



# **Governing Board Structure**

## **Including Committee Terms of Reference**

This document describes the structure and function of the Governing Board at Swainswick CoE Primary School, its Committees and their Terms of Reference.

It is reviewed annually.

Related documents:

- Swainswick Calendar of Meetings
- Swainswick Governors Admin Procedures & Protocols for Meetings
- Swainswick Governors Operational Guide
- Swainswick Policies Checklist
- Swainswick Website Checklist
- Swainswick Instrument of Governance

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Date of drafting & first approval July 2016

Structure implemented from September 2016

# Swainswick CoE Governing Board

## The Governing Board (GB) has three core functions

1. Ensuring clarity of vision, ethos and strategic direction
2. Holding the headteacher to account for the educational performance of the school and its pupils, and the performance management of staff
3. Overseeing the financial performance of the school and making sure its money is well spent

*Source: DfE Governance Handbook, November 2015 (1)*

## Effective Governance

- The GB needs to take a strategic role avoiding routine involvement in operational matters, act as a critical friend to the School and be accountable for its decisions;
- The Headteacher should welcome and enable appropriately robust challenge by providing any data requested and responding positively to searching questions.

If circumstances arise, however, the GB may intervene in operational matters where, because of the actions or inactions of the headteacher, the school may be in breach of a duty if it did not. (1)

## Governing Board Membership

The membership of the GB for Swainswick CoE Primary School is established in the school's Instrument of Government. A full copy is filed in the Governors Folder which is kept in the Headteachers office unless a Governor is using it.

Membership of the GB is widely drawn to reflect the various aspects of school life and to represent a balance of interested parties. In identifying individuals to fulfil the positions available the GB seeks to ensure the appropriate skills required for effective governance are fully represented. This is aided by conducting a Skills Audit annually.

Membership comprises:

- 4 Parent Governors
- 1 Local Authority Governor
- 2 Staff Governors - the Headteacher plus one other
- 2 Foundation Governors
- 3 Co-opted Governors
- The Clerk of Governors
- Associated Members as required

All members come together as the Full Governing Board (FGB), meeting at least three times a year. Much of the business of the GB is carried out through specific committees who report to the FGB at these meetings.

## Committees

Swainswick CoE Primary School has the following committees:

**Resources Committee**  
**Standards Committee**  
**Strategy Sub-Committee**  
**Head Performance Review Group**  
**Attendance Panel**

Specific areas of responsibility may be delegated to individual Governors as determined necessary by the FGB

Additional Working Groups may be established to handle specific activities as determined necessary by the FGB

The **Terms of Reference** for a given Committee define the roles and responsibilities for that Committee.

They are required by the DfE to be reviewed by the FGB annually.

### Committee Membership Summary

Committee	Membership
FGB	Head, Staff Governor, Local Authority (LA) Governor, 2xFoundation Governors, 4xParent Governors, 2xCo-opted Governors, Professional Clerk
Resources Committee	At least 5 Governors to ensure quorum for delegated decisions. To include Headteacher, Health & Safety Governor, and LA Governor, plus school Business Manager as an Associate Member
Standards Committee	At least 5 Governors to ensure quorum for delegated decisions. to include Headteacher, SEN (Special Educational Needs) Governor, Staff Governor, Foundation Governor
Strategy Sub-Committee (Advisory)	Members to include Headteacher, Chair & Vice-Chair of Governors, Committee Chairs plus Foundation & Parent Governors if not otherwise included
Headteacher Performance Review Group	Chair & Vice-Chair of Governors
Attendance Panel	Members to be decided upon as required

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The following applies to all Committees

## General

- Each committee must have a Chair and a Clerk
- In Swainswick CoE Primary School the FGB has decided that each committee can appoint its own Chair
- Where the Clerk to the GB cannot attend committees Swainswick CoE Primary School has decided each committee can appoint an acting Clerk from among their number (this may not be the Head)
- The membership of a committee may include associate members, provided that a majority of members of the committee are governors.

## Quorum

- For committee meetings, other than the Head Performance Review Group, the quorum is three governors who are members of the committee.
- For the Head Performance Review Group, the quorum is two governors who are members of the committee.
- Where a quorum is not met decisions may not be made.

