

Getting to know your role

Committees and Terms of Reference



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Version 1.1

*Strengthening governance in
South East Wales*



Introduction

A governing body must ensure that it has in place an effective committee structure to be able to manage their business effectively, to meet statutory responsibilities and to enable the workload to be spread between members of the governing body.

It is for each governing body to decide how it will conduct its business and what committee structure best serves its purpose. In doing so, however, it must act in accordance with regulations and remember that it has a strategic responsibility for the management of the school, setting the framework and policy. It is the headteacher who has responsibility for the day-to-day control of the school within the agreed framework and policy.

This guidance is intended to provide information on the requirements in respect of statutory committees, and assist governors to determine the most effective model for the establishment of other committees for their governing body.

We hope that you will find the guidance helpful. However, as always, we welcome your feedback on all our guides, and contact details are included in the 'Here to help guide' at the end of the document.

The work of Governors Wales is acknowledged in providing terms of reference for committees, and thanks are noted to Llanwern High School governing body for sharing the committee skills audit document.

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General guidance on committees and terms of reference

The governing body must determine the constitution, membership, terms of reference (what it is expected to do) and delegated powers of any committee that it decides to establish and review annually.

Chair of a committee

A chair must be appointed annually to each committee by the governing body or elected by the committee, as agreed by the governing body. In the absence of the appointed chair, the committee will appoint a member to act as chair. No person who is employed to work at a school may be elected or act as chair. Governors should note that the chair of a committee does not need to be the chair of the governing body, and indeed for many statutory committees this is not allowed/appropriate. In addition, this is a good opportunity to allow other governors to develop their chairing skills and share the workload.

Non-governor members

Some committees may include non-governor members, who can be voting or non-voting members of the committee. It is for the governing body to decide on such members when establishing a committee. Governors must be in the majority at a meeting of the committee when a vote is taken. The governing body may also establish task groups or working parties for particular tasks.

The Staffing of Maintained Schools Regulations requires that any Staff Disciplinary and Dismissal Committee (or Appeal Committee) convened to hear a matter relating to allegations involving child protection matters **MUST** include an independent non-governor member. (For further details see the Welsh Government circular on disciplinary and dismissal procedures for school staff.)

Committees – Responsibilities

The remit of any committee, panel or individual, together with the level of responsibility delegated to it, **must be clearly agreed and a written record kept** in order that all are clear on what is expected. (*A decision of a committee or panel with delegated power has the same standing as a decision of the governing body.*) Committees are required to follow the same procedures as the full GB in that **all** meetings should have the following in addition to the written record (minutes) as above:

- An agenda, clearly indicating the matters to be discussed
- Five days' notice of the meeting, together with any papers to be considered at the meeting
- A record of those persons present

Delegated powers

No committee or individual has any power to act on behalf of the governing body unless the full governing body has taken a recorded decision to delegate action to that committee or individual, except in an emergency where the delay involved in calling a meeting could endanger the school or a member of the school community. Further information on delegation of powers including what can and cannot be delegated can be found in **Appendix A**.

Statutory duty on reporting

Where a function has been delegated, there is a statutory duty to report any action or decision to the governing body at the next meeting. It is advised to make recommendations about what reports the governing body requires and the format these will take. Remember: any decision made under delegation is subject to questioning by the whole governing body.

It should be remembered that minutes for committees should be received by the full governing body even when the committee has used its delegated powers, except where the business of the committee is confidential (Disciplinary, Redundancy, Complaints, Pupil Discipline, and so on). Minutes of such meetings will not routinely appear on the agenda of full governing body meetings. Instead, the chair of the respective committee will be required to verbally report back to the full governing body that the committee has exercised a delegated function of the governing body. The

chair will be asked to provide a brief report that will include any decisions made and actions taken. The committee chair will only make a report after the period for appeal has elapsed. The key element of confidentiality is stressed. This includes that no details of how a decision was reached will be part of the committee chair's report.

Statutory committees

It should be noted that the names of statutory committees are generally set down in regulations and thus they should not be changed or amended. Governing bodies are required to appoint members to each of these committees and cannot choose to leave appointing members until a matter arises. If there are insufficient eligible governors to appoint then a vacancy can be recorded against the committee. It is important that governors who serve on these committees receive appropriate training prior to any hearing. In many cases, this will be held only when it has become necessary for the committee to meet, often referred to as 'just-in-time training', provided by the LA.

The following committees are either statutory or required to manage statutory processes:

- a. Staff Disciplinary and Dismissal Committee (statutory committee)*
- b. Staff Disciplinary and Dismissal Appeals Committee (statutory committee)*
- c. Pupil Discipline and Exclusions Committee (statutory committee)
- d. Admissions Committee (statutory committee for VA and foundation schools)
- e. Grievance and Grievance Appeals Committee*
- f. Redundancy and Redundancy Committee (Blaenau Gwent and Caerphilly only – all other LA policies require the Staff Disciplinary and Dismissal Committee to complete this process)
- g. Complaints Committee*
- h. Headteacher Performance Management Appraiser (and Appeals Appraiser)
- i. Pay Review and Pay Review Appeal
- j. Headteacher and Deputy Headteacher Selection Panel (statutory panel except VA schools which may choose to have the whole governing body as the selection panel)
- k. Headteacher Capability Committee*
- l. Capability Appeal Committee*

*** It is recommended that the Chair of the Governing Body is not a member of this panel.**

In addition, governors should consider how matters such as staff requests for flexible working, job share and secondments will be dealt with in line with their adopted policies. Where the policy requires this to be a governor-level decision, governors may consider establishing a Staff Requests Committee and an Appeals Committee. This will need to be clearly recorded in minutes together with the delegation arrangements and terms of reference for the committee.

Appointment of a clerk

A clerk should be appointed for each statutory committee. If the school has purchased the SLA for the EAS Governor Support Clerking Service, a clerk will be provided for statutory committees (Governor Support Officer), other than for performance management, pay review and HT/DHT appointments. The headteacher cannot act as chair or clerk on any committee.

When considering membership of statutory committees, governors should remember that generally they take place in the day and if the named governors or reserves are not available the full governing body would be required to meet to choose new reserves. Governing bodies are therefore recommended to include in their membership for each committee, 'Reserves to be drawn from the priority list of governor substitutes outlined and to list all eligible governors.'

Mandatory training

In addition to the eligibility criteria detailed for each committee or panel, mandatory training requirements should also be considered. If any governor has not completed the required mandatory training within timescales set out in regulations, they are liable for suspension and disqualification (responsibility of the chair of governing body to implement). Their involvement in any decisions taken by the governing body, committees or panels could therefore be challenged.

Non-statutory committees

Other committees are for governing bodies to decide upon. Such committees are normally the 'work' committees and will meet regularly during the year, often scheduled to meet deadlines for decisions, such as the approval of the first budget plan in any financial year. A typical committee structure will include:

- School Improvement and Performance Committee (may include Curriculum)
- Curriculum Committee
- Finance Committee (may include Health and Safety and Premises/Environment)
- Environment Committee (including health and safety)
- Recruitment and Resources Committee (this would include Finance/H&S/Appointments)
- Appointments Committee (for staff other than HT/DHT)
- Staffing Requests Committee (for example job share and flexible working – in line with the adopted policy)
- Staffing Requests Appeals Committee

Governing bodies are free to select the model for non-statutory committees that meets their needs. From the above, it will be clear that there are various combinations of responsibilities delegated to different committees. Some governing bodies will choose to have just a list of the committees they need; others will have a more innovative approach, including a model in line with the new Estyn five key questions (see **Appendix C**). Whichever a governing body chooses, they will need to ensure that each committee has clear terms of reference. Example terms of reference are provided in the appendices of this guide. Should a governing body wish to establish a committee not covered by the guide, please draw up terms of reference as appropriate.

Terms of reference for individual non-statutory committees are included as **Appendix D**.

Titles may vary but the governing body MUST be clear about what it expects of each committee.

Committee skills audit

Governing bodies may wish to consider completing an annual skills audit to assist them in determining which governors would be best placed on each committee, taking into account governor personal preferences. Llanwern High School governing body undertakes this each year and have kindly shared the sample form they used, which can be found as **Appendix E**.

Recording decisions in minutes

In order to ensure that the decisions in respect of adopted terms of reference are recorded, Governors will need to include these in the minutes in full or may consider using the form below, which should be completed, signed by the chair and included as part of the minutes. The form can also be used to record the named reserves for all committees.

Each terms of reference includes details of the delegated responsibilities of each committee. In addition, governors should consider any other delegated decisions which need to be recorded. These might include:

- financial delegation, including the virement amount (the amount that can be moved between budget headings by the headteacher, sometimes with approval of the chair, without approval of the Finance Committee/governing body).
- which posts, if any, are delegated to the headteacher/SLT to appoint, for example temporary posts.

