

Graveney Primary School

Schemes of delegation (SoD)

Structure and Terms of Reference

Multi Academy Trust Board Scheme of Delegation

Introduction

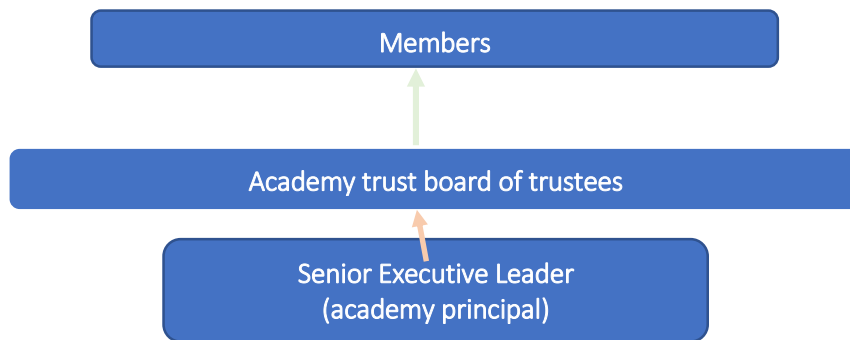
A multi academy trust's (MAT) board of trustees is accountable in law for all major decisions about their academies. However, this does not mean that the board is required to carry out all the trust's governance functions and many can and should be delegated, including to the CEO, the board's committees, and to academy committees. It is vital that the decision to delegate a function is made by the full board of trustees and is recorded. Without such delegation, the individual or committee has no power to act.

Our scheme of delegation (SoD) is the key document defining the lines of responsibility and accountability in this MAT. It is a systematic way of ensuring that the members, trustees, board committees, cluster and/or academy committees, executive leadership and academy principals are all clear about their roles and responsibilities. This overarching SoD for all decision making in the trust should not be confused with the written scheme of delegation of financial powers referred to in the Academies Financial Handbook.

The aims of our scheme of delegation:

- Promote a culture of honesty and accountability
- Ensure the executive leadership is clear about which decisions the trust board remain in control of
- Identify responsibility for the appointment and performance management of the CEO/executive principal and academy principals
- Ensure that the role of the executive leadership is fully understood throughout the MAT
- Identify responsibility for policy and practice in each academy
- Identify responsibility for oversight of educational performance in each academy
- Identify responsibility for oversight of each academy's budget
- Identify responsibility for assessment of risk in each academy

Structure



- The board of trustees is responsible for the three core governance functions.
- The board of trustees appoint the chief executive (CEO), to whom it delegates responsibility for delivery of its vision and strategy, and will hold the CEO to account for the conduct and performance of the trust, including the performance of the academies within the trust, and for its financial management.
- In turn, the CEO line manages other senior executives and the academies' principals, setting their targets and performance managing them.
- The board constitutes monitoring pairs for finance and standards; these look in detail at resources and progress and attainment across the trust.
- The board delegates some of its school level functions to academy councils, and uses these councils to promote stakeholder engagement and as a point of consultation and representation. Trustees do not need to sit on academy councils, and so lines of communication to the board of trustees must be clearly established.
- As the academy council has few governance functions, this model will affect the academy council's role in Ofsted inspections.

Roles and responsibilities

The role of the members

The members of the trust are guardians of the governance of the trust and as such have a different status to trustees. Originally they will have been the signatories to the memorandum of association and will have agreed the trust's first articles of association (the legal document which outlines the governance structure and how the trust will operate). The articles of association will also describe how members are recruited and replaced, and how many of the trustees the members can appoint to the trust board. The members appoint trustees to ensure that the trust's charitable object is carried out and so must be able to remove trustees if they fail to fulfil this responsibility. Accordingly, the trust board submits an annual report on the performance of the trust to the members. Members are also responsible for approving any amendments made to the trust's articles of association.

There must be at least three members, although the DfE prefer at least five, and while members are permitted to be appointed as trustees, in order to retain a degree of separation of powers between the members and the trust board, and in line with DfE expectations, not all members should be trustees. Members are not permitted to be employees of the academy trust.

The role of the trustees

The MAT is a charitable company and so trustees are both charity trustees (within the terms of section 177(1) of the Charities Act 2011) and company directors. Because trustees are bound by both charity and company law, the terms 'trustees' and 'directors' are often used interchangeably. NGA uses the term trustee as it avoids the possible confusion caused when executive leaders are called directors but are neither company directors nor trustees. Our trustees are also referred to as our Governing Body.

The trustees are responsible for the general control and management of the administration of the trust, and in accordance with the provisions set out in the memorandum and articles of association and its funding agreement, it is legally responsible and accountable for all statutory functions, for the performance of all schools within the trust, and must approve a written scheme of delegation of financial powers that maintains robust internal control arrangements. In addition it must carry out the three core governance functions:

1. Ensure clarity of vision, ethos and strategic direction
2. Hold the executive to account for the educational performance of the trust's schools and their pupils, and the performance management of staff
3. Oversee the financial performance of the trust and make sure its money is well spent

The board of trustees has the right to review and adapt its governance structure at any time which includes removing delegation.

The role of trust board monitoring pairs and committees

The trustees may establish monitoring pairs to carry out some of its governance functions which may include making decisions, although any decisions made will be deemed decisions of the trust board.

The membership (there must be at least three trustees) and responsibilities of board committees are set out in the committee's terms of reference. It is usual for the trust board to appoint board committee chairs and committee members according to their skills.

The Academies Financial Handbook 2016 makes it clear that the board of trustees 'should have a finance committee to which the board delegates financial scrutiny and oversight'. In trusts with income above a certain level, there must also be a separate audit committee.

The role of the chief executive officer (CEO)

The CEO has the delegated responsibility for the operation of the trust including the performance of the trust's academies and so the CEO performance manages the academy principals.

The CEO is the accounting officer so has overall responsibility for the operation of the academy trust's financial responsibilities and must ensure that the organisation is run with financial effectiveness and stability; avoiding waste and securing value for money.

The CEO leads the executive management team of the academy trust. The CEO will delegate executive management functions to the executive management team and is accountable to the trust board for the performance of the executive management team.

The role of the academy councils

The trustees may establish academy councils to carry out some of its school level functions. Trustees are not required to sit on academy councils. Usually the trustees will appoint the chair, and ensure that two parents are elected to the academy council.

Typically, functions may include:

- Building an understanding of how the school is led and managed
- Engaging with stakeholders
- Being a point of consultation and representation

As with academy committees, academy councils are appointed by the board, and so delegation can be removed at any time.

The role of the academy principal

The academy principal is responsible for the day to day management of the academy and is managed by the chief executive or executive principal but reports to the academy council on matters which have been delegated to it.

Key

Column 1: Members

Column 2: Board of trustees of the multi academy trust

Column 3: Trust board finance committee

Column 4: Trust board standards committee

Column 5: Chief executive officer

Column 6: Academy council

Column 7: Academy principal

Blue box Function **cannot** be legally carried out at this level.



