



# **Roles and Responsibilities and Governors' Decision Planner**

## **Measham C of E Primary School Academy Trust**

***Approved by the Governing Body Yearly***

***Signed*** Matt Pope  
**Chair of Governors**

***Date of Next Review***

***September 2021***

# Contents

## **1. Purpose and Scope**

## **2. Introduction**

## **3. The Strategic Role**

## **4. Delegation and Decisions**

## **5. School Decision Planner**

### 5.1 Constitutional Decisions

### 5.2 Policy Development, Planning and Public Accountability

### 5.3 Financial Matters

### 5.4 Personnel Functions and Pay

### 5.5 Admissions and Exclusions

### 5.6 Strategic Matters

## **6. Roles and Responsibilities of Governors**

## **7. Membership of Governors' Committees 2020-2021**

## **8. A Code of Conduct for the Governing Body**

## **9. The Governors Meetings Charter**

## **10. Full Governors and Committees Meetings Pattern for 2020-2021**

## **1. Purpose and Scope**

This document sets out the key elements of Governance at Measham C of E Primary School Academy Trust. It will need to be read in conjunction with the articles of association as per academy conversion.

## **2. Introduction**

At Measham CE Primary School Academy Trust, the Executive Headteacher, staff and Governing Body work closely together to provide high quality and effective education for all following the guidance of the Department for Education (DFE) and its regulations for the governance of schools.

The Governing Body is a corporate body, consisting of 5 representatives from the parent body, 2 from the staff body, 3 Foundation member, 2 Community representatives. 3 of which are also trustees of the Academy and the Executive Headteacher. The Governors strive to act at all times with integrity, objectivity and honesty and in the best interests of the school and its students. They are accountable and as such will undertake to be transparent and open about the way in which they act and make decisions.

Their role is largely a strategic one in the running of the school. This includes setting up a strategic framework for the school, setting its aims and objectives, setting policies and targets for achieving the objectives, reviewing progress and reviewing the strategic framework in the light of progress. The Governing Body provides advice and support to the Executive Headteacher and acts as a "critical friend". The Governing Body is accountable for making effective use of its monitoring, evaluation and reviewing activities to hold the school to account for the quality of the education provided

The Executive Headteacher is responsible for the management of the school and its internal organisation, for advising the Governors on the strategic framework and for implementing it. She will formulate aims and objectives and targets for the Governors to consider adopting and will regularly report to them on the progress of such items. The Executive Headteacher and senior staff will prepare policies for the Governing Body to monitor and evaluate and will review and revise policy and procedure where necessary. Governors will be closely involved with senior staff in formulating key policies.

The Governing Body will decide how to delegate its roles and responsibility functions to its committees, individual Governors and the Executive Headteacher and can prescribe the conditions of that function.

The Governing Body is responsible for ensuring that there is an Appraisal Policy and effective processes are in place and that it is implemented after consultation with teachers. This policy, should fulfil the statutory requirements and regulations and should be reviewed annually and made available to the teachers and, where necessary, to any external inspectors or advisers. The Executive Headteacher will provide a written annual Appraisal report to the Governing Body. This report will provide the Governing Body with information regarding the impact of the implementation of the policy relating to the statutory requirements.

## **3. The Strategic Role**

At Measham CE Primary School Academy Trust this means that the Governors and Executive Headteacher decide what they want the school to achieve and plan the strategy or framework for achieving it. This will include setting suitable aims and objectives, agreeing policies, targets and priorities and monitoring and reviewing those aims and objectives and whether the policies, targets and priorities are being achieved.

The School Development Plan (SDP) will provide the strategic framework and will be supported by the

school's Self-Evaluation form (SEF) and other specific development plans and policies. Working strategically, Governors will use monitoring evidence to evaluate and review progress against agreed improvement targets to establish the effectiveness of policy and practice. The Executive Headteacher is responsible for providing any data or information that the Governing Body has agreed is necessary for it to effectively monitor progress. The Executive Headteacher is responsible for facilitating the rest of the Governing Body's agreed monitoring systems and the arrangements necessary for Governors to fulfil that function, including visits to the school, attendance at staff meeting, INSET days, senior leadership team meetings, and regular meetings with the Chair of Governors.