Committee terms of reference

(To be signed and retained with AGM minutes)

Committee name	Terms of reference as per EAS Getting to know Your School Guide Committees and Terms of Reference (Version 1.1)	
	Adopted?	
	Yes	No
Statutory committees		
Staff Disciplinary and Dismissal		
Staff Disciplinary and Dismissal Appeals		
Pupil Discipline and Exclusions		
Admissions (VA and foundation schools only)		
Grievance		
Grievance Appeal		
Redundancy (Caerphilly schools only)		
Redundancy Appeals (Caerphilly schools only)		
Complaints		
Headteacher Performance Management Appraiser		
Pay Review		
Pay Review Appeals		
Headteacher and Deputy Headteacher Selection Panel		
Headteacher Capability		
Capability Appeals		
Non-statutory for models 1 and 2		
Staff Requests Committee		
Staff Requests Appeal Committee		
Non-statutory committees: model 1		
Standards (Estyn KQ1)		
Wellbeing (Estyn KQ2 and KQ4)		
Teaching and Learning (Estyn KQ3)		
Recruitment and Resources (Estyn KQ 5)		
Non-statutory committees: model 2		
Finance		
Staff Appointments		
School Performance and Improvement		
Premises		
Health and Safety		

Levels of delegation are agreed as per the agreed terms of reference.

Governors as below are agreed as named reserves in listed priority order for all of the above committees unless one of the following applies: already a member; have a vested interest; disqualified by regulations/policy; or have sat on the first committee for which the meeting is an appeal.

- | | | |
|-----|-----|-----|
| 1. | 2. | 3. |
| 4. | 5. | 6. |
| 7. | 8. | 9. |
| 10. | 11. | 12. |

Virement amount delegated to headteacher to move between budget headings £.....

Virement amount delegated to the Finance Committee to move between budget headings £.....

Appointments delegated to the headteacher/SLT to appoint:.....

.....

Date agreed: **Signed:** **Chair**

Delegated powers

No committee or individual has any power to act on behalf of the governing body unless the full governing body has taken a recorded decision to delegate action to that committee or individual, except in an emergency where the delay involved in calling a meeting could endanger the school or a member of the school community. In this circumstance, the chair of governors (or the vice-chair of governors in his/her absence) has the power to make a decision on behalf of the governing body, but this power does not apply to any functions which must be carried out by the full governing body or a statutory committee. *Any action taken must be reported to the governing body as soon as possible.*

It is essential that accurate records are kept of what tasks have been delegated, to whom they have been delegated and the reporting requirement. Certain functions, as detailed below, cannot be delegated but the governing body may decide to delegate responsibility for drafting or review to a committee or working group prior to ratification by the governing body. This should be clearly recorded in governing body minutes. Such delegation empowers members of the governing body and the school's leadership team, and enables the governing body to work more effectively.

Statutory duty on reporting

Where a function has been delegated, there is a statutory duty to report any action or decision to the governing body at the next meeting. It is advised to make recommendations about what reports the governing body requires and the format these will take. Remember: any decision made under delegation is subject to questioning by the whole governing body.

Functions which cannot be delegated

The governing body **cannot delegate** its functions in relation to the following (the 2005 Regulations, Part 8, Para 51(1)):

- a. Deciding the categories of governors
- b. Decisions on the constitution of the governing body
- c. The removal or suspension of governors
- d. The drawing up of instruments of government
- e. The election and removal of the chair and vice-chair
- f. The appointment and removal of the clerk to the GB
- g. The delegation of functions
- h. The establishment of committees
- i. The appointment of headteacher and deputy headteacher
- j. Approving the first budget plan in any financial year
- k. Approving the school prospectus
- l. Approving the Annual Report to Parents
- m. Publishing proposals for alteration or discontinuance of the school
- n. Publishing proposals for change of category of the school
- o. Determining admission arrangements
- p. Objecting to admission arrangements of another admission authority
- q. Fixing admission numbers and seeking variation of standard numbers
- r. Making admission appeal arrangements
- s. Deciding school session times
- t. Deciding arrangements for collective worship
- u. Deciding on an application to advisory councils concerning the requirements for Christian collective worship
- v. Adopting and reviewing the home-school agreement
- w. Ensuring that sex education is delivered in a way that encourages pupils to have due regard to moral considerations and the value of family life
- x. Prohibiting political indoctrination and securing balanced treatment of political issues
- y. Determining and reviewing policies on charges and remissions
- z. Making arrangements for staff dismissal appeals

Functions which may not be delegated to an individual

The following may not be delegated to an individual

- a. Functions relating to the alteration or discontinuance of the school day
- b. Functions relating to the change of category of maintained schools
- c. Approving the first formal school budget plan submitted to the LA for each financial year.
This does not include any provisional budget plan or subsequent revisions
- d. Deciding school discipline policies
- e. School attendance targets
- f. Decisions as to particulars of premises to be submitted to the National Assembly for approval

Functions that must be dealt with by a committee or panel

The following must be delegated to a committee or panel:

- a. Staff Disciplinary and Dismissal, and Staff Disciplinary and Dismissal Appeal (including determination of redundancy)
- b. Staff grievance matters
- c. Pupil exclusion representations
- d. Headteacher and deputy headteacher selection (not VA schools)
- e. Performance management review of headteacher
- f. Individual staff salary awards
- g. Consideration of complaints
- h. Any other decision against which a person should have a right of appeal through the governing body

Relevant legislation

The Government of Maintained Schools (Wales) Regulations 2005

The Staffing of Maintained Schools (Wales) Regulations 2006

The Staffing of Maintained Schools (Miscellaneous Amendments) (Wales) Regulations 2007

The Collaboration Between Maintained Schools (Wales) Regulations 2008

The Collaboration Arrangements (Maintained Schools and Further Education Bodies) (Wales) Regulations 2008

The School Information (Wales) Regulations 2011

Statutory committee terms of reference

The following examples are the model terms of reference suggested by **Governors Wales** for statutory committees.



STAFF DISCIPLINARY AND DISMISSAL COMMITTEE¹

Purpose of the committee

The committee is established to deal with staff disciplinary and dismissal matters, in accordance with the school's relevant procedures.

Membership

Not less than three members of the governing body.

Non-governors may be appointed but they do not have a vote, except:

Where there are allegations of child protection, the membership of the committee must be as follows:

- *two governors and*
- *one non-governor member with voting rights who is not:*
 - *a governor at the school or*
 - *a parent of a current or former pupil at the school or*
 - *a current or former member of staff at the school or*
 - *a person currently employed at the local authority that maintains the school*

The full governing body will be required to meet to appoint the non-governor member where there are allegations of child protection.

Disqualifications

The headteacher

Associate pupil governors

Restrictions on persons taking part in proceedings

- It is recommended that the chair of the governing body is not a member of this committee due to the likelihood of prior knowledge.
- Any member of the committee who may be tainted or has a direct interest or involvement in the case in question.
- Teacher and staff governors and any other member of staff who may be a governor.²

Election of chair

Appointed by the governing body or elected by the committee – to be determined by the governing body. Members of staff and registered pupils at the school cannot be a chair of a committee.³

Clerk

¹ Circular No 002-2013. Guidance for schools and local authorities on implementing effective staff disciplinary and dismissal procedures. Welsh Government

² Regulation 63 and Schedule 7 of The Government of Maintained Schools (Wales) Regulations 2005

³ Regulation 54(5) of The Government of Maintained Schools (Wales) Regulations 2005

This committee is required in law to have a clerk. The person clerking may be the same person who is the clerk to the governing body or it may be a different person. Given the confidential nature of the issues being considered by this committee, it is preferable that a member of the school staff is not the clerk for this committee⁴. The clerk should also record the discussion and decision of the chair of governors and headteacher or chair of governors and another governor when they receive an investigation report.

Quorum

The quorum for this committee shall be at least three governors or two governors plus an independent non-governor for child protection allegations.⁵

Delegated powers

Full delegated powers for decisions are granted to this committee by the governing body on XXXX date.

Meetings

The committee shall meet as required.

Minutes of all meetings will be taken and retained by the clerk or the person acting as clerk.

Any records or minutes relating to disciplinary procedures should be carefully safeguarded and kept confidential.

The decisions of the committee will be brought to the full governing body for information when the appeal process has been carried out (if appropriate).