Action to be undertaken at this level



Action to be undertaken at this level

A Provide advice and support to those accountable for decision making



Direction of advice and support

Area	Decision	Delegation						
		Members	Trust Board	TB Finance Monitoring Pair	TB Standards Monitoring Pair	CEO	Academy Council	Academy Principal
Governance framework								
People	Members: Appoint/Remove	✓						
	Trustees: Appoint/Remove	✓	✓					
	Role descriptions for members	✓						
	Role descriptions for trustees/chair/specific roles/committee/council members: agree		✓			<A		
	Parent trustee/committee/council member: elected		✓				✓	
	Board committee chairs: appoint and remove		✓	✓	✓	<A		
	Academy committee/council chairs: appoint and remove		✓			<A		
	Clerk to board: appoint and remove		✓					
	Clerk to academy committee/council: appoint and remove		✓					✓
Systems and structures	Articles of association: review and agree	✓	<A			<A		
	Governance structure (committees) for the trust: establish and review annually		✓			<A		
	Terms of reference for board committees and scheme of delegation for academy committees: agree annually		✓			<A		
	Skills audit: complete and recruit to fill gaps		✓			<A>	✓	A
	Annual self review of trust board and committees: complete annually		✓					

Area	Decision	Delegation						
		Members	Trust Board	TB Finance Monitoring Pair	TB Standards Monitoring Pair	CEO	Academy Council	Academy Principal
Systems and structures	Annual self review of academy committees/councils: complete annually						✓	
	Chair's performance: carry out 360 review periodically		✓				✓	
	Trustee / academy committee/council member contribution: review annually		✓				✓	
	Succession: plan		✓			<A>	✓	A
	Annual schedule of business: agree		✓	✓	✓	<A		
	Annual schedule of business for academy committee/council: agree					A>	✓	A
Reporting								
Reporting	Publication on trust and schools' websites of all required details on governance arrangements: ensure		✓	✓	✓	<A		
	Annual report on performance of the trust: submit to members and publish		✓			<A		
	Annual report and accounts including accounting policies, signed statement on regularity, propriety and compliance, incorporating governance statement demonstrating value for money: submit		✓	<A		<A		
	Annual report on work of academy committee/council: submit to trust and publish						✓	A
Being Strategic								

Area	Decision	Delegation						
		Members	Trust Board	TB Finance Monitoring Pair	TB Standards Monitoring Pair	CEO	Academy Council	Academy Principal
Being Strategic	Determine trust wide policies which reflect the trust's ethos and values (facilitating discussions with unions where appropriate) including: admissions; charging and remissions; complaints; expenses; health and safety, premises management; data protection and FOI; staffing policies including capability, discipline, conduct and grievance: approve		✓	✓	✓	<A		
	Determine school level policies which reflect the school's ethos and values to include e.g. admissions; SEND; safeguarding and child protection; curriculum; behaviour: approve				✓	A>		✓
	Central spend / top slice: agree		✓	<A		<A		
	Management of risk: establish register, review and monitor		✓	<A	<A	<A>		✓
	Engagement with stakeholders	✓	✓	✓	✓	✓	✓	✓
	Trust's vision and strategy, agreeing key priorities and key performance indicators (KPIs) against which progress towards achieving the vision can be measured: determine		✓			<A		
	Schools vision and strategy, agreeing key priorities and key performance indicators (KPIs) against which progress towards achieving the vision can be measured: determine					A>		✓
	Chief executive officer: appoint and dismiss		✓					
	Academy principal : appoint and dismiss					✓		

Area	Decision	Delegation						
		Members	Trust Board	TB Finance Monitoring Pair	TB Standards Monitoring Pair	CEO	Academy Council	Academy Principal
Being Strategic	Budget plan to support delivery of trust key priorities: agree		✓	<A		<A		
	Budget plan to support delivery of school key priorities: agree					✓	A	A
	Trust's staffing structure: agree		✓	<A		<A		
	School staffing structure: agree					✓		A
Holding to account								
Holding to account	Auditing and reporting arrangements for matters of compliance (e.g. safeguarding, H&S, employment): agree		✓	✓	✓	<A		
	Reporting arrangements for progress on key priorities: agree		✓	<A	<A	✓		
	Performance management of the Chief Executive Officer: undertake		✓					
	Performance management of academy principal : undertake					✓		
	Trustee monitoring: agree arrangements		✓			<A		
	Academy council member monitoring: agree arrangements						✓	

Area	Decision	Delegation						
		Members	Trust Board	TB Finance Monitoring Pair	TB Standards Monitoring Pair	CEO	Academy Council	Academy Principal
	Academy council overall performance monitoring: agree arrangements		✓			<A		
Ensuring financial probity								
Ensuring financial probity	Chief financial officer for delivery of trusts detailed accounting processes: appoint		✓	<A		<A		
	Trust's scheme of financial delegation: establish and review		✓	✓		<A		
	School's scheme of financial delegation: establish and review			✓		<A>		✓
	External auditors' report: receive and respond		✓	<A		<A>		✓
	CEO pay award: agree		✓					
	Academy principal pay award: agree					✓		
	Staff appraisal procedure and pay progression: review and agree		✓			A>		✓
	Benchmarking and trust wide value for money: ensure robustness			✓				
	Benchmarking and academy value for money: ensure robustness							✓

Area	Decision	Delegation						
		Members	Trust Board	TB Finance Monitoring Pair	TB Standards Monitoring Pair	CEO	Academy Council	Academy Principal
	Develop trust wide procurement strategies and efficiency savings programme					✓		
	Review and approve trust wide procurement strategies and efficiency savings programme			✓				

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Circle Model – Whole Governing Board Approach

Outline

The trustees work as a 'whole team', meeting 6 times per year, once in each term, without any separate committees. An annual planner and agenda for each meeting will include all the tasks which the Trustees are required to consider, and the board will 'commission' assignments or activities arising from the business of the meeting, which will be recorded in the minutes. Any 'commissioned' working groups will have Trust board drafted agreed terms of reference.

In addition to 'commissioning' activities or actions on their behalf, the board, in order to ensure its core functions are fulfilled, will delegate monitoring responsibilities to 'monitoring pairs' or 'individuals'. These include the statutory required individual roles and those focused on the priorities of the School Plan.

In each case where a function has been delegated there is a statutory duty to report any action or recommended decision to the Trust board at the next meeting.

