



**THE BISHOP OF HEREFORD'S BLUECOAT SCHOOL**  
**TERMS OF REFERENCE FOR GOVERNING BODY**

**Reviewed by Full Governor Board: September 2021**

**Date of next review: September 2022**

---

**MISSION STATEMENT – VISION AND VALUES**

**Everyone is welcome at Bishop's. Through our Christian identity we aim to realise every learner's God given potential by:**

- **Providing a nurturing, happy environment where each student is safe, respected as an individual and make a positive contribution to the wellbeing of others**
- **Inspiring a delight in learning every day so that students achieve their best, academically, socially and are encouraged to further their enjoyment by participating in extra-curricular opportunities.**
- **Instilling life-long learning skills, each to be proud of their identity, aiming high with their ambitions, yet content with who they are.**
- **Living and breathing our core Christian values to create a caring community which is inclusive and closes the gap of inequalities.**
- **Encouraging all students to take responsibility for their learning and talk confidently with their peers and staff about their learning journey.**
- **Supporting students in recognising that making mistakes is an important part of learning and becoming resilient.**
- **Developing a hunger to discover, a thirst for wisdom and a grace to grow.**

**KEY ROLES OF THE GOVERNING BOARD**

The key roles of the Governing Board are to:

- Develop and uphold the Christian distinctiveness of the school and promote high standards.
- Ensure that the school is conducted in accordance with the founding Trust Deed.
- Challenge and support the school by monitoring, reviewing and evaluating progress and ensuring good financial management.
- Ensure accountability of the Headteacher and staff.
- Ensure accountability of the Governing Board to the staff, parents, and local community by ensuring that they are involved, consulted and informed as appropriate.

## **COMPOSITION OF THE GOVERNING BOARD**

The Governing Board is made up of fourteen governors and comprises:

- a. Two Parent/Carer Governors elected by eligible parent/carers at the school;
- b. One Local Authority Governor nominated by the Local Authority;
- c. One Staff Governor elected by staff working at the school;
- d. One Headteacher
- e. Eight foundation governors [must outnumber all the other governors in total by two] appointed as follows:
  - Six representative governors appointed by the Hereford DBE.
  - One of the eight is ex-officio is the principal officiating minister for the time being of the Parish of St Paul's Hereford.
  - One Foundation governor to be appointed by the PCC of the parish of St Paul's Hereford.
- f. One co-opted Governor (term of office to be decided by Governing Board).

The term of office for Governors other than the co-opted Governor is four years.

## **CORE STRATEGIC FUNCTIONS OF THE GOVERNING BOARD**

The Governing Board has the following core strategic functions:

### **Establishing the strategic direction, by:**

- Setting and ensuring clarity of vision, values, and objectives for the school
- Agreeing the school improvement strategy with priorities and targets
- Meeting statutory duties

### **Ensuring accountability, by:**

- Appointing the Headteacher
- Monitoring the educational performance of the school's progress towards targets
- Performance managing the Headteacher
- Engaging with stakeholders
- Contributing to school self-evaluation

### **Ensuring financial probity, by:**

- Setting the budget
- Monitoring spending against the budget
- Ensuring money is well spent and value for money is obtained
- Ensuring risks to the organisation are managed.

To enable the Full Governing Board to fulfil their responsibilities the following structure and terms of reference for the following Committees have been agreed.



Meetings will be held either via Microsoft Teams or in person at the school guided by any restrictions in place at the time of the meeting.

## **PROTOCOL FOR VIRTUAL MEETINGS**

### **Before the Meeting & Housekeeping**

- Participants are asked to confirm their attendance, and whether they have any pecuniary interests to Clerk before the meeting. This must be done before the start of the main agenda items so providing it in advance will make things quicker.
- It is important to ensure that the meeting is and remains quorate. The Clerk will therefore take a register at the beginning of the meeting.
- If any participant must leave during the meeting please make this clear at the end of an agenda item when it is their turn to speak and ensure it is acknowledged so Clerk can record it in the minutes.
- Participants should review all documents before the meeting and if possible send questions in advance via the Clerk.