As "lead" professional and a Governor the Executive Headteacher will be responsible in partnership with Governors and staff for formulating and implementing the policies, leading the school towards set targets and objectives and for discharging her specific responsibilities and supporting the Governing Body to discharge its specific responsibilities.

The Governing Body in discussion with the Executive Headteacher will agree levels of information exchange between the Executive Headteacher and the Governors to ensure that the Governing Body has enough knowledge to fulfil its function of monitoring and evaluation and comparison with other schools.

At all times the Executive Headteacher and staff are accountable to the Governing Body for the standards achieved and for the school's performance. The Governing Body is accountable to students, parents, the local community and the DFE.

#### **4. Delegation and Decisions**

The governing board works collectively as a whole team, meeting 6 times per year, once in each half term.

The Governing Body has delegated some of its functions and duties to specific committees in order to render itself more efficient and effective.

There are three sub committees with the agreement that other ad hoc committees may be necessary if circumstances should warrant it. They are as follows: -

- Finance, Personnel and Premises
- Steering Committee
- Pay Committee
- Executive Headteacher Joint Committee

All committees are empowered to make decisions on behalf of the full Governing Body and are required to report back fully on their actions and decisions. Each committee consists of at least four Governors and operates in accordance with the responsibilities itemised in this document which serves as the terms of reference.

The quorum for any committee meeting and for any vote must be three Governors who are members of the committee, or more, if so determined by the committee.

In addition to the main committees, there is also a Complaints and exclusions panel/committee that is convened as and when necessary.

In order to clarify levels of responsibility and delegated powers the Governors have adopted a Decision Planner as recommended by the DFE and included it as part of this document. This clearly sets out the responsibility for decisions for the Executive Headteacher, the Governing Body and Governors' Committees.

## 5. Schools Decision Planner

### Measham CE Primary School Academy Trust

#### 5.1 Constitutional decisions

<b>Function statement</b>	<b>Responsibility</b>
1. Changes to the Instrument of Government, including terms of office	Governing Body
2. To appoint, suspend or remove Governors (refer to the guide to the law for specific requirements)	Governing Body
3. To elect or remove the chair	Governing Body
4. To elect or remove the vice chair	Governing Body
5. To appoint link or designated Governors, for example child protection and SEN	Governing Body
6. To decide the arrangements for full governing body meetings (legal minimum 3 per year)	Governing Body
7. To regulate the procedures of meetings, for example code of conduct	Governing Body
8. To decide upon the establishment and membership of committees and their remits	Governing Body
9. To establish the Governors' register of pecuniary and business interests and oversee its maintenance	Governing Body
10. To publish proposals for alteration, change of category or closure of the school	Governing Body
11. To ensure that the school meets for 380 sessions in a school year unless directed otherwise by the DFE	Governing Body
12. To approve the Annual Budget Plan and Best Value statement	Finance, Personnel and Premises Committee and the Governing Body to ratify
12a. Approve the school financial procedures and ensure that the School operates within the recommendations of the Academies Financial Manual	Governing Body
12b. To approve the initial statement of Accounting Policies	Governing Body
13. To agree the financial limits of delegated authority for entering into commitments and authorising payments as set out in Section 10 of the Financial procedures	Governing Body

14. To approve a written description of financial systems and procedures in line with the DfE academies Financial Regulations, as set out in the Financial procedures	Finance, Personnel and Premises Committee
15. To ratify the appointments of an Executive Headteacher and Deputy Headteacher	Governing Body
16. To appoint the Executive Headteacher to fulfil the role of Accounting Officer	Governing Body
17. To appoint the principal Finance Officer with appropriate qualifications/experience	Governing Body
18. To determine the arrangements for the appointment of all other staff	Finance, Personnel and Premises Committee
19. To recruit staff on the leadership spine and senior support staff	Finance, Personnel and Premises Committee
20. To recruit teaching staff and teaching assistant staff and all other support staff	Executive Headteacher
21. To dismiss the Clerk to Governors	Governing Body
22. To participate in the school self- review process including the review of the Governing Body effectiveness	Governing Body
23. To set the Individual School Range (ISR)	Finance, Personnel and Premises Committee
24. To decide to federate or form joint committees with other schools.	Governing Body
25. To consider whether or not to exercise delegation of functions to individuals or committees	Governing Body
26. To ensure the school is working to the Schools Financial Value Standard.	Finance, Personnel and Premises Committee

