



Farmor's School

AN ACADEMY

FARMOR'S SCHOOL
SCHEME OF DELEGATION

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STRUCTURE, GOVERNANCE AND MANAGEMENT

Constitution

The Academy Trust is a company limited by guarantee and an exempt charity. The charitable company's Memorandum and Articles of Association are the primary governing documents of the Academy Trust.

The Trustees of the Farmor's School are also the directors of the Charitable Company for the purposes of company law.

Details of the Trustees who served throughout the year, except as noted, are included in the Reference and Administration Details of the annual report and accounts.

Members' Liability

Each member of the Charitable Company undertakes to contribute to the assets of the Company if it is wound up while he/she is a member, or within one year after he/she ceases to be a member, such amount as may be required, not exceeding £10, for the debts and liabilities contracted before they ceased to be a member.

Trustees' Indemnities

Trustees benefit from indemnity insurance purchased at the Academy Trust's expense to cover the liability of the Trustees in their capacities as Trustees or Governors of the Academy which by virtue of any rule of law would otherwise attach to them in respect of any negligence, default, breach of trust or breach of duty of which they may be guilty in relation to the Academy Trust, provided that any such insurance shall not extend to any claim arising from any act or omission which the Trustees knew to be a breach of trust or breach of duty or which was committed by the Trustees in reckless disregard to whether it was a breach of trust or breach of duty or not and provided also that any such insurance shall not extend to the costs of any unsuccessful defence to a criminal prosecution brought against the Trustees in their capacity as Directors of the Academy Trust. The limit of this indemnity is £2,000,000.

TRUSTEES

Method of Recruitment and Appointment or Election of Trustees

On 1 August 2011 the Trustees appointed all those governors who served the predecessor school to be Trustees of the newly formed Academy Trust. These Trustees were appointed for a term of office that would end when their then current term at the predecessor school would have ended, thus ensuring a staggered re-election or replacement process.

The Academy Trust shall have the following Trustees as set out in its Articles of Association and Funding Agreement with the Department of Education:

- up to 2 Trustees who are appointed by Members;
- up to 5 Trustees who are appointed by the Farmor's Endowed Foundation and do not have to be (but may be) trustees of the Foundation
- up to 1 Trustee who is appointed by the Ernest Cook Trust and does not have to be (but may be) a trustee of the Ernest Cook Trust

- a minimum of 2 Parent Trustees (but not more than 7 Parent Trustees) who are elected by parents of registered pupils at the Academy;
- up to 4 (or one third of the total number of Trustees, whichever shall be the smaller) staff Trustees who are elected by the staff and ratified by Members; and
- the Headteacher who is treated for all purposes as being an *ex officio* Trustee.

Trustees are appointed for a four year period, except that this time limit does not apply to the Headteacher. Subject to remaining eligible to be a particular type of Trustee, any Trustee can be re-appointed or re-elected.

When appointing new Trustees, the Board of Trustees will give consideration to the skills and experience mix of existing Trustees in order to ensure that the Board has the necessary skills to contribute fully to the Academy's development.

Policies and Procedures Adopted for the Induction and Training of Trustees

The training and induction provided for new Trustees will depend upon their existing experience. All Trustees are provided with copies of policies, procedures, minutes, accounts, budgets, plans and other documents that they will need in order to undertake their role as Trustees. As there are normally only two or three new Trustees a year, induction tends to be done informally and is tailored specifically to the individual. Advantage is taken of specific courses offered by the Local Authority and other bodies.

Organisational Structure

The Board of Trustees normally meets once each term. The Board establishes an overall framework for the governance of the Academy and determines membership, terms of reference and procedures of committees and other groups. It receives reports including policies from its committees for ratification. It monitors the activities of the committees through the minutes of their meetings. The Board may from time to time establish Working Groups to perform specific tasks over a limited timescale.

The committee structure was reviewed in 2014 to ensure it meets the needs of the Academy Trust. There are 6 committees as described below

- **Finance, Resources and Business Development Committee**- this usually meets at least five times per year and is responsible for monitoring, evaluating and reviewing policy and performance in relation to financial management, compliance with reporting and regulatory requirements, and reports from the Internal Assurance Officer- This Committee approves the annual budget for submission to the Education Funding Agency. It also performs the role of an audit committee and reviews business development activity. The Committee also has responsibility for business development and monitoring the use of school resources including premises.
- **Curriculum and Student Welfare Committee** - this meets once a term to monitor, evaluate and review Academy policy, practice and performance in relation to curriculum planning, communications, target setting and assessment, examinations and all pastoral issues.
- **Quality of Teaching Committee** – this meets once a term to monitor and evaluate Academy policy and practice relating to teaching and learning
- **Staffing and Staff Welfare Committee** – this meets once a term to monitor, evaluate and review Academy policy and practice in relation to all personnel and staffing aspects of the school.
- **Policies Committee** - this meets no less than once each academic year and, in addition, at various times during the year as required to review and approve all Academy policies

- **Staff Pay Committee** – this meets annually to receive and review proposed arrangements for staff pay progression.

