

## INSTRUMENT OF GOVERNMENT

1. The name of the school is **HALLOW CHURCH OF ENGLAND PRIMARY SCHOOL**.
2. The school is a **VOLUNTARY AIDED SCHOOL**.
3. The name of the Governing Body is "**Hallow Church of England Primary School Governing Body**".
4. The Governing Body shall consist of:
  - (a) **Three** Parent Governors
  - (b) **One** Local Authority Governor
  - (c) **One** Head Teacher
  - (d) **One** Staff Governor
  - (e) **Eight** Foundation Governors.
5. The total number of Governors is **14**.
6. **The Board of Education of the Diocese of Worcester** shall appoint 4 foundation Governors.  
  
**The Parochial Church Council of St Philip & St James, Hallow**, shall appoint 3 foundation Governors.
7. [a] The holder of the following office shall be a foundation Governor *ex officio* :  
**The Principal Officiating Minister of St Philip & St James Parish Hallow**  
  
[b] **The Archdeacon of Worcester** shall be entitled to appoint a foundation governor to act in the place of the ex-officio foundation governor whose Governorship derives from the office named in [a] above, in the event that the ex-officio foundation governor is unable or unwilling to act as a foundation governor, or has been removed from office under regulation 21(1) of the Regulations.
8. **The Archdeacon of Worcester** is entitled to request the removal of any ex officio foundation Governor and to appoint any substitute Governor.

9. The school benefits from a trust, which provides funding for the fabric of the building and Religious Education.
10. **The ethos statement of the school is:**

Recognising its historic foundation, the school will preserve and develop its religious character in accordance with the principles of the Church of England and in partnership with the Church at parish and diocesan level.

The school aims to serve its community by providing an education of the highest quality within the context of Christian belief and practice. It encourages an understanding of the meaning and significance of faith, and promotes Christian values through the experience it offers to all its pupils.
11. This instrument of government comes into effect on 1<sup>st</sup> September 2015.
12. This instrument was made by order of Worcestershire County Council on 29 April 2015.
13. A copy of the instrument must be supplied to every member of the governor body (and the head teacher if not a governor), any trustees and to the appropriate religious body.

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**TERMS OF REFERENCE**

**Summary of Role of the Governing Body:**

The functions of the Governing Body include the following core functions —

- (a) Ensuring that the vision, ethos and strategic direction of the school are clearly defined;
- (b) Ensuring that the Head Teacher performs his or her responsibilities for the educational performance of the school; and
- (c) Ensuring the sound, proper and effective use of the school's financial resources.

In exercising their functions the Governing Body shall—

- (a) Act with integrity, objectivity and honesty and in the best interests of the school; and
- (b) Be open about the decisions they make and the actions they take and in particular shall, except where confidentiality issues prevent this, be prepared to explain their decisions and actions to interested parties.

The Governing Body should act as a critical friend to the school. It should set aims and objectives and agree, monitor and review policies, targets and priorities.

**Membership:**

1. Governors are appointed in accordance with the Constitution set out in the Instrument of Government.
2. The Governing Body must elect a Chair and Vice-Chair at the next meeting following a vacancy. The Clerk will ask for and receive nominations prior to the meeting and conduct a secret ballot at the start of the meeting, regardless of the number of nominations received. The term of office is for two years (or at end of term of the Governor's office if sooner). Staff Governors are not eligible for election. The Chair and Vice-Chair may resign at any time by writing to the Clerk. Where the Chair is absent from any meeting or there is at the time a vacancy in the office of the Chair, the Vice-Chair is to act as Chair for all purposes. Where a vacancy arises in the office of the Chair or Vice-Chair, the Governing Body must elect one of their number to fill that vacancy at their next meeting.  
In the event that the Chairman and Vice-Chairman are absent from a meeting the Governing Body shall elect one of their number to chair the meeting.
3. The quorum for any Governing Body meeting is 7. (Half the membership rounded up, not including vacancies.)



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4. The Governing Body may approve alternative arrangements for Governors to participate or vote at meetings of the Governing Body including but not limited to by telephone or video conference.