## Meetings

- The Clerk, Chair of Governors and Committee Chairs should be familiar with and follow the Swainswick Governor Administration Procedures and Protocols relating to Meetings.
- Meetings are not open to the public but minutes shall be made available through the school office. FGB minutes only shall be uploaded to the school website.
- Attendees other than members of the GB can be invited to attend where appropriate
- Information that the FGB considers confidential does not have to be made available for inspection
- In the absence of the Chair, the committee shall choose an acting chair from among their number
- In the absence of the Clerk, the committee shall choose an acting clerk from among their number
- Draft minutes of each meeting will be circulated with the agenda for the next ordinary meeting by the Chair
- Any decision taken must be determined by a majority of votes of committee members present - but no vote can be taken unless a majority of those present are governors

The next few pages outline the Terms of Reference specific to each committee including the FGB

# Full Governing Board

## Terms of Reference

### Meetings

- Hold at least three FGB meetings a year\*

### General

- Ensure the school has a clear vision & values articulated in a written statement
- Set the school's strategic framework (in Swainswick this is informed by the work of the Strategy Sub-Committee)
- Ensure the Headteacher draws up the school development plan (SDP) in line with the school's strategic framework
- Receive Headteachers Report which should include a report on any exceptions to progress against the SDP and strategic framework
- Ensure all statutory duties are met including policy development/maintenance and publication of information on school website

### Governance

- Agree constitutional matters\*, including procedures where the GB has discretion
- Recruit new Governors/Associate Governors with appropriate skills as vacancies arise\*
- Suspend a governor\*
- Appoint or remove the Chair and Vice Chair\*
- Appoint or remove a Clerk to the FGB\*
- Establish the committees of the FGB and their terms of reference\*, review annually
- Review the delegation arrangements annually\*
- Appoint or remove a Clerk to each committee\*
- Decide which functions of the FGB will be delegated to committees, groups and individuals\*
- Determine and implement appropriate governance reporting e.g. Governor Newsletter.
- Conduct a self-evaluation of governance, including skills audit, annually and where appropriate seek external review to ensure best practice.
- Agree and ensure the implementation of governance improvement plans as deemed necessary.
- Encourage an atmosphere of continuous improvement in governance, leadership and management and support Governor training as appropriate.
- Ensure that all required information pertaining to governors is included on the website
- Formally approve and adopt the school's Vision and Values statement as appropriate
- Formally approve and adopt the 3 year strategic plan, annual KPIs, and SDP.
- Formally approve the first formal budget plan of the financial year.
- Receive reports from any individual or committee to whom an activity has been delegated and consider whether any further action by the GB is necessary\*
- Oversee effective implementation of the schools complaints procedure and where appropriate organise individual governor support.
- Keep the Health and Safety Policy and its practice under review and make revisions where appropriate
- Review and approve relevant policies as specified in Swainswick's Policies Checklist.

\*these matters cannot be delegated to either a committee or an individual

# Strategy Sub-Committee

## Ensuring clarity of vision, ethos and strategic direction

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### Terms of Reference

#### Meetings

- Hold at least one meeting a year at the beginning of Term 1, but more usually 2-3 meetings
- Approved minutes and supporting documents shall be made available to the FGB

#### General

- Act on matters delegated by the FGB
- Liaise and consult with other committees where necessary
- Consider safeguarding and equalities implications when undertaking all committee functions

#### Inform Strategic Direction

- Review school vision and values statements and make recommendations to FGB for re-approval or revision.
- Consider external factors that may influence the strategic direction of the school and brief FGB as appropriate.
- Draft recommendations to the FGB for a 3 year strategic plan in line with vision statement including:
  - a range of priorities and measurable targets broken down into termly measures year on year
  - the expected impact for each priority
- Pull out Key Performance Indicators (KPIs) for the year ahead to inform the development of the SDP by the Headteacher.
- Make recommendations to FGB regarding strategy, objectives and key messages intended to inform communications activities.
- Make recommendations to FGB for an appropriate framework of monitoring and triangulation against KPIs including Governor Visits.
- Make recommendations to FGB regarding the appointment of specific governors to take a lead role in specific areas of provision, e.g. provision for more able and gifted pupils, taking into account the priorities set out in the strategic plan and KPIs.
- Make recommendations to FGB on a programme of work and calendar of meetings for the Governing Body and its committees for the school year, based on known cycles of school improvement, financial management, staffing issues and communicating with parents.
- Review priorities/targets annually and recommend to FGB appropriate revisions to strategic plan.
- Review and, where appropriate, update the Swainswick Policies Checklist and the Swainswick Website Checklist ensuring the statutory requirements set out therein are current and up to date.
- Be available and respond to matters of particular difficulty, sensitivity or emergency and offer advice to the Headteacher

# Resources Committee

Overseeing financial performance and making sure money is well spent  
Holding the headteacher to account for the performance management of staff

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Terms of reference:

## General

- Act on matters delegated by the FGB
- Liaise and consult with other committees where necessary
- Contribute to the School Development Plan
- Consider safeguarding and equalities implications when undertaking all committee functions

## Meetings

- The Resources Committee shall meet once a term (three times a year) or more if the Committee feels it is appropriate.