The Trustees are responsible for setting general policy, adopting an annual development plan and budget, approving the statutory accounts, monitoring the Academy by the use of budgets and other data, and making major decisions about the direction of the Academy, capital expenditure and staff appointments.

The Headteacher is the Accounting Officer.

Arrangements for Setting Pay and Remuneration of Key Management Personnel

The Trustees consider the senior leadership team comprises the key management personnel of the Academy in charge of directing and controlling, running and operating the Academy Trust on a day to day basis. All Trustees give their time freely to the Academy.

The pay of key management personnel is reviewed annually and is normally increased in accordance with average earnings in line with national pay awards. Any further pay awards are performance related in accordance with the Academy's Pay Policy.

The Trustees benchmark against pay levels in other academies within Gloucestershire on an annual basis.

GOVERNING BOARD STANDING ORDERS

These Standing Orders Apply to all Governing Board & Committee Meetings unless Stated Otherwise

1. Structure of the Governing Board.

The Governing Board have agreed to the following structure:

- up to 2 Trustees who are appointed by Members;
- up to 5 Trustees who are appointed by the Farmor's Endowed Foundation and do not have to be (but may be) trustees of the Foundation
- up to 1 Trustee who is appointed by the Ernest Cook Trust and does not have to be (but may be) a trustee of the Ernest Cook Trust
- a minimum of 2 Parent Trustees (but not more than 7 Parent Trustees) who are elected by parents of registered pupils at the Academy;
- up to 4 (or one third of the total number of Trustees, whichever shall be the smaller) staff Trustees who are elected by the staff and ratified by Members; and
- the Headteacher who is treated for all purposes as being an *ex officio* Trustee

2. Election and tenure of Governors.

- The Clerk to the Governors is the designated returning officer for the election of parent and staff governors; the elections will be held in accordance with the articles and guidelines issued by the Department for Education.
- The term of office for all governors, except the Headteacher, will be four years from the date of notification of their appointment. They may stand for re-appointment, if eligible.
- Staff governors must relinquish their position when they leave the school.
- Parent governors can continue until the end of their term of office if their child has left the school, but may not stand for re-election.
- The Headteacher is a permanent member of the governing board whilst in post.

3. Co-opted Governors.

A co-opted governor is a governor elected as such by vote by the full governing board. The governors may appoint a maximum of four co-opted governors.

Co-opted governors cannot vote on the election of other co-opted governors. Other than this, they have the same voting rights as any other member of the governing board.

4. Disclosure and Barring Service (DBS).

Governors may be required to carry out regulated activity in relation to children (e.g. unsupervised one to one mentoring of a pupil). Therefore, all governors must have successfully acquired a fully enhanced Disclosure Clearance Certificate through Farmor's School and have presented their certificate to the Company Secretary before they can begin their term of office.

5. Election of Chair and Vice Chair.

Any person employed by Farmor's School or paid for undertaking work in Farmor's School is not eligible for election as Chair or Vice Chair. The Chair and Vice Chair shall be elected at the first meeting of each academic year, immediately after the adoption of the standing orders. At this point the current Chair will then stand down. The new Chair is elected by a simple majority of members. The Clerk to Governors will take the chair for the purpose of holding the election.

Governors may nominate themselves or others in writing to reach the Clerk to the Governors at least two working days before the Meeting, except that nominations may be made at the Meeting if there are no prior nominations. At the meeting the nominees must be seconded. If there is more than one candidate a secret ballot is to be held. If there is a tie another ballot shall be held immediately. If there is still a tie those present shall decide on how to proceed with the Clerk to Governors still acting as Chair.

6. Governing Board Meetings.

All governors are expected to attend meetings of the full governing board. Apologies should be sent to the Clerk to the Governors, in advance of the meeting, if a governor is unable to attend the meeting.

The Clerk to the Governors and the Company Secretary will also be in attendance at meetings of the full governing board.

7. Non-attendance at Meetings.

Governors who fail to attend full Governing Board meetings for a continuous period of 6 months shall be liable to be disqualified from membership of the Governing Board. Disqualification can only be made by a vote of the Governing Body as per paragraphs 9b and 11 of these Standing Orders.