Terms of reference

- To review the Staff Disciplinary and Dismissal Policy to ensure it is relevant and complies with statutory requirements and guidance from the Welsh Government in Circular 002/2013, and negotiate with local school staff union members on any proposed changes before recommending it to the governing body
- To consider and make decisions about matters relating to the following, in accordance with the school's procedure for redundancy
- To consider and make decisions about matters relating to the following, in accordance with the school's procedure for behaviour that is considered to be gross misconduct that could result in dismissal. This could include a referral at stage 3 of the capability procedure
- To ensure the membership of the committee is properly constituted and impartial and that members have no direct interest in the case being considered
- To consider all the evidence presented including the investigation report and any evidence from witnesses and reach balanced decisions based on evidence
- The chair of the committee is responsible for setting the arrangements and order of business for the day of the hearing
- To seek professional advice from the local authority, diocesan authority or others, as necessary
- The outcome from the committee hearing may be:
 - the allegation is unproven and no action is taken or
 - the misconduct constitutes lesser misconduct and an appropriate sanction is given or
 - the misconduct constitutes gross misconduct and an appropriate sanction is given which may be dismissal
- To attend relevant training as appropriate.

⁴ Appointment of clerk – Regulation 42 of The Government of Maintained Schools (Wales) Regulations 2005

⁵ Regulation 55(9) of The Government of Maintained Schools (Wales) Regulations 2005 and Regulation 8(3) of The Staffing of Maintained Schools (Wales) Regulations 2006

STAFF DISCIPLINARY AND DISMISSAL APPEALS COMMITTEE⁶

Purpose

The committee is established to consider any appeals in respect of:

- (i) decisions taken by the Staff Disciplinary and Dismissal Committee, in accordance with the school's procedure
- (ii) appeals against sanctions imposed by the headteacher through lesser misconduct procedures
- (iii) appeals against sanctions imposed at Stages 1 and 2 of the capability procedure
- (iv) appeals against selection for redundancy

Membership

At least the same number of governors as the Staff Disciplinary and Dismissal Committee but may be more. Non-governors may be appointed but they do not have a vote, except:

Where there are allegations of child protection, the membership of the committee must be as follows:

- *two governors; and*
- *one non-governor member with voting rights who is not:*
 - *a governor at the school or*
 - *a parent of a current or former pupil at the school or*
 - *a current or former member of staff at the school or*
 - *a person currently employed at the local authority that maintains the school.*

This non-governor member must be different to the person to one who was the independent member on the first committee

The full governing body will be required to meet to appoint the non-governor member where there are allegations of child protection.

Disqualifications

Headteacher

Associate pupil governors

Governors involved in the first disciplinary and dismissal committee relating to the appeal

Restrictions on persons taking part in proceedings

It is recommended that the chair of the governing body is not a member of this committee due to the likelihood of prior knowledge.

Any member of the committee who may be tainted or have a direct interest or involvement in the case in question.

Teacher and staff governors and any other member of staff who may be a governor.⁷

Election of chair

Appointed by the governing body or elected by the committee – to be determined by the governing body. Members of staff and registered pupils at the school cannot be a chair of a committee.

Clerk

This committee is required in law to have a clerk. The person clerking may be the same person who is the clerk to the governing body or it may be a different person. Given the confidential nature of the issues being considered by this committee, it is preferable that a member of the school staff is not the clerk for this committee⁸. The clerk should also record the discussion and decision of the

⁶ Circular No 002–2013. Guidance for schools and local authorities on implementing effective staff disciplinary and dismissal procedures. Welsh Government

⁷ Regulation 63 of The Government of Maintained Schools (Wales) Regulations 2005

⁸ Appointment of Clerk – Regulation 42 of The Government of Maintained Schools (Wales) Regulations 2005

chair of governors and headteacher or chair of governors and another governor when they receive an investigation report.

Quorum

The quorum for this committee shall be at least three governors or two governors plus an independent non-governor for child protection allegations.

Delegated powers

Full delegated powers for decisions were granted to this committee by the governing body on XXXX date. The decisions of the committee will be brought to the full governing body for information.

Meetings

The committee shall meet as required.

Minutes of all meetings will be taken and retained by the clerk or the person acting as clerk. Any records or minutes relating to disciplinary procedures should be carefully safeguarded and kept confidential.

The decisions of the committee will be brought to the full governing body for information.

Terms of reference

- To consider any appeals against a decision made by the staff disciplinary and dismissal committee in respect of disciplinary issues
- To consider any appeals against decisions made and sanctions imposed by the headteacher through the lesser misconduct procedure
- To consider any appeals against any sanctions imposed in stages 1 and 2 of the capability procedure
- The Appeal Committee may:
 - accept the appeal and remove the sanction imposed
 - accept the appeal and impose a lesser sanction or
 - reject the appeal and confirm the sanction imposed
- To consider any appeals against selection for redundancy
- To seek professional advice from the local authority, diocesan authority or others, as necessary
- To attend relevant training as appropriate
- The decision of the Appeal Committee will be final

Note: this committee may also hear appeals against staff grievance issues, capability matters and appeals against any sanction imposed through the lesser misconduct process.

PUPIL DISCIPLINE AND EXCLUSIONS COMMITTEE

Purpose

The committee is established to review the use of exclusion within the school and consider representations in respect of exclusions, in accordance with the school's procedure.

Membership

Three or five members of the governing body.

Disqualifications

The headteacher
Associate pupil governors

Restrictions on persons taking part in proceedings

Any governor where there may be a conflict of interest.⁹

Election of chair

Appointed by the governing body or elected by the committee – to be determined by the governing body. Members of staff and registered pupils at the school cannot be a chair of a committee.

Clerk

This committee is required in law to have a clerk. The person clerking may be the same person who is the clerk to the governing body or it may be a different person.

Quorum

The quorum for this committee shall be three governors.

Delegated powers

Full delegated powers for decisions were granted to this committee by the governing body on XXXX date.

Meetings

The committee shall meet as required.

Minutes of all meetings will be taken and retained by the clerk or the person acting as clerk. Any records or minutes relating to pupil discipline procedures should be carefully safeguarded and kept confidential.

The decisions of the committee will be brought to the full governing body for information when the appeal process has been carried out.

Terms of reference

- To consider the decision of the headteacher to exclude a pupil, in line with the school procedures and Welsh Government guidance
- To consider reports from the headteacher and parents on matters relating to pupils' behaviour and discipline
- To consider representations from parents or pupils, in case of exclusions of five school days or less, and record their considerations on the pupil's record. The committee cannot direct reinstatement
- To consider representations from parents in case of exclusions totalling more than five but not more than 15 school days in one term (meeting to be held between the 6th and 50th school day after receiving the notice of exclusion, if the parents or pupil requests it). The meeting may direct reinstatement

⁹ Regulation 63 and Schedule 7 of The Government of Maintained Schools (Wales) Regulations 2005

- To consider cases of exclusions totalling more than 15 school days in one term OR a permanent exclusion (meeting to be held between the 6th and 15th school day after receiving the notice of exclusion). The meeting may direct reinstatement
- To consider cases of exclusions where a pupil is to miss a public examination through exclusion. If the committee is unable to meet before the date of the examination, the chair of the committee alone may consider the exclusion and decide whether or not to reinstate the pupil
- To seek professional advice from the local authority, diocesan authority or others, as necessary
- To review the Pupil Discipline Policy as appropriate and make recommendations to the governing body for discussion and ratification
- To attend relevant training as appropriate

ADMISSIONS COMMITTEE (VA and foundation schools)

Purpose

The committee is established to review the school's Admission Policy and determine the admission of individual pupils, in accordance with the school's procedures.

Membership

The headteacher and at least two members of the governing body.

Disqualifications

Associate pupil governors

Restrictions on persons taking part in proceedings

Any governor who has a child applying to enter the school or who has a conflict of interest with regard to any application submitted

Any governor where there may be a pecuniary interest or a conflict of interest¹⁰

Election of chair

Appointed by the governing body or elected by the committee – to be determined by the governing body. Members of staff and registered pupils at the school cannot be a chair of a committee.

Clerk

This committee is required in law to have a clerk. The person clerking may be the same person who is the clerk to the governing body or it may be a different person.

Quorum

The quorum for this committee shall be the headteacher and at least two governors.

Delegated powers

Full delegated powers for decisions were granted to this committee by the governing body on XXXX date.

Meetings

The committee shall meet as required.

Minutes of all meetings will be taken and retained by the clerk or the person acting as clerk. Any records or minutes relating to admissions should be carefully safeguarded and kept confidential.

The decisions of the committee will be brought to the full governing body for information when the appeal process has been carried out.