## Finance

- Establish and maintain a 3 year financial plan, taking into account priorities set out in the 3 year strategic plan, roll projection and signals from central government and (if applicable) the LA regarding future years' budgets, within the constraints of available information.
- Contribute to school development planning, including benchmarking, and regularly review and monitor spending on priorities in the School Development Plan and, where necessary, make recommendations to the FGB.
- Review, adopt and monitor a Finance Policy which includes the local scheme of delegation for spending and budgetary adjustments (virements) for the committee, headteacher and other nominated staff.
- Review, adopt and monitor all additional relevant policies, including a charging and remissions policy as specified in the Swainswick Policy Checklist.
- Provide guidance and assistance to the FGB and Headteacher on all financial matters concerning the school;
- Receive and review a provisional school budget, taking into account the priorities of the School Development Plan, and submit for the approval of the FGB before 31 May each year, subject to LA.
- Ensure that sufficient funds are set aside for pay increments as set out in the Pay Policy and as recommended by the Headteacher.
- When notification is received of the annual allocation of delegated funds, receive and review a final budget and submit for the approval of the FGB. Ensure submission to the LA by 31st May each year.
- Receive at least termly budget monitoring reports from the Headteacher.
- Receive regular reports on income and expenditure throughout the year of all delegated and devolved funds against the annual budget plan and where appropriate alert FGB of potential problems or significant anomalies at an early date.
- Receive and act upon any issues identified by a local authority audit.
- Review and ensure School Financial Value Standard (SFVS) is completed and submitted as required by LA.

- Oversee any remedial action identified as part of the SFVS.
- Liaise with other committees and provide them with the information they need to perform their duties.

### **Delegated Powers:**

- Ensure that the Financial Regulations for the school approved by the FGB are implemented.
- Prepare for approval by the FGB, and submission to the LA by the required date, the final budget for each financial year.
- Exercise virement between budget headings for amounts more than those permitted to the Headteacher (i.e. amounts exceeding £500, but less than £2000) by the school's Financial Regulations.
- If required, prepare a Lettings (including charges) Policy for the approval of the FGB and then to implement it, ensuring that the appropriate repayments from lettings are credited to the school budget.
- Prevent spending exceeding the grand total of the annual budget and report to the FGB if there is a possibility of overspend.
- Receive and, where appropriate, respond to periodic audits of delegated funds.
- Ensure the annual audit of any other funds (e.g., "the School Fund" operated by the school)
- Where necessary, call a special meeting of the FGB.

### **Premises**

- Exercise delegated responsibility for the condition, repair, extension or alteration of premises.
- Prepare, review and monitor the implementation of a long term school premises improvement plan taking into account the school's 3 year strategic plan.
- Advise the FGB on major projects deemed to be necessary or appropriate within the school premises improvement plan.
- Inspect annually (in Term 6) the premises and grounds and prepare a statement of priorities for maintenance and development for the approval of the FGB, adjusting the school premises improvement plan as appropriate.
- Arrange professional surveys and emergency work as necessary, and where appropriate in collaboration with the Business Manager.
  - *The Headteacher is authorised to commit expenditure without the prior approval of the committee in any emergency where delay would result in further damage or present a risk to the health and safety of pupils or staff. In this event the Headteacher would normally be expected to consult the committee chair at the earliest opportunity.*
- Where it is the responsibility of the FGB, in collaboration with Business Manager make recommendations to the FGB on the appointment of consultants or the providers of premises related services.
- Work with relevant partners and consultants, in collaboration with Business Manager, to ensure that new buildings and improvements, as agreed with the FGB, are progressed, and where appropriate that the payments are made and LA is consulted. Where major projects are concerned this may involve creating a working group to oversee implementation.
- Act on behalf of the FGB in monitoring the implementation and progress of all building related plans.
- Monitor the maintenance and upkeep of the school premises and grounds.
- Determine the use of the school premises outside school session time including advice to the FGB on a possible charging policy which must be determined by the FGB.