5. Where a Governor, an associate member, the Head Teacher (whether or not that person is a Governor) or any person appointed as Clerk to the Governing Body or to a committee:

- may have a conflict between their own interests and the interests of the Governing Body; or
- may not be able to act impartially in respect of a particular matter and a fair hearing is required; or
- has a pecuniary interest,

that person, if present at a meeting of the school at which the matter is the subject of consideration, must disclose his or her interest, withdraw from the meeting and must not vote on the matter in question. That person must not participate in informal meetings or briefings at which the matter is the subject of discussion and must disclose his or her interest in any correspondence with the School.

However, this does not preclude the Governing Body, or a committee, from allowing a person who appears to them to be able to give evidence to attend any hearing conducted by them into any matter and to present his or her evidence; or the Governing Body, or a committee, from hearing representations from any a Governor, an associate member, the Head Teacher (whether or not that person is a Governor) or any person appointed as Clerk to the Governing Body or to a committee; or a Governor, an associate member, the Head Teacher (whether or not that person is a Governor) or any person appointed as Clerk to the Governing Body or to a committee from entering into a contract with the Governing Body from which that person is entitled to profit.

Where there is any dispute as to whether any person is required to withdraw from a meeting of the school and not vote, that question must be determined by the other Governors present at the meeting who must at all times comply with the law and statutory guidance concerning declarations and conflict of interest.

**Governors' Responsibilities:**

1. To maintain and develop the Christian ethos of the school and the highest quality of education for its pupils.
2. To agree constitutional matters, including procedures where the Governing Body has discretion.
3. To hold at least three Governing Body meetings during the year. This will more usually be one per half term.
4. To appoint a Clerk to take the minutes for the Governing Body meetings and to advise the Governing Body on constitutional and procedural matters, duties and powers.

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5. To establish the committees of the Governing Body at the first autumn meeting and to agree the terms of reference annually, including delegated powers. (Resources, Curriculum, Head Teacher's Appraisal Group, Admissions, Hearings, Appeals, pay appeals committee and Pupil Discipline)
6. To appoint Chairs for the committees, a Governor responsible for special needs and a Governor responsible for safeguarding and e-safety.
7. To receive reports from any individual or committee to whom a decision has been delegated and to consider whether any further action by the Governing Body is necessary.
8. The Governing Body must make available to any interested person a copy of the agenda, signed minutes and reports or papers as soon as practicable. Information considered confidential will not be included in this way, and is published to Governors on red paper to indicate complete confidentiality.
9. To observe complete confidentiality in matters relating to individual staff, pupils, parents or Governors. Decisions made at a Governing Body meeting are normally made public through the minutes, but the discussions prior to decisions should be regarded as confidential.

**Voting**

1. All decisions taken by the Governing Body should be proposed and seconded, with the number for, against and abstaining recorded in the minutes.
2. All Governing Body members are entitled to vote unless they have declared an interest and left the meeting for the agenda item. Associate members may not vote.
3. In the case of equal votes, the Chair has a second or casting vote.

**Powers**

1. Any three members can request a meeting by giving written notice to the Clerk summarising business to be conducted.
2. The Governing Body can remove a Chair or Vice Chair from office. This motion must be an agenda item, and the agenda circulated seven days in advance of the meeting. The Governor proposing removal must state their reasons and the Chair or vice Chair is allowed to make a statement before withdrawing for a secret ballot to take place.
3. The Governing Body can remove the Clerk by a resolution at a Governing Body meeting.
4. The Governing Body may vote to suspend a Governor in exceptional circumstances and should comply with the process set out in the Governors' guide to the law in so doing.
5. The Governing Body may allow others to attend their meetings. Associate members and other individuals invited to attend a meeting should be excluded from any part of the meeting where the business concerns an individual pupil or member of staff.
6. In recognition of the collaboration between Hallow and Astley CE Schools which came into effect on 1<sup>st</sup> September 2013, it is anticipated that members of the Governing Body of Astley CE School will be invited to attend meetings of the Hallow Governing Body on a regular basis. In so

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doing, it is envisaged that they will be allowed to take part in discussions about items on the agenda for the meeting, but will not have any voting rights.