## 5.2 Policy Development, Planning and Public Accountability

Function statement	Responsibility
1. To formulate the School Prospectus	Executive Headteacher
2. To approve the School Prospectus	Governing Body
3. To formulate the School Improvement Plan (SIP)	Executive Headteacher
4. To approve the School Improvement Plan	Governing Body

5. To monitor student achievement against set targets and produce an annual report for the Governing Body	Executive Headteacher Governing Body
6. To receive school improvement information from the school, and OfSTED	Governing Body
7. To decide school session times	Governing Body
8. To approve new policies or amendments to policies	Relevant Committees
9. To adopt and review the Home School Agreement	Finance, Personnel and Premises Committee
10. To determine matters relating to health and safety and the security of the premises and its occupants	Governing Body Executive Headteacher and Premises Officer
11. To monitor the use and suitability of the premises in relation to the above	Governing Body Executive Headteacher and Premises Officer
12. To be involved in target setting dialogue with the external advisor	Executive Headteacher /Chair of Governors
13. To set and publish whole school achievement targets	Executive Headteacher
14. To ensure provision of free school meals to those students meeting the criteria	Executive Headteacher
15. To discharge duties in respect of students with special needs by appointing a "responsible person"	Executive Headteacher
16. To carry out an annual review of safeguarding children and child protection policy and procedures	Safeguarding Governor Executive Headteacher
17. To contribute as required to LA/DfE place planning arrangements	Finance, Personnel and Premises Committee
18. To publish proposals to alter, discontinue or change category of school	Governing Body
19. The receive and consider the annual letter from the EFA Accounting officer	Governing Body
20. To comply with all the terms of a financial notice to improve (FNtI)	Governing Body
21. To familiarise with the responsibilities set out in the Companies Act 2006 which comprise the duties to act within their powers, promote the success of the company, exercise independent judgement; exercise reasonable care; skill and diligence; avoid conflicts of interest; not to accept benefits from third parties; declare interests in proposed transactions or arrangements.	Governing Body

22. To receive and consider the Value for Money Statement as part of the annual presentation of accounts	Governing Body
23. To receive and consider the statement on regularity, propriety and compliance as part of the annual presentation of accounts	Governing Body
24. To respond to any written warnings from the Accounting Officer about breaches to the handbook/funding agreement procedures	Finance, Personnel and Premises Committee

### 5.3 Financial Matters

1a. To formulate the budget plan and Best Value Statement and ensure it reflects the priorities of the School Improvement Plan 1b. To review the school Finance Policy and Terms of reference annually 1c. To approve amendments to the financial procedures and Statement of Accounting policies and report these to the Governing Body	Finance, Personnel and Premises Committee
2. To provide guidance and assistance to the Executive Headteacher, Senior Leadership Team and the Governing Body in all matters relating to budgeting and finance.	Finance, Personnel and Premises Committee
3. To monitor overall expenditure against the budget plan and agree adjustments as necessary	Finance, Personnel and Premises Committee
4. To receive 1/2 termly reports from the Business Manager on the school's income and expenditure, showing a comparison of these against budget estimates and to take remedial action where necessary	Finance, Personnel and Premises Committee
5a. To approve contracts/procured items over £5K 5b. To enter into contracts/procured items below £5k 5c. To ensure high value contracts are put out to tender	Finance, Personnel and Premises Committee Business Manager
6a. To agree capital expenditure over £5k. 6b. To agree capital expenditure up to £5k	Governing Body Finance, Personnel and Premises Committee
7a. To authorise virements over £5k 7b. To authorise virements up to £5k 7c. To Virements over £5k 3 Quotes required Building works over £10k out to tender	Governing Body Finance, Personnel and Premises Committee Governing Body Executive Headteacher and Business Manager
8. To operate the governing body's arrangements for obtaining quotations and inviting tenders	Executive Headteacher and Business Manager

