



**HAMPSTEAD SCHOOL**  
Learning together Achieving together

# GOVERNING BOARD

## TERMS OF REFERENCE

### 2022-23

Including Standing Orders and  
Scheme of delegation

Reviewed and approved by the Board annually  
This version- v5 January 2023, approved 18 January 2023

## GOVERNING BODY STANDING ORDERS

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/270783/school\\_governance\\_regulations\\_2013\\_departmental\\_advice.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/270783/school_governance_regulations_2013_departmental_advice.pdf)

- 1. Roles of the Governing Body and Head (Part 2, Regulation 6)** The governing Body must operate in accordance with the following principles:
  - 1.1 The functions of the governing Body include the following core strategic functions:
    - ensuring that the vision, ethos and strategic direction of the school are clearly defined;
    - ensuring that the headteacher performs his or her responsibilities for the educational performance of the school, and
    - ensuring the sound, proper and effective use of the school's financial resources;
    - ensuring that the voices of all stakeholders, including students, are heard.
  - 1.2 In exercising their functions the governing Body will:
    - act with integrity, objectivity and honesty and in the best interests of the school; and
    - be open about the decisions they make and the actions they take and be prepared to explain their decisions and actions to interested parties.
  - 1.3 The headteacher's responsibilities include:
    - The internal organization, management and control of the school; and
    - the educational performance of the school
    - The headteacher is accountable to the governing Body for the performance of all his or her responsibilities and will must comply with any reasonable direction of the governing body
- 2. Governing Body Constitution and Membership** The constitution of the governing Body, appointing bodies and terms of office for each governor are set out in the school's Instrument of Government
  - All governors will be required to complete a Declaration of Disqualification before taking up their posts.
  - All governors will be required to undergo an Enhanced DBS and Section 128 checks prior to taking up post.
  - The governing Body is constituted under the School Governance (Constitution) (England) Regulations 2012 which enable a governing Body to address its skills and representation needs through the appointment of Co-opted and Local Authority governors and Associate members.

All governors are asked to complete a skills audit which informs future appointments and helps identify our training needs. The governing Body will review its skills and representation at the first meeting of the school year and agree a strategy for recruiting to any vacancies.
  - Parent and Staff Governors are elected according to the procedures agreed by the Governing Body having reference to the guidance from the Local Authority.
- 3. Meetings and Proceedings (Part 4 Regulation 12 – 16)**
  - 3.1 The number of full governing Body meetings per year will be 4.
  - 3.2 Committee meetings will meet at a frequency determined by the Governing Body at the start of the school year.
  - 3.3 Meetings are convened by the Clerk; agenda and papers will be distributed at least seven days before the meeting.
  - 3.4 If an extraordinary meeting has been called the Chair/Vice Chair may allow shorter notice to be given.
  - 3.5 Deputy Heads/other staff members may be invited to attend meetings of the governing Body and relevant committees as observers, as part of their professional development or to assist the head. Students can be invited to meetings where relevant.
  - 3.6 Withdrawal from meetings: Governors will be required to withdraw from a meeting under circumstances set out in the Governance Handbook. If there is a dispute about a person attending a governing Body meeting being required to withdraw, the matter of withdrawal shall be determined by the governing Body.

- 4. Confidentiality** All confidential papers made available to the Governing Body will be collected by the Clerk at the end of meetings.

What denotes confidentiality?

- Details of any dispute, discussion or disagreement should remain confidential to those present at the meeting.
- Exclusion and staffing reports.
- Any papers identified by the Head and Chair.
- Confidential correspondence as a result of complaints, disciplinary, etc. and the result will be reported to the Governing Body.

- 5. Governors Expenses** (Part 6 Regulation 27 – 30) The governing Body will prepare a Statutory policy on the payment of expenses of governors in accordance with regulations.

- 6. Conduct and Suspension / removal of Governors** (Regulation 17 / Constitution regulations) Codes

- The Governing Body adopts the NGA Code of Conduct for Governors, annually.
- Significant breaches of the Code could be grounds for suspension or removal if they are inconsistent with the ethos of the school or likely to bring the school or the governing Body or office of governor into disrepute. In these circumstances the governing Body will follow the procedures of suspension or removal of a governor as set out in the regulations.