1. Terms of Reference - Trustees
2. Terms of Reference - Clerk to the Board of Trustees
3. Terms of Reference - Headteacher
4. Terms of Reference - Monitoring Pairs
Model Monitoring policy for a circle model– See separate document available on Kelsi
5. Terms of Reference - Monitoring the School Budget
6. Terms of Reference - Panel Hearings
7. Terms of Reference – Headteacher Performance Management Group
8. Terms of Reference – Pay committee
9. Standing Order – Board of Trustees Meetings
10. Standing Order - Election of the Chair and Vice Chair
11. Standing Order - Appointment of Co-opted Trustees
12. Standing Order – Appointment of Associate member
13. Code of Conduct for Trustees – See separate document available on KELS I

Terms of Reference for the Trust Board

The purpose of governance is to provide confident, strategic leadership and to create robust accountability, oversight and assurance for educational and financial performance. The Trust Board has resolved to conduct all its business as a full Trust board, and to work collectively without committees.

The Board has three strategic core functions:

- Ensuring clarity of vision, ethos and strategic direction;
- Holding Executive Leaders/ Headteacher to account for the educational performance of the organisation/school and its pupils, and the performance management of staff; and
- Overseeing the financial performance of the organisation/school and making sure its money is well spent.

The main responsibilities to be managed by the Governing board are outlined below:

Items in bold cannot be delegated.

Operational	<p>To draw up the Instrument of Government and any amendments thereafter</p> <p>To review the standing order for election of the Chair and Vice Chair including the length of the term of office.</p> <p>Elect (or remove) the Chair and Vice Chair.</p> <p>To appoint (or dismiss) the Clerk to the Board of Trustees</p> <p>To hold at least 6 Trustee Board meetings each year.</p> <p>To appoint and remove Co-opted and any associate members.</p> <p>To suspend or remove a trustee.</p> <p>To decide which functions of the Board of Trustees will be delegated in replacement of a committee and to whom.</p> <p>To appoint the statutory individual required roles of Safeguarding, SEND, Health & Safety and Finance based on skill set and expertise.</p> <p>To receive reports from any pair or individual to whom a delegation has been made and to consider whether any further action or decision by the Board if Trustees is necessary.</p> <p>To review the delegation arrangements annually.</p> <p>Appoint selection panel for Headteacher/ Executive Leader</p> <p>To ratify or reject decisions of appointed selection panel</p> <p>To recruit new trustees as vacancies arise ensuring the board has all the necessary skills to be effective.</p> <p>To set up and publish a register of Business Interests.</p> <p>To ensure that statutory requirements for information published on the school website, including details of governance arrangements, are met and updated as necessary.</p> <p>To ensure the information required for the National Database is collected, uploaded and amended as necessary (for academies within 14 days of any change) and accurate with the details published on the school website.</p> <p>To approve and set up a Trustees' Allowances Scheme.</p> <p>To regulate the Board of Trustees procedures where not set out in law, and record these as Standing Orders.</p> <p>To delegate to the Headteacher the functions as described in the Delegation of Functions to Headteacher Standing Order (attached).</p> <p>To assign individuals or pairs of trustees to monitor the priorities of the School Improvement Plan, in replacement of committees, in accordance with the attached terms of reference.</p> <p>To arrange a suitable induction process and mentoring for newly appointed trustees</p>
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	<p>To consider the DfE recommended appointment of a training and development trustee to audit individual and collective development needs and from evaluation promote appropriate training.</p> <p>To regularly audit and evaluate the impact of governance to inform the structure of the Board of Trustees</p> <p>To ensure the Headteacher provides such reports as requested by the Board of Trustees to enable it to undertake its role</p>
General	<p>Regularly review the vision and values of the school and ensure that these are shared with all stakeholders.</p> <p>To take an active role in School Self Evaluation identifying success and areas requiring improvement.</p> <p>To approve, update and review regularly the School Improvement Plan agreeing a monitoring schedule for the Board of Trustees.</p> <p>To determine whether to publish a home-school agreement (no longer a statutory requirement)</p> <p>To review regularly how the school is regarded by pupils and parents. To ensure the school has in place all statutory policies and to keep these under regular review, consulting with representative stakeholders as appropriate.</p> <p>To approve statutory policies, ensuring compliance, on review.</p> <p>To approve all school trips involving an overnight stay away from home. To ensure the school has a Complaints Procedure for Parents and that parents know how to raise concerns and make a complaint. To have regard to the Professional advice given by the Clerk</p> <p>To ensure that the Board of Trustees complies with all other legal duties placed upon them as shown and updated within the Governance Handbook.</p>
Inclusion and Equality	<p>To establish and approve a special educational needs (SEN) policy To publish and update at least annually a SEN information report (meeting requirements set out in the Special Educational Needs and Disability Regulations 2014)</p> <p>To comply with statutory duties from the SEND code of practice and KCSIE in respect of pupils with special needs by appointing a SEND trustee</p> <p>To ensure that the school does not discriminate against pupils, job applicants or staff on the basis of race, religion, gender, age disability or sexual orientation.</p> <p>To receive reports on bullying, homophobic and racial incidents.</p>
Safeguarding	<p>To ensure statutory compliance with Keeping Children Safe in Education and its associated policies including adopting and reviewing annually the KCC child protection/ safeguarding policy and relevant procedures</p>
	<p>To comply with statutory duties from KCSIE by appointing Safeguarding and Health & Safety trustee</p>
	<p>To have due regard to the need to prevent people from being drawn into terrorism and to oversee the incorporation of the necessary procedures and practices outlined in the Prevent duty into the child protection policy</p>
	<p>To complete an annual Safeguarding Review and return to the LA</p>

Curriculum	<p>Ensure NC is taught to all pupils</p> <p>To ensure the curriculum is broad and balanced</p> <p>To monitor the curriculum policy if there is one in place.</p> <p>To establish a charging and remissions policy for activities.</p> <p>To ensure the British values are embedded within the curriculum, preparing pupils for life in modern Britain</p>
Budget	<p>To approve the first formal budget plan each year.</p> <p>To engage in strategic decision making.</p> <p>To agree a 3 year budget.</p> <p>To analyse and recommend the annual budget.</p> <p>To annually review and approve the Finance Policy and recommend levels of delegation.</p> <p>To annually review and approve the Charging and Remissions policy.</p> <p>To enter into contracts following agreed financial limits</p> <p>To make decisions in respect of service agreements following agreed delegation of financial limits and insurance</p> <p>To ensure the school complies to the SFVS guidelines</p> <p>To agree annual action plans and monitor how school premiums are spent (i.e. PE and sports premium, and the pupil premium)</p> <p>To appoint a finance monitoring pair</p> <p>To ensure financial succession planning within the board</p> <p>To review and take account of any consultations to change the LA Finance Scheme.</p>
Staffing	<p>To make Headteacher and Deputy Headteacher appointments (ratify or reject) following recommendations from the board approved selection panel.</p> <p>To annually determine the staff complement.</p> <p>To annually agree a pay policy and pay discretions following the STCPD.</p> <p>To annually review the impact of and implementation of the Pay and Reward policy</p> <p>To establish and review procedures for addressing staff discipline, conduct and grievance</p> <p>To establish a governor panel to hear staff appeals against dismissal, redundancy or grievances.</p> <p>To dismiss the Headteacher.</p> <p>To end the suspension of staff or Headteacher.</p> <p>To determine dismissal payments/early retirement.</p>
Appraisal and Performance Management	<p>To establish and review and approve annually the Appraisal Policy.</p> <p>To determine the timing of the Headteacher appraisal review cycle. To appoint the Headteacher Performance management group consisting of 2 or 3 skilled or trained trustees</p> <p>To appoint the external advisor</p> <p>To take into account the Headteacher Standards for Excellence</p> <p>To agree total pay award following recommendation from Pay committee</p>