8. Resignation and Removal of Governors.

Please refer to Articles 66 to 68A of the Articles of Association.

9. Quorum for Governing Board Meeting.

The quorum for a Governing Board Meeting is one third (rounded up to the nearest whole number) of the number of the complete membership of the Governing Board (at the day of the Meeting) excluding vacancies except that it shall be two thirds of the complete membership excluding vacancies for a vote on any of the following:

- a. To appoint a parent governor if not enough parents stand for election to fill the number of vacancies.
- b. Any vote on the removal of a governor.
- c. A vote on the removal from office of the Chair of Governors.

10. Quorum for Committee Meetings.

The quorum for each committee is stated in that committee's terms of reference.

11. Voting.

Only governors may vote at a meeting of the full governing board. If there is an equal number of votes, the Chair of the Meeting has a second (casting) vote.

12. Frequency and Time of Full Governing Board Meetings.

Meeting frequency for the Governing Board is as follows:

- a. There will normally be four Full Governing Board meetings each year. Additional meetings may be called as appropriate provided at least 14 days' notice is given.
- b. One meeting will be preceded by the Members AGM; this will normally be the second governors meeting (December). The Chair will normally chair the AGM. For the quorum for the AGM please refer to article 23 of the Articles of Association.
- c. The last meeting of each academic year will decide the meetings' programme for the next calendar year.
- d. Meetings will normally begin at 7.00pm.
- e. Committee schedules are agreed by each committee and published annually by the Clerk to Governors.

13 Location of Meetings.

Meetings normally will be held in the School Conference Room.

14. Confidentiality.

Agreement on confidentiality, with due regard to the Freedom of Information Act, will form part of the formal adoption process. All governors are required to sign abide by the Code of Practice set by Farmor's School.

15. Distribution of Governing Body Minutes.

After being agreed a true record Governing Board minutes are distributed as follows:

- a. To the Full Governing Board via SharePoint.
- b. Filed and available for inspection with the Clerk to the Governors. Any matter which, by reason of its nature, the governors are satisfied should remain confidential, will be marked as a confidential item on the agenda and the minutes of such an item will not be available for inspection.

16. The Agenda.

- a. **Agenda items.** Notwithstanding Article 108 of the School's Articles of Association, and for reasons of effectiveness, any Governor wishing to place a matter on the Agenda must notify the Clerk to the Governors in writing at least 14 days before the meeting of Governors.
- b. **The Ordering of the Agenda** shall be agreed between the Chair of Governors and the Headteacher.
- c. Notwithstanding Article 108 of the School's Articles of Association, and for reasons of effectiveness, **the Agenda** shall be circulated by the Clerk to the Governors to all Governors at least 7 days before the meeting, together with all the attachments.
- d. **Items at the Discretion of the Chair of Governors.** Exceptionally, at the start of a meeting, a Governor may request that the Chair include an item without notice.

- e. **A.O.B.** is for matters of information only.

17. Committees of the Governing Board.

- a. The Governing Board has established the following committees which have delegated powers detailed in the Terms of Reference for each of the committees;
- Finance, Resources and Business Development
 - Curriculum and Student Welfare
 - Quality of Teaching
 - Staffing and Staff Welfare
 - Policies
 - Staff Pay
- b. Disqualification from Committees:
- Any Governor who is employed to work at Farmor's School, other than the Head, cannot be a member of the Governors' Staffing and Staff Welfare Committee or the Governors' Pay or Staff Dismissal or Dismissal Appeals panel.
 - Any Governor, who is related to an employee of Farmor's School, cannot be a member of the Governors' Staffing and Staff Welfare Committee or the Governors' Pay or Staff Dismissal or Dismissal Appeals panel.
 - Any person whose paid employment or voluntary work may constitute as a conflict of interest while on a Governors' Committee at Farmor's School must declare the interest and this may affect their membership of the Committee, for example, working in a particular trade or education.
- c. All governors must be a member of at least one of the following committees:
- Finance, Resources and Business Development
 - Curriculum and Student Welfare
 - Quality of Teaching
 - Staffing and Staff Welfare
- d. The following panels meet as required:
- Discipline/Pupil Exclusion
 - Admissions and Admission Appeals
 - Staff Dismissal and Dismissal Appeals Panels

- e. The Constitution and Membership of each of the committees is to be agreed by the Governing Board at its first meeting of the academic year. Amendments may be made during the year but are to be ratified at the next meeting of the Governing Board.
- f. The Governing Board or its committees may establish working groups to deal with specific matters and report back to the relevant committee.
- g. Each committee and working group will decide the frequency, timing and location of its meetings.
- h. Each committee and working group will report at each of the scheduled Full Board meetings. Minutes of its meetings will be available to all governors.