- Provide support and guidance to the FGB and Headteacher on all matters relating to the maintenance and development of the school premises and grounds, security and Health and Safety.
- Ensure that arrangements are in place for the dissemination of Health and Safety information to all building users, including staff, pupils and visitors.
- Review the school's Health and Safety policy as and when required (see Swainswick Policies Checklist) and advise along with the Headteacher, the FGB with regard to its compliance with Health and Safety Regulations.
- Monitor accident reports and fire drills and where appropriate recommend and take advice on remedial action.
- Ensure the school complies with Health and Safety regulations, including that a regular audit of risk assessment is undertaken and to take action where necessary.
- Promote co-operation between all employees at the school to achieve and to maintain a safe and healthy workplace for staff and pupils.
- Examine safety inspection reports (e.g. those conducted by the LA) and make recommendations where remedial action is required.

## Staffing

- Ensure the school is staffed sufficiently for the fulfilment of the school's development plan and the effective operation of the school.
- Draft and keep under review the staffing structure in consultation with the Headteacher.
- Establish, review and oversee the operation of relevant policies as specified in the Swainswick Policies Checklist including the school's appraisal Policy, Pay Policy for all categories of staff and Performance Management for all staff.
- Review the procedures for staff discipline, conduct and grievance as specified in the Swainswick Policies Checklist and make recommendations to the FGB for approval. Monitor implementation of these procedures and make sure staff are kept informed of these.
- Oversee the appointment procedure for all staff and ensure that they conform with safer recruitment practice and are in compliance with equalities legislation.
- Oversee the process leading to staff reductions.
- Keep under review staff work/life balance, working conditions and well-being, including the monitoring of absence:
  - Support Headteacher in creating a climate of open discussion with staff.
  - Ensure Headteacher seeks regular opportunities to check well-being of individual. Staff and reports potential problems to the Committee early.
  - Actively challenge and support the Headteacher to ensure issues are managed and resolved in a timely manner.
- Make recommendations for the budget on personnel related expenditure including training taking into account any information supplied by the Standards Committee.
- Consider any appeal against a decision on pay grading or pay awards.

Disqualification – Any relevant person employed to work at the school other than as the Headteacher, when the subject for consideration is the pay or performance review of any person employed to work at the school.

# Standards Committee

## Holding the headteacher to account for the educational performance of the school and its pupils

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### Terms of reference

#### General

- Act on matters delegated by the FGB
- Liaise and consult with other committees where necessary
- Contribute to the School Development Plan
- Consider safeguarding and equalities implications when undertaking all committee functions

#### Meetings

- The Standards Committee shall meet once a term (three times a year) or more if the Committee feels it is appropriate.

The Standards Committee shall advise and support the FGB in relation to its statutory obligations for:

- The National Curriculum and its assessment
- Standards and improvement
- Safeguarding
- Special Educational Needs, Inclusion and Equal Opportunities
- Engagement (The interface of the school with parents, carers and the community)

The Standards Committee also has responsibility in overseeing arrangements, where appropriate, for individual governor's to take a leading role in specific areas of provision

The Standards Committee has the responsibility to see that the relevant policies, as specified in the Swainwick Policies Checklist, are reviewed appropriately and implemented effectively.

## The National Curriculum and its Assessment

- Receive reports from the Headteacher relating to any changes in the National Curriculum and details of how the School proposes to implement them.
- Agree a schedule of reporting and then receive and consider reports from the Headteacher on the outcome of assessments of the National Curriculum.
- Receive reports from the Headteacher concerning any pupil from whom any aspect of the National Curriculum is disapplied.
- Consider school policy on matters relating to the School Curriculum, to recommend for approval new policy and any amendments to existing policy.

## Standards and Improvement

- Actively contribute to the development, evaluation and review of the School Development Plan in line with the school's KPIs and 3 year strategic plan.
- Monitor and evaluate:
  - the effectiveness of leadership and management.
  - the impact of quality of teaching on rates of pupil progress and standards of achievement
  - rates of progress and standards of achievement by pupils, including any underachieving groups.
  - Pupil Premium, 'narrowing the Gap', and Sport Premium and ensure their effective implementation.
  - the impact of continuing professional development of improving staff performance.
- Agree a schedule of reporting and then receive and consider reports from the Headteacher relating to attainment, attendance and behaviour.
- Set priorities of improvement, and monitor and evaluate the impact of improvement plans which relate to the committee's area of expertise
- Regularly review the Assessment policy and ensure that the policy is operating effectively.
- Consider recommendations from external reviews of the school (e.g. Ofsted, Siams), agree actions as a result of reviews and evaluate regularly.
- Make arrangements for GB to be represented at School Improvement discussions with the LA, or other provider.
- Advise Resources Committee on the relative funding priorities necessary to deliver the curriculum.