- 7. Information and Advice**

- The head has a statutory duty to keep the governing Body fully informed and will present a written report once each term to the governing Body.
- At the first autumn term meeting each year the governors will receive early indicators of outcome of public examination results taken in the preceding summer term. Further details will be shared as they become available.
- Where expertise is needed but not available within the governing Body, the governing Body may consider inviting appropriate non-governors to attend meetings or appointing associate members.
- Where (exceptionally) important information required by the governing Body is given orally, it will be recorded in the minutes in appropriate detail.
- Where information required by the governing Body is not readily available, reasonable time will be given for its production.

- 8. Delegation arrangements** (Regulation 18, 19 and 20)

- The governing Body may delegate many of its functions to a committee, an individual governor or to the head. It must review delegation arrangements annually.
- Policies have been delegated to the school were permitted. HR policies (staff discipline, conduct and grievance and capability), the latest version is automatically adopted by the Board.

- 9. Committees** (Part 5 Regulations 21 – 26)

Membership of committees will be determined by the full Governing Body and will be reviewed annually at the first meeting of the Governing Body in every academic year and at other times as necessary.

At this school-

- Committee Chairs will be elected by the committee on an annual basis.
- The Quorum for any committee is 3 Governors excluding the Headteacher
- Committee minutes and reports will be circulated with the next main Governor's meeting papers and time allowed for discussion, if necessary at that meeting.
- Members of staff responsible for particular aspects of curriculum and/or assessment will be invited to attend particularly when their area of responsibility is under discussion. Parent and student representatives will be encouraged to contribute when appropriate
- Associate Members: An associate member is a person who is appointed by the Governing Body to sit on a committee but who is not a governor. The Governing Body decides whether or not the associate member has voting rights on any committee. An associate member may attend full governing Body meetings without a

vote and may be excluded from any part of the meeting which concerns an individual member of staff or student.

- Other governors may attend meetings of the Committee but will not be entitled to vote. In particular, the link governors(s) of any area under discussion at a meeting will be invited to attend.

**10 Collaboration with other schools** (Schedule 2, Regulation 4) The School Governance Collaboration Regulations 2003 and School Staffing Regulations 2012 allow governing Bodies to collaborate with other schools and make arrangements for their functions to be jointly discharged.

- This school has agreed reciprocal arrangements with the governing body(ies) of other Camden Learning member schools whose governors may be called on if there are insufficient governors available from this school.
  - And/or when the governing Body requires additional or independent governors for panels, it will contact the local authority, who will act as broker.
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## GOVERNORS STRATEGY COMMITTEE

### Terms of reference

**Purpose:**

This committee focuses on developing overall strategy for the school using 'blue-sky' thinking.

**Membership:**

Chair and Vice-Chair(s), and the Chairs of the 4 other governor committees; the Headteacher.

A Chair will be *elected* to the committee in the Spring term meeting, and the clerk will take minutes. Other governors can attend as well.

**Policies and compliance:**

The committee will review and recommend the school's self-evaluation documents to the Full GB.

**Monitoring:** The committee will be responsible for overseeing the:

- overall school strategies for improvement, including the Camden education strategy, and partnership working.
- School Improvement Plan, the School 5 year strategy, and the School Self-evaluation.
- governor development plan.
- short and long term succession planning within the governing body.
- external evaluations, such as Ofsted reports, peer reviews, Project Board meetings, reviews organized by Camden Learning.
- Student experience and stakeholder feedback planning

## Behaviour & Personal Development Committee Terms of Reference

**Purpose:** to monitor and evaluate the standards of behaviour for learning and personal development aspects of school life,

**Policies:** The committee will review, ratify and monitor the impact of the following statutory policies: Relationships and sex education (RSE), Schools exclusion, Anti-Bullying; Attendance; Behaviour for Learning; Collective Worship; Promoting and Protecting students' mental health and wellbeing; Substance Misuse; Uniform, Work Related Learning;