18. Amendments.

Amendments to these standing orders may only be made by the Governing Board.

19. Adoption of Standing Orders.

These Standing Orders will be formally adopted as the first item of business at the first meeting of the Governing Board in the Autumn Term.

The Articles of Association are available from the Company Secretary and are available on the School's website.



Finance, Resources and Business Development Committee Terms of Reference

Finance, Resources & Business Development Committee	
Membership	To consist of no fewer than 6 Governors including the Head Teacher + the Business Manager
Attendees	Other members of the SLT and invited staff. These do not have voting rights
Quorum	A minimum of 3 Governors shall form a quorum
Chair	To be elected and appointed on an annual basis
Meetings	Committee meetings will be held on an 'as required' basis, but shall be at least once per term (three times per academic year)
Clerking	The appointed clerk or a member of the committee will record all proceedings at each meeting. Scheduling, circulation of committee agendas and papers will follow the same procedural arrangements as for the Full Governing Body
Reporting	Minutes are first approved by the Chair, relevant SLT members and Head Teacher. They will then be circulated to members of the committee and presented at the next Full Governors meeting The Chair of the committee will report to the Full Governing Body <ul style="list-style-type: none"> • All decisions taken under delegated powers • Progress made relating to specific actions in the School Development Plan
Review	The Terms of Reference and membership of the committee will be reviewed annually
Terms of Reference	
Closing the Gap	<ul style="list-style-type: none"> • To ensure resources are being effectively managed and targeted to reduce gaps where identified • To ensure Pupil Premium is being used effectively to support disadvantaged children and raise their attainment
Compliance	<ul style="list-style-type: none"> • Ensure Academy resources are allocated in line with the strategic objectives • Ensure the Academy funds are used only in accordance with the law (Articles of Association), its funding agreement and Academies Financial Handbook • Approve the appointment of external auditors • Approve and ensure submission of audited accounts to Companies House and the EFA • Review and propose the annual budget to the Full Governing Body • Ensure robust control framework is established which must include: <ul style="list-style-type: none"> - Co-ordinating the planning & budgeting processes - Applying discipline in financial management including managing banking, debt and cash flow with appropriate segregation of duties - Preparation of monthly budget monitoring reports - Ensuring that the delegated financial authorities are respected - Effective planning & oversight of any capital projects

	<ul style="list-style-type: none"> - Management & oversight of assets - Proprietary & regularity of financial transactions - Reducing the risk of fraud & theft - Ensuring efficiency and value for money in the organisation's activities - A process for independent checking of financial control systems transactions & risks
Care	<ul style="list-style-type: none"> • Ensure the Academy is managed efficiently and effectively • Consider the use of professional advice on matters where there may be material risk to the Academy • Ensure Academy funds are used economically, efficiently and effectively, the three key elements of Value for Money • Approve the annual site development plan
Prudence	<ul style="list-style-type: none"> • Make sure Academy assets are protected and used for the benefit of the Academy • Ensure the Academy is solvent and is keeping appropriate accounting records as defined by the Academies Financial Handbook
Business Development	<ul style="list-style-type: none"> • To approve the annual marketing plan • To ensure financial plans are in place to achieve the strategic objectives of the Academy



Curriculum and Student Welfare Committee Terms of Reference

Curriculum and Student Welfare Governing Committee	
Membership	No fewer than 6 Governors including the Head Teacher
Attendees	Other member of the Senior Leadership Team (SLT) and invited staff. No voting rights.
Quorum	A minimum of 6 governors shall form a quorum
Chair	To be elected and appointed on an annual basis.
Meetings	Committee meetings will be held on an as required basis, but shall be at least once per term (three times per academic year)
Clerking	The appointed clerk or a member of the committee will record all proceedings at each meeting. Scheduling, circulation of committee agendas and papers will follow the same procedural arrangements as for the Full Governing Body.
Reporting	Minutes will be circulated to members of the committee and presented at the next Full Governors Meeting. The chair of the committee will report to the Full Governing Body: <ul style="list-style-type: none"> • All decisions taken under delegated powers. • Progress made relating to specific actions in the School Development Plan.
Review	The Terms of Reference and membership of the committee will be reviewed annually.
Terms of Reference	
Closing the Gap	<ul style="list-style-type: none"> • To be satisfied that the school curriculum is reviewed and resourced to ensure all groups including gender, ethnicity and religious groups, pupil premium, SEND, those with poor prior attainment and vulnerable learners (LAC and FSM) can reach their potential, improve confidence and are prepared for life beyond school. • To be satisfied that the school promotes gender equality in its subjects. • To be assured that the school encourages vulnerable groups to participate in extracurricular activities and school trips. • To ensure the school is aware and actively deals with incidents of racism, sexual harassment, homophobic bullying and other group specific issues. • To be assured that parents are being encouraged to support students and encouraged to work in partnership with the school and poor attendance is addressed. • To be confident that mentoring support is in place and that there is provision for communication with external professionals where necessary.
Curriculum	<ul style="list-style-type: none"> • To ensure that the whole school curriculum maintains breadth and balance, is relevant to the personal, social and health needs of all students, and provides continuity, progression and an ability to stretch all students. • To be informed of the current statutory requirements for the curriculum relevant to the school and be satisfied that it is included in the school's agreed curriculum.