## Safeguarding

- Ensure that there is a robust and effective policy for safeguarding and that it is effectively implemented.
- Require that Safeguarding is a standard agenda item and that it is reported on at every meeting.
- Agree and establish arrangements for the appropriate training of all staff in safeguarding matters and receive an annual report on this.
- Consider confidential pupil items as appropriate.
- Provide support to the named governor responsible for safeguarding.

## Special Educational Needs Inclusion and Equal Opportunities

- Ensure that the school meets its statutory responsibilities for children with special educational needs and/or disabilities through having a robust policy that is regularly reviewed, monitored and reported on.
- Receive regular reports from the Headteacher/SENCO and where appropriate the SEN governor.
- Provide support to the named Governor responsible for special educational needs.
- Ensure that there is appropriate policy and good practice to support a fully inclusive environment within the constraints of the school buildings and site.
- Ensure that there is appropriate policy and good practice in supporting children who are more able (gifted and talented) and that their success is recognised and celebrated.
- Ensure that all children have equal opportunities.

## Engagement (the interface of the school with parents, carers & community)

- Ensure that the school meets all its statutory requirements for reporting and publishing information to stakeholders and, with reference to the Swainswick Website Checklist that shall be maintained by the school, ensure that the school website content is fully compliant and presented in an accessible way.
- Support the school annually in drawing up a communications plan to deliver key messages and relevant objectives outlined in the school's strategic plan.
- Monitor the implementation of the school's communications plan through its school's publicity, public presentation and relationships with the wider community and ensure it is consistent with the school's KPIs and strategic plan.
- Protect the integrity of the school's reputation. In the event of negative publicity support the school in seeking advice where appropriate (e.g. LA communications department) and ensure appropriate remedial action is taken.
- Monitor the school's communication with parents, including newsletters and home school agreements (if required/ agreed), to ensure it meets statutory requirements
- Encourage and support the school in identifying and celebrating pupil achievements.
- Support the school with extending learning into the wider community, e.g. through educational visits and collaboration with the local community, local schools and other small schools, for the benefit of teaching and learning.
- Provide support to those responsible for the School's Website.

# Head Performance Review Group

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## Terms of reference

### Meetings

- The Head Performance Review Group shall meet three times a year or more if the Committee feels it is appropriate.

### Performance Review

- Arrange to meet with the External Adviser to discuss the Headteacher's performance targets.
- Ensure the schools strategic plan and annual KPIs are taken into account when setting performance targets.
- Decide, with the support of the External Adviser, whether the targets have been met and set new targets annually.
- Monitor through the year the performance of the Headteacher against the targets.
- Make recommendations to the Resources Committee in respect of appropriate training and professional development for the Headteacher.
- Make recommendations to the Resources Committee in respect of awards for the successful meeting of targets set.

## Attendance Panel

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## Terms of reference

### Meetings

- The Attendance Panel shall be called upon by the Headteacher and Chair of Governors to meet as required

### Attendance Review

- Consider whether any persistent non-attenders require support from the School.
- Liaise with the relevant class teacher.
- Meet with parents or carers to discuss non-attendance.

# Delegation of Responsibility to Individuals

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## Terms of reference

- Liaise with the appropriate member(s) of staff
- Visit the school (organised/agreed with the Headteacher in advance, ensuring timing and objectives for the visit are clear) with the purpose of gathering information concerning their area of responsibility and to increase their knowledge of the School.
- Report at least annually to the appropriate GB Committee and to the FGB as necessary.
- Raise the profile of the area of responsibility when related matters are considered by the FGB.
- Attend training as appropriate

**Disqualification – The following functions CANNOT be delegated to an individual (see below)**

**Functions relating to:**

- The alteration, closure or change of category of maintained schools
- The approval of the first formal budget plan of the financial year
- School discipline policies
- Exclusions of pupils (except in an emergency when the chair has the power to exercise these functions)
- Admissions