9. To maintain inventories and security of assets	Business Manager
10. To monitor income from the sale of assets	Finance, Personnel and Premises Committee and Business Manager
11. To formulate a Charging and Lettings Policy	Finance, Personnel and Premises Committee and Business Manager
12. To formulate a charging and remissions policy for activities	Finance and Personnel Committee
13. To prepare the financial statement to form part of the annual report of the Governing Body to parents and for filing in accordance with the Companies Act and Charity Commission regulation 13b. To recommend to the Full Governing Body the appointment or re-appointment of the auditors Academy	Finance, Personnel and Premises Committee, Auditors and Business Manager
14. To monitor actions following an internal audit	Finance, Personnel and Premises Committee
15. To determine insurance arrangements	Finance, Personnel and Premises Committee and Business Manager
16. To approve the writing off of irrecoverable debts and the disposal of surplus and damaged equipment within the limits agreed 16b. To approve the disposal of surplus and damaged equipment as reported on the inventory disposed assets list	Finance, Personnel and Premises Committee Governing Body
17. To review financial policy statements, including consideration of long term planning and resourcing	Finance, Personnel and Premises Committee
18. To ensure on-going self-evaluation of expenditure patterns with reference to Consistent Financial Reporting	Finance, Personnel and Premises Committee
19 To oversee the school's compliancy with the DFE Schools Financial Management and Governance evaluation	Finance, Personnel and Premises Committee
20. To carry out an annual self-assessment on the school's financial procedures to inform the Controls Assurance Statements, and provide the Governors with the necessary assurance prior to the Chair of Governors and Executive Headteacher 's signature	Finance, Personnel and Premises Committee
21. To ensure that new Governors serving on the Finance and Personnel Committee have completed an audit of skills and experience and all new Governors are presented with a copy of the Governors' Handbook of Financial Procedures	Finance, Personnel and Premises Committee and Business Manager
22. To approve expenditure quotations in accordance with the Finance procedures	Finance, Personnel and Premises Committee
23 To receive regular reports on the state and security of the school's property and site and to make recommendations on the work to be done.	Finance and Personnel committee via Health, Safety and Premises Committee

24. To provide information on the school's budget in an appropriate format to parents	Finance, Personnel and Premises Committee and Business Manager
25. To check the audited accounts of voluntary funds held by the school, and approve the final statement	Auditors
26. To monitor the performance of In-House Catering collection of dinner money	Finance, Personnel and Premises Committee to consider L/A report
27. To check the school inventory and associated procedures on an annual basis	Business Manager to report to Finance, Personnel and Premises Committee
28. To check that the policy for Health and Safety is followed, kept up to date and adhered to e.g. cleaning of premises	Governing Body
29. To review external contracts for the supply of tendered services when necessary	Finance, Personnel and Premises Committee and Business Manager
30. To receive and discuss regular reports on matters associated with publicity, marketing, fund raising and lettings	Finance and Personnel Committee with Publicity Committee
31. To ensure that a register of business and pecuniary interests for Governors and senior staff is maintained in accordance with the EFA guidance along with the inclusion of close family members	Clerk to the Governors
32. (i) To ensure an annual reminder is issued to Governors and staff about declaration of interests, gifts and hospitality (ii) To ensure that the register of business and pecuniary interests for Governors is published on the School website	Finance, Personnel and Premises Committee and Executive Headteacher
33. To ensure that borrowing and leases are in accordance with the limits set out in the financial procedures.	Finance and Personnel Committee
34. To check that the school has a contingency and business continuity plan	Finance, Personnel and Premises Committee and Business Manager
35. To receive the reports of the internal and external auditors and ensure that an appropriate action plan is put in place	Governing Body
36. To ensure the Academy Audit committee has fulfilled its duty	Finance, Personnel and Premises Committee
37. Agree the programme of internal auditing including the checking of financial control and risks	Finance, Personnel and Premises Committee
38. To appoint the internal and external auditor	Governing Body
39. To ensure that any payments for goods and services to individuals or organisations known to be connected parties to the Academy as defined by the EFA are made on the basis of no more than 'at cost' where payment exceeds £2,500	Finance, Personnel and Premises Committee and Business Manager