	<ul style="list-style-type: none"> • Ensure the school curriculum includes: PSHE provision and a policy on sex and relationships (<i>DfE's statutory guidance on sex and relationship education</i>), vocational provision, teaching of Religious Education and Ethics and provision for pupils with special educational needs (policy on website). <i>The Children and Families Act: Section 69 and The SEN and Disability Regulations 2014</i> • To contribute in collaboration with the head and SLT to the curriculum-related priorities of the Ofsted action plan. • To be informed of changes in subjects offered, exam boards and course content. • To review the school's Curriculum Policy and curriculum-related policies and make recommendations to the Policy Committee for change.
Accessibility	<ul style="list-style-type: none"> • To monitor actions detailed in the Accessibility Plan • To review the impact of the Accessibility Policy. <i>Equality Act 2010: Schedule 10, Paragraph 3 and Disability Discrimination (prescribed Times and Periods for Accessibility Strategies and Plans for Schools) (England) Regulations, 2005.</i>
Admissions	<ul style="list-style-type: none"> • To agree and apply criteria for student admissions and make recommendations to the Governing Body. • To consider and take appropriate action on individual cases as appropriate; • To monitor and review annually the School's Admissions Policy <i>Statutory School Admissions Code and School Admission Appeals Code. The Equality Act 2010 and The Equality Act 2010 (Specific Duties) Regulations 2011.</i>
Attendance	<ul style="list-style-type: none"> • To review the school's strategies for improving attendance – and ensure the Head Teacher sets school's annual attendance and persistent absentee targets. • To review the Attendance Policy <i>The Education (Pupil Registration) (England) (Amendment) Regulations 2013.</i>
Behaviour	<ul style="list-style-type: none"> • To monitor via reports, the students behaviour with specific reference to exclusions, persistent absence, bullying, racial incidents and safeguarding. • To be satisfied that the School's Behaviour Management System operates effectively ensuring it is consistent and rigorous and satisfies legal requirements under race, disability and gender discrimination. • To monitor the effectiveness of the school's Behaviour Policy, other related policies and procedures and report its conclusions to the full governing body. <i>Independent School Standards Regulations .Education and Inspections Act 2006: Section 88.</i>
Career advice	<ul style="list-style-type: none"> • To review the school's career advice provision and work experience. • To assess the impact of the Careers Information, Advice and Guidance Policy and make recommendations to the Policy Committee for change.
Extra-curricular /Enrichment	<ul style="list-style-type: none"> • To be satisfied that the school promotes a range of extra-curricular/ enrichment activities which can engage students. • To be informed of proposed trips and educational visits. • To encourage links (Community and National) with businesses and other agencies.
Pastoral Care	<ul style="list-style-type: none"> • To be satisfied that the school's pastoral care arrangements protect the students from harm, safeguard their health and welfare and support their learning and development and promote community cohesion. • To monitor arrangements for the school's pastoral system, reporting procedures and other communications with parents/carers. • To be satisfied that the pastoral care system includes support to students at vulnerable times, such as mentoring or counselling, provided by staff or external experts.