## Governor Board Structure

### Summary Chart

<b>FULL GOVERNING BOARD</b>		
<p><i>Clarity of vision, ethos and strategic direction</i>  <b><i>Holding Head to account for educational performance of school and pupils, and for performance management of staff</i></b>  <b><i>Oversee financial management of School</i></b>  <b><i>Ensure effective Governance</i></b></p>		
<p>Vision &amp; Values                      Strategy &amp; target approval                      Budget approval                      Relevant Policies</p>	<p>Hold Head to account                      Stakeholder Cohesion                      Statutory Obligations                      Issues arising</p>	<p>Constitutional matters                      Governor/Committee delegation &amp; management                      Governance Reporting</p>
<p><b>Members:</b> Head, Staff Governor, Local Authority Governor, 2xFoundation Governors, 4xParent Governors, 3xCo-opted Governors, Professional Clerk</p>		
<p>Meet at least 3 times a year</p>		
<b>STRATEGY SUB-COMMITTEE (ADVISORY)</b>	<b>RESOURCES COMMITTEE</b>	<b>STANDARDS COMMITTEE</b>
<p><i>Inform strategic direction</i></p>	<p><i>Oversee financial management</i></p>	<p><i>Hold Head to account for educational performance of school and pupils, and for performance management of staff</i></p>
<p>Vision &amp; Values                      Strategic planning                      Monitoring/triangulation                      Programme of Work                      Issues Arising</p>	<p>Financial Management                      Premises Management                      Staffing                      Health &amp; Safety                      Relevant Policies</p>	<p>Curriculum/Assessment                      Standards/Improvement                      SEN, Inclusion &amp; Equal Opportunities                      Safeguarding                      Relevant Policies</p>
<p><b>Members to include:</b>                      Head                      Chair &amp; Vice-Chair                      Committee Chairs including Foundation &amp; Parent Governor</p>	<p><b>Members to include:</b>                      Head                      H&amp;S governor                      LA Governor</p>	<p><b>Members include:</b>                      Head                      SEN governor                      Foundation Governor                      Staff Governor</p>
<p><b>Possible Associate Member:</b>                      Senior Leader</p>	<p><b>Possible Associate Member:</b>                      Business Manager</p>	<p><b>Possible Associate Member:</b>                      Senior Leader</p>
<p>Meet in September and thereafter as required</p>	<p>Meet 3 times a year or more if appropriate</p>	<p>Meet 3 times a year or more if appropriate</p>
<b>HEAD TEACHER PERFORMANCE REVIEW GROUP</b>	<b>ATTENDANCE PANEL</b>	<b>WORKING GROUPS</b>
<p><b>Head's performance management</b></p>	<p><b>Manage persistent non-attenders</b></p>	<p><b>Convened by FGB as required for specific tasks</b></p>
<p><b>Members to include:</b>                      Chair &amp; Vice-Chair</p>	<p>Members to be decided upon as required</p>	<p>Members decided upon as appropriate</p>

## Governors Administration Procedures and Protocols relating to Meetings

Relevant documents: Swainswick Agenda Template

Swainswick FGB and Committee Minutes Template/s

### Pertinent to the Clerk

- At the beginning of each half term, prior to any round of meetings Clerk reminds the Chair of Governors and Chairs of Committees of forthcoming meetings and also, with reference to the Swainswick Operational Guide, informs Chairs if there are any statutory matters or other tasks that should be included on agendas.
- Ideally the above takes place within 10 days prior of the first meeting.
- Clerk works with CoG to prepare for FGB in line with the FGB procedural cycle (below).
- At least 7 days prior to an FGB meeting the Clerk can receive requests from Governors for any items for inclusion on the Agenda of the forthcoming FGB meeting.
- Clerk stays up to date with external changes relevant to the roles of the FGB or Committees, whether statutory or otherwise, and provides updates/advice as appropriate.
- Clerk advises Committee Chairs, if required, on the implementation of any matters referred to Committee from the FGB.
- Clerk attends FGB meetings.
- Clerk takes minutes and prepares the copy for the FGB. Where possible FGB minutes will be shared with Chair of Governors and Committee Chairs in advance for amendments.
- Clerk attends meetings of Committees when it has been agreed under their job description, takes minutes and prepares the copy for the next meeting, shared with the Committee Chairs in advance for amendments where possible.

### Pertinent to Committee Chairs

- Committee Chairs (CCs) prepare meeting Agendas for their Committee using the Swainswick Agenda Template.
- CCs consult with the Headteacher prior to preparing meeting Agendas.
- CCs, in addition, take note of the Swainswick Operational Guide, previous Minutes and Actions, plus any advice from the Clerk or any matters referred back from the FGB when preparing the Agendas.
- CCs gather supporting documents or required reading as appropriate for individual agenda items. These are indicated on the Agendas as laid out in the Swainswick Agenda Template.
- CCs circulate Agendas and supporting documents to all Committee members with copies to the Headteacher and Chair of Governors, where they are not a member of the Committee, and to the Clerk.
- Where it has been agreed by the FGB to use electronic file sharing circulating Agendas and documents is done using the appropriate system. Relevant Governors, the Headteacher and the Clerk are alerted accordingly. When electronic file sharing is not in use this is done by email.
- CCs aim to do this at least 7 days before the meeting date to give members time to review.
- Meetings take place.
- CCs sign minutes from previous meetings when agreed by Committee as being a true reflection of the meeting.

