupils with equal opportunities and equality of provision.
- To advise the resources committee on the relative funding priorities to deliver on effectiveness of the school.

- Oversee arrangements for educational visits, including the appointment of a named co-ordinator.
- To identify and celebrate pupil achievements
- To monitor the school's publicity, public presentation and relationships with stakeholders and the wider community.
- To monitor and evaluate the effectiveness of the early years provision: quality and standards.
- To communicate with stakeholders

Performance Management and Pay Review Committee

Membership: 3

Quorum: 3

Governors are obliged to ensure rigour in relation to teachers' pay. There should be a very close relationship between performance trends; staff performance objectives and appraisal outcomes; and teacher and executive headteacher pay increases.

Pay Review

To formulate and implement a whole campus policy in fulfilment of the campus' aims

- To review in accordance with the STPCD the campus' unit totals and group size for organisational and salary purposes once every three years
- To ensure that when new appointments or awards are made, costs remain within budget
- To ensure each member of staff has a clear job description (task delegated to Executive Headteacher)
- To arrange the annual pay review for the Executive Headteacher, Deputy Headteachers (Heads of School), Assistant Headteachers, and all other teaching staff
- To ensure that all staff are informed of the procedures for presenting individual cases to the Pay Review Committee and for submitting appeals to the Governors' Appeal Committee
- To identify the criteria for progress up the pay spine and for withholding progress, enhancement of pay related to extra responsibility, re-grading and discretionary payments
- To inform staff that discretionary payments will only be awarded at the time of the annual review of salaries, unless exceptional circumstances justify an award at another time
- To provide each member of staff with a written statement confirming his/her salary with effect from 1st September each year

- To report all decisions on pay to the governing body – decisions must be minuted and reported without comment to the governing body, as confidential items, in order to protect the appeal procedure.
- To ensure that procedures required by The (School Government) Regulations are complied with, especially with regard to agenda and minutes
- To ensure that detailed records are kept of all matters and minutes relating to pay
- To review the rate of payment for out of school hours learning activity work carried out by teachers on an annual basis
- To be accountable for decisions taken on matters of pay
- To receive an annual report from the Executive Headteacher on the operation of the appraisal process
- To make recommendations to the Resources Committee in respect of awards for the successful meeting of objectives set

Performance Management

- To arrange to meet with the External Adviser to discuss the Executive Headteacher's performance objectives
- To decide, with the support of the External Adviser, whether the objectives have been met and to set new targets annually
- To monitor through the year the performance of the Executive Headteacher against the objectives
- Additional items which the governing body may wish to include

Pupil Discipline Committee

Membership: 3 or 5

Disqualification: The Executive Headteacher, any Governor paid to work at the Campus and any Governor with prior knowledge of the pupil or the incident.

- To consider representations in relation to exclusions in accordance with statutory guidance.
- To ensure that the statutory guidance on exclusions is followed across the campus.
- To review the Campus Behaviour Policy, and make recommendations on changes to the full governing body or relevant committee.
- Any items which the full governing body may wish to include
- A Chair will be elected at the meeting

STAFF REDUNDANCY/DISMISSAL PROCEDURES

The Executive Headteacher to be responsible for the following:

- appointment of staff outside the leadership group, in consultation with either the Chair and/or in his/her absence the Vice-Chair of governors or the Chair of the Resources Committee
- to take appropriate action under disciplinary and capability procedures that will not lead to dismissal
- the determination of the need for staff reduction and, if necessary, set the criteria for nomination;
- liaising with and consulting the teachers' associations;
- considering the nomination of a member of staff for consideration by the Hearing Committee for dismissal in relation to over-established posts.

The above should be read alongside the provisions of the relevant policies. Where there are any inconsistencies between the above and a policy, the policy will take precedence.

Staff Hearing Committee

Membership:

Any three governors not paid to work at the campus selected by the Chair.

The Committee will be supported by a human resources representative

Quorum: 3

Remit

- To hear cases under disciplinary and capability procedures which may involve dismissal for all staff and all cases where the member of staff in question is the Executive Headteacher or another member of the Leadership Group and to determine an appropriate course of action.
- To hear cases under disciplinary or capability procedures for members of staff outside the Leadership Group in cases where the Executive Headteacher has prior involvement in the investigation and cannot, therefore, lead the hearing stage.
- To make decisions in relation to redundancy and early retirement where the member of staff in question is the Executive headteacher or a member of the Senior Leadership Team.
- To hear any grievance against the Executive Headteacher at Stage 2 of the grievance procedure (The Chair of Governors would deal with such a grievance at Stage 1 of the process)

Staff Appeals Committee

Membership:

Any three governors not paid to work at the campus and not serving on any hearing committee related to the appeal selected by the Chair.