**Monitoring:**

The committee will be responsible for:

- Monitoring the relevant parts of the School Improvement Plan

Behaviour and attitudes;

- Attitudes to Learning
- Behaviour
- Employability
- Attendance and Punctuality
- Respect

Personal Development

- Enrichment
- British Values
- Careers guidance
- Health and Well-being
- Citizenship
- Preparation for the next steps

## Personnel & Safeguarding Committee Terms of Reference

### **Purpose:**

To support and monitor a safe caring and positive environment where every individual can achieve their potential within an environment committed to teaching and learning

### **Policies and Compliance:**

The committee will propose and review policies on all matters relating to staffing needs, due process in appointments, pay and pay levels, disciplinary and capability matters, grievances and appeals procedures, and will monitor how the needs of the children for protection from neglect and harm at home and in school are being met through both internal interventions and work with external child protection agencies.

### **Monitoring:**

The committee will be responsible for

#### Safeguarding

- current safeguarding management issues including COVID recovery, contact with external agencies, Prevent matters and statutory compliance
- Looked After Children, Post LAC and Special Guardianship reporting
- Prevent
- Child on Child abuse

#### Personnel and Pay

- Staffing requirements
- Staff standards (appraisals)
- Staff Continual Personal Development (CPD)
- Staff workload and well-being
- to review and agree the recommendations for pay progression from the Headteacher
- to receive the report from the HT PMR group

## Quality of Education Committee Terms of Reference

### **Purpose:**

To monitor and evaluate the Quality of the curriculum, in order to hold executive leaders to account for the educational performance of the school and its students

### **Policies:**

The committee will review, and monitor the impact of the following Statutory policies:

SEND; Accessibility plan, Admission Sixth Form; Admissions; Arts; Career  
Education Information Advice and Guidance; Collective worship; Exams; Sex and Relationships;

**Monitoring:** The committee will be responsible for:

- Monitoring the relevant parts of the School Improvement Plan

### Intent

- Curriculum design
- Curriculum breadth and balance

### Implementation

- Curriculum delivery including resources available to curriculum in general and to each curriculum area (e.g. materials; apparatus; time and staffing)
- Additionality for disadvantaged groups (e.g. attainment groupings; EAL; SEND; Pupil Premium, equal opportunities; teaching/learning strategies)
- Formative and summative assessment policies (e.g. tests; work reviews; student target setting; examination entry policies)
- School Journeys and visits
- Teaching standards

### Impact

- Assessment results (National Curriculum test, examinations, school target setting) and student outcomes



## **Finance and Site Committee**

### **Terms of Reference**

#### **Purpose:**

- to exercise the required scrutiny over the school finances and site Health & Safety, and through recommendations to the Full Governing Body (FGB), enable it to comply with its various legal responsibilities;
- to discuss and agree a range of strategic options with the Head for possible budget reductions/surpluses over the following 3 years.

#### **Policies and Compliance :**

The Committee will propose and review policies on all matters relating to school finance and health and safety.

#### **Monitoring:**

See attached Annex A for details of delegated responsibilities and reporting back to the committee, and from the committee to the FGB.

### **ANNEX A**

#### **Financial Oversight**

1. The Head will present a draft school budget for the approval of the Committee before the beginning of the financial year. A final budget shall be agreed by the Committee as soon as final figures are available from the Camden Local authority. The Committee will present the budget for ratification to the full Governing Body at its first meeting of the Summer term.
2. As soon as possible after the end of the financial year, and not later than 30<sup>th</sup> June, the Head shall produce a statement of income and expenditure in a form decided by Camden Local Authority and shall recommend to the Committee how any surplus shall be utilised and, should a deficit be recorded, how that is to be recovered in the course of the financial year. The Committee shall then recommend to the Governing Body for consideration before 31<sup>st</sup> July the content of the year-end financial statement and report to be submitted to the Camden Local authority.
3. Responsibility for the school's financial management is delegated to the Finance Manager as follows:
  - i. Preparation of the budget and end of year financial statement:
  - ii. Presentation of list of additional expenditure
  - iii. Oversight of financial, accounting and inventory procedures
4. At each meeting the Committee will review the list of budget accounts and the Finance Manager will draw its attention to any items where expenditure is, or is likely to be, at variance with the budget agreed.