- CCs place hard copies of Agenda, signed minutes and all meeting documents into punched pockets (one per item) and add to the Governors Folder which resides in the Headteachers office unless being used by a Governor. This may be done by the Clerk if they are in attendance.
- This is done within 7 days after the meeting.

### Pertinent to Sub-Committee Chairs

- Sub-Committee Chairs (SCCs) follow the same procedures as SCCs, however the Clerk is unlikely to be in attendance and therefore arrangement is made for a member of the Sub-Committee to take and prepare minutes.

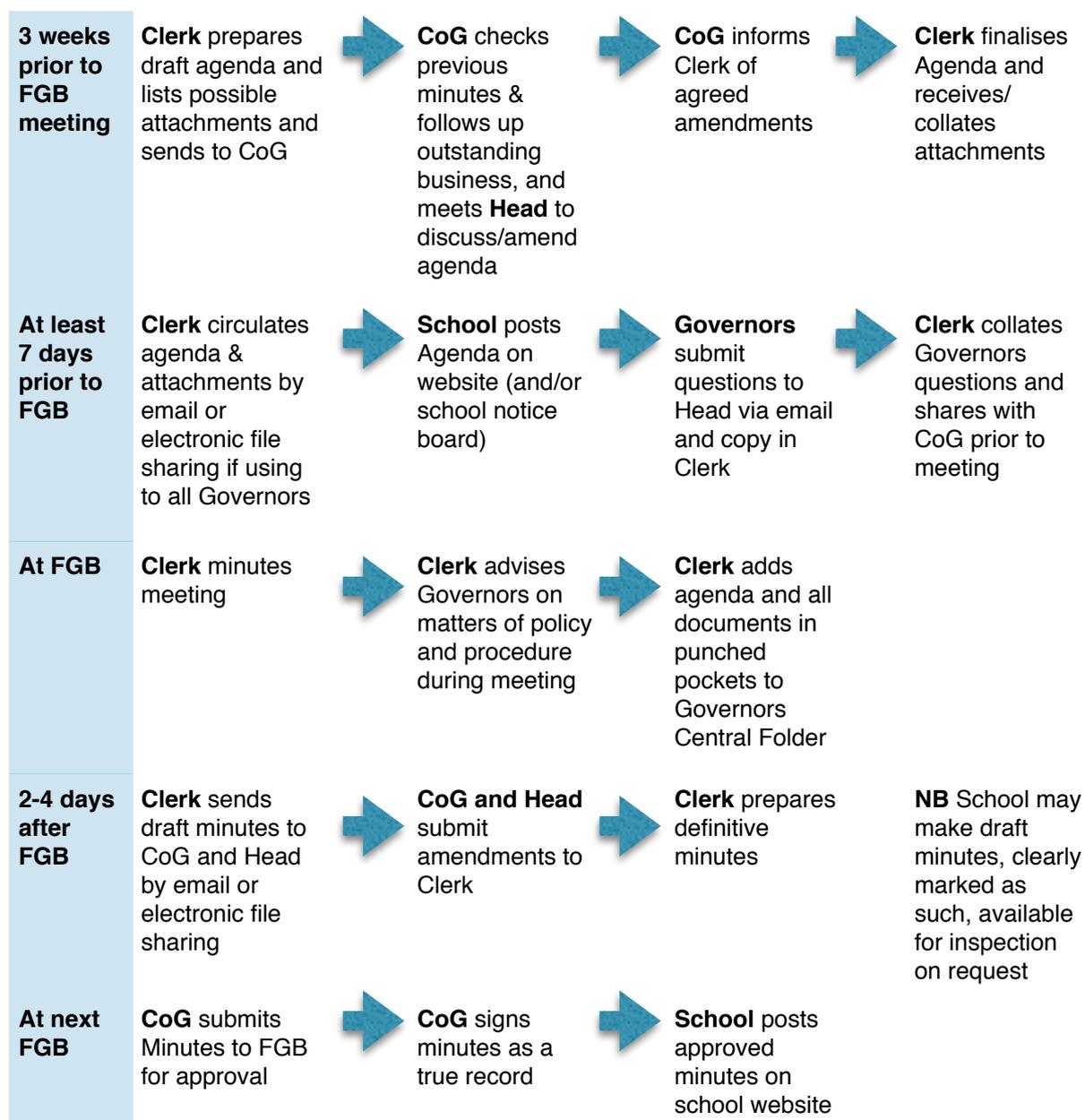
### Pertinent to Working Group Chairs

- Working Group Chairs (WGCs) must be clear on the terms of reference for the Working Group and any delegated responsibilities as explained by the Chair of Governors and agreed by the FGB.
- WGCs are not required to prepare agendas or minutes for every meeting unless requested to do so by the FGB at the time of creation. However, they must have some form of minutes to record their activity.
- WGCs report progress against the task verbally to the FGB or where appropriate will prepare briefing documents for discussion.