### **Meeting Format**

- All items on the agenda, as issued by Clerk will be covered.
- For each item (or group of items) the lead will provide a brief overview of the information being presented to the governing board. This will be followed by each participant, in turn, being given the opportunity to ask questions or confirm that they are content. Once all participants have been given the opportunity to speak the board will move to the next item.
- Where questions have been submitted in advance the lead can provide answers during their brief overview (and identify that a question was asked in advance). Doing this will make the process much slicker

## **Etiquette**

- With so many people in there can be lots of background noise so participants are encouraged to put their link on mute when they are not speaking.
- It will not be possible to easily interject with questions as information is being presented so participants should note anything down as it occurs to them. All participants will be given the opportunity to ask it at the end of the agenda item.
- Participants should use the 'raise hand' facility if they wish to pose a question.

## **Code of Conduct and Declaration of Business and Pecuniary Interests**

All governors are required to sign annually a Code of Conduct which outlines the expectations of governance and a Declaration of Business and Pecuniary Interests.

## **Safeguarding**

All Governors are required to sign annually to confirm that they have read the latest guidance from the DfE on 'Keeping Children Safe in Education'.

## **DBS check**

All governors, on appointment, must undertake a Disclosure and Barring Check (DBS) and will also be subject of a Section 128 check. These checks are renewed every three years in line with school policy. Governors who do not have a current DBS in place are not allowed to serve on the Governing Body until such check is completed.

## **School email arrangements/GDPR compliance**

When joining the Governing Board all governors will be issued with a school email address and user area. All governors will agree to the school's Acceptable Use Policy prior to the activation of their user area.

All documentation and communication will be via this email address to ensure compliance with GDPR. Governors should, at the very minimum, check their school email address once a week to ensure they are keeping up to date with school matters.

**Governors are strongly advised not to use personal email addresses for any communication regarding Governing Board issues. They could find themselves in contravention of GDPR guidelines and personally liable for any breach of GDPR regulations.**

## **FULL GOVERNING BOARD**

### **Terms of reference**

- To work in accordance of the Instrument of Government and Trust Deed.
- To receive nominations and vote for Chair and Vice Chair of the Full Governors Board on an annual basis.
- To identify and agree Chair and governors for each governor Committee on an annual basis.
- To agree delegated authorities financial and otherwise as advised by external auditor for the Resources Committee.
- To liaise and consult with other Committees where necessary.
- To contribute to the School Improvement Plan.
- To consider safeguarding and equalities implications (including SEND, PP, LAC, Service and FSM) when undertaking all Committee functions through report backs from Chairs of Committees.
- To meet at least once a school term.
- At the start of each academic year to identify link governors for the relevant parts of the school.
- To ensure that the Clerk keeps and updates a register of pecuniary and business interests for Governors.
- To ensure that the Clerk asks all governors through a standing agenda item at all Committee and Full Governing Board meetings for declarations of business and pecuniary interest.

### **Quorum**

50% of the Full Governing Body

### **Meetings**

- Meetings to take place at least once a term with date and time planned in advance for the whole academic year.
- All Committee minutes since the last Full Governing Board Meeting (FGB) will be sent to all governors 7 days before the next FGB meeting.
- All papers to be considered by the FGB will be circulated 7 days prior to the meeting.
- All Committees work will be summarised by each Committee chair at each FGB meeting.
- FGB meetings will not be open to the public but minutes shall be made available. Information relating to a named person or any other matter that the Board considers confidential does not have to be made available for inspection.
- In the absence of the Chair, the Vice Chair will step in or in their absence the Board shall choose an acting Chair for that meeting from among their number.
- In the absence of the clerk the Board shall choose a clerk for that meeting from among their number (but not the Headteacher).
- Any decisions taken must be determined by a majority of votes of Board members present and voting – but no vote can be taken unless the meeting is quorate.
- To receive the Headteacher's report at each FGB meeting which will include attendance statistics, PP, SEN, Forces, LAC and FSM reports, financial spend to date against budget, students on roll, all exclusions, and staff turnover.