	<ul style="list-style-type: none"> • To be satisfied that the mechanism for provision of free school meals is available to those pupils meeting the criteria • To be satisfied that the school supports pupils at school with medical conditions. <i>Children and Families Act 2014 section 100</i>
Primary School Liaison	<ul style="list-style-type: none"> • To review the constructive links with feeder primary schools and improve communication through the link governor programme. • To monitor transition arrangements and curriculum continuity at y7 • To encourage development of primary linked events
Safeguarding	<ul style="list-style-type: none"> • To ensure that all statutory requirements and evolving best practice in safeguarding are met. • Ensure the continuation of a nominated Governor responsible for Child Protection and that they receive appropriate training. • To ensure that the school designates staff to be responsible for co-ordinating child protection within the school and for liaising with other agencies and to receive appropriate training: • Monitor and regularly review the school's Safeguarding Children Policy. <i>Keeping children safe in education</i>
Student and Parent Voice	<ul style="list-style-type: none"> • To be satisfied that information is provided for parents about the school and their children, and parents are regularly consulted on school issues. • To be satisfied that there is a mechanism within the school (student council) to enable students to take responsibility, to express their opinions and make decisions.
Special Educational Needs and Disabilities	<ul style="list-style-type: none"> • To ensure that there is a named governor for Special Educational Needs and Disabilities (SEND) and that they receive necessary support and training. • To ensure the school has a qualified designated SENCO and review SEND information report annually. • Ensure the school has suitable arrangements for consulting with parents and publishes information on its website. • To review the SEND policy. <i>The Children and Families Act: Section 69 and The Special Educational Needs and Disability Regulations 2014 The 0-25 Special Educational Needs and Disability Code of Practice.</i>
Looked After Children	<ul style="list-style-type: none"> • To ensure that there is a named governor for Looked After Children (LAC) and that they receive the necessary support and training. • To ensure an annual report from the nominated LAC staff is reviewed annually
In all areas to consider and monitor progress against the Annual School Development Plan	



Quality of Teaching Committee Terms of Reference

Quality of Teaching Governing Committee	
Membership	No fewer than 6 Governors including the Head Teacher
Other Attendees	Other members of SLT and invited staff. These do not have voting rights.
Quorum	A minimum of 6 governors shall form a quorum
Chair	To be elected and appointed on an annual basis.
Meetings	Committee meetings will be held on an as required basis, but shall be at least once per term (three times per academic year)
Clerking	The appointed clerk or a member of the committee will record all proceedings at each meeting. Scheduling, circulation of committee agendas and papers will follow the <u>same procedural arrangements as for the Full Governing Body</u> .
Reporting	Minutes are first approved by chair, relevant SLT members and head teacher. They will then be circulated to members of the committee and presented at the next Full Governors Meeting. The chair of the committee will report to the Full Governing Body: <ul style="list-style-type: none"> • All decisions taken under delegated powers. • <u>Progress made relating to specific actions in the School Development Plan.</u>
Review	The Terms of Reference and membership of the committee will be reviewed annually.
Terms of Reference	
Closing the Gaps.	<ol style="list-style-type: none"> 1. To understand the extent of the gaps in attainment and progress for key groups 2. To agree targets and prioritise achievement gaps which exist 3. To challenge and support SLT in closing progress and attainment gaps 4. To consider the inequalities in destinations post-16/18 for various groups and the strategic implications of closing destination gaps 5. To understand disparities in the quality of teaching experienced by groups of students and promote equality of provision 6. To consider information presented by SLT on the impact of interventions and strategies to close gaps in achievement, destinations and quality of teaching 7. To understand how various departments have contributed to closing achievement gaps, and to what effect?
Leadership of Teaching	<ol style="list-style-type: none"> 1. To contribute in collaboration with the head and SLT to the teaching-related priorities of the Ofsted action plan. 2. To ensure that targets for student achievements are set and published as required by legislation. 3. To question impact of teacher CPD. 4. To review the school's Teaching and Learning Policy and teaching-related policies and make recommendations to the Policy Committee for change.
Progress & Attainment	<ol style="list-style-type: none"> 1. Receive, analyse and review in conjunction with SLT RAISEonline and other school results. Agree with SLT relevant actions and targets to be incorporated in the school