### CONFIDENTIAL MATTERS

- Governors must withdraw from meetings if there could be a conflict between the interests of that person and that of the GB or where a fair hearing must be given and there is reasonable doubt about the individual's ability to act impartially e.g.
  - when they have a direct or indirect pecuniary interest
  - when the subject of a vote for appointment or removal as Governor, Chair, Vice-Chair
  - when they are employed by the school and a vote is being made in relation to the pay or performance appraisal of any particular person at the school
  - when they are the Head and a vote is being made in relation to their pay or performance appraisal
- The FGB is legally required to make available the agenda, a signed copy of the minutes and any reports, documents or other papers considered.
- Details of discussion during Governors' meetings are considered confidential and may not be discussed with someone not entitled to attend the meeting.
- Governors can resolve that a matter is sensitive and should be a confidential item.
- Decisions relating to confidential items not recorded as part of the minutes which are available for public inspection but is recorded on a separate sheet, the circulation of which is restricted to members of the GB.
- Anything relating to a named individual e.g. staff or pupil should be a confidential item.
- Clerk will divide the agenda into two parts where a particular matter should be completely confidential. The confidential item will be listed as a very general heading (e.g. staff matter) under the Part 2 heading.
- The same applies to confidential items of Committee or Sub-Committee meetings which should only be sent to members of the Committee who were present.
- Confidential minutes will be printed on red paper and filed in a separate folder to remain confidential.
- Information Commissioner's Office offers advice on Freedom of Information requests.

## FGB procedural cycle



## FGB conduct of meetings

- Meetings start promptly.
- If a Governor arrives late Clerk records in the minutes the point of arrival so that it is clear for what parts of the discussion they were present.
- If a vote is taken the majority decision is adopted.
- CoG should aim to adhere to timings where possible.
- CoG should aim to complete meetings within 2 hours.
- The following items appear on the agenda of FGB meetings:
  - Prayer
  - Apologies
  - Declaration of Interest in any items on the Agenda
  - Minutes of the previous FGB meeting for approval
  - Matters arising from the minutes (those not elsewhere on the agenda)
  - Headteachers report
  - Governors Reports from Resources Committee & Standards Committee & where appropriate Sub-Committees, Working Groups & Individuals
  - Any other items (reference is made to the Swainswick Operational Guide)
  - Date of next meeting (this will be scheduled in the Governor calendar but dates may be changed in exceptional circumstances and additional meetings added as determined necessary)

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## Glossary of Terms

<b>GB</b>	Governing Board
<b>FGB</b>	Full Governing Board
<b>CoG</b>	Chair of Governors
<b>VCoG</b>	Vice-Chair of Governors
<b>RC</b>	Resources Committee
<b>RCC</b>	Resources Committee Chair
<b>SC</b>	Standards Committee
<b>SCC</b>	Standards Committee Chair
<b>SSC</b>	Strategy Sub-Committee
<b>SSCC</b>	Strategy Sub-Committee Chair
<b>HPRG</b>	Headteachers Performance Review Group
<b>AP</b>	Attendance Panel
<b>WG</b>	Working Group
<b>WGC</b>	Working Group Chair
<b>H&amp;S</b>	Health & Safety
<b>SEN</b>	Special Educational Needs
<b>SENCO</b>	Special Educational Needs Coordinator
<b>DfE</b>	Department of Education
<b>CoE</b>	Church of England
<b>LA</b>	Local Authority
<b>OFSTED</b>	Office for Standards in Education
<b>SIAMS</b>	Statutory inspection of Anglican and Methodist Schools
<b>KPIs</b>	Key Performance Indicators
<b>SDP</b>	School Development Plan
<b>Pupil Premium</b>	Additional funding to raise attainment of disadvantaged children
<b>Sport Premium</b>	Ring fenced funding to improve the quality of PE and sport
<b>Narrowing the Gap</b>	Raising the attainment of vulnerable groups
<b>SFVS</b>	School Financial Value Standard