	To agree any pay award for the Headteacher/ Executive Leader following recommendation from the Headteacher performance management panel
Discipline/ Exclusions	<p>To establish a statement of behaviour principles on which the school can produce a behaviour policy.</p> <p>To review the use of exclusion and decide whether or not to confirm all permanent exclusions and fixed term exclusions where a pupil is either excluded for more than 15 days in total in a term, or would lose the opportunity to sit a public exam. (This may be delegated to the Chair/Vice Chair in cases of urgency - see Exclusion from maintained schools, Academies and pupil referral units in England Guidance updated Sept 17 pg 18 point 57).</p> <p>To direct the reinstatement of excluded pupils.</p>
Premises & Insurance	<p>To develop a school buildings strategy</p> <p>To procure and maintain buildings, including a properly funded maintenance plan.</p> <p>To seek advice trustees, where appropriate to ensure adequate levels of buildings insurance and personal liability.</p> <p>To receive annual site report.</p>
Health & Safety	<p>To establish a Health & Safety policy</p> <p>To ensure that Health & Safety regulations are followed and appropriately prioritised.</p> <p>To receive (3x per Year) an annual Health & Safety Inspection Report and agree any actions.</p> <p>To appoint a Health and Safety trustee</p>
Admissions	<p>To follow The School Admissions Code statutory guidance when carrying out duties relating to school admissions.</p> <p>To consult annually before setting an Admissions policy, notify the LA and publish the arrangements on the School website in accordance with the paragraph 1.47 of the School Admissions Code.</p> <p>Set a clear published admission number (PAN), which states the number of applicants they will admit where enough applications are received.</p> <p>To establish an Admissions policy</p> <p>Admissions appeals: To set up independent panels in line with the School Admission Appeals Code.</p>
Collective Worship	<p>To ensure that the school provides teaching of religious education for all pupils in accordance with the agreed syllabus or has informed parents of their right to withdraw their child.</p> <p>To ensure the school provides an act of broadly Christian daily collective worship. In some maintained schools without a designated religious character, the family backgrounds of some or all pupils may lead the Executive Leader and board to conclude that broadly Christian collective worship is not appropriate. The Executive Leader can apply to the local Standing Advisory Council on Religious Education (SACRE) to have the broadly Christian requirement disapplied and replaced by collective worship distinctive of another faith and should consult the board before doing so.</p>
School Organisation	<p>To set the time of the school sessions and the dates of school terms and holidays.</p> <p>To publish proposals to change category of school.</p> <p>To propose to alter or discontinue voluntary, foundation or special school status.</p>
Information for Parents	<p>To ensure that the school keeps parents and prospective parents informed by publishing a school prospectus on their website</p> <p>To adopt and review home school agreements.</p>

Collaborations	To consider forming or joining a group of schools		
Federations	To consider forming a federation or joining an existing federation To consider requests from other schools to join a federation To leave a federation.		
Academies	To consider approach and time scale to academy conversion To consider forming or joining an existing Multi-academy-trust (MAT)		
Extended Services	To decide to offer additional and agree what form these should take.		
Membership of the Governing Board (see contact list attached)			
Agreed by the Governing Board (Date)	28	11	2019
Review Date	28	11	2020
Quorum: one half of the number of governors in post (rounded up)			5
			Appointment Date
Chair of Governors – Mary Hewitt	01	10	2020
Vice Chair – Vicky Keep	01	10	2020
Vice Chair – Martin Wicks	01	10	2020
Clerk – Robert Crick	01	9	2018
Safeguarding governor – Vicky Keep	3	10	2019
SEND pair – Mary Hewitt & Sarah Jefferys	24	5	2018
Health & Safety governor – Dreena Knibbs	01	10	2020
Finance Pair – Martin Wicks & Sarah Jefferys	3	10	2019
Training & Development governor – Sarah Dunkin	28	9	2017

Terms of Reference for the Clerk to the Board of Trustees

The Clerk is expected to work within the following terms of reference:

Guiding Principles

- The Clerk is accountable to the Board of Trustees.
- He/she is employed by the Board of Trustees and line managed by the Chair, whose responsibility it is to provide induction and conduct an annual appraisal.
- The Clerk will be provided with a contract of employment based on one of the 3 model job descriptions for a Clerk recommended by KCC Leadership and Governance.
- Trustees, Members and the Headteacher cannot be appointed as Clerk to the Governing Board.

The main responsibilities of the Clerk are:

- To work effectively with the Chair, the other trustees and the Headteacher to support the Board of Trustees
- To keep up to date and advise the Board of Trustees on constitutional and procedural matters, powers and duties as outlined within legislation, statutory guidance and the governance handbook.
- To convene meetings of the Board of Trustees ensuring they are quorate.
- To produce agendas for the meetings working with the Chair
- To attend meetings of the Board of Trustees and ensure minutes are taken.
- To ensure the chair receives the draft minutes for approval within one school week
- To ensure the chair draft approved minutes are circulated within two school weeks to all trustees
- To create an action list after each meeting and monitor progress to ensure that actions agreed are carried out before the next meeting.
- To maintain a register of Business Interests and ensure is published on the website.
- To maintain the website published requirements for Governing boards by ensuring the information is kept up to date
- To ensure the requirements for trustees to publish information online is adhered to
- To collect the required details for the National Database (GIAS) and ensure the relevant staff member for uploading to the database is informed of any changes
- To maintain a register of members of the Board of Trustees and report vacancies to the Board.
- To keep Kent CPD online up to date with details of the members of the Board of Trustees.
- To maintain a register of attendance to be published on the school website and report non-attendance to the Board of Trustees
- To give and receive notices in accordance with relevant regulations.
- To perform such other functions as may be determined by the Board from time to time.
- To undertake appropriate professional development.
- If the Clerk is unable to attend the meeting, the governors present at the meeting may appoint a member of the Board (but not the Headteacher) to act as Clerk for that meeting.