#### **The Committee:**

- will ensure that the Head lays down clear procedures for inventory management and the control of expenditure. The Head will arrange for a physical inventory of school assets other than stores at least once per year and for the results to be reported to the Committee in the format required by the Camden Local Authority before 30<sup>th</sup> June, highlighting any acquisitions, disposals and losses in the preceding financial year.
- will require all budgets to have a named budget manager. Powers of commitment and authorisation are delegated to cost centre managers up to the amounts specified in the agreed budget. Approval of

expenditure will be in accordance with the school’s accounting procedures and the Camden Local Authority and LMS Financial Manual.

- delegates to individual cost centre managers the authority to dispose of assets of up to £200. It delegates to the Head authority to dispose of assets up to £1,000. Disposal of items over £1,000 will be referred to the Finance Committee.
- will scrutinise all proposed contracts, apart from leasing arrangements, for goods and/or services with a term of more than 12 months shall be referred to the Committee for scrutiny. The Committee shall ensure that the risks of such contracts have been evaluated and that appropriate monitoring procedures are in place and that it receives regular reports on the progress and performance of the contractor.
- Delegates financial approval levels as follows-

Approval level up to	FGB	Finance & Site Committee	Headteacher	DHT or Ops Director	SBM
Procurement and virements	>£70K	£30K-£70K	£30K	£10K	£5K

- may approve the write-off of debts up to £1,000 and recommend any write-offs above that limit to the Governing Body.
- the committee to agree School Financial Value Standard (SFVS) prior to recommendation to the Governing Body for approval.

**Site Management & Development** The Committee:

- will oversee the management of the school site to provide a safe, attractive and effective learning environment for all users and ensure that all legal requirements are met in relation to the school site.
- will give thorough consideration of the Health & Safety that the committee requires at each meeting from by the Site Manager.
- from time to time will have responsibility for the strategic development of the school site and review and priortise proposals for development

## Terms of reference for other Committees and Panels

### Pay committee

**Membership:** Three governors\* as appointed by the FGB

**Quorum:** The quorum shall be three governors

**Meetings:** The Committee will meet as required

- To ensure that each member of staff's salary is reviewed annually in accordance with the Pay Policy following appraisals (appraisal process to have taken place by 31 October annually).
- To consider reports and recommendations from reviewers, the Senior Leadership Team and the Head Teacher regarding pay progression.
- To report the outcome to the Personnel Committee

*\*The Head Teacher cannot sit on the Pay Committee.*

### Headteacher's performance management committee

**Membership:** Three non-staff Governors as appointed by the FGB\*

**Quorum:** The quorum shall be two governors

**Meetings:** The Committee will meet at least annually in the Autumn term

- To consider reports regarding the Head Teacher's Appraisal in conjunction with an appointed advisor (by 31 Dec annually), and to review and determine annually the pay terms and conditions of the Head Teacher, and report to the Pay committee.

*\*The Head Teacher cannot sit on the Head Teacher's Pay Committee.*

### Complaints/grievance committee

**Membership:** 3 non staff Governors as available and not conflicted

**Meetings:** The committee shall meet as required.

**Procedures:** In line with relevant polices and legislation

- To consider and decide upon any matter so raised under current policy and in line with procedures contained therein.

### Discipline committee

**Membership:** 3 non staff Governors as available and not conflicted

The Headteacher will usually attend panel meetings to present but s/he may not vote or take any part in the decision making process.

**Meetings:** The committee shall meet as required.

**Procedures:** In line with relevant polices and legislation

#### *TERMS OF REFERENCE- Pupil discipline*

- To consider re-instatement following permanent exclusion
- To review suspensions where indicated, and to review provision for re-inclusion of students following a FTE/suspension

- The LA shall be informed and invited whenever it is necessary to convene a Pupil disciplinary meeting

*TERMS OF REFERENCE- Staff disciplinary*

- To consider and to make initial decisions about matters relating to the dismissal of staff, discipline of staff or staff grievances, in accordance with LA procedures.