Terms of reference

- To review, on an annual basis, admissions arrangements and to make recommendations for changes to the governing body (including the school's admission number and the area served by the school), as appropriate
- To consider and decide on any applications for admission to the school, in accordance with the Admissions Policy, oversubscription criteria (when applications exceed the admission number) and relevant legislation
- When the committee refuse a request from a parent for admission of their child, the committee will ensure that the parent is informed of their right to appeal against the decision and how that appeal may be made
- To have full regard to the Welsh Government's Statutory School Admissions Code¹¹ and to comply with the statutory provisions within that code

¹⁰ Regulation 63 and Schedule 7 of The Government of Maintained Schools (Wales) Regulations 2005

¹¹ <http://gov.wales/topics/educationandskills/schoolshome/admissions-and-appeals-code/?lang=en>

- When governors are needed to sit on an independent admissions appeal panel for another school, governors must have regard to the Welsh Government's School Admissions Appeal Code¹²
- To seek professional advice from the local authority, diocesan authority or others, as necessary
- To attend relevant training where appropriate.

¹² <http://gov.wales/topics/educationandskills/schoolshome/admissions-and-appeals-code/?lang=en>

GRIEVANCE COMMITTEE

Purpose

This committee is established to consider and make decisions relating to staff grievances received, in accordance with the school's grievance procedures.

Membership

Numbers to be agreed by the governing body but it is good practice to have at least three members of the governing body, as it helps with voting. Non-governors are optional and are generally appointed because of skills they may have. Non-governors may be given a vote if the governing body agrees. The majority of members must be governors.

Disqualifications

None

Restrictions on persons taking part in proceedings

The headteacher (however, there may be occasions where the headteacher is called to give evidence or is the subject of a grievance, which means they could take part in proceedings) Any governor where there may be a conflict of interest¹³

Election of chair

Appointed by the governing body or elected by the committee – to be determined by the governing body. Members of staff and registered pupils at the school cannot be a chair of a committee.

Clerk

The governing body may appoint a clerk to this committee. It can be the person who clerks the governing body or it may be a different person.

Quorum

The quorum for this committee shall be three governors.

Delegated powers

Full delegated powers for decisions were granted to this committee by the governing body on XXXX date.

Meetings

The committee shall meet as required.

Minutes of all meetings will be taken and retained by the clerk or the person acting as clerk. Any records or minutes relating to the grievance hearing should be carefully safeguarded and kept confidential.

The decisions of the committee will be brought to the full governing body for information, once any appeal process has been carried out.

Terms of reference

- To agree and review the Grievance Policy
- To consider any issues of grievance in line with the school's procedure
- To consider and determine any staff grievance issues
- To seek professional advice from the local authority, diocesan authority or others, as necessary
- To attend relevant training as appropriate

¹³ Regulation 63 and Schedule 7 of The Government of Maintained Schools (Wales) Regulations 2005

GRIEVANCE APPEALS COMMITTEE

Purpose

This committee is established to consider any appeals in respect of staff grievances in accordance with the school's grievance procedures.

Membership

Numbers to be agreed by the governing body but it is good practice to have at least three members of the governing body as it helps with voting. Non-governors are optional and are generally appointed because of skills they may have. Non-governors may be given a vote if the governing body agrees. The majority of members must be governors.

Disqualifications

Governors involved in the first grievance committee relating to the appeal.

Restrictions on persons taking part in proceedings

The headteacher (however, there may be occasions where the headteacher is called to give evidence or is the subject of a grievance which means they could take part in proceedings) Any governor where there may be a conflict of interest¹⁴

Election of chair

Appointed by the governing body or elected by the committee – to be determined by the governing body. Members of staff and registered pupils at the school cannot be a chair of a committee.

Clerk

The governing body may appoint a clerk to this committee. It can be the person who clerks the governing body or it may be a different person.

Quorum

The quorum for this committee shall be three governors.

Delegated powers

Full delegated powers for decisions were granted to this committee by the governing body on XXXX date.

Meetings

The committee shall meet as required. Minutes of all meetings will be taken and retained by the clerk or the person acting as clerk. Any records or minutes relating to the grievance appeal should be carefully safeguarded and kept confidential.

The decisions of the committee will be brought to the full governing body for information.

Terms of reference

- To consider any appeals against decisions made by the grievance committee in line with the school's procedure
- To seek professional advice from the local authority, diocesan authority or others, as necessary
- To attend relevant training as appropriate

¹⁴ Regulation 63 and Schedule 7 of The Government of Maintained Schools (Wales) Regulations 2005

COMPLAINTS COMMITTEE

Purpose

This committee is established to consider and make decisions relating to complaints received, in accordance with the school's complaints procedures.

Membership

Three members of the governing body.¹⁵ Associate pupil governors may be members of this committee provided the issue being considered is not related to a member of staff or individual pupils. Associate pupil governors are classed as non-governors for the purpose of this committee and the governing body must determine whether they are given a vote.

Disqualifications

None

Restrictions on persons taking part in proceedings

The headteacher

Any governor where there may be a pecuniary interest or a conflict of interest¹⁶

Election of chair

Appointed by the governing body or elected by the committee – to be determined by the governing body. Members of staff and registered pupils at the school cannot be a chair of a committee.

Clerk

The governing body may appoint a clerk to this committee. It can be the person who clerks the governing body or it may be a different person.

Quorum

The quorum for this committee shall be three governors.

Delegated powers

Full delegated powers for decisions were granted to this committee by the governing body on XXXX date.

Meetings

The committee shall meet as required.

Minutes of all meetings will be taken and retained by the clerk or the person acting as clerk. Any records or minutes relating to complaints procedures should be carefully safeguarded and kept confidential.

The decisions of the committee will be brought to the full governing body for information.

Terms of reference

- To review the Complaints Policy as appropriate and make recommendations to the governing body for discussion and ratification
- To hear representations relating to complaints made
- To make decisions relating to the complaint and inform the complainant of the outcome
- To seek professional advice from the local authority, diocesan authority or others, as necessary
- To attend relevant training as appropriate.

¹⁵ Welsh Government Circular 011/2012 'Complaints procedures for governing bodies'

¹⁶ Regulation 63 and Schedule 7 of The Government of Maintained Schools (Wales) Regulations 2005

PERFORMANCE MANAGEMENT APPRAISERS (HEADTEACHER)

Purpose

The performance management appraisers are appointed to monitor and review the headteachers' performance, in accordance with the school's procedure.

Membership

At least two members of the governing body
Up to two local authority advisers

For schools with a religious character or a voluntary aided school which does not have a religious character

At least two members of the governing body, one of which must be a foundation governor.
Up to two local authority advisers.
The diocesan authority may also appoint an appraiser.

Disqualification

Members of staff at the school.

Restrictions on persons taking part in proceedings

Any governor where there may be a pecuniary interest or conflict of interest¹⁷

Election of chair

Appointed by the governing body or elected by the committee – to be determined by the governing body. Members of staff and registered pupils at the school cannot be a chair of a committee.

Clerk

The governing body may appoint a clerk to this committee. It can be the person who clerks the governing body or it may be a different person.

Quorum

The quorum for this committee is dependent on the membership, but will be at least three.¹⁸

Delegated powers

Full delegated powers for decisions were granted by the governing body on XXXX date.

Meetings

The committee shall meet as required to carry out their role in the performance management of the headteacher.

The committee will meet termly, or as appropriate, to review and assess the performance of the headteacher.

Minutes of all meetings will be taken and retained by the clerk or the person acting as clerk. Any records or minutes relating to performance management procedures should be carefully safeguarded and kept confidential.

The decisions of the committee will be taken to the Pay Review Committee and brought to the full governing body for information.

Terms of reference

- To agree targets with the headteacher

¹⁷ Regulation 63 and Schedule 7 of The Government of Maintained Schools (Wales) Regulations 2005

¹⁸ Regulation 7 of The School Teacher Appraisal (Wales) Regulations 2011

- To meet termly to review and assess the performance of the headteacher against the targets set, with the assistance of the local authority advisers as part of a cycle of performance management
- To make recommendations to the Pay Review Committee in respect of pay awards for the successful meetings of targets
- To attend relevant training as appropriate

PAY REVIEW COMMITTEE

Purpose

This committee is established to review the pay of each member of staff, award increments as appropriate and advise them of the outcome accordingly, in accordance with the school's procedure

Membership

Numbers to be agreed by the governing body but it is good practice to have at least three members of the governing body as it helps with voting

The headteacher in an advisory capacity (except when discussing the headteacher's pay)

Disqualification

Members of staff at the school

Associate pupil governors

Restrictions on persons taking part in proceedings

Any governor where there may be a pecuniary interest or conflict of interest¹⁹

Election of chair

Appointed by the governing body or elected by the committee - to be determined by the governing body. Members of staff and registered pupils at the school cannot be a chair of a committee.

Clerk

The governing body may appoint a clerk to this committee. It may be the same person who clerks the governing body or a different person.

Quorum

The quorum for this committee shall be three governors.

Delegated powers

Full delegated powers for decisions were granted to this committee by the governing body on XXXX date.

Meetings

The committee shall meet as required.