**Delegation of functions**

1. A Governing Body can delegate any of its statutory functions to a committee, a Governor or the Head Teacher, and in some cases to an individual, subject to restrictions prescribed by law.
2. The following functions can be delegated to a committee, but not to an individual:
  - Functions relating to the alteration, discontinuance or change of category of maintained schools
  - Functions relating to the approval of the first formal budget plan of the financial year
  - Functions relating to the school discipline policies
  - Functions relating to the exclusion of pupils (except in an emergency when the Chair has the power to exercise these functions)
  - Functions relating to admissions
3. The Governing Body cannot delegate any functions relating to:
  - the constitution of the Governing Body (unless otherwise provided by the constitution regulations)
  - the appointment or removal of the Chair and vice Chair
  - the suspension of Governors
  - the delegation of functions
  - the establishment of committees
4. The Governing Body or committee can still undertake the function it has delegated to an individual.
5. The Chair of the Governing Body may exercise—
  - (a) any function of the Governing Body which can be delegated to an individual; and
  - (b) any function that cannot otherwise be delegated to an individual if the Chair is of the opinion that a delay until the earliest date on which it would be reasonably practicable for a meeting of the Governing Body (or of a committee to which the function in question has been delegated) to be held would be likely to be seriously detrimental to the interests of—

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- (i) the school;
- (ii) any pupil at the school, or their parent; or
- (iii) a person who works at the school.

6. Where it appears to the Vice-Chair that the circumstances mentioned in this paragraph apply, and the Chair (whether by reason of vacancy in the office or otherwise) would be unable to exercise the function in question before the detriment referred to in that paragraph is suffered, the reference in this paragraph to the Chair is to be read as if it were a reference to the Vice-Chair.

7. Any individual or committee to whom a function of the Governing Body has been delegated or whom/that has otherwise exercised a function of the Governing Body, must report to the Governing Body in respect of any action taken or decision made with respect to the exercise of that function.

### **Chair of Governing Body**

The role of the Chair of the Governing Body is as follows:

- To ensure that the business of the Governing Body is conducted properly and in accordance with legal requirements.
- To ensure meetings are run effectively, focusing on priorities, making the best use of the time available and to ensure that all Governors have an equal opportunity to participate in discussion and decision making.
- To establish and foster an effective relationship with the Head based on trust and mutual respect for each others roles.
- To liaise with the Local Authority and / or partner agencies, as appropriate in the event of allegations of abuse being made against the Head Teacher.
- To establish and foster an effective relationship with the Chair of Governors of Astley CE primary school, in recognition of the collaboration between the two schools.

### **Clerk to the Governing Body**

The role of the Clerk to the Governing Body is as follows:

- To work effectively with the Chair, Head and members to support the Governing Body
- To advise the Governing Body on constitutional and procedural matters, duties and powers
- To convene the meetings of the Governing Body In exercising this function the Clerk must comply with any direction given by the Governing Body; or the Chair, so far as such direction is not

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inconsistent with any direction given by the Governing Body. To attend meetings and ensure minutes are taken

- To maintain a register of members and report vacancies to the Governing Body
- To give and receive notices in accordance with relevant regulations
- To ensure that declaration of interest is on the agenda of all meetings and that Governors complete an annual declaration of interest form.
- To perform such other tasks as may be determined by the Governing Body from time to time

**Notice periods for meetings**

The Clerk to the Governing Body must give written notice (served via email) of all meetings of the Governing Body and any committee and a copy of the agenda for the meeting at least seven clear days in advance to—

- (a) each Governor;
- (b) the Head Teacher (whether or not that person is a Governor);
- (c) any associate member; and

(d) the local authority, where an agenda item for the meeting involves consideration of a change of school category. Where the Chair so determines, on the ground that there are matters demanding urgent consideration, it will be sufficient if the written notice of the meeting states that fact and the notice and the copy of the agenda are given within such shorter period as the Chair directs. The power of the Chair to direct that a meeting be held within a shorter period does not apply in relation to any meeting at which—

- (a) the removal of the Chair or vice Chair from office,
- (b) the suspension of any Governor, or
- (c) a decision to serve notice of discontinuance of the school is to be considered.

At the discretion of the Chair, any item of business may be discussed at a meeting irrespective of whether the matter is specified as an item of business on the agenda for the meeting, subject to certain exceptions as prescribed by law.

**Minutes**

1. The Clerk to the Governing Body (or the person appointed to act as Clerk for the purpose of the meeting) must ensure that minutes of the proceedings of all meetings of the Governing Body and any committee are drawn up and signed (subject to the approval of the Governing Body) by the Chair at the next meeting.