The Committee will be supported by a human resources representative

Quorum: 3

Remit:

To hear any staffing appeals, including:

- Appeals under disciplinary, capability, redundancy, early retirement or grievance procedures
- Appeals against pay decisions, in accordance with the campus Pay Policy
- Appeals under performance management procedures, including any appeal from the Executive Headteacher.

Role description for the chair of Saltburn Learning Campus

The chair, with support from the vice chair, is responsible for ensuring the effective functioning of the board and has a vital role in setting the highest of expectations for professional standards of governance. It is the chair's role to give the board clear leadership and direction, keeping it focused on its core functions. The Chair should encourage the board to work together as an effective team, building their skills, knowledge and experience. The Chair needs to ensure that everyone is actively contributing relevant skills and experience, participating constructively in meetings, and actively involved in the work of any committees. It is their role to make sure everyone understands what is expected of them and receives appropriate induction, training and development. It is for the chair to have honest conversations, as necessary, if anyone appears not to be committed or is ineffective in their role.

Role Purpose: Leading governance at the Campus

To provide leadership to the governing board and ensure that governors fulfil their functions for the proper governance of the campus.

Leading governance at the Campus

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

The chair, the executive headteacher and accountability

- To build a professional relationship with the executive headteacher which allows for honest conversations, acting as a sounding board and ensuring there are no surprises at meetings.
- To meet regularly with the executive 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 executive headteacher.
- To ensure appropriate governor involvement in the recruitment of senior leaders.
- To ensure all governors concentrate on their strategic role, receive information fit for purpose and hold the executive headteacher to account.
- To oversee and participate in the executive headteacher's performance review, ensuring that appropriate CPD (continuing professional development) is provided.
- To ensure that the executive 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 campus.
- To attend campus 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 executive headteacher.

Leading Campus improvement

- To ensure the board is involved at a strategic level in the self-evaluation process of the campus 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.

Leading governing board business

- With the clerk and the executive 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.

Powers of the Chair

The chair must not exercise as an individual any of the functions of the board except where this has been sanctioned by the board, or in the specific circumstances permitted in [regulations](#). The chair is permitted to act in cases of urgency where a delay in exercising the function would be likely to be seriously detrimental to the interests of the school, a pupil, parent or member of staff.

Exclusion

The only other circumstance in which the Chair has power to act exceptionally is in relation to a pupil whose exclusion from school will result in him or her missing a public exam. Normally exclusions must be considered by a committee of governors. However the Chair can review the executive headteacher's decision to exclude a pupil where that exclusion will result in the pupil missing a public exam.

Casting Vote

A further power held by the Chair is when a formal vote is taken by the Governing Body on any matter. If there is an equal division of votes, the Chair has a second and casting vote.

Appointing the Chair

The process of appointing the Chair and Vice-Chair is laid out in the governing body procedures.

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 campus
- Good understanding of the environment in which the campus 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 and the ability to delegate

- 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

Role description for the vice-chair of Saltburn Learning Campus

The Vice-Chair will carry out the roles and responsibilities of Chair, in the Chair's absence. The Vice-Chair is therefore required to have a similar skill set as the Chair.

The governing body should have good succession planning arrangements in place for the roles of Chair and Vice-Chair

Disqualification: Executive Headteacher, Staff Governors, Staff Members

Role description for committee chairs of Saltburn Learning Campus

The Role of the Chair of a Committee

- To identify the committee agenda, liaising with the relevant member of the senior leadership team and ensuring members are aware of meetings and provided with papers in good time
- To ensure the business of the Committee is conducted properly
- To ensure meetings are run effectively, focusing on priorities and making the best use of time available, and to ensure that all members have an equal opportunity to participate in discussion and decision-making
- To ensure meeting minutes are accurate and circulated appropriately
- To ensure follow up actions are complete
- To ensure necessary items are brought to the full governing body for discussion and action
- To fully participate in the Steering Group of Chairs

Disqualification: Executive Headteacher, Staff governors, Staff Members