Minutes of all meetings will be taken and retained by the clerk or the person acting as clerk. Any records or minutes relating to the Pay Review Committee should be carefully safeguarded and kept confidential.

The decisions of the committee will be brought to the full governing body for information, once any appeal process has been carried out.

Terms of reference

- To review the whole-school Pay Policy as appropriate and make recommendations to the governing body for discussion and ratification
- To keep up to date with relevant developments and any legal changes and to advise the governing body when the school's Pay Policy needs to be revised
- To review, on an annual basis, the pay of each member of staff, award increments²⁰ as appropriate and advise them of the outcome accordingly (ensuring the individual is given the relevant right of appeal)

¹⁹ Regulation 63 and Schedule 7 of The Government of Maintained Schools (Wales) Regulations 2005

²⁰ Pay awards made in September 2013 will be based on the School Teachers Pay and Conditions document 2012 pay system for incremental pay. After 1 September 2013, all pay progression is linked to performance for future pay awards.

- To minute clearly, giving the reasons for all decisions, and report these decisions to the next full governing body meeting as a confidential item to be received
- To seek professional advice from the local authority, diocesan authority or others, as necessary
- To attend relevant training as appropriate

PAY REVIEW APPEALS COMMITTEE

Purpose

The committee is established to consider any appeals in respect of staff pay in accordance with the school's procedure

Membership

Numbers to be agreed by the governing body but it is good practice to have at least three members of the governing body as it helps with voting.

The headteacher in an advisory capacity (except when discussing the headteacher's pay).

Disqualification

Members of staff at the school

Associate pupil governors

Restrictions on persons taking part in proceedings

Any governor where there may be a pecuniary interest or a conflict of interest.²¹

Election of chair

Appointed by the governing body or elected by the committee - to be determined by the governing body. Members of staff and registered pupils at the school cannot be a chair of a committee.

Clerk

The governing body may appoint a clerk to this committee. It may be the same person who clerks the governing body or a different person.

Quorum

The quorum for this committee shall be three governors.

Delegated powers

Full delegated powers for decisions were granted to this committee by the governing body on XXXX date.

Meetings

The committee shall meet as required.

Minutes of all meetings will be taken and retained by the clerk or the person acting as clerk. Any records or minutes relating to the Pay Review Committee should be carefully safeguarded and kept confidential.

The decisions of the committee will be brought to the full governing body for information.

Terms of reference

- To carry out any appeal review in accordance with the school's pay policy
- To attend relevant training as appropriate

²¹ Regulation 63 and Schedule 7 of The Government of Maintained Schools (Wales) Regulations 2005

SELECTION PANEL FOR HEADTEACHERS AND DEPUTY HEADTEACHERS

Purpose

This panel is established to select and interview candidates for position of headteacher and/or deputy headteacher.

Membership

Between three and seven members of the governing body (the headteacher can be a member for deputy headteacher posts). Non-governors may be members of the selection panel and the governing body must decide whether those persons have a vote. The majority of panel members must be governors.

Voluntary aided schools may choose to have the whole governing body involved in the selection process for headteacher and deputy headteachers in accordance with Regulation 34 of the Staffing of Maintained Schools (Wales) 2006.²²

Disqualification

The headteacher in headteacher appointments
Associate pupil governors.

Restrictions on persons taking part in proceedings

Staff and teacher governors where they have a vested interest (for example, when internal candidates are applying)

Any governor where there may be a conflict of interest such as they may be related to a candidate or close friend ²³

Election of chair

Appointed by the selection panel. Members of staff and registered pupils at the school cannot be a chair of a committee.

Clerk

The governing body should appoint a clerk to the panel. It may be the same person who clerks the governing body or it may a different person.

Quorum

All members of the panel should be available to attend the shortlisting meeting and the interview process.

Delegated powers

All decisions made by this panel should be brought to the full governing body for ratification.

Meetings

The committee shall meet as required.

Minutes of all meetings will be taken and retained by the clerk or the person acting as clerk. Any records or minutes relating to the appointment process should be carefully safeguarded and kept confidential.

Terms of reference

- To agree a person specification, detailed job description and an advertisement for the post (the advertisement may not be necessary if schools are closing and a new school is being created)
- To shortlist suitable candidates in accordance with the person and job specification and essential criteria

²² <http://www.legislation.gov.uk/wsi/2006/873/regulation/34/made>

²³ Page 9 of Governor Guide on the Appointment of Headteachers and Deputy Headteachers

<http://www.governorswales.org.uk/publications/2008/04/03/governor-guide-appointment-headteachers/>

- To agree the format of the interview, tasks and questions to be used
- To interview selected candidates
- To seek professional advice from the local authority, diocesan authority or others, as necessary
- To recommend to the full governing body the appointment of the preferred candidate, where considered appropriate
- To attend relevant training as appropriate

HEADTEACHER CAPABILITY PANEL

Purpose

This panel is established to consider any issues of headteacher capability, in accordance with the school's procedure

Membership

Numbers to be agreed by the governing body but it is good practice to have at least three members of the governing body as it helps with voting.

Disqualification

The headteacher
Associate pupil governors

Restrictions on persons taking part in proceedings

- The chair of the governing body should not a member of this panel due to their involvement at an earlier stage in the capability procedure.
- Any member of the panel who may be tainted or has a direct interest or involvement in the case in question.
- Teacher and staff governors and any other member of staff who may be a governor.²⁴

Election of chair

Appointed by the governing body or elected by the panel – to be determined by the governing body. Members of staff and registered pupils at the school cannot be a chair of this panel.

Quorum

The quorum for this panel shall be three governors.

Delegated powers

Full delegated powers for decisions were granted to this panel by the governing body on XXXX date.

Meetings

The panel shall meet as required.

Minutes of all meetings will be taken and retained. Any records or minutes relating to capability procedures should be carefully safeguarded and kept confidential.

The decisions of the panel will be brought to the full governing body for information, once any appeal process has been carried out (if appropriate).

Terms of reference

- To review the Capability Policy as appropriate and make recommendations to the governing body for discussion and ratification
- To determine whether the formal stages of the capability procedure should be invoked
- To initiate the formal investigation of the issues and take appropriate action at any stage in the management of unsatisfactory performance
- To appoint, where appropriate, designated members of the local authority or consortium staff to investigate the issues and provide appropriate support ensure an appropriate programme of support is put into place for a headteacher whose performance is deemed to be unsatisfactory
- To seek the advice and support of the local authority (or the diocesan authority or provider of human resources support) at every stage of the procedure
- To attend relevant training as appropriate

²⁴ Regulation 63 and Schedule 7 of The Government of Maintained Schools (Wales) Regulations 2005

CAPABILITY APPEALS

Purpose

To consider any appeals against decisions made by the headteacher, in accordance with the school's procedure

Membership

Chair of governors (or nominated governor) (where the LA/ EAS Capability Policy has been adopted which is generally the case across the EAS region this will be a Committee of three governors)

Restrictions on persons taking part in proceedings

Any governor who may be tainted or has a direct interest or involvement in the case in question²⁵.

Delegated powers

Full delegated powers for decisions were granted by the governing body on XXXX date.

Meetings

Shall meet as required.

Minutes of all meetings will be taken and retained. Any records or minutes relating to capability procedures should be carefully safeguarded and kept confidential.

The decision will be brought to the full governing body for information.

Terms of reference

- To consider any appeals against decisions made by the headteacher, prior to a referral to the Staff Disciplinary and Dismissal Committee at stage 3 of the capability procedure
- To attend relevant training as appropriate

²⁵ Regulation 63 and Schedule 7 of The Government of Maintained Schools (Wales) Regulations 2005

REDUNDANCY COMMITTEE (Blaenau Gwent and Caerphilly only)

Membership

A minimum of three eligible governors.

Disqualification

The headteacher

Associate pupil governors

Restrictions on persons taking part in proceedings

Any member of the panel who may be tainted or has a direct interest or involvement in the case in question

Teacher and staff governors and any other member of staff who may be a governor²⁶

Election of chair

Appointed by the governing body or elected by the panel - to be determined by the governing body. Members of staff and registered pupils at the school cannot be a chair of this panel.

Quorum

The quorum for this panel shall be three governors.

Delegated powers

Full delegated powers for decisions were granted to this panel by the governing body on XXXX date.

Meetings

The panel shall meet as required.

Minutes of all meetings will be taken and retained. Any records or minutes relating to redundancy procedures should be carefully safeguarded and kept confidential.

The decisions of the panel will be brought to the full governing body for information, once any appeal process has been carried out (if appropriate).

Terms of reference

- To consider and to make initial decisions relating to redundancy
- To hear representations relating to decisions on the above
- To attend relevant training as appropriate

In accordance with legislation and instruments of government and agreed policies of the governing body.