- Policy reviews and/or changes will be completed at Governor Committee level and passed back to Full Governing Board for noting or authorising as appropriate

## **TERMS OF REFERENCE FOR GOVERNOR COMMITTEES**

### **Membership**

The Committee Chair and membership to be determined at Full Governors meeting annually. Quorum must not be less than three governor members of the Committee.

### **Meetings**

Each Committee will have the same procedural arrangements for the scheduling of meetings and circulation of agendas and papers as the Full Governing Board.

### **Reporting**

Each Committee shall present a report on its activity to the Full Governing Board meeting each term, to include a summary of the last meeting's minutes.

## **GOVERNOR COMMITTEE RESPONSIBILITIES**

### **VISION AND ETHOS COMMITTEE**

The Vision & Ethos committee will promote the key features of church school distinctiveness as outlined by the Church of England Vision for Education (Deeply Christian, Serving the Common Good, GS 2039, July 2016):

- Educating for Wisdom, Knowledge and Skills
- Educating for Hope and Aspiration
- Educating for Community and Living Well Together
- Educating for Dignity and Respect

The Vision & Ethos committee will also take account of the recommendations of the Chadwick Review (The Church School of the Future 2012) and new SIAMS framework (2018) with regard to church schools:

- The recruitment of Christian teachers and headteachers
- Embedding and expressing distinctively Christian values in the Vision and Leadership of the school.
- Strategies for the improvement of teaching and learning in religious education, particularly the teaching of Christianity.
- The impact of Collective Worship on all participants and the school.

### **Terms of Reference**

- To ensure that all school leaders contribute to sustaining, developing and nurturing the school's distinctive Christian ethos and Vision.
- To ensure that the school is effective in ensuring pupils flourish through the provision of high-quality Religious Education reflecting the Church of England Statement of Entitlement.

- To continue the development and monitoring of Collective Worship policies contribute to an institution in which the Christian faith is manifested through every aspect of school life: worship that is inclusive, invitational and inspiring to all.
- To ensure that the school's Christian vision supports the character and moral development of all pupils, giving them aspiration for themselves and hope for the communities of which they are a part.
- To ensure that the school's Christian vision promotes social and cultural development through the practice of forgiveness and reconciliation that encourages good mental health, and enables all to flourish and live well together.
- To regularly monitor and review the school's self-evaluation as a Church school, ensuring that self-evaluation is ongoing, contributes to school improvement and ensures good preparation for a SIAMS inspection.
- To ensure the school, through its distinctive Christian character, meets the needs of all learners.
- To ensure Collective Worship inspires and enhances the spiritual development of pupils and staff, of all faiths or of none, especially through close collaboration with the Worship Working Group.
- To ensure effective partnership between the school, the church and the wider community, including parents.

### **Membership**

To include – the Incumbent (or nominee), 1-2 Foundation Governors, Headteacher and the Senior Management Leader responsible for Worship. A Parent Governor may also be included.

The committee may coopt another Staff member with relevant portfolio, and may invite Associate Members to join meetings where the agenda is relevant to their interest e.g. representative(s) from additional parishes within the benefice/catchment area; subject co-ordinators. The committee is also encouraged to consider how pupils' views may best be heard, possibly through a Church School Council.

Meetings

### **Agenda**

- Apologies
- Minutes of the last meeting
- Policy review. Sent out before the meeting for comment
- Update on SIP from SMT
- Specific focus item (see 1-9above)
- Date of next meeting – including focus subject

### **Reporting**

The committee shall present a report on its activity to the full Governing Body Meeting each term, to include:

- a summary of the last meeting's minutes
- a monitoring report on the progress of the post-SIAMS action plan.