## Appeals committee

**Membership:** 3 non staff Governors as available and not conflicted nor having taken part in any previously related Panel

**Meetings:** The committee shall meet as required.

**Procedures:** In line with relevant polices and legislation

- To consider and decide upon any appeals against a decision of a previous committee for pay/staff disciplinary/grievance/complaints.



## Governing Body Scheme of Delegation

This template scheme of delegation has been amended and adapted from that recommended by The Key to determine how Hampstead School Governing Body will delegate certain functions. Please note, the list is not exhaustive and anything else required can be added. For reference to tasks and responsibilities refer to the following links on The Key:

- Article on [the role and functions of the governing board](#)
- The rules on delegation, as explained in the article on [delegating to committees](#)

**Remember, the governing body as a whole is responsible for any decision delegated.** Any decisions taken must therefore be reported back to the governing board at the first available opportunity.

**Please note:** tasks related to approving policies has not been included in this scheme of delegation.

✓	Action can be taken at this level
	<u>Not recommended</u> for action to be taken at this level (this is a <u>recommendation only</u> , the governing board can choose not to follow this if that works for your board)
	<b>Action cannot be carried out at this level</b>

Function	Task	FGB	Committee	Individual governor	Headteacher	We have delegated this to:
<b>Academy conversion</b>	Liaise with Department for Education (DfE) project lead			✓	✓	The Strategy Group
	Set up a consultation and consider responses	✓	✓	✓	✓	The Strategy Group
	Manage the application process		✓	✓	✓	
	Pass a resolution to convert	✓				
<b>Admissions</b>	Foundation and voluntary aided schools must consult on the school admissions policy every seven years, or when proposing changes, for example changes to the published admission number and the oversubscription criteria	✓	✓			The Strategy Group

<b>Behaviour and exclusions</b>	Make a written statement of general principles to guide the headteacher in determining measures to promote good behaviour and discipline	✓				
	Convene a meeting to consider reinstating an excluded pupil and consider parents' representations about an exclusion in some circumstances (can be delegated to the chair or vice-chair in cases of urgency)	✓	✓			BA and PD
<b>Collective worship</b>	In community and non-faith foundation schools, the headteacher is responsible for collective worship after consulting the governing board				✓	
<b>Curriculum</b>	Make sure National Curriculum is taught to all students and to consider any disapplication for student(s)				✓	
	Make sure enough teaching time is provided for students to cover the National Curriculum and other statutory requirements				✓	
	Decide (together with the headteacher) whether to provide sex education beyond what is set out in the statutory science National Curriculum, and keep a record of the decision	✓	✓			QoE Committee
	<b>Secondary schools:</b> Make sure all pupils at the school are provided with independent careers guidance from Year 8 to Year 13	✓	✓		✓	BA and PD
<b>Extended services</b>	Approve the provision of extended services	✓	✓			BA and PD
	Implement additional service provision				✓	
	Make sure delivery of services provided				✓	
	Cease providing extended school provision	✓				
<b>Finance and budgets</b>	Approve a balanced budget each financial year and submit to the local authority (LA)	✓				Finance committee can recommend, but must be approved by the FGB
	Monitor school finances		✓			Finance & Site Committee
	Decide how far to delegate spending power to the headteacher and set financial limits	✓				Committees recommend, approved by the FGB
	Enter into contracts and make payments (depending on financial limits set by governing board)	✓	✓		✓	Finance & Site Committee