REDUNDANCY APPEAL COMMITTEE (Blaenau Gwent and Caerphilly only)

Membership

A minimum of three eligible governors.

Disqualification

The headteacher

Associate pupil governors

Restrictions on persons taking part in proceedings

Any member of the panel who may be tainted or has a direct interest or involvement in the case in question

Teacher and staff governors and any other member of staff who may be a governor²⁷

Election of chair

Appointed by the governing body or elected by the panel – to be determined by the governing body. Members of staff and registered pupils at the school cannot be a chair of this panel.

Quorum

The quorum for this panel shall be three governors.

Delegated powers

Full delegated powers for decisions were granted to this panel by the governing body on XXXX date.

Meetings

The panel shall meet as required.

Minutes of all meetings will be taken and retained. Any records or minutes relating to redundancy procedures should be carefully safeguarded and kept confidential.

The decisions of the panel will be brought to the full governing body for information, once the appeal process has been carried out (if appropriate).

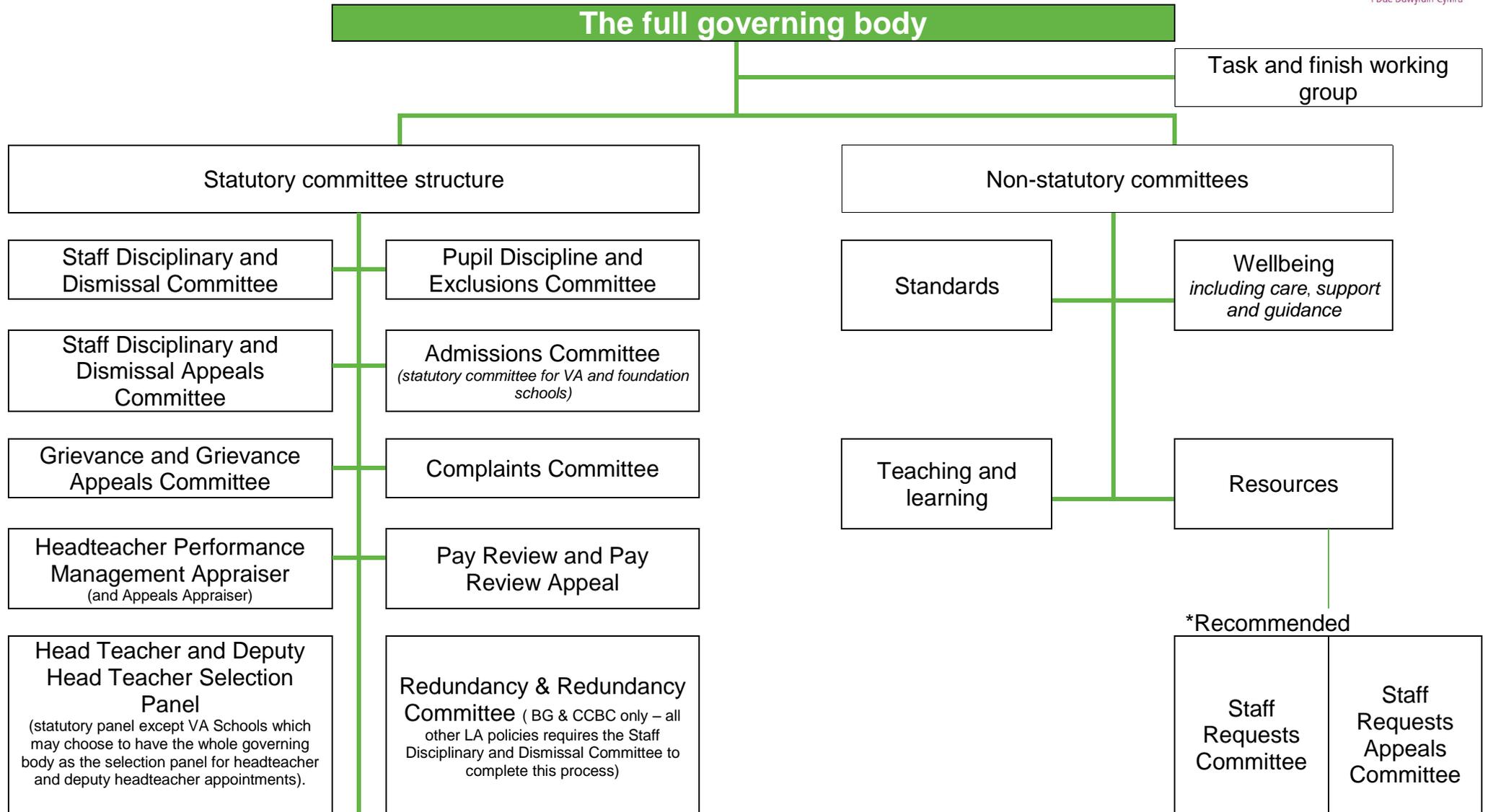
Terms of reference

- To consider and to make final decisions relating to redundancy
- To hear representations relating to decisions on the above
- To attend relevant training as appropriate

In accordance with legislation and instruments of government and agreed policies of the governing body.

Model committee structure

Based on Estyn framework September 2017



Model terms of reference for non-statutory committees

This is a draft model. Governing bodies are free to select the model that meets their needs but must ensure that each committee has a clear term of reference.

Aspects of monitoring and decision-making may overlap into the work of other committees. It may be beneficial for discussions between chairs of committees or those making recommendations to full governors to ensure full consideration of an aspect.

The questions committee members may wish to ask during committee meetings can be found in the [Getting to know your school: Support and challenge document](#)

Standards and Tracking (*Estyn Inspection Area 1 and 4.1*)

The remit of this committee is to receive reports from the school LA or other external agency in relation to all schools based standards to efficiently monitor, support and challenge school improvement and progress.

QUORUM: recommend 5

To assist the headteacher and the governing body in setting realistic and sufficiently-challenging statutory end of key stage targets.

To monitor and evaluate:

- pupil progress and standards of achievement
- pupil achievement against set targets
- the progress and standards of achievement for specific groups of learners
- the impact of intervention and the rates of progress for specific groups of learners, for example FSM, ALN and MAT
- the standards and progress in skills (literacy, numeracy and ICT)
- to celebrate pupil achievements

To challenge any areas of underperformance identified, and ensure that suitable strategies are in place to address these issues.

To assist in the development of, monitor and review of the school self-evaluation report and to help identify areas for the school development plan and ensure that the governing body receives regular progress reports.

To attend relevant training, as appropriate.

Wellbeing incorporating care, support and guidance (Estyn Inspection Area 2 and 4)

QUORUM: recommend 5

The remit of this committee is to monitor and evaluate the wellbeing, care, support and guidance provided within school. The committee will work with the headteacher to provide guidance to the governing body on priorities and issues relating to the pastoral and spiritual wellbeing of the staff and pupils, as well as links with the wider community.

To review and monitor the following policies:

- Attendance
- Behaviour (including anti-bullying)
- Community cohesion
- Equality
- Healthy eating
- Homework
- Safeguarding
- Staff discipline and grievance procedure
- Looked After Children

To agree annual attendance targets and monitor progress towards achieving these.

To monitor and evaluate (for example):

- the impact of the school's punctuality, attendance and behaviour
- the quality of the school's provision for personal development and wellbeing
- the effectiveness of care, guidance and support for pupils
- the extent to which pupils and staff feel safe
- the extent to which pupils adopt healthy lifestyles
- the extent to which pupils contribute to the school and wider community
- the extent to which pupils develop workplace and other skills that will contribute to their future economic wellbeing
- the extent of pupils' spiritual, moral, social and cultural development
- the effectiveness with which the school promotes equal opportunity and tackles discrimination
- the effectiveness with which the school promotes community cohesion
- the effectiveness in which the schools meets the requirements of children who have special needs and disabilities
- the effectiveness of safeguarding policies and procedures and ensure that the school complies with all health and safety and other safeguarding regulations (including child protection and safe recruitment)

- staff attendance levels
- strategies to support effective use of PPA and impact of the staffing structure
- staff work-life balance, working conditions and overall wellbeing
- continuous professional development of staff

To gather the views of stakeholders (parental and community liaison) and report on these, in order that outcomes are effectively used to inform planning.

To work with the headteacher to produce a Publicity and Marketing Policy.

To seek professional advice from the local authority, diocesan authority or others, as necessary.

To attend relevant training, where appropriate.

Teaching and Learning Experiences (Estyn Inspection Area 3)

QUORUM: recommend 5

The remit of this committee includes the monitoring and evaluation of the Teaching and learning provision within school. The committee will review and monitor the Curriculum Policy and any other relevant policy (e.g. Assessment Policy, policy on sex education, collective worship and religious education) as determined by the governing body and make recommendations to the full governing body for discussion and ratification.