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2. The minutes should reflect accurately the discussion at the meeting and the decisions taken.
3. The Governing Body must, as soon as reasonably practicable, make available for inspection by any interested person, a copy of—
  - (a) the agenda for every meeting;
  - (b) the signed minutes of every such meeting; and
  - (c) any report or other paper considered at any such meeting.
4. The Governing Body may exclude from any item required to be made available any material relating to—
  - (a) a named person who works, or who it is proposed should work, at the school;
  - (b) a named pupil at, or candidate for admission to, the school; or
  - (c) any other matter that, by reason of its nature, the Governing Body is satisfied should remain confidential.

**Freedom of Information and Data Protection**

In accordance with the Freedom of Information legislation the Governors are to presume openness in relation to information it and the school holds. This includes the agendas for, and minutes of, meetings. The Act recognises the need to protect sensitive information in certain circumstances and provides for exemptions. This includes personal information e.g. that applying to a member of staff or child.

The provisions of the Data Protection legislation will apply to the processing of personal data.

To facilitate future management of requests under the above legislation minutes of meetings will be recorded in a standard format. This will include the recording of minutes in two parts:

- “open session” – this records minutes on topics which are not exempt from disclosure; and
- “closed session”- those which the Governing Body are entitled not to disclose.

The School has a Freedom of Information publication scheme and access policy, and a Records Destruction and Retention Policy. These should be consulted for further information.

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**Generic Terms of Reference for all Committees**

**Membership:**

1. Members will be elected at the first Governing Body of each autumn term. Notwithstanding this, the Governing Body may make adjustments to Committee membership at any point to reflect changing circumstances.
2. The Chair of the Committee will be elected democratically by the Governing Body. No person employed at the school can be appointed as Chair.
3. There will be a minimum of five members and a maximum of seven (except when the terms of reference indicate a variance).
4. The head has a right to attend the Committee meetings (unless it affects the integrity of processes e.g. appeals processes) even if not a Governor and must be given a copy of the agenda and any papers to be considered at this meeting at least 7 days prior to the meeting.
5. A Governor may resign from a Committee at any time by informing the Clerk of this decision.
6. Associate Members: Committees can invite associate members where particular expertise is required but the number of associate members must not exceed the number of Governors. Associate members should be ratified at the next full Governing Body meeting. Associate members may be excluded where business concerns an individual pupil or member of staff.
7. Any member of the Governing Body may attend any committee meeting, whether or not an elected member of that committee. In recognition of the collaboration between Hallow and Astley CE schools, it is anticipated that members of the Governing Body of Astley CE School will be invited to attend meetings of the Hallow Governing Body on a regular basis. In so doing it is envisaged that they will be allowed to take part in discussions about items on the agenda for the meeting, but will not have any voting rights.
8. The Committee may invite such other persons as the Governing Body or the committee may determine to attend any of its meetings.
9. Minutes will be taken, normally by the Clerk but in the event of their absence any other committee member agreed by the meeting.

**Voting:**

1. Quorum is 50% rounded up, but cannot be less than 4.
2. Associate Members are allowed to vote on committees to which they are affiliated but cannot vote at full Governing Body meetings.
3. Governors not elected committee members are not entitled to vote.
4. The Chair has the second or casting vote.
5. The minutes should indicate the number of Governors for, against and abstaining on each decision.



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**Frequency of meetings:**

1. At the first Autumn Committee meeting subsequent meetings will be booked for the next 18 months. These will, when practical, be 3 weeks in advance of the full Governors' meeting to provide the necessary time between meetings for circulation of minutes etc. This is in accordance with the planning principles agreed by the full Governing Body.
2. Additional meetings can be called if necessary on reasonable notice as agreed by committee members.

**The Role of Chair of Committee:**

1. To ensure the business of the Committee is conducted properly, in accordance with legal requirements
2. To ensure meetings are run effectively, focussing on priorities and making best use of time available, and to ensure all members have an equal opportunity to participate in discussion and decision-making.
3. The Chair shall inform all members of forthcoming meetings and provide an agenda at least 7 days in advance of the date, unless matters demand urgent consideration.
4. The agenda will include the agreement of minutes and review of the School Development Plan as standing items. The Chair will sign the previous minutes following their agreement.
5. The Chair (or another member in their absence) will provide a verbal update to the full Governors meeting. This will only identify any items requiring a decision by the full Governing Body, or items of significant interest. As minutes are circulated it will be expected that Governors have read the minutes.