Details of employment			
Part time, term time only	Paid on claim		
	Hours per annum	75	
Clerk to Governing Board job description Level 1, 2 or 3	£17 per hour		
Agreed by the Governing Board on	26	11	2020
Review Date	26	11	2021

Clerk's Induction Programme

The key elements of the induction programme include:

- Helping the Clerk to locate essential documentation and information
- Discussing access to a computer (this may include discussion of use of home computer and consumables)
- Discussing use of school reprographics equipment or alternative means of copying documents for trustees
- Clarifying the use of email for communication with trustees, including the KCC CPD online system
- Clarifying pay and conditions of service
- Agreeing the form of appraisal for the Clerk
- Agreeing release and payment of time for the Clerk's professional development, including the National Clerks' Development programme. This includes attendance at Clerk's briefings, induction training and the annual Clerks' Conference.
- Ensuring access to the relevant governance legislation, Clerk and Governance competency frameworks and Governance Handbook

Delegation of Functions to Headteacher/ Executive Leader

The delegation to the Headteacher/ Executive Leader ensures a clear separation between strategic non-executive oversight and operational executive leadership. The Headteacher/Executive Leader is expected to work within the following terms of reference, and to provide the Board of Trustees with such reports in connection with his or her functions as the Board of Trustees requires

Budget	<p>To make miscellaneous financial decisions up to an agreed limit of £15,000 as set out in the schools finance policy.</p> <p>To enter into contracts up to the limit of £15,000.</p> <p>To monitor monthly expenditure.</p> <p>To make payments.</p>
Staffing	<p>To appoint teachers an-teaching staff.</p> <p>To establish disciplinary, capability and grievance procedures.</p> <p>To suspend staff.</p> <p>To initially dismiss staff.</p> <p>To produce and maintain a central record of recruitment and vetting checks</p>
Curriculum	<p>To ensure the National Curriculum is taught to all pupils and consider disapplication for pupils as appropriate.</p> <p>To establish and implement a Curriculum policy.</p> <p>To decide which subject options should be taught.</p> <p>To be responsible for standards of teaching.</p> <p>To be responsible for each individual child's education.</p> <p>To agree the content of any Sex and Relationship Education and to keep up to date a written policy for its delivery.</p> <p>To ensure the balanced treatment of political issues and to prohibit political indoctrination.</p> <p>To promote British values.</p> <p>To provide clear guidance, informed by statutory guidance, on which a strategy for careers advice and guidance can be based (statutory for secondary)</p>
Appraisal and Performance Management	<p>To formulate and implement an Appraisal policy.</p> <p>To make pay decisions in line with the pay policy and legal requirements</p> <p>To carry out appraisal of other teachers (or delegate to line managers in the school)</p>
Standard Setting	<p>To set standards and predictions for pupil achievement and progress.</p>
Religious Education	<p>To provide Religious Education in line with school's basic curriculum.</p>
Collective Worship	<p>To ensure, after consultation with the Governing Board, that all pupils take part in a daily act of collective worship.</p>
Health & Safety	<p>To ensure that Health & Safety regulations are followed.</p>
Discipline/ Exclusions	<p>To draft the content of the school behaviour policy and publicise it to staff, students and parents.</p>

Inclusion and Equality	To designate a qualified teacher to be responsible for co-ordinating SEN provision (the SEN co-ordinator or SENCO)		
	To appoint a designated teacher for looked-after children		
School	To ensure that the school meets for 380 sessions in a school year.		
Organisation	Where determined by the Governing Board, to ensure that school lunch nutritional standards are met.		
	To draft and implement a data protection policy which complies with GDPR and review it at least every two years and register with the Information Commissioner’s Office		
	Maintain a register of pupil attendance		
	To publish on the website the drafted structure and remit of the Governing Board, including trustee appointment details, term of office and attendance record		
	To submit trustee and member information to the DfE database (GIAS)		
Information for Parents	To ensure that the school keeps parents and prospective parents informed by preparing and publishing a school prospectus on their website		
	To ensure that free school meals are provided to those pupils meeting the criteria.		
	To ensure that parents are aware of their rights to withdraw their child from collective worship, RE and Sex and Relationship education.		
	To ensure that a report on each child’s educational achievement is forwarded to parents /guardians.		
Extended Schools	To put into place the additional services provided.		
	To ensure delivery of services provided.		
Agreed by the Governing Board on	26	11	2020
Review Date	26	11	2021

Terms of Reference for Individuals or Monitoring Pairs

Any individual to whom a governor monitoring responsibility has been delegated is expected to work within the following terms of reference in conjunction with the protocols and procedures set out in the Circle Monitoring Visit Policy

To monitor an identified area on the School Plan or a statutory function of the Board of Trustees and report to the Board of Trustees, ensuring the challenge and support of the committee the monitoring is replacing is captured. It is expected that 3 monitoring visits will be made to the school during the year, unless school circumstances necessitate more. A visit does not necessarily have to take place during the time when students/pupils are in school and could be just as effective as a meeting between trustee(s) and the lead professional at the end of the day as mutually agreed.

SKILL SET

- To meet with the lead professional within the school to gain an understanding of the scope of the area/target and the activities the school is conducting to achieve success.
- To ensure holding to account by the questions which would have been asked as part of a committee meeting are undertaken within the visit with the answers documented.
- To undertake any necessary training (in or out of school) to enable effective monitoring of the areas/subject.
- To monitor the progress of school activities towards the priority milestone or duty.
- To evaluate the extent of success at the end of the set timescale.

All visits to the school will be arranged with reference to the Headteacher and in accordance with the Circle Model Governor Visits policy.

Reports will be submitted for approval by the Headteacher and the Chair within the school within one week of the visit, and then be lodged with the Clerk of governors for distribution as soon as possible, at least seven days before the next board meeting. The following designated statutory trustee roles need to be appointed by the Board of Trustees.

- Safeguarding
- SEND
- Health & Safety
- Finance

And to focus on the development needs of the board of trustees

- Training and development

Before undertaking any monitoring, governors will read the Monitoring policy, Board of Trustees code of conduct and the school staff code of conduct

Having designated/ delegated trustees does not reduce the collective accountability of the board for all its functions. The board will need to ensure that its agenda and reporting mechanisms enables ALL board members to have strategic overview and responsibility to enable effective decision making

School Plan Priorities

Attainment /Progress/Learning	Mary Hewitt Martin Wicks
Personal development / well being inc ECM	Dreena Knibbs Tracey Mizen
Teaching and Assessment	Alison Blackwell Mary Hewitt

Leadership & Management	Whole Governing Body			
Early Learning Goals	Vicky Keep Mary Hewitt			
Finance / Budget Monitoring	Martin Wicks Sarah Jefferys			
SEN	Mary Hewitt Sarah Jefferys			
Safeguarding	Vicky Keep			
Child Protection	Vicky Keep			
Sports Premium	Alison Blackwell			
Health & Safety	Dreena Knibbs			
Training and Development	Sarah Dunkin			
Agreed by the Board of Trustees on	26	11	2020	
Review Date	26	11	2021	

Graveney Primary School	
Monitoring visit policy Circle Model	
See separate document available on Office 365	
I agree to follow the agreed principles and procedures of this policy adopted by the Board of Trustees on (Date)	
Name of Trustee	
Signed	
Date	

Terms of Reference for the Monitoring of the School Budget

A pair of trustees or an individual will be assigned to strategically monitor the financial management of the school on behalf of the Board of Trustees.

Three monitoring visits should be made each year, ensuring all financial questions and answers are captured within the subsequent report to enable collective decision making. The visits and reports should include monitoring of the following

- To maintain an up-to-date 'balanced' three year budget plan, which shows clear links to the 'School Improvement' and 'Staffing' plans.
- To report monitoring and rollover to the Board of Trustees, highlighting any significant variances.
- To evaluate any virement recommendations and report to the Board of Trustees
- Analyse and report on Tenders for Contract Services in accordance with board delegated limits.
- To keep in-school financial procedures under review.
- To benchmark school financial performance against similar schools and report to the Board of Trustees.
- To evaluate proposed expenditure as set out within the delegated limits following recommendations from the headteacher and present to the Board of Trustees.
- To draft the **Schools Financial Value Standard**, following discussions with the bursar, using the support tools, for Board of Trustees approval before 31st March
- To ensure that the school is working within the guidance of the **SFVS** recommendations.
- To ensure that all spending provides 'Value for money' in terms of raising standards in education and is wisely spent.
- To monitor benchmarking both locally and nationally and report to the Board of Trustees.
- To monitor and evaluate the management of the Voluntary Fund and to receive the audited accounts.
- To monitor the spend of extra funding such as pupil premium, sports premium, ensuring its use has impact.
- Review finance policy; lettings policy; Whistle blowing policy; Governor allowance policy; making recommendations to the board
- Ensure annual Trustee financial skills audit is undertaken and evaluated
- Review the business continuity plan making recommendations to the Board of Trustees
- Review compliance audit reports, ensuring the board follows recommendations and actions
- To make regular reports to the Board of Trustees and ensure that key financial decisions are recorded correctly in the minutes.

Names of Monitoring Pair or Individual

Martin Wicks

Sarah Jefferys

Agreed by the Governing Board on

26

11

2020

Review Date

26

11

2021

Terms of Reference for the Audit and Risk Committee

1. Responsibilities

- to maintain an oversight of the Academy Trust's financial, governance, risk management and internal control systems
- to report findings termly and annually to the Trust Board and the Accounting Officer as a critical element of the trust's annual reporting requirements.

2. Authority

- the Audit and Risk Committee is a Committee of the Academy Trust Board and is authorised to investigate any activity within its terms of reference or specifically delegated to it by the Board.
- the Audit and Risk Committee is authorised to
 - request any information it requires from any employee, external audit, internal audit, or other assurance provider.
 - obtain outside legal or independent professional advice it considers necessary, normally in consultation with the Accounting Officer and/or the Trust Board.

3. Composition

- the membership of the committee will comprise a minimum of 3 trustees.
- employees of the trust should not be audit and risk committee members, but the accounting officer and chief financial officer should attend to provide information and participate in discussions.
- the chair of trustees should not be chair of the audit and risk committee.
- where the audit and risk committee is combined with another committee, employees should not participate as members when audit matters are discussed.
- until otherwise determined by the board of trustees, a quorum shall consist of 2 members of the committee.
- at least one member of the audit and risk committee should have recent or relevant accountancy, or audit assurance, experience.
- any trustee may attend a meeting of the audit and risk committee, including those who are not members of the audit and risk committee.

4. Reporting

The Audit and Risk Committee will:

- report back to the Trust Board regularly every term.
- provide an annual summary report provided by the internal scrutineer / auditor and areas reviewed by internal scrutiny / audit covering key findings, recommendations, and conclusions

5. Coverage

The Audit and Risk Committee will:

- advise the board on the effectiveness and resources of the external/internal auditors or scrutineers to provide a basis for their reappointment, dismissal, retendering, or remuneration. Considerations may include:
 - the auditor's/scrutineer's sector expertise
 - their understanding of the trust and its activities
 - whether the audit process allows issues to be raised on a timely basis at the appropriate level
 - the quality of auditor/scrutineer comments and recommendations in relation to key areas
 - where relevant the personal authority, knowledge and integrity of audit partners and their staff to interact effectively with, and robustly challenge, the trust's managers

- the auditor's/scrutineer's use of technology
- ensure there is co-ordination between internal audit/scrutiny and external audit and any other review bodies that are relevant
- consider the reports of the auditors/scrutineers and, when appropriate, advise the Trust Board of material control issues.
- encourage a culture within the trust whereby each individual feels that he or she has a part to play in guarding the probity of the Trust, and is able to take any concerns or worries to an appropriate member of the management team or in exceptional circumstances directly to the Board of Trustees
- provide minutes of all Audit and Risk Committee meetings for review at board meetings

External Audit

- review the external auditor's plan each year
- review the annual report and accounts
- review the auditor's findings and actions taken by the trust's SLT in response to those findings
- produce an annual report of the committee's conclusions to advise the board of trustees and members.

Internal Scrutiny

- take delegated responsibility on behalf of the board of trustees for examining and reviewing all systems and methods of control both financial and otherwise including risk analysis and risk management; and for ensuring the Trust is complying with the overall requirements for internal scrutiny, as specified in the Academies Financial Handbook.
- conduct a regular review of the risk register
- agree an annual programme of internal scrutiny / audit, which is objective and independent, covering systems, controls, transactions, and risks.
- advise the trustees on the adequacy and effectiveness of the trust's systems of internal control, governance, and risk management processes,
- consider the appropriateness of executive action following internal audit/internal scrutiny reviews and to advise the board on any additional or alternative steps to be taken
- oversee the annual review of the trust's risk register

Names of

Martin Wicks

Sarah Jefferys

Tracey Mizen

Agreed by the Governing Board on

26

11

2020

Review Date

26

11

2021

Terms of Reference for Panel Hearings

- To make any decisions under the Board's personnel procedures e.g. disciplinary, grievance, capability, where the Headteacher is the subject of the action.
- To make any decisions under the Board's personnel procedures e.g. disciplinary, grievance, capability, unless delegated to the Headteacher.
- To make any determination or decision under the Board's Complaints Procedure for Parents.
- To consider any appeals against a decision to dismiss a member of staff or to a decision short of dismissal e.g. disciplinary, grievance or capability.
- To make any determinations on behalf of the Board of Trustees in relation to staff redundancy and redundancy appeals.
- To consider any representations by parents in the case of an exclusion (parents/guardians do not have to be invited).
- To consider the appropriateness of any permanent exclusion or fixed term exclusion which totals 15 days or more in one term or where a pupil is denied the chance to take a public examination (parents/guardians must be invited).
- All panels are to be convened by the Clerk to the Board of Trustees.

NB Any trustee who has participated on a panel for a staffing decision, cannot sit on the appeal panel

Membership [not less than 3]

Any three trustees from a pool of trustees [comprised of the whole Board of Trustees], who are:

1. Suitably qualified to undertake the role, and
2. Available on the date specified

The Headteacher is disqualified from serving in this role.

Any trustee having a connection with either a pupil, a member of staff or the incident in question which could affect their ability to act impartially should not serve on the panel.

Agreed by the Board of Trustees on	26	11	2020
Review Date	26	11	2021

Recommendation for Joint Panel agreement as found on Kelsi

Joint Panel Agreement with the Governing board(s) of Luddenham Primary (see separate TOR)

Agreed by the board of trustees on	26	11	2020
Review Date	26	11	2021

Terms of Reference for the Headteacher Appraisal Group

- To meet annually before the 31st December with an independent advisor to discuss and determine the headteacher appraisal objectives for the coming year (the planning meeting).
- To review, with the support of the independent advisor, the performance of the headteacher against the agreed appraisal objectives and determine the recommendation on pay progression (the review meeting).
- To prepare and agree the Headteacher appraisal review statement, and report to the Board of Trustees.
- To monitor through the year, including a mid-year review meeting, the performance of the Headteacher against the agreed objectives and to ensure that appropriate support and development opportunities are provided.
- To make recommendations to the Board of Trustees in respect of pay progression.

Membership [2 or 3 trustees]

Neither the Headteacher nor staff trustees may serve on this group.

Barry Snashall (Member)

Mary Hewitt

Vicky Keep

Agreed by the Governing Board on

26

11

2020

Review Date

26

11

2021

Terms of Reference for the Pay Committee

The Board of Trustees will delegate all pay decisions with the exception of decisions relating to the pay of the Leadership team to the Headteacher. All decisions relating to the pay for members of the Leadership team, including the Headteacher will be taken by a Committee of the Board of Trustees.

Terms

- To ensure the achievement of all the pay policy objectives and principles in a fair, reasonable and equitable manner
 - To undertake an annual pay review for all staff and reach decisions through the application of any relevant criteria measured by the School's performance appraisal process
 - To consider fully all recommendations for pay progression and any other relevant information made available
 - To ensure all members of staff are informed individually of the outcome of the annual pay review in writing within ten working days of the decision being made
 - To observe all statutory and contractual obligations
-
- To recommend to the Board of Trustees changes to the policy and to consult with staff and recognised unions on those proposed changes
 - To seek advice from the Local Authority where appropriate
 - To maintain an accurate written record of all meetings and, having due regard to confidentiality, to report its decisions to the Board of Trustees
 - To recommend to the Board of Trustees the annual budget for pay and to ensure that sources of external funding for pay are accessed to maximum effect.

All decisions made by the Pay Committee will take due account of the appraisal statement and all relevant information available from an appraisal or other review of an employee's skills, abilities, performance and any other factors deemed to be relevant. This will include any recommendation made by an employee's appraiser.

All decisions regarding pay progression for teachers, including the Leadership Group should be made without undue delay. These should be completed prior to or on 31st October for teaching staff.

Membership [3 governors]

Membership of the Pay Committee will not be open to anyone who could benefit financially, directly or indirectly from such membership or any of the decisions of the committee.

Neither the Headteacher nor staff trustees may serve on this group. Schools/academies will need to consider carefully the membership of the committee and appeals committee to ensure the right composition. In particular they should avoid both the Chair and Vice Chair of Governors being members of the Pay Committee as this will inhibit one of these key, senior roles being available for any pay appeals that may arise.

Martin Wicks

Sarah Jefferys

Andrew Bowles (Member)

Agreed by the Governing Board on	26	11	2020
Review Date	26	11	2021

Standing Order for Meetings of the Board of Trustees

Governors are expected to:

- Arrive in good time for the start of any meeting, having read all the paperwork sent to them in connection with the agenda, and prepared with questions to ask or comments to make.
- Bring a copy of the School Plan and be familiar with its milestones and priorities.
- Limit discussion to policies and actions and not people, ensuring challenge, support and celebration is captured within the minutes.
- Participate in discussion and listen to the views and comments of others.
- Work collectively as a team acting with integrity, objectivity and honesty and in the best interests of the school.
- Be brief and adhere to any time limits placed against agenda items.
- Follow up on action points between meetings.

The following persons have the right to attend all meetings of the Board of Trustees

- Headteacher
- Clerk
- any trustee
- associate members (unless the Board of Trustees requires them to leave for items relating to individual members of staff or pupils).

The following persons will be invited to attend regular meetings of the Board of Trustees, members of the senior leadership team, subject leaders, bursar, etc

Board of Trustee meetings will be held at the school **6 times each year**, in terms [1, 2, 3, 4, 5 and 6]. The clerk will prepare a suggested calendar of meeting dates for the following year for approval at the meeting held in term 6 of each year, following evaluation of impact of the structure.

The Clerk to the Board will prepare a draft agenda, which will be finalised and approved by the chair. Trustees wishing to place items on the agenda should give notice to the clerk, and provide a copy of any supporting papers.

Items of 'Any Other Business' will be taken at the beginning of the meeting and either added to the agenda, delegated to a pair, or placed on the agenda of the next meeting.

Voting, where necessary, will normally be taken by a show of hands; however, the Chair may determine a secret ballot where this has been requested by two or more trustees. Where there is an equal division of votes the Chair will have a second or casting vote

All meetings will be convened by the Clerk. Any 3 members of the Board of Trustees may request a meeting by giving written notice to the Clerk, which includes a summary of the business to be transacted. The Clerk will then prepare an agenda to call a meeting.

Each meeting will commence at 4.30pm and will be limited to **2 hours** in duration. Where business has not been completed within the agreed time, those trustees present may resolve to continue the meeting in order to complete the agenda. Any business not completed will form part of the agenda for the next meeting.

Draft minutes will be approved for email circulation by the Chair within 2 weeks of the meeting, before being formally approved by the Board at the next meeting.

Agreed by the Board of Trustees on	26	11	2020
Review Date	26	11	2021

Standing Order for the Election of Chair and Vice Chair

Guiding Principles

- The Board of Trustees **MUST** elect a chair and a vice chair.
- When the office of Chair or Vice Chair becomes vacant, the Board must elect a new Chair or Vice Chair at their next meeting.
- There are no regulations covering the process of election with the exception of the need for the candidate(s) to withdraw from the meeting when a vote is taken.
- Trustees are free to, and should, agree an election process.
- Trustees who are paid to work at the school, for instance the Headteacher and the staff trustees cannot be elected as Chair or Vice Chair.
- The process must be fair, open and transparent.

Factors the Board of Trustees should consider in agreeing their election process are:

- How long the Chair and Vice Chair will serve (You may wish to consider different terms of office.)
- Whether a Trustee can be re-elected and whether there should be a limit to the number of terms a trustee could serve in the position of Chair or Vice Chair (You may like to consider succession planning, individual trustee and Board of Trustee development, workloads and the involvement of all trustees.)
- Whether a trustee can stand for office if they are unable to be present at the meeting.
- How nominations will be made (in writing in advance of the meeting via the agenda or verbally at the meeting, with or without a supporting written or verbal statement.)
- Whether a candidate will self-nominate or be proposed (and seconded if wished) by trustees.
- Whether there will be a secret ballot or show of hands (and whether this would vary depending on the circumstances i.e. in all cases or only where there is more than one candidate.)
- How the Board of Trustees would treat a tie in votes (would candidates have the opportunity to speak to the Board of Trustees about why they want to be the Chair or Vice Chair followed by another vote, would it be by another method?)

The role of the Chair of the Board of Trustees

- To ensure the business of the Board of Trustees is conducted properly in accordance with legal delegation requirements.
- To ensure that meetings are run effectively, act as a role model, focusing on the priorities and making best use of the time available, and to ensure that all members have an equal opportunity to participate in discussion and decision-making
- To establish and foster an effective relationship with the Headteacher based on trust and mutual respect for each other's roles.
- To establish and foster a good relationship with the Clerk based on professional respect for each role.

GOOD PRACTICE EXAMPLE

- The Board of Trustees resolves that the following process will apply to the election of Chair (and vice chair) of the Board of Trustees (provide a brief outline of the role see overleaf):
- The Chair and Vice Chair will serve for a period of between 1 and 4 years.
- The Clerk will take the Chair to conduct the election of the Chair and the newly elected Chair will conduct the election for the Vice Chair using the same procedure.

The Clerk will invite Trustees to self-nominate by a closing date no later than 2 weeks before the date of the meeting at which the election is to be held.

- The Clerk will include the names of all candidates for election on the agenda for the meeting at which the election is to be held, and send it to governors at least 7 days in advance of the meeting.
- The candidates will be asked to leave the room, having outlined the skills they have for the role, whilst the election takes place and the outcome discussed.
- Trustees will discuss the skillset of nominees for the role prior to taking a vote by secret ballot conducted and counted by the Clerk.
- Candidates will be allowed to vote (including for themselves) before leaving the room.
- In the event of a tie, each candidate will be given the opportunity to address the Board of Trustees before a further vote is taken. (If a candidate cannot attend the meeting, a supporting statement may be requested in advance of the meeting.)
- If no advance nominations have been received for the office of Chair, the Clerk may seek nominations at the meeting.

If no Chair is duly elected, a trustee **MUST** be appointed to Chair the remainder of the meeting. The Board **MUST** then elect a Chair at its next meeting. If no Chair is duly elected at its next meeting, concerns will be raised on the capacity of Leadership and Governance.

Following the election of the Chair, the new Chair will conduct the election of a Vice Chair using the same procedure.

Agreed by the Governing Board on	26	11	2020
Review Date	26	11	2021

Standing Order for the Appointment of Co-opted Trustees

Guiding Principles

The Board of Trustees may decide the process for the appointment of Co-opted trustees. Factors the Board of Trustees should consider in agreeing their appointment process are:

- ☐ What skills are required to support the Board of Trustees at the time of the vacancy.
- ☐ How and where vacancies should be advertised.
- ☐ Whether a candidate will self-nominate or be proposed [and seconded if wished] by trustees.
- ☐ What information the Board of Trustees needs from each candidate to support their nomination i.e. a statement of so many words, interview with, or presentation to the Board of Trustees or alternatives as appropriate.
- ☐ Whether there will be a secret ballot or show of hands [and whether this would vary depending on the circumstances i.e. in all circumstances or only where there is more than one candidate.
- ☐ How the results will be notified to the candidates.
- ☐ How often the process will be reviewed.
- ☐ The process must be fair, open and transparent.

1. The Co-opted trustees are appointed by the Board of Trustees. They are people who in the opinion of the Board of Trustees have the skills required to contribute to the effective governance and success of the school.
2. The Board of Trustees may choose to advertise the vacancy broadly to reach as wide an area as possible. Priority may be given to candidates with particular skills if this expertise would enable the Board of Trustees to work more effectively. In these cases this would be clearly stated when notifying the vacancy.
3. Where two or more names are put forward, prospective Co-opted trustees will be asked to prepare a brief statement of no more than 100 words, explaining their background and why they wish to be appointed. Where possible these statements will be circulated to all members of the Board of Trustees prior to the meeting at which any appointment will be considered.
4. At the next meeting of the Board of Trustees, trustees will be invited to vote by show of hands if there is a sole candidate. Where there are multiple nominations, trustees will take a vote by secret ballot, managed by the Clerk.
5. In the event of a tie, the governors will again discuss the nominations and take a further vote.
6. The Clerk will announce the result, with the candidate polling the most votes being duly appointed.

Agreed by the Board of Trustees on	26	11	2020
Review Date	26	11	2021

Graveney Primary School

Standing Order for the appointment of an Associate Member

Guiding Principles

Governing boards can benefit from being able to draw on particular skills or experience from outside their formal governor membership. The definition of associate member is wide and can include pupils, school staff and persons who want to contribute specifically on issues related to their particular area of expertise, for instance finance.

Associate members are

Appointed for a period between one and four years and can be reappointed at the end of their term of office. They can be removed from office by the board at any time. They are not trustees and are not recorded on the Instrument of Government

- Associate members cannot be given voting rights at Board of Trustee meetings.
- Associate members may be excluded from any part of a meeting when the item of business concerns an individual pupil or member of staff or other confidential items.

Factors the Board of Trustees should consider in agreeing their appointment process are:

- What the purpose of the appointment will be (i.e. addition of skills, BSF project, etc)
- What information the Board of Trustees needs to support the proposal i.e. a statement of so many words, interview with, or presentation to the Board or alternatives as appropriate
- Whether there will be a secret ballot or show of hands
- What the term of office for the membership shall be
- Whether the associate member will be included in all distributions of documents and meeting (or whether for instance confidential minutes will not be available)
- The expectation of the associate member to sign the Trustees Code of Conduct
- The expectation of the associate member to have their name and business interests published on the school website.

STANDING ORDER EXAMPLE

The Governing Board resolves that the following will apply to the appointment of associate members of the Board of Trustees

Name of Associate Member { insert name}

The Board of Trustees agree to the associate member named above:-

To be appointed for a period of {insert agreed term between 1 - 4 years}

To have regard to the Terms of Reference, Board of Trustees Code of Conduct and other Standing Orders of the Board of Trustees

To undertake appropriate training

To agree to complete the legal declaration and declaration of business interest forms

Agreed by the Board of Trustees on

26 11 2020

Review Date

26 11 2021

Graveney Primary School
Code of Conduct for Board of Trustees
See separate document available on OFFICE 365
Sarah Dunkin
Sarah Jefferys
Alison Blackwell
Vicky Keep
Mary Hewitt
Martin Wicks
Dreena Knibbs
Tracey Mizen
Date