In collaboration with members of staff, to provide information about how the curriculum is taught, evaluated and resourced.

To monitor and evaluate

- the quality of the curriculum in securing high standards of achievement
- the quality of teaching
- the impact of continuing professional development on improving staff performance

To receive reports from individual governors responsible for specific areas, where appropriate, e.g. numeracy, literacy, SEN etc.

To assist in the development of, monitor and review of the school self-evaluation report and to help identify areas for the school development / improvement plan and ensure that the governing body receives regular progress reports.

To review the policy and provision for sex education and make recommendations were necessary.

To assist the headteacher in deciding which subject options should be taught having regard to resources (secondary schools).

Recruitment and resources (Estyn Inspection Area 5)

QUORUM: recommend 5

The remit of this committee includes all areas of finance, premises and personnel for which the governing body is responsible. The main responsibilities of the committee are to ensure proper allocation and management of funds delegated to the school under the Scheme for the Financing of Schools, responsibility for health and safety issues in school and the appointment of staff and staffing structure.

Finance

To ensure that the school operates within the financial regulations of the local authority.

To present the draft annual budget to the full governing body for consideration and approval each year.

To provide guidance and assistance to the headteacher and governing body in all matters relating to budgeting and finance.

To ensure that the school development plan is fully costed and that financial provision is available in the budget to meet these costs

To regularly monitor:

- income and expenditure
- all aspects of grant funding
- staffing levels in line with the budget
- pupil number trends to assess the effect on the budget allocation
- expenditure with a view of achieving best value

To determine the financial delegation by the full governing body to the headteacher.

To provide the Staff Disciplinary and Dismissal Committee with any financial information it requires to enable it to carry out its functions.

Delegated powers

To draft the budget in line with priorities set out in the school development/improvement plans.

To agree virements between budget headings as required, to be reported to the next full meeting of the governing body.

To determine Lettings and Charging Policy for other users of the school buildings and grounds.

To manage tendering processes and the awarding of contracts with other relevant committees.

To consider the service level agreement and contracts in consultation with appropriate committees.

To ensure there is an annual audit of the school fund, undertaken by an independent person, and to ensure the results of the audit are reported annually to the full governing body.

To prepare and agree a financial statement for inclusion in the Annual Report to Parents.

Recruitment and staffing matters

To consider and make recommendations to the governing body, on all guidance and legislation relating to personnel issues.

To receive reports from the headteacher on the management of the school's staffing establishment and on general personnel issues – there should be no reference to individual members of staff to avoid tainting or compromising members of the committee.

Delegated powers

To establish and review as required the school staffing structure and make recommendations to the governing body.

To ensure that all procedures relating to the recruitment, selection and appointment of staff are in place and that they are kept under review following changes to legislation.

To undertake the appointment of permanent staff within the staffing structure which has not been delegated to the headteacher and to inform the governing body of these appointments (e.g. the governing body may have delegated the appointment of all support staff to the headteacher).

Premises, health and safety

To provide guidance and assistance to the headteacher and governing body in all matters relating to the maintenance of the premises and grounds, and health and safety.

To comply with the Health and Safety Policy, including the monitoring and review of the policy and procedures.

To ensure that actions are taken in respect of relevant health and safety legislation.

To advise the governing body on priorities, including health and safety and maintenance and development of premises.

To oversee arrangements for repairs and maintenance of the premises.

To consider tenders for work, as appropriate.

To monitor:

- the effectiveness of services provided through the Service Level Agreement and contracts
- the efficient use of utilities such as water, electricity or gas
- health and safety reports
- reports on the condition of buildings and school environment

To receive termly reports on the fire evacuation procedures.

To ensure regular health and safety tours are conducted.

To establish and keep under review an Accessibility Plan.

To seek professional advice from the local authority, diocesan authority or others, as necessary.

To attend relevant training, where appropriate.

Possible working groups

Annual Report to Parents (ARP): To draft the Annual Report to Parents, for approval by the governing body.

Post Inspection Action Plan (PIAP): In conjunction with the headteacher, EAS and LA, consider the draft school Post Inspection Action Plan following an Estyn Inspection, and recommend to full governors for approval.

Non-statutory committee terms of reference

Individual committees

Some governing bodies choose to have individual committees for each of the following areas:

- Finance Committee
- Premises Committee
- Health and Safety Committee
- Appointments Committee
- Staff Requests Committee
- School Performance and Improvement Committee

Where a governing body chooses to have standalone committees, individual example terms of reference are provided as below. For individual Premises or Health and Safety Committees, the terms of reference would apply as for the Resources and Recruitment Committee in Appendix C.

Finance Committee

Responsibility:	To review and agree the school's proposals for the budget and recommend the draft budget to the full governing body; to monitor income and expenditure for which the governors and staff are responsible and report as necessary.
Status:	Delegated spending and virement limits and powers to be agreed for the committee and headteacher. No delegated powers, outside those agreed and recorded unless considered an emergency.
Membership:	To be set by GB, e.g. Five governors Non-governor members (optional; GB must determine whether non-governor members are given a vote) Headteacher
Reserves:	Any eligible governor to act as a substitute.
Disqualification:	None.
Restrictions:	Any governor where there may be a pecuniary interest or a conflict of interest.
Chair:	To be named by the governing body or elected at the first meeting of the committee, as decided by the governing body. If the committee chair is not available, the committee will elect a chair for that meeting.
Clerk:	To be appointed by the GB.
Meetings:	A minimum of once per term
Quorum:	Three voting governors (or 50% of the membership, whichever is greater).
Voting:	Majority
Minutes:	To be reported to next meeting of the governing body.

Terms of reference

1. To ensure that the school improvement plan is fully costed and that financial provision is available in the budget to meet these costs.
2. To monitor income and expenditure of all delegated funds (including private funds and monies devolved for specific purposes, e.g. EIG), and to make regular reports to the governing body.
3. To provide guidance and assistance to the governing body and headteacher on all financial matters concerning the school.

4. When notification is received of the annual allocation of delegated funds, to agree a final budget for approval by the full governing body to be submitted to the local authority by 31 May (or alternative date as determined by the LA) each year.
5. To prepare a Lettings and Charging Policy for the approval of the governing body, and to monitor its implementation.
6. To develop and keep under review a medium-term financial plan.
7. To attend relevant training, as appropriate.

Delegated powers

1. To ensure that the financial regulations for the school approved by the governing body are implemented.
2. To consider and approve all Service Level Agreements relating to services to the school.
3. To exercise virement between budget headings for amounts more than those permitted to the headteacher by the school's financial regulations in line with the school's financial delegation limits.
4. To ensure that appropriate repayments from lettings are credited to the school budget.
5. To ensure that spending does not exceed the total of the budget, and to report to the governing body if there is a possibility of any overspend or significant underspend and also notify the local authority.
6. To receive and, where appropriate, respond to periodic audits of delegated funds.
7. To appoint a treasurer for any account held in the school name and to ensure the annual audit of such accounts.
8. To respond on behalf of the governing body to any consultations by the local authority on the Scheme for the Financing of Schools.
9. To provide the Staff Disciplinary and Dismissal Committee with any financial information it requires to enable it to carry out its functions.
10. To attend relevant training, as appropriate.

Appointment Committee

Responsibility:	To shortlist and interview candidates for vacant posts within the staff structure, as directed by the governing body.
Membership:	Minimum of three governors, and the headteacher. Additional non-governor attendees are non-voting unless agreed by the governing body.
Reserves:	Any eligible governor to act as a substitute.
Disqualification:	Staff and teacher governors where they have a vested interest (e.g. when internal candidates are applying)
Restrictions:	Any governor where there may be a pecuniary interest or a conflict of interest.
Chair:	To be named by the governing body or elected at the first meeting of the committee, as decided by the governing body. If the committee chair is not available, the committee will elect a chair for that meeting.
Clerk:	To be appointed by the governing body.
Quorum:	Three voting governors or 50% of the membership, whichever is greater.
Voting:	By majority.
Meetings:	To meet as and when required.
Minutes:	Minutes of all meetings will be brought to the next meeting of the full governing body for approval.

Terms of reference

1. To be involved in the appointment of staff as appropriate. (The appointment of some posts is delegated as detailed in the governing body delegation arrangements.)
2. To attend relevant training, as appropriate.

Delegated powers

To undertake the appointment of all permanent staff (except the headteacher or deputy headteacher) and to inform the governing body of these appointments (consideration can be given to delegating appointments to headteacher subject to approval of the Appointments Committee and in line with the governing body's agreed delegation arrangements).