40. To ensure that any agreement with connected parties is properly procured and supported by a statement and evidence where necessary giving assurance that charges are at cost	Finance, Personnel and Premises Committee and Business Manager
41. To ensure that any ex-gratia payment is approved by the EFA	Finance, Personnel and Premises Committee

#### 5.4 Personnel Functions and Pay

Function statement	Responsibility
1a To ensure that staffing policies support the School Improvement Plan, are kept under review and to contribute to the annual review of that Plan. 1b. To develop and systematically review policies relating to staffing matters and to make recommendations for adoption/amendment of these to the full Governing Body e.g. disciplinary/capability procedures/absence management. 1c. To hear appeals made by staff in relation to the above.	All relevant Committees and Executive Headteacher  Appeals Panel
2. To review student and curriculum needs and recommend staffing requirements to the Personnel Committee	Governing Body and Executive Headteacher
3. To determine the staff complement	Finance, Personnel and Premises Committee and Executive Headteacher
4. To determine staffing structure and staffing policies and ensure they support the school improvement plan	Finance, Personnel and Premises Committee and Executive Headteacher
5. To receive and discuss reports from the Executive Headteacher on job descriptions and staff changes.	Finance, Personnel and Premises Committee
6. To implement the performance management policy and review it annually	Finance, Personnel and Premises Committee and Executive Headteacher
7. To monitor the program of staff development and training to ensure that it is meeting the needs of the school and its staff.	Finance, Personnel and Premises Committee
8. To review annually the school's pay policy	Finance, Personnel and Premises Committee
9. To implement the pay policy	Finance, Personnel and Premises Committee
10. To agree the annual salary review and upper pay spine progression for teachers	Pay Committee
11. To conduct the annual appraisal of the Executive Headteacher with the assistance of an external advisor	Nominated Performance Management Governors
12. To determine honorarium payments and temporary pay enhancements	Finance, Personnel and Premises Committee

13. To make staff appointments on behalf of the full Governing Body for the Executive Headteacher and Deputy	Appointment Panel to be ratified by Governing Body
14. To recruit teaching staff, teaching assistants and all other staff	Executive Headteacher With advice from Appointment Panel
15. To ensure the school adheres to all safeguarding and safe recruitment selection and appointment procedures taking into account changes in legislation and their affect upon these procedures	Safeguarding Governor and Business Manager
16. To suspend the Executive Headteacher	Governing Body
17. To end the suspension of the Executive Headteacher	Governing Body
18. To suspend other staff	Executive Headteacher
19. To end the suspension of other staff	Executive Headteacher
20. To determine dismissal payments/early retirement	Finance, Personnel and Premises Committee
21. To dismiss the Executive Headteacher	Governing Body
22. To dismiss other staff	Governing Body
23. To agree and monitor a training strategy for: - (a) teachers and support staff (b) Governors	Executive Headteacher Link Governor
24. To monitor staff induction	Executive Headteacher
25. To ensure that the staff handbook is in place and kept up to date and all staff are informed of the grievance and disciplinary procedures of the school.	Executive Headteacher
26. To review all matters and policies associated with the Equalities Act legislation and Equal Opportunities/Race Discrimination.	Finance, Personnel and Premises Committee
27. To receive reports and monitor racist incidents within the school	Governing Body
28. To ensure Safeguarding issues are standard termly agenda items.	Safeguarding Committee Governing Body

## 5.5 Admissions and Exclusions

<b>Function statement</b>	<b>Delegated to</b>
1. To determine the admission policy	Governing Body
2. To implement the admissions policy	Executive Headteacher
3. To implement the behaviour policy	Executive Headteacher
4. To ensure disciplinary procedures and the student code of conduct are in place and review the frequency and nature of exclusions	Under Review
5. To hear student exclusions representations and determine outcome	Complaints Panel
6. To annually review the behaviour and rewards policy and the use of exclusion in comparison with local and national data	Executive Headteacher
7. To appoint a clerk to the discipline committee (who is not a Governor or the Executive Headteacher ) and is normally the Clerk to the Governors	Governing Body
8. To monitor and review student attendance	Governing Body