**The Role of the Clerk to a Committee:**

1. To attend meetings of the committee and ensure minutes are taken and published to committee members as soon as possible. These will include the names of all those present.
2. The Clerk will ensure a copy is placed in the Committee file in the school office, along with any reports or documents considered at the meeting. Confidential items about a pupil or staff member may not be made available in this way.

**Terms of Reference Specific to the Resources Committee**

Areas of interest include:

- Those functions of the Pay Committee as set out in the school Pay Policy, including the consideration of pay recommendations (except the Head Teacher)
- Implementing and reviewing resources related policy and procedure
- Recruitment and retention of staff, which includes ensuring appropriate recruitment procedures are in place and followed, and the review and updating of role profiles.

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- Analysis of staffing structure to ensure that the staff team has sufficient competence and appropriate skills to enable the school to be run effectively
- Ensuring Appraisal of teaching staff, including the Head Teacher
- Ensuring the provision of appropriate training to meet the resource needs of the school
- Succession Planning
- Setting and monitoring of the School budget, while at all times applying the principles of Best Value to this process
- Financial risk assessment
- Ensuring the development and maintenance of an effective asset management plan
- Consideration and approval of capital projects
- Ensuring compliance with all statutory regulations and guidance
- Ensuring compliance with the School Financial Value Standards
- Ensuring compliance with Health and Safety legislation
- Safeguarding (including maintenance of up to date register of disclosure and barring records in respect of staff and Governors) and e-safety.
- Oversight of maintenance of School Grounds & Property
- School Development Plan

### **Terms of Reference Specific to the Curriculum Committee**

Areas of interest include:

- Implementing and reviewing curriculum related policy and procedure
- Ensuring compliance with all statutory regulations and guidance
- Target setting for pupils and monitoring of school performance
- Governor monitoring of curriculum delivery
- Ensuring that there are sufficient competencies and skills within the staff team for the curriculum to be delivered effectively
- Ensuring provision of appropriate training to meet the curriculum needs of the school
- Reviewing school performance data
- School Development Plan
- Religious Education and Collective Worship
- Special Educational Needs
- Behaviour
- Safeguarding and e-safety

### **Terms of Reference Specific to the Admissions Committee**

Areas of interest include:

- Admissions policy and procedures of the school
- To convene school admissions appeals as required in consultation with the DBE



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- Inclusion and Fair Access

**Terms of Reference Specific to the Steering Group**

This group does not have any delegated decision making function on behalf of the Governing Body, but is to be convened on a twice termly basis with the purpose of:

- Setting the agenda for the next cycle of FGB and Committee meetings;
- Reviewing the progress of the projects set out in the SDP, so as to ensure that effectiveness of delivery. Items requiring detailed consideration or decision by Governors will be added to FGB or Committee agenda as appropriate; and
- Consideration of any other matter concerning the operation of FGBs

Membership

The Chair of Governors, Chairs of Curriculum and Resources Committees and the Head Teacher. Vice-Chairs of Governors, or nominated Committee members may attend in the absence of Chairs.

All meetings of the Group are to be minuted by the Clerk to the Governors or, if unavailable, an agreed alternative clerk.

**Terms of Reference Specific to Head Teacher's Appraisal Group**

This group is overseen by the Resources Committee to ensure that the Appraisal is undertaken, and verbal reports on the progress of the process will be made through Resources Committee.

Membership:

This should have a maximum of three but a minimum of two Governors. At least one of the members must be a Foundation Governor. It is recommended that at least one Governor be selected from the Resources committee and likewise at least one Governor from the Curriculum committee for the sake of balance. The Head Teacher and staff Governors cannot be members of this group.

The full Governing Body need to identify a Governor who can be kept "untainted" in the event of an appeal by the Head Teacher in relation to their performance review. This Governor should not be a member of the Resources Committee, and would usually be the Chair of Governors.

The procedure for Head Teacher appraisal is prescribed by Regulations and statutory guidance and the School's appraisal policy.

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**Terms of Reference Specific to the Hearings and Pay Appeal Committee**

**Membership:**

1. Three Governors will be appointed at the first Governing Body meeting of the year. The Governing Body may, at any point, appoint further Governors to act in circumstances where any of the appointed Governors are prevented from participation.
2. Staff Governors, Resources Committee members and the Chair of the Governing Body should not be appointed to this committee, due to their possible knowledge.
3. The Chair will be elected by the Governing Body at the first meeting of the year.
4. Where possible a Local Authority secretary to the committee will be appointed.