Staff Requests Committee

Responsibility:	To hear a request from individual members of staff, not falling within the remit of other committees, where refusal could involve an appeal i.e. requests for leave of absence.
Status:	Non-statutory – delegated powers.
Membership:	Minimum of three governors. The headteacher cannot be a member. Additional non-governor attendees are non-voting unless agreed by the governing body.
Reserves:	Any eligible governor to act as a substitute.
Disqualification:	Staff and teacher governors, where they have a vested interest
Restrictions:	Any governor where there may be a pecuniary interest or a conflict of interest.
Chair:	To be named by the governing body or elected at the first meeting of the committee, as decided by the governing body. If the committee chair is not available, the committee will elect a chair for that meeting.
Clerk:	To be appointed by the governing body.
Quorum:	Three voting governors or 50% of the membership, whichever is greater.
Voting:	By majority.
Meetings:	To meet as and when required.
Minutes:	The chair of the committee will verbally report back to the governing body that the committee has used its delegated function including any decisions made and actions taken (only at the end of any appeal process, or the period for an appeal lapsing).

Terms of reference

1. To consider requests from staff not falling within the remit of other committees, where refusal could involve an appeal including requests for flexible working, job share, leave of absence. Requests to this committee will be in line with the governing body's adopted procedures which may determine that the headteacher will make a decision in the first instance.
2. To attend relevant training, as appropriate.

Delegated powers

To consider staff requests and make initial decisions in line with the governing body's adopted procedures.

Staff Requests Appeals Committee

Responsibility:	To hear appeals from individual members of staff, not falling within the remit of other committees, where refusal could involve an appeal, such as requests for leave of absence.
Status:	Non-statutory – delegated powers
Membership:	Minimum of three governors. The headteacher cannot be a member. Additional non-governor attendees are non-voting unless agreed by the governing body.
Reserves:	Any eligible governor to act as a substitute.
Disqualification:	Staff and teacher governors where they have a vested interest.
Restrictions:	Any governor where there may be a pecuniary interest or a conflict of interest.
Chair:	To be named by the governing body or elected at the first meeting of the committee, as decided by the governing body. If the committee chair is not available, the committee will elect a chair for that meeting.
Clerk:	To be appointed by the governing body.
Quorum:	Three voting governors or 50% of the membership, whichever is greater.
Voting:	By majority.
Meetings:	To meet as and when required.
Minutes:	The chair of the committee will verbally report back to the governing body that the committee has used its delegated function including any decisions made and actions taken (only at the end of any appeal process, or the period for an appeal lapsing).

Terms of reference

1. To consider appeals from staff not falling within the remit of other committees, where refusal could involve an appeal including requests for flexible working, job share, leave of absence. Requests to this committee will be in line with the governing body's adopted procedures which may determine that the headteacher will make a decision in the first instance.
2. To attend relevant training, as appropriate.

Delegated powers

To consider staff appeals requests and make final decisions in line with the governing body's adopted procedures.

School Performance and Improvement Committee

Responsibility:	To ensure pupils at the school have access to a broad and balanced curriculum and statutory requirements are met. This includes monitoring and reviewing the school curriculum, monitoring school performance and achievement, target setting, school self-evaluation and developing home/school links. To monitor pupil welfare. To identify and develop opportunities to promote the school in the community.
Membership:	Minimum of five governors including the headteacher. Additional non-governor attendees are non-voting unless agreed by the governing body.
Reserves:	Any eligible governor to act as a substitute.
Disqualification:	None.
Restrictions:	Any governor where there may be a pecuniary interest or a conflict of interest.

Chair:	To be named by the governing body or elected at the first meeting of the committee, as decided by the governing body. If the committee chair is not available, the committee will elect a chair for that meeting.
Clerk:	To be appointed by the governing body.
Quorum:	Three voting governors or 50% of the membership, whichever is greater.
Voting:	By majority.
Meetings:	To meet at least once per term.
Minutes:	Minutes of all meetings will be brought to the next meeting of the full governing body for approval.

Terms of reference

1. To review and monitor the Curriculum Policy and any other relevant policy as determined by the governing body (to include sex education, religious education and collective worship) and make recommendations to the full governing body for discussion and ratification, in light of the LA curriculum statement and their statutory obligations regarding the national curriculum.
2. To monitor and evaluate the following, in conjunction with governors responsible for specific areas where appropriate (literacy, numeracy, closing the gap, for example) and to regularly report on these to the governing body:
 - pupil progress and standards of achievement
 - the impact of continuing professional development on improving staff performance
 - pupil achievement against set targets
 - the effectiveness of provision for children who have additional learning needs
 - the effectiveness of provision for children who may be otherwise disadvantaged
 - the quality of the curriculum in securing high standards of achievement
 - the impact of any actions or interventions taken to address differential standards of achievement or rates of progress within groups of pupils (such as SEN/ALN, gender, free school meals, minority-ethnic, English as an additional language and looked after children).
3. To challenge any areas of underperformance identified and ensure that suitable strategies are in place to address these issues.
4. To ensure that the requirements of children who have additional educational needs and those who may be otherwise disadvantaged are met.
5. To participate in the school self-evaluation process and ensure the governing body receives regular updates.
6. To liaise with staff and the Recruitment and Resources Committee to prepare a draft school development/improvement plan annually for approval by the governing body and ensure that the governing body receives regular progress reports through systematic monitoring and review.
7. To monitor attendance against targets and to consider the link between attendance and performance, reporting any recommendations to the governing body, ensuring recommendation for school attendance targets are considered by the governing body for approval within required timescales.
8. To keep under review the school prospectus, ensuring that all information required by law is contained therein, and referring the prospectus to the governing body for approval within statutory timescales.
9. To review the school's pupil Discipline/Behaviour Management Policy and make recommendations to the governing body for discussion and ratification.

10. To monitor and keep under review the use of exclusions within the school in the wider context of the school's policy on behaviour and discipline, and to report to the governing body on this monitoring/review as required.
11. To receive information about all matters of policy and procedures which affect the welfare of pupils, and to make recommendations to the governing body.
12. To maintain an overview of arrangements for school educational trips.
13. To maintain an overview of after-school activities offered by the school.
14. To consider opportunities for the promotion of the school and monitor public relations with pupils, parents, and the community, and ensure that success and events at the school are well publicised.
15. To attend relevant training, as appropriate.
16. To seek professional advice from the local authority, diocesan authority or others as necessary.

Delegated powers

1. In conjunction with the headteacher and EAS challenge advisor, to consider and draft the school's action plan following an Estyn inspection for consideration by the governing body within the prescribed timescale.

Governor Skills, Knowledge and Understanding Audit and Training Needs Analysis

Appendix E

Governor name:

1. Please rate your level of skill, knowledge or understanding in relation to the following topics by ticking the appropriate box:

	No or little skill, knowledge or understanding	Average level of skill knowledge or understanding	A good level of skill, knowledge or understanding	Interested in this topic/area of work	I would welcome training in this topic
Community engagement and/or development					
Diversity/equal opportunities inc looked after children, child protection etc					
Education management					
Education/training inc curriculum, data etc					
Employment law					
Estates/facilities management					
Finance/accounts					
General business management					
Health and safety					
Human resources/personnel					
IT/websites etc					
Marketing inc all elements eg PR					
Quality assurance eg Estyn, TQM, ISO 90000					
TU / staff relations					

2. Please rate in order of preference your preferred committee selection (1 = first choice, 4 = fourth choice)

Committee	Preference	Committee	Preference
Community Development		Finance and Buildings	
Personnel		Curriculum and Pupils	

Governor Support & Development

Here to help

The Governor Support & Development team continually strives to ensure that governors have the skills, knowledge, confidence and support that they require to fulfil their role in challenging schools and raising standards.

Each local authority has a governor support liaison officer who works with the principal challenge adviser and senior officers from the LA to support governing bodies. The liaison officer provides support, advice and guidance to schools that purchase the Governor Support SLA.

The full SLA includes provision of a trained clerk. Clerks work in partnership with the Governor Support team. If you require further information with regard to any particular query, please do not hesitate to contact the liaison officers as detailed below.

Elizabeth Everson

Head of Governor Support
& Development team

Clare Coff

Deputy Head & Training
Development Officer

Emma Lawrence

Senior Governor Support
Officer (Monmouthshire)

David Hutchings

Senior Governor Support
Officer (Torfaen)

Suzette Williams

Liaison Officer
Newport

Irene Jones

Liaison Officer
Caerphilly 1

TBC

Liaison Officer
Caerphilly 2

Julie Parry

Liaison Officer
Blaenau Gwent

Chris James

Governor Support
Assistant

Amy Baker

Governor Support
Assistant

Loren Taylor

Governor Support
Assistant



Over 45 Clerks

Clerking of ordinary full governing body meetings is undertaken by trained clerks throughout the region

Contact details

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& Development Team

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TBC

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Chris James

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Loren Taylor

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