## 5.6 Strategic Development

<b>Function statement</b>	<b>Delegated to</b>
1. To work with the Executive Headteacher to agree a Curriculum statement for approval or amendment by the governing body (the statement will take into account statutory obligations outlined in the National Curriculum (including Sex Education and RE)	Governing Body
2. To ensure that the National Curriculum is in place and to consider any disapplication to students	Governing Body
3. To establish and implement a Curriculum policy	Executive Headteacher
4. To monitor the Curriculum policy and provide guidance and information to the Governing Body on all matters concerning the curriculum	Governing Body
5. To monitor and review information about school performance and reporting to parents according to statutory requirements, and to present an annual report to the Governing Body on public examinations and national testing.	Governing Body
6. To report standards of teaching and attainment to the governing body	Executive Headteacher

8. To be responsible for individual students' education	Executive Headteacher
9. To ensure that the delivery of sex education and RE are in line with the Governors' policies and legal guidance	Governing Body and Executive Headteacher
10. To monitor the arrangements for collective worship and monitor provision	Governing Body Executive Headteacher and RE Governor
11. To ensure the Curriculum complies with all equalities legislation, e.g. race, sex, disabilities discrimination	Governing Body
12. To monitor the Curriculum in respect of Special Needs provision, including Gifted and Talented students and alternative curriculum provision	Governing Body
13. To review the school's policies and provision for special needs, statemented students and inclusion	Governing Body and dedicated SEN Governor and member of staff
14. To monitor the arrangements for school visits/residentials	Executive Headteacher
15. To comply with the requirements of the Ofsted Inspection Framework	Governing Body
16. To be involved in the formulation and review of the self- evaluation form (SEF)	Executive Headteacher and Governing Body
17. To consider in detail any inspection report made by OFSTED or other external bodies	Executive Headteacher and Governing Body
18. To ensure that recommendations following an Ofsted inspection are incorporated into the School Improvement Plan	Executive Headteacher and Governing Body
19. To monitor and encourage the schools' involvement in multi-agency work	Safeguarding governor and Executive Headteacher
20. To monitor and promote community cohesion developments	Finance, Personnel Premises Committee
21. To agree priorities and approve a sustainable schools strategy	Finance, Personnel Premises Committee
22. To agree priorities, approve and monitor the School Development Plan	Governing Body

## 6. Roles and Responsibilities of Governors

Measham C of E Primary School Academy Trust Governing Body contains the following mix of Governor types:-

Parent Governors  
Foundation Governors  
Staff Governors  
Executive Headteacher

Academy Trustees  
Co-opted Governors

The Articles of Association and the Diocese Instrument of Government outline the make-up of the Governing Body.

## **7. Membership of Governors' Committees 2020-2021**

The Chair of each committee is elected at the first Business meeting of the academic year. The committee chair is responsible for presenting information about the committee's work and decisions at the full Governing Body meetings.

Subject to Article 114 in the Articles of Association it states:

*The quorum for a meeting of the Governors, and any vote on any matter thereat, shall be any three Governors, or, where greater, any one third (rounded up to a whole number) of the total number of Governors holding office at the date of the meeting. If the Secretary of State has appointed Additional or Further Governors then a majority of the quorum must be made up of Additional or Further Governors.*

*A quorum of three Governors must be present at any single committee meeting for a motion to be passed.*

### **Finance, Personnel and Premises Committee**

Rev Vivien Elphick (Chair)  
Mrs Gillian Brooks  
Mrs Sylvie Newman  
Mrs Helen Phillips  
Mrs Jane Whittle (SBM)

### **Other committees:**

#### **Pay Committee**

Rev Vivien Elphick (Chair)  
Mrs Gillian Brooks  
Mrs Helen Phillips

#### **Executive Headteacher Joint Committee**

Mr Matt Pope  
Mrs Gillian Brooks or Mrs Helen Phillips

## **8.1 The Governing Body Code of Practice**

The following sets out the broad principles by which the Governing Body operates. The Governors strive to act at all times in the best interests of the school and its pupils. All Governors have also signed the NGA Governors code of conduct.