**Voting**

1. All meetings and decisions taken by the committee to be minuted.
2. Quorum for the committee is 3.

**Powers**

1. To make any determination to dismiss any member of staff (unless delegated to the head).
2. To make any decisions under the Governing Body's resources procedures (disciplinary, grievance, capability) where the Head is the subject of the action.
3. To make any decisions under the Governing Body's resources procedures (disciplinary, grievance, capability) relating to any member of staff (unless delegated to the Head).
4. To make any determination or decision under the Governing Body's Non-Curriculum Complaints Procedure for Parents and Others.
5. To make any determination or decision under the Governing Body's Curriculum Complaints Procedure for Parents and Others.
6. To hear appeals against a pay determination set under the pay policy.
7. To hear appeals where an employee considers that the committee or the Head Teacher, as the case may be, has not implemented the Governing Body's pay policy. [Note: Where the employee disagrees with the policy itself, which is a matter of grievance with the Governors who adopted the policy and is not within the terms of reference of the committee dealing with appeals against the decisions of those who are simply applying the policy adopted by the Governing Body].



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**Terms of Reference Specific to the Appeals Committee**

**Membership:**

1. Three Governors will be appointed at the first Governing Body meeting of the year. The Governing Body may, at any point, appoint further Governors to act in circumstances where any of the appointed Governors are prevented from participation.
2. Staff Governors, Resources and Hearing Committee members, and the Chair of the Governing Body should not be appointed to this committee, due to their possible prior knowledge of issues under consideration.
3. The Chair will be elected by the Governing Body at the first meeting of the year.

**Voting**

1. All meetings and decisions taken by the committee to be minuted.
2. Quorum for the committee is 3.

**Powers**

1. To consider any appeal against a decision to dismiss a member of staff made by the Hearings Committee.
2. To consider any appeal against a decision short of dismissal under the Governing Body's Resources procedures (disciplinary, grievance, capability).
3. To consider any appeal against selection for redundancy.

**Terms of Reference Specific to the Pupil Discipline Committee**

**Membership:**

1. Three or five Governors will be appointed at the first Governing Body meeting of the year. The Governing Body may, at any point, appoint further Governors to act in circumstances where any of the appointed Governors are prevented from participation.
2. The Chair will be elected by the Governing Body at the first meeting of the year.
3. Staff Governors and the Chair of the Governing Body should not be appointed to this committee, due to their likely prior knowledge of any incidents being considered.
4. Where possible, Governors who do not have family members as pupils at the school will be appointed.
5. Governors appointed to the committee should not serve at any hearing if they have a connection to the pupil or the incident.

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**Responsibilities:**

1. To consider representations from parents in the case of exclusions of 5 days or less. (The committee may not reinstate)
2. To consider representations from parents in the case of exclusions totalling more than 5 but not more than 15 school days in one term.
3. To consider the appropriateness of any permanent exclusion or any exclusion where one or more fixed period exclusions total more than 15 school days in one term.

**Voting**

1. Quorum for the committee is 3.

**Terms of Reference for Individuals with Delegated Responsibilities**

**Responsibilities:**

1. To carry out the function which has been delegated by the Governing Body
2. To liaise with members of staff, as appropriate
3. To visit the school, if required, with the purpose of gathering information in order to increase their knowledge of the school with regard to their area of responsibility
4. To report regularly to the full Governing Body or Committee, as appropriate.
5. To raise the profile of the areas of responsibility when related matters are considered by the Governing Body
6. To attend training as appropriate.

The above Terms of Reference were agreed by the Governing Body on the 18<sup>th</sup> November 2013



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**GOVERNOR TASK CHECKLIST**

- **Admissions policy** – [end of October] – to be reviewed, updated and sent to the LA and DBE for inclusion in consultation process for admissions round in two years' time [ie. 2015-6 policy to be agreed Oct 2013]
- **Teaching staff appraisal** – [end of October]- ensure the process of appraisal has been carried out and that pay recommendations have been made.
- **Head teacher appraisal** – [end of December] ensure that the process has been completed. Appraisal group to make pay recommendations for head teacher's pay to FGB.
- **Budget** [end of March] - ensure budget set
- **SFVS** [end of March] – ensure compliance
- **Safeguarding** – check disclosure and barring record updated [end September]; annual audit and report completed [end June]
- **Statutory policy reviews** – check schedule in SDP termly for timing of updates