	<p>development plan.</p> <ol style="list-style-type: none"> To receive and ratify current year targets for both performance and progress primarily for year 11, 12 and 13. To receive targets for performance and progress for other subgroups especially when identified as target groups in the school development plan. To receive appropriate update reports as possible underperformance is indicated as the school year progresses. Governors will challenge resulting intervention plans.
Assessment	<ol style="list-style-type: none"> To be assured that assessment processes that replace National Key Stage Levels are robust and provide appropriate basis for comparing future attainment. To be assured of consistency in marking, monitoring and differentiation. To be assured of the appropriate provision of homework. To be aware of internal assessment approaches and tracking
Heads of Departments	<ol style="list-style-type: none"> To understand the subject-specific teaching and learning issues facing teachers and departments To be appraised of in-school variation in the quality of provision and achievement across departments, qualifications and subjects and challenge and support standards where required To review the processes in place for challenging and supporting departments to raise standards e.g. self-evaluation, line management, development planning. Invite HoDs to governor meetings and receive appropriate reports. Where weaknesses are identified to challenge SLT in their plans to provide effective corrective actions and training and support as appropriate. To identify and celebrate department strengths and successes.
Quality of Teaching	<ol style="list-style-type: none"> To be satisfied that SLT monitoring of teaching through observations, Blink surveys, work sampling and learning walks is robust and effective. Receive and monitor progress of resulting SLT intervention plans. To be aware of and question self-evaluation of teaching and learning by SLT and departments. To seek assurance that quality of teaching processes are in place and to continue to challenge their effectiveness.
Link Governors	<ol style="list-style-type: none"> To assign governors to each department and encourage regular link meetings (1 to 3 per year). Monitor, review and feedback critical points from these meetings. Encourage greater involvement of governors with learning walks and lesson observations.
In all areas to consider and monitor progress against the Annual School Development Plan	



Staffing and Staff Welfare Committee Terms of Reference

Staffing and Staff Welfare Committee	
Membership	No fewer than six governors, the Head Teacher or other member of the Senior Leadership Team (SLT).
Quorum	A minimum of three governors shall form a quorum.
Chair	To be elected and appointed on an annual basis.
Meetings	Committee meetings will be held on an as required basis, but shall be at least once per term (three times per academic year).
Clerking	The appointed clerk or a member of the committee will record all proceedings at each meeting. Scheduling, circulation of committee agendas and papers will follow the same procedural arrangements as for the Full Governing Body.
Reporting	<p>Minutes will be circulated to members of the committee and presented at the next Full Governors Meeting.</p> <p>The chair of the committee will report to the Full Governing Body:</p> <ul style="list-style-type: none"> • All decisions taken under delegated powers. • Progress made relating to specific actions in the School Development Plan.
Review	The Terms of Reference and membership of the committee will be reviewed annually.
Terms of Reference	
Closing the gaps	<ul style="list-style-type: none"> • To ensure that the school has appropriately skilled staff to tackle closing the gaps • To ensure that the school's staff are properly deployed – are TA's and other measures being effectively and appropriately used. • To review CPD for all staff to ensure they have sufficient training and skills to understand the gaps and strategies to close those.
Staff recruitment, selection and retention	<ul style="list-style-type: none"> • To ensure that the school is fully staffed with appropriately qualified personnel. • To review the recruitment process to ensure that best practice is followed. • To monitor appointments. • To evaluate the effectiveness of recruitment processes. • To monitor staff retention and turnover.

Performance management, pay and performance related pay	<ul style="list-style-type: none"> • To understand and ensure that the school has effective policies for assisting staff with their performance. • To ensure that that school deploys effective techniques to address inadequate performance. • To monitor and understand the level of poor performance and the possible reasons why. • To establish patterns in performance over time. • To review the process for the assessment of performance related pay to ensure that a robust and fair approach is applied and consistently across all departments. • To monitor pay levels and job evaluation process to ensure compliance with legislation and best practice.
Staffing	<ul style="list-style-type: none"> • To ensure that the staffing structure meets the ever changing needs of the school from time to time. • To ensure that the school has succession plans for the replacement of key staff. • Ensure that the SLT is sufficiently resourced, both in numbers and other resources to appropriately and properly perform their roles.
Training	<ul style="list-style-type: none"> • To review the training provided to teaching and associate staff. • To ensure that training addresses the specific needs for each employee. • To ensure that such statutory training as is required is provided.
Redundancy	<ul style="list-style-type: none"> • To monitor the number and incidences of redundancies. • To ensure that a fair and appropriate redundancy process is implemented.
Disciplin	<ul style="list-style-type: none"> • To ensure that the school has effective policies for handling disciplinary and grievance matters. • To monitor the number of employees raising grievances and subject to disciplinary action. • To ensure that the policies are properly applied.
Staff sickness and	<ul style="list-style-type: none"> • To monitor the levels of sickness absence across all staff. • To ensure that sickness absence is appropriately managed for both the school and employees. • To understand and ensure that appropriate and affordable support is provided to support all staff in their rehabilitation and return to work.
Staff welfare	<ul style="list-style-type: none"> • To ensure the health and welfare of all staff. • To monitor the work-life balance of all staff and ensure that measures are taken to identify and mitigate against excessive work-loads. • To understand and monitor issues that have a negative impact on welfare. • To understand staff morale. • To monitor and review the annual staff survey and exit interviews. • To monitor how additional policies and procedures may add to employee workload and to ensure that such workload does not become unsustainable.
Pensions	<ul style="list-style-type: none"> • To understand, monitor and ensure that all staff are part of the appropriate pension scheme.
Legal Compliance	<ul style="list-style-type: none"> • To ensure that all applicable legal obligations, legislation and regulations are complied with in the recruitment and employment of all staff.
In all areas to consider and monitor progress against the Annual School Development Plan	