### **General**

- Governors have responsibility for determining, monitoring and keeping under review, the policies, plans and procedures within which the school operates whilst the Executive Headteacher is responsible for the implementation of policy, day to day management of the school.
- All Governors have equal status. Although Governors are appointed and elected by different groups, their central concern is the welfare of the school as a whole.
- Governors have a general duty to act fairly and without prejudice at all times.
- In so far as they have - or share - responsibility for the employment of staff, Governors should fulfil all reasonable expectations of a good employer.
- Governors should consider carefully how their own decision might affect other schools.
- Governors should encourage open governance and should be seen to do so.
- Governors do not act alone but as members of a corporate team. Individual Governors have power

only when it is designated specifically to them by the whole governing body.

### **Commitment**

- Being a Governor involves significant amounts of time and energy. Careful regard should be paid to this when agreeing to serve or to continue to serve on the governing body of a school.
- All Governors should involve themselves actively in the work of the governing body and accept a fair share of responsibilities, including service on committees.
- Regular attendance at meetings of both the full governing body and committees is essential.
- Governors should know the school well and take opportunities to visit it and become involved in school activities.

### **Relationships**

- Governors should strive to operate as a team in which constructive working relationships are actively promoted.
- Governors should develop effective working relationships with the Executive Headteacher, staff, parents and their local community.

### **Confidentiality**

- Governors must observe complete confidentiality when asked to do so by the governing body, especially in relation to matters concerning individual staff, students or parents.
- Although decisions reached at Governors' meetings are normally made public through the minutes or otherwise, the discussions on which decisions are based should be regarded as confidential.
- Governors should exercise the highest degree of prudence when discussion of potentially contentious issues arises outside the governing body.

### **Conduct**

- Governors should express their views openly within meetings but accept collective responsibility for all decisions.
- Governors should only speak or act on behalf of the governing body when they have been specifically authorized to do so.
- All visits to school should be undertaken within a framework which has been established by the governing body and agreed with the Executive Headteacher.
- In responding to criticism or complaints relating to the school, Governors should refer to the school's 'Complaints Procedure' for the correct procedure to be followed and advise the complainant accordingly. (The Complaints Procedure is on the school website.)
- Governors have a responsibility to maintain and develop the ethos and reputation of the school. Their actions within the school community should reflect this.
- Any pecuniary interest that a Governor may have in connection with the governing body's business must be recorded in the register of pecuniary interests.
- Where an interest is declared, the Governor must leave the meeting while the item is under discussion.

### **Training and Development**

Governor training and development is important. It benefits the school and individual Governors, and can help to develop effective teamwork. Governors are encouraged to undertake training to further their individual interests within the governing body and the work of the governing body as a whole.

### **Mentoring**

An experienced Governor who acts as a mentor to new Governors can provide support and a listening ear for all aspects of the work of the governing body. Governors should be prepared to act as mentors, as

required.

## Meetings

Individual Governors do not have any authority in a school. It is the decisions of all the Governors together that carry authority. The activities that Governors undertake outside meetings can be seen as preparation for the times when the governing body 'goes live' – in a meeting. It follows that if a governing body is to carry out its functions well, its meetings are crucial.

## 9. The Governors' Meetings Charter

### In order to come to informed and collective decisions the Governors expect:

- All meeting's to be agreed and calendared before the start of each academic year.
- Agenda and relevant documents to arrive at least 7 working days before the meeting
- An adequate room and appropriate seating
- A clear understanding of the purpose of the meeting
- People to be punctual
- Governors to have read the agenda, minutes and other papers before the meeting
- A chair who is sympathetic; keeps to the agenda; paces the meeting so that time is given to each matter in proportion to its importance; draws on all members for contribution; keeps discussion to the point
- People to be able to tolerate a variety of views and opinions
- All contributions to be listened to & valued
- Governors not to engage in side conversations or make "asides"
- The decision making process to be quite clear
- Governors to work together as a team and to want discussions to be fruitful
- Governors to learn from one another and not be stubbornly partisan
- Governors to be ready to take collective responsibility for the decisions reached regardless of their own view point
- Governors to respect the confidentiality of what others say
- Governors to treat each other with courtesy & respect