### **Monitoring strategies**

- Pupil perception and School Council interviews
- Questionnaires
- Attending Collective Worship

- Staff interviews / Drop-ins
- Joint Learning Walks with SLT member
- Reviews of documentation - newsletter, websites, correspondence

## **RESOURCES COMMITTEE**

### **Terms of reference**

#### **Staffing**

- To ensure that the school is staffed sufficiently for the delivery of the school's improvement plan and the effective operation of the school.
- To establish and oversee the operation of the school's Appraisal Policy – including the arrangements and operation of the school's appraisal procedures for the Headteacher.
- To establish/confirm a Pay Policy for all categories of staff.
- To be responsible for the administration and review of the Pay Policy.
- To ensure that staffing procedures (including recruitment procedures) follow equalities legislation.
- To annually review procedures for dealing with staff discipline and grievances and make recommendations to the governing board for approval.
- In support of the School's Pay/Remuneration Policy, to determine if pay awards to teaching staff can be awarded based on the required Teachers Employment and Conditions and criteria applicable at the time of this meeting. Consideration for a pay award is based on the work completed for the previous academic year the teacher performance is reviewed.

#### **Financial policy and planning**

- To review, adopt and monitor a Finance Policy which includes the local scheme of delegation for spending and budgetary adjustments (virements) for the Committee, Headteacher and other nominated staff.
- To review, adopt and monitor all additional financial policies, including a Charging and Remissions policy.
- To establish and maintain a five-year financial plan, taking into the account priorities of the School Improvement Plan, roll projection and signals from central government and (if applicable) the LA regarding future years' budgets, within the constraints of available information.
- To draft and propose to the Governing Board for adoption an annual school budget taking into account the priorities of the School Improvement Plan.
- To make decisions in respect of service level agreements.
- To ensure that sufficient funds are set aside for pay increments as set out in the Pay Policy and as recommended by the Headteacher.

#### **Financial monitoring**

- To monitor the income and expenditure throughout the year of all delegated and devolved funds against the annual budget plan.
- To receive at least termly budget monitoring reports from the School Business Manager.
- To report back to each meeting of the Full Governing Board and to alert them of potential problems or significant anomalies at an early date.
- To meet with other Committees and provide them with the information they need to perform their duties.

- Subject to the local scheme of delegation, to approve any budgetary adjustments that will from time to time be necessary in response to the evolving requirements of the school.
- To review, complete and submit the School Financial Value Standard (SFVS)
- To undertake any remedial action identified as part of the SFVS.
- To receive and act upon any issues identified by a local authority (or other) audit.

### **Premises**

- To provide support and guidance for the Governing Board and the Headteacher on all matters relating to the maintenance and development of the premises and grounds, including Health and Safety.
- To ensure that an annual inspection of the premises and grounds takes place and a report is received identifying any issues.
- To inform the governing body of the report and set out a proposed order of priorities for maintenance and development, for the approval of the governing body.
- To arrange professional surveys and emergency work as necessary - *The Headteacher is authorised to commit expenditure without the prior approval of the Committee in any emergency where delay would result in further damage or present a risk to the health and safety of students or staff. In this event the Headteacher would normally be expected to consult the Committee Chair at the earliest opportunity.*
- To create a project Committee where necessary to oversee any major developments.
- To establish and keep under review an Accessibility Plan and a Building Development Plan
- To review, adopt and monitor a Health and Safety policy.
- To ensure that the governing body's responsibilities regarding litter, refuse and dog excrement are discharged according to Section 89 of the Environmental Protection Act 1990, so far as is practicable.

### **Agenda template**

- Apologies
- Declaration of Business and Pecuniary interests
- Minutes of last meeting and matters arising from them
- To receive reports on:
  - School's current financial position
  - Governor's capital fund financial position
  - Progress on the capital works programme
  - Update on staffing matters to include Staff absence (short and long term), appointments and vacancies.
- SIP actions pertaining to the Committee
- Policy Reviews

### **Monitoring Strategies**

- Annual audit to review school's accounts.
- Bi-annual audit of processes regarding governance / financial monitoring.
- Reports from link governors.
- Review of statutory Policy documents to ensure school is compliant with current legislation.

## **ACHIEVEMENT AND