Policy Review Committee Terms of Reference

Policy Review Committee	
Membership	No fewer than four Governors and a maximum of five, plus the Headteacher. Membership should, where possible, include a representative of each of the four
Other Attendees	Other members of the Senior Leadership Team and invited staff. These do not have voting rights.
Quorum	A minimum of three governors who are members of the committee shall form a quorum.
Chair	To be appointed by the Policy Review Committee at its ordinary annual meeting.
Meetings	The committee shall meet at least once a year and more often if required. Dates for meetings will be set before the beginning of each school year as part of the annual cycle of Full Governing Board and committee meetings.
Clerking	<p>The Full Governing Board shall appoint a clerk to the Policy Review Committee. This cannot be the Headteacher, but any Policy Review Committee member may clerk in the absence of the appointed clerk.</p> <p>Responsibilities of Committee Clerk on behalf of the Policy Review Committee:</p> <ol style="list-style-type: none"> 1. To maintain a list of current and planned policies with their issue and review dates. 2. To prompt policy review by the nominated author as the review date is approached. 3. To maintain the master electronic template, master electronic copies and master ratified hard copies of current policies. 4. To ensure superseded copies of policies are identified as such and removed from circulation when revised copies are published. 5. To take and produce minutes for the annual Policy Review Committee meeting and any other extraordinary meeting.
Reporting	<p>Minutes are first approved by Chair. They will then be circulated to members of the committee and presented at the next Full Board Meeting.</p> <p>The chair of the committee will report to the Full Governing Board all decisions taken under delegated powers</p>
Review	The Terms of Reference and membership of the committee will be reviewed annually.

Terms of Reference	
Legal compliance	To ensure that all statutory school policies are available, published and regularly updated in accordance with legal requirements
Non statutory policies	To agree, in conjunction with the headteacher and relevant committees, which additional, non statutory school policies are required.
Revision and review periods	To determine, in conjunction with the headteacher, revision/review periods for all policies and to monitor implementation of the review process.
Template	To agree and publish a standard template for all new and revised policies.
Guidance	To agree and publish guidance for policy authors regarding standard terminology to be used within policies
Review, ratify and publish	To review, ratify (unless otherwise required to be ratified by the headteacher or Full Governing Body) and publish all new and updated policies on behalf of the Full Governing Body.



Staff Pay Committee Terms of Reference

Staff Pay Committee	
Membership	No fewer than three Governors and a maximum of four. Any paid employees of Farmor's School who are also governors are unable to be members of the staff pay committee.
Other Attendees	The Headteacher may attend in an advisory capacity but must withdraw from the meeting when their own salary is being discussed.
Quorum	A minimum of three governors who are members of the committee shall form a quorum.
Chair	To be appointed by the Staff Pay Committee at its ordinary annual meeting.
Meetings	The committee shall meet at least once a year and more often if required. Dates for meetings will be set before the beginning of each school year as part of the annual cycle of Full Governing Board and committee meetings.
Clerking	<p>The Full Governing Board shall appoint a clerk to the Policy Review Committee. This cannot be the Headteacher, but should be a Pay Committee member.</p> <p>Responsibilities of Committee Clerk on behalf of the Pay Committee:</p> <ol style="list-style-type: none"> To take and produce minutes for the Pay Committee meeting and any other extraordinary meeting.
Reporting	<p>Minutes are first approved by Chair. They will then be circulated to members of the committee and presented at the next Full Board Meeting.</p> <p>The chair of the committee will report to the Full Governing Board all decisions taken under delegated powers</p>
Review	The Terms of Reference and membership of the committee will be reviewed annually.
Terms of Reference	
Pay Progression	<ul style="list-style-type: none"> To annually determine salary progression for eligible teaching staff, and Seniors Leadership Team, following recommendation by the Headteacher To annually determine salary progression for the Headteacher, where eligible, following recommendation by the Headteacher Performance Management committee To deal with any request from a governors, or the school leadership team to review Leadership pay ranges and report any recommendations back to the Staffing and Staff Welfare Committee, who in turn will make recommendations for any changes to the Full Governing Board where appropriate.



Senior Leadership Team Structure

SLT Structure 2016/17