## 10. Full Governors and Committee Meetings Pattern for 2020-2021

### Full Governing Board Meetings

Wednesday 9<sup>th</sup> September 2020 @6.00pm  
Wednesday 2<sup>nd</sup> December @6.00pm  
Wednesday 13<sup>th</sup> January 2021 @6.00pm Including AGM  
Wednesday 3<sup>rd</sup> March 2021 @6.00pm  
Wednesday 5<sup>th</sup> May 2021 @6.00pm  
Wednesday 23<sup>rd</sup> June 2021 @6.00pm

### Finance, Personnel and Premises Committee Meetings

Friday 4<sup>th</sup> September 2020 @9.30am  
Friday 9<sup>th</sup> October 2020 @9.30am  
Friday 15<sup>th</sup> October 2020 @9.30am Pay Committee  
Friday 6<sup>th</sup> November 2020 @1.30pm  
Friday 4<sup>th</sup> December 2020 @1.30pm  
Friday 8<sup>th</sup> January 2021 @1.30pm  
Friday 5<sup>th</sup> February 2021 @1.30pm  
Friday 5<sup>th</sup> March 2021 @1.30pm  
Friday 7<sup>th</sup> May 2021 @1.30pm

Friday 11<sup>th</sup> June 2021 @1.30pm

### **Steering Committee Meetings**

TBC

### **EHJ Committee Meetings**

1<sup>st</sup> Wednesday after each half term @4.00pm

## **Audit Committees**

### **Context**

Every Academy Trust must have in place a process for independent checking of financial controls, systems, transactions and risks.

Ideally this process should be driven by an audit committee appointed by the governing body, but the Education Funding Agency (EFA) recognises that this may not be a practical position for every Academy, especially for those that are smaller or where there is a limited pool of potential governors to provide the necessary direction. The EFA has, therefore, provided for a system which allows some flexibility as to how any particular Academy discharges these requirements.

All Academies must establish either an audit committee or a committee which fulfils the functions of an audit committee (ie it could be an addition to the terms of reference to an existing committee, other than the finance committee, and have an overlapping or fully integrated membership). The decision will be for the governing body, and should reflect the size and complexity of the organisation.

The EFA's expectations are that:

- all Academies that are a multi-academy federation must have a dedicated audit committee
- all Academies with an income of over £10m or capitalised asset value of over £30 million should consider having a dedicated audit committee
- all other Academies may have a dedicated audit committee.

### **Terms of Reference**

The Audit Committee will consider matters relating to internal control and auditors. The wording assumes that the school refers to its assurance function as internal audit rather than a Responsible Officer. The Committee will:

- Advise the governing body on the adequacy and effectiveness of the school's (Academy) systems of internal control and its arrangements for risk management, control and governance processes, and securing economy, efficiency and effectiveness (value for money);
- Review the statement on internal control and make appropriate recommendations to the governing body;
- Advise the governing body on the appointment, reappointment, dismissal and remuneration of auditors (both external auditors and internal audit);
- Monitor the effectiveness of auditors, including the use of auditor performance indicators;
- Ensure effective coordination between auditors;
- Ensure that additional services undertaken by the auditors is compatible with the audit independence and objectivity;
- Agree the work programme of internal audit including the checking of financial controls, systems and risks;
- Consider the reports of auditors and, when appropriate, advise the governing body of material

controls issues;

- Monitor the implementation of agreed audit recommendations;
- Ensure that all allegations of fraud and irregularity are appropriately investigated and controls weaknesses addressed;
- Review the committee's membership and effectiveness on an annual basis to ensure that it has appropriate skills and relevant experience.
- As the Trust operates a combined Finance and Audit Committee, staff may be members but should not participate as members when audit matters are discussed. They may remain in attendance to provide information and participate in discussions.