	Complete the Schools Financial Value Standard (SFVS)	✓	✓			Finance & Site Committee but approved by the FGB
	Monitor impact of pupil premium funding	✓	✓		✓	Finance & Site Committee
	Secondary schools: Monitor impact of Year 7 catch-up funding	✓	✓		✓	Finance Strategy & Site Committee
<b>Governing board procedures</b>	Draw up instrument of government and any amendments thereafter	✓				
	Appoint and remove the chair and vice chair of the governing board	✓				
	Appoint and remove the clerk to the governors	✓				
	Hold a full governing board meeting at least 3 times every year	✓				
	Maintain a published register of interests, including the business and pecuniary interests of governors	✓				
	Approve a governors' allowances and expenses policy	✓	✓			Finance & Site Committee
	Delegate functions to individuals or committees	✓				
	Determine the constitution, membership and terms of reference of committees and review this annually. Appoint or elect a chair for each committee	✓				
<b>Health &amp; Safety</b>	Monitor implementation of the health and safety policy	✓	✓	✓		Finance & Site Committee
	Organise health and safety checks in the school				✓	
	Make sure there is an appointed person in charge of first aid	✓	✓	✓		Finance & Site Committee
<b>Parents and the community</b>	Make sure that all required information is published on the website and it's up to date				✓	The Strategy group
	Establish a complaints panel to consider formal complaints about the school and any community facilities or services it provides	✓	✓			Personnel & Safeguarding Committee
	Make sure the school complies with the Freedom of Information Act 2000				✓	
<b>Student wellbeing</b>	Make sure the provision of free school meals to those students meeting the criteria				✓	

	Appoint a designated teacher to promote the educational achievement of looked after children (LAC) and previously LAC on the school roll and make sure they undertake appropriate training				✓	
	Make sure the school complies with the Equality Act 2010 and the Public Sector Equality Duty and publish equality objectives and information about how it is doing this	✓	✓	✓	✓	The Strategy Group
	Make arrangements for supporting students with medical conditions				✓	
<b>Safeguarding</b>	Make sure that the school complies with statutory guidance on safeguarding	✓	✓		✓	Personnel and safeguarding

	Make sure that safeguarding arrangements take into account the procedures and practice of the LA, as part of inter-agency safeguarding procedures set up by the Local Safeguarding Children Board	✓	✓		✓	Personnel and Safeguarding
	Make sure a member of the governing board (usually the chair) is nominated to liaise with the designated officer(s) from the relevant LA and partner agencies if allegations are made against the headteacher	✓				
	Monitor the implementation of the child protection policy	✓	✓			BA and PD
	Appoint a member of staff to be the designated safeguarding lead				✓	
	Make sure that effective support is provided for any employee facing an allegation				✓	
<b>School organisation</b>	Set the times of school sessions and the dates of school terms and holidays	✓	✓		✓	The Strategy Group
	Make sure that the school meets for 380 sessions in a school year				✓	
<b>Special Educational Needs and Disabilities (SEND)</b>	Designate a member of the governing board or a committee to have oversight of the school's arrangements for SEND	✓				
	Make sure that the necessary special education provision is made for any pupil who has SEND, and monitor its effectiveness		✓	✓	✓	The Quality of Education Committee
	Make sure that parents are notified by the school when special educational provision is being made for their child				✓	
	Make sure the school produces and publishes online its school SEND information report	✓	✓		✓	The Quality of Education



						Committee
	Co-operate with the LA in developing the local offer		✓		✓	The Quality of Education Committee
	Make sure the school follows the statutory SEND Code of Practice	✓			✓	
	Make sure that there is a qualified teacher as the special educational needs coordinator (SENCO) for the school	✓	✓		✓	The Quality of Education Committee
	Make sure that the teachers in the school are aware of the importance of identifying students who have SEND and providing appropriate teaching				✓	
<b>Staff performance and pay</b>	Approve pay recommendations		✓			Personnel & Safeguarding Committee
<b>Staff recruitment, management and structure</b>	Establish a selection panel to recruit a headteacher or deputy headteacher	✓				
	Make sure safer recruitment procedures are applied	✓				
	Dismiss the headteacher	✓				
	Dismiss other staff				✓	
	Suspend the headteacher	✓				
	Suspend other staff				✓	
	Approve staffing structure changes	✓	✓			Personnel & Safeguarding Committee
	Determine dismissal payments/early retirement	✓	✓		✓	Personnel & Safeguarding Committee