

MODEL TERMS OF REFERENCE FOR COMMITTEES

January 2007



Lewisham

INTRODUCTION

We are pleased to introduce our revised model terms of reference.

The models have been updated and are now more strategic than previously. They take account of governing bodies' statutory responsibilities, and also reflect the requirements of school improvement, self evaluation, every child matters, and building schools for the future/private finance initiatives. They assume that, wherever possible, governing bodies will delegate responsibilities to committees. We have also included a suggested annual work plan for each committee except the Strategy Committee.

We recognise that all governing bodies have arranged their committee structures to suit their individual circumstances. The terms of reference cover the main areas of governors' responsibilities, but might need adapting in order to align to the committee structures of individual governing bodies.

A checklist of policies is included as an annexe at the end of this document in order to assist you in planning and delegating policy reviews to committees.

**Lewisham Governors' Services
January 2007**

CURRICULUM AND PUPIL WELFARE

1. Name of the Committee

The name of the committee will be 'The Curriculum and Pupil Welfare Committee'.

2. Composition of the Committee

The committee will comprise:

NB Link governors for special needs, looked after children and other curriculum areas will be members of this committee and will report back to the committee directly.

Quorum: three members.

Members of the Leadership Group have the right to attend meetings as necessary.

3. Election of Chair

The governing body will appoint the chair at the first meeting of the governing body in the academic year.

OR

The committee will elect a chair at its first meeting in the academic year.

4. Meetings

The committee will normally meet once a term but may meet at other times as necessary.

The committee will report back to the full governing body at least once per term and copies of the minutes will be circulated to all governors.

Minutes will be taken by :

5. Review

The terms of reference will be reviewed annually by the committee and recommendations made to the full governing body.

6. Terms of Reference

The committee is responsible to the governing body under the following terms of reference:

CURRICULUM AND PUPIL WELFARE COMMITTEE

The Governing Body agreed onthat this committee should have delegated powers to carry out the following activities and to report its decisions to the governing body:

To ensure that all areas of the school's curriculum are managed to support pupils' learning and achievement and the provision of a quality education for all pupils.

To engage in self evaluation with the headteacher, other members of staff and members of the school community, as appropriate.

To engage in school improvement planning with the Headteacher and other members of staff as appropriate

To ensure that there are systems in place which enable all pupils to have equal access to the curriculum and the opportunity for pupils to make progress, and that the governing body does not discriminate unlawfully against pupils on the grounds of sex, race or disability

To ensure that all pupils are supported in developing personally, socially and emotionally

To ensure that the school is implementing the Every Child Matters agenda, and to monitor and evaluate the outcomes of this

To ensure that the school complies with all statutory and local requirements for pupils with special needs and looked after children

To ensure that the school has appropriate arrangements in place for child protection and that all statutory and local requirements are met.

To ensure that there are effective systems for assessing, recording and reporting pupils' attainment and progress, and that this information is used to inform curriculum planning.

To ensure that that there are systems in place to support and promote pupils' health, safety, and welfare

To ensure that data is used to inform decision making

Together with the Headteacher, to set annual targets for pupil achievement and to monitor and review the school's target setting procedures

To monitor attendance and lateness and their impact upon pupil achievement

To ensure that the school complies with the national curriculum requirements, including PHSE and assessment and testing arrangements.

To ensure that the school has effective behaviour, discipline and anti-bullying policies

To ensure that the school complies with statutory requirements for religious education and collective worship

To ensure that the school and governing body have effective systems in place to communicate with parents and to promote the school within the wider community

To monitor and evaluate the impact of enrichment activities and extended provision

To advise other committees of the curricular implications of any matters they may consider

To engage with committees of governing bodies of other schools within the collaborative as directed by the governing body

To undertake tasks from time to time as directed by the governing body.

To report back to the governing body at least once a term.

To review terms of reference annually and recommend any variations to the governing body.

PROGRAMME OF WORK FOR CURRICULUM AND PUPIL WELFARE COMMITTEE

Autumn term	LAC report Target setting (including attendance) School Achievement Review Exam/sats results School performance data (ie PANDA/others stats) Review TOR
Spring term	Consider curriculum implications of budget/liaise with Finance Committees as necessary
Summer term	School prospectus School profile
Termly	Link governor reports SEF School Improvement Plan (SIP) Child protection Policy review Ht/leadership group report – school meals, transport, attendance, parents and home links, school events, curriculum issues, inclusion, pupils' health, safety and welfare, enrichment activities and extended provision . Consider governor training needs
Annually	SEN policy and compliance with SEN COP, including publicising to parents Pupils' personal, social and emotional development Behaviour/discipline policy Home/school links, including home/school agreement Implementation of national curriculum Review and evaluate curricular component of SIP, input to new SIP Presentation from a Curriculum Co-ordinator* Sign off sef Report on compliance with statutory curriculum requirements including conducting assessments and forwarding results of this and a report in educational achievements of each pupil to parents Race equality (in liaison with Personnel)
Less frequently than annually	PHSE (including drugs and sex education) English as an additional language Complaints about the curriculum

**The committee can determine whether the co-ordinators can report to the committee or the full governing body.*

The co-ordinators can report more frequently than annually if required.

PERSONNEL AND STAFF WELFARE COMMITTEE

1. Name of the Committee

The name of the committee will be 'The Personnel and Staff Welfare Committee'.

2. Composition of the Committee

The committee will comprise:

Quorum: three members.

Members of the Leadership Group have the right to attend meetings as necessary.

3. Election of Chair

The governing body will appoint the chair at the first meeting of the governing body in the academic year.

OR

The committee will elect a chair at its first meeting in the academic year.

4. Meetings

The committee will normally meet once a term but may meet at other times as necessary.

The committee will report back to the full governing body at least once per term and copies of the minutes will be circulated to all governors.

Minutes will be taken by :

5. Review

The terms of reference will be reviewed annually by the committee and recommendations made to the full governing body.

6. Terms of Reference

The committee is responsible to the governing body under the following terms of reference:

PERSONNEL AND STAFF WELFARE COMMITTEE

The Governing Body agreed onthat this committee should have delegated powers to carry out the following activities and to report its decisions to the governing body:

To ensure that the school is appropriately staffed to deliver the school's curriculum in order to support pupils' learning, achievement, health and welfare.

To engage with the Headteacher and other staff as appropriate on the personnel aspects of self evaluation and school improvement planning

To ensure that the governing body does not discriminate unlawfully against staff or job applicants on grounds of race, sex, disability, marital status or age in all areas of employment, e.g. recruitment and selection, conditions of employment, benefits (including promotion and training), discipline, grievances and capability and dismissal procedures; that the governing body follows employment law and acts within the school's own policy of equal opportunities.

To ensure that all responsibilities for re-modelling the workforce are met, including keeping the work/life balance of the Headteacher under review.

To ensure that school policies and practices contribute to support staff welfare, health and safety.

To ensure that the governing body has some members that are trained in, and can comply with, safer recruitment objectives.

To ensure that all personnel policies are effective.

To monitor the personnel aspects of any extended provision

To ensure that the governing body has all necessary staffing policies in place and that they comply with statutory and local requirements (e.g. discipline and grievance, capability, equal opportunities, appointments etc).

To keep under review the profile of the workforce, ensuring that statistical data is available on race, gender, disability, age and other factors such as absence rates;

To agree procedures for the appointment of staff in line with Regulations regarding delegation to Headteacher

N.B. The appointment of a selection panel for Leadership Group and deputy Leadership Group cannot be delegated to a committee

In consultation with the Headteacher, to draw up and recommend to the governing body a staffing structure, and to keep this under review.

To consider procedures for recommendation to the full governing body for requiring the LEA to carry out dismissals and redundancies and for hearing grievances and premature retirement.

To keep the governing body's pay policy under review including differentials, in consultation with the Leadership Group, ensuring that it meets necessary contractual and statutory obligations and the recruitment and retention needs of all staff.

To make recommendations to the governing body concerning the establishment of a pay committee and appropriate terms of reference.

To ensure that consultation takes place where necessary with recognised trades unions for teaching and support staff.

To arrange for the undertaking of employer functions where they have been devolved from the LEA. (Community Schools)

To recommend to the governing body a policy on performance management within the school and to receive an annual report from the Leadership Group on the effectiveness of the schools Performance Management Policy and the training and development needs of teachers identified as part of the process.

Together with the Headteacher/ Leadership Group, to agree any changes needed to the management structure – which posts should be part of the leadership group – who should fill any new posts and whether they should be advertised.

To ensure that arrangements are in place to ensure that each member of staff has a job description which is reviewed annually and that job descriptions are reviewed automatically when vacancies occur.

To undertake tasks from time to time as directed by the governing body.

To report back to the governing body at least once a term.

To review terms of reference annually and recommend any variations to the governing body.

PROGRAMME OF WORK FOR THE PERSONNEL AND STAFF WELFARE COMMITTEE

Autumn term	Performance management Review of terms of reference
Spring term	Consider staffing implications of budget/liaise with Finance Committees as necessary
Summer term	
Termly	SEF School Improvement Plan (SIP) Work/life balance of headteacher Policy review (see attached list) Ht/leadership group report – staff resignations, retirements and appointments, staff absence, any disciplinary or capability issues, health and safety, staff development activities Policies Consider governor training needs
Annually	Review and evaluate any personnel aspects of SIP, input to new SIP Review leadership group pay Race equality (in liaison with Curriculum) including monitoring implementation, assessing impact. Race Relations Amendment Act and CRE COP (ensure gb meets general duties) Recruitment and selection policies Staffing structure School workforce profile Procedures for appointments Pay policy review Annual review of pay and job descriptions Review of staff health, safety and welfare Evaluation of personnel aspects of extended provision
Less frequently than annually	

THE FINANCE COMMITTEE

1. Name of the Committee

The name of the committee will be 'The Finance Committee'.

2. Composition of the Committee

Membership of the committee will comprise:

Quorum: three members.

Members of the Leadership Group have the right to attend meetings as necessary.

3. Election of Chair

The governing body will appoint the chair at the first meeting of the governing body in the academic year.

OR

The committee will elect a chair at its first meeting in the academic year.

4. Meetings

The committee will normally meet once a term but may meet at other times as necessary.

The committee will report back to the full governing body at least once per term and copies of the minutes will be circulated to all governors.

Minutes will be taken by :

5. Review

The terms of reference will be reviewed annually by the committee and recommendations made to the full governing body.

6. Terms of Reference

The committee is responsible to the governing body under the following terms of reference:

FINANCE COMMITTEE

The Governing Body agreed onthat this committee should have delegated powers to carry out the following activities and to report its decisions to the governing body:

To agree the annual budget plan, ensuring that the delegated budget is spent in a manner which contributes to the delivery of a quality education for all pupils, reflects the outcomes of the Every Child Matters agenda, and is consistent with implementation of the curriculum, statutory requirements relating to the curriculum as a whole, and duties placed on the Authority and school in relation to health and safety.

To ensure that the budget is consistent with the priorities of the school improvement plan and Asset Management Plan.

To ensure that the school complies with all statutory and local financial requirements.

To ensure that the school complies with the Standards for financial management in schools detailed in the Ofsted and Audit Commission's publication Keeping Your Balance and completing the Finances Self-evaluation Tool, which can be found at www.schoolsbudget.audit-commission.gov.uk/.

To ensure the school operates within the requirements of the "Financial Management Standard in Schools" and that all documentation is kept up to date and readily available for inspection (preferably electronically so that it can be transmitted to the Authority's Internal Auditors or to external assessors) to ensure that the school meets the standard.

To complete the Financial Management Standard in Schools self-assessment tool, which can be found at <http://www.fmsis.info//login.asp>

To ensure that the school complies with the requirements under the Scheme of Delegation.

To maintain, where possible, prudent but not excessive budget balances;

To monitor and forecast expenditure at termly intervals (or more frequently) and, where necessary, to take measures to control the budget.

To ensure that the best value principles of comparison, challenge, consultation and competition are applied in the school's management of resources and that expenditure respects the principles of the best value regime.

To monitor value for money decisions, that goods and services purchased are of good quality, correct quantity and the best price possible

To ensure that sound financial systems and controls are in place.

To ensure that specific grants are used effectively for the designated purpose.

To ensure that all business is conducted in accordance with the Council's financial regulations and the Authority's Schools' Finance Manual, and that adequate financial records are maintained.

To ensure the accountability of staff and the security, custody and control of resources including stocks and stores.

To send monitoring and forecast report to the LA as and when required.

To ensure the school provides the LEA with the required monthly, annual and end of year returns including an annual budget plan.

To monitor and evaluate the financial aspects of any extended provision.

To consider any audit reports and ensure that arrangements are made to implement any recommendations made in those reports.

Where requested by the governing body, to draw up and recommend to the governing body a governor's travel and subsistence allowances policy, to monitor its implementation and keep under review.

To recommend for adoption to the governing body and to keep under review the charging policy.

To provide financial information to any bodies or individuals with a statutory right to that information.

To authorise the signatories for cheques, orders and the payment of invoices, the payment of staff employed within the school including, overtime and the recruitment of staff. The signatories should be _____

To recommend to the governing body items of expenditure and amounts involved to be delegated to the Leadership Group, including any guidelines such as the limits on spending which require approval. The amounts are as follows:

authority be delegated to the Finance & General Purposes Committee to spend up to £----- (pounds sterling) without first seeking approval from the governing body, and to the Headteacher to incur expenditure or to transfer money between specified expenditure headings or to enter into contracts for sums of up to £___ (pounds sterling) without reference to the Committee.

To ensure that separate accounting records are kept for all unofficial (voluntary) funds operated by the school and that, cheques from these funds have a minimum of two authorised signatories who should be the Leadership

Group and the Chair of the Governing Body and that these funds are audited annually by an independent auditor, operated in accordance with the Council's financial regulations and with the Authority's Schools' Finance Manual and registered with the Charity Commission if appropriate.

To undertake tasks from time to time as directed by the governing body.

To report back to the governing body at least once a term.

To review terms of reference annually and recommend any variations to the governing body.

PROGRAMME OF WORK FOR THE FINANCE COMMITTEE

Autumn term	Review terms of reference, including delegated authority for expenditure and authorised signatories
Spring term	Preparatory work on budget
Summer term	Agree budget
Termly	Monitor expenditure SEF School Improvement Plan (SIP) Policy review (see attached list) Ht/leadership group report – finance update Policies (see attached list) Consider governor training needs
Annually	Governors' allowances policy Charging policy Best value statement, scheme of delegation and financial regulations (Spring term annually) Evaluate financial aspects of any extended provision
Less frequently than annually	

THE PREMISES/HEALTH AND SAFETY COMMITTEE

1. Name of the Committee

The name of the committee will be 'The Premises/Health and Safety Committee'.

2. Composition of the Committee

Membership of the committee will comprise:

The lead governor for health and safety should be a member of this committee.

Quorum: three members.

Members of the Leadership Group have the right to attend meetings as necessary.

3. Election of Chair

The governing body will appoint the chair at the first meeting of the governing body in the academic year.

OR

The committee will elect a chair at its first meeting in the academic year.

4. Meetings

The committee will normally meet once a term but may meet at other times as necessary.

The committee will report back to the full governing body at least once per term and copies of the minutes will be circulated to all governors.

Minutes will be taken by :

5. Review

The terms of reference will be reviewed annually by the committee and recommendations made to the full governing body.

6. Terms of Reference

The committee is responsible to the governing body under the following terms of reference:

PREMISES/HEALTH AND SAFETY COMMITTEE

The Governing Body agreed onthat this committee should have delegated powers to carry out the following activities and to report its decisions to the governing body:

To engage in school improvement planning with the Headteacher and other staff as appropriate and to contribute to the premises/health and safety aspects of the school improvement plan.

To receive from the governing body an allocation of expenditure for those items of repair, maintenance and improvements which are under the control of the governing body. To monitor this expenditure and ensure it remains within budget.

To decide priorities for expenditure which will ensure the safety and security of the premises as far as is reasonably practicable so to do, that the building is fit for the education of the pupils and contributes to the delivery of a quality education for all pupils, the Every Child Matters agenda and to the provision of a supportive workplace for staff.

To engage in self evaluation with the headteacher, other members of staff and members of the school community, as appropriate.

Together with other appropriate committee(s) of the governing body, to ensure that the school meets the requirements of the Special Educational Needs and Disability Act 2001 and reports annually to parents on the success of its SEN policy and progress in improving accessibility

To oversee the PFI / BSF arrangements as necessary.

To develop an environmental strategy which aims to help raise achievement and create a supportive workplace.

To monitor and evaluate the premises aspects of extended provision.

To receive regular reports on the school's energy budget; to monitor the energy spend and to ensure effective energy management.

To decide priorities for repairs and maintenance based on the health, safety /and security policies and the Authority's Asset Management Plan, to monitor expenditure on those items which are the responsibility of the governing body.

To ensure that systems are in place for the testing and maintenance of equipment.

To develop a rolling programme of repairs and maintenance, that fall within the responsibility of the school, taking account of the Asset Management Plan and any guidance provided by the Authority.

To agree procedures to be followed for carrying out emergency work and to make recommendations about delegation to the Leadership Group for taking appropriate action on behalf of the governing body in the event of an emergency.

To monitor the condition of the school premises and to make reports to the LEA about those items, which fall within the Asset Management Plan.

To respond to the LEA on behalf of the governing body to consultations on any matters relating to the school premises and health and safety.

To liaise with the Leadership Group over bids for the Education Capital Programme.

Together with the head teacher, to draw up a security policy and to keep this under regular review.

To recommend to the governing body policies for the use of school premises outside school hours (subject to any directions from the LEA); to recommend and to keep under review the level of charges applied.

To ensure that the school complies with the Authority's contract standing orders in the procurement of services and supplies.

To monitor arrangements for the provision of cleaning and grounds maintenance, and to keep these under review.

To ensure that an annual audit of the school premises and equipment is carried out.

Health and Safety

Maintained schools:

- To ensure that the school senior management has put in place a suitable and practical local policy, with arrangements for managing health and safety in the school based on the Council's model and guidance and that this policy and arrangements are reviewed annually.

Voluntary aided schools

- to write a health and safety policy and present employees with a copy, explaining any queries they may have;
- to ensure, so far as is reasonably practicable, the health, safety and welfare of employees; the health and safety of pupils in school and on off-site visits; and the health and safety of visitors to schools, and volunteers involved in any school activity;

- to ensure that there is, so far as is reasonably practicable, assessment of the risks of all activities, both in school and off-site, that measures are taken to manage those risks, and to tell employees about the measures;
- to ensure that all staff are trained in their respective health and safety responsibilities;
- to take reasonable steps, so far as is reasonably practicable, to ensure that the buildings, equipment and materials are safe and do not put the health of users and visitors at risk.

All schools

To monitor and review implementation of the Health and Safety policy

To ensure that the school meets all statutory and local requirements for health and safety

To ensure that the main elements for managing health and safety in schools such as self-auditing, inspection, risk assessment, monitoring and reviewing, are incorporated into the school's management arrangements and procedures;

To ensure that the school has included its health and safety obligations within its improvement plan

To ensure that the school's staffing structure provides suitable and sufficient resources for carrying out the requirements of the health and safety policy and that staff are given necessary training to carry out their health and safety duties.

To ensure that health and safety issues concerning the school are shared with staff through an identified forum, addressed and any required action is implemented;

To ensure that suitable risk assessments have been carried out by the school employees as set out in the policy, that these are reviewed annually, if anything has changed or if an accident/incident has occurred in the assessed area and that they have led to suitable procedures being put in place to manage the risks;

To address the health and safety implications of extended provision so far as is reasonably practicable.

To ensure that safety procedures such as fire risk assessments, security, asbestos, legionella etc are reviewed annually and are treated as "live" documents;

To ensure regular reports are given by the Leadership Group on safety matters including accident statistics;

To ensure that the Council's annual report on safety is completed accurately;

To advise the governing body of the health and safety implications of any matters under consideration

PROGRAMME OF WORK FOR THE PREMISES/HEALTH AND SAFETY COMMITTEE

Autumn term	Review terms of reference, Complete LEA health and safety report
Spring term	
Summer term	
Termly	SEF School Improvement Plan) SIP Policy review (see attached list) Headteacher's report – extended provision, premises issues, health and safety issues including fire drill, accident reports, dangerous occurrences, inspections and reviews, risk assessment undertaken, testing and maintenance of equipment, cleaning and grounds maintenance Monitor premises spend, including energy spend Consider governor training needs
Annually	Agree priorities for expenditure Agree priorities and rolling programme for repairs and maintenance Review of health and safety policy Review of lettings policy Review security policy Review of school journey/educational visits policy Review accessibility plan Review disability equality plan Review environmental strategy Review energy management Review procedures to be followed for carrying out emergency work Review of cleaning and grounds maintenance Audit of the school premises and equipment <i>Community schools:</i> review council's annual audit report and implement action plan
Less frequently than annually	<i>Voluntary aided schools:</i> ensure that school's safety performance is audited at least every 5 years and improvements made

STRATEGY COMMITTEE

Ideally this committee should comprise the chairs of other committees, the Chair, Headteacher and any other representation that the governing body consider appropriate.

To keep under review the school's aims and ethos

To ensure that school improvement planning is appropriately focussed on supporting pupil learning and achievement and that the Every Child Matters* agenda is delivered.

To ensure that the governing body engages with the Headteacher and Leadership Group in school self evaluation.

To ensure a continuing dialogue with the Headteacher and Leadership Group about the vision and direction of the school.

To take an overview of resource issues facing the school, including LEA funding and external funding.

To consider reports from other governing body committees and to advise them on the implications of matters they may consider.

To monitor and review school improvement planning and self-evaluation processes.

To keep under review issues concerning the governors' strategic responsibilities and take action/make recommendations to the governing body as necessary. In particular, to ensure that the governing body:

- helps shape the vision and direction of the school;
- ensures that the school fulfills its statutory duties, including promoting inclusive policies in relation to special educational needs, race equality, disability and sex;
- has a good understanding of the strengths and weaknesses of the school;
- challenges and supports the senior management team of the school;
- delivers the Every Child Matters agenda;
- engages in its own self-evaluation.

To undertake tasks from time to time as directed by the governing body.

To keep terms of reference under review and recommend to the governing body any necessary variations.

To report back regularly to the governing body.

**The 5 outcomes of the Every Child Matters Agenda are:*

- ***Be healthy***
- ***Stay safe***
- ***Enjoy and achieve***
- ***Make a positive contribution***
- ***Achieve economic well-being***

CHECKLIST OF POLICIES

ANNEXE

LEGALLY REQUIRED			
POLICY	COMMITTEE	REVIEW DATE	COMMENTS
ACCESSIBILITY PLAN			
ADMISSIONS (VA schools only)			
ATTENDANCE TARGETS			
BEHAVIOUR / PUPIL DISCIPLINE / ANTI BULLYING			
CHARGING			
CHILD PROTECTION			
COMPLAINTS			
CURRICULUM			
DISABILITY EQUALITY PLAN			
FREEDOM OF INFORMATION ACT PUBLICATION SCHEME			
GOVERNORS' ALLOWANCES (schools where GB agrees to pay expenses)			
HEALTH & SAFETY			
HOME / SCHOOL AGREEMENT (not maintained nursery schools)			
OFSTED ACTION PLAN (when required)			
PERFORMANCE MANAGEMENT			

LEGALLY REQUIRED			
POLICY	COMMITTEE	REVIEW DATE	COMMENTS
PROSPECTUS (not maintained nursery schools)			
RACE EQUALITY AND CULTURAL DIVERSITY			
RE & COLLECTIVE WORSHIP			
REGISTER OF PUPILS			
REGISTER OF BUSINESS INTERESTS OF HEADTEACHER AND GOVERNORS			
SCHOOL PROFILE			
SCHOOL SESSION TIMES			
SEX EDUCATION			
SPECIAL EDUCATIONAL NEEDS			
STAFF DISCIPLINE, CONDUCT, AND GRIEVANCE PROCEDURES			
UNIFORM			

GOOD PRACTICE			
POLICY	COMMITTEE	REVIEW DATE	COMMENTS
AIMS AND ETHOS			
ASSESSMENT RECORDING & REPORTING			
ATTENDANCE			
DRUGS			
EQUAL OPPORTUNITIES			
GOVERNORS' VISITS			
HOMEWORK			
LETTINGS			
PARENTAL INVOLVEMENT			
PAY			
RECRUITMENT & RETENTION			
SCHOOL IMPROVEMENT PLAN			
SECURITY			
STAFF HANDBOOK			

**Lewisham Children and Young People
Governors' Services
3rd floor, Laurence House
1 Catford Road
London, SE6 4RU**

**Telephone: 0208 314 8313
Fax: 0208 314 3050**

**E-mail:
governors.services@lewisham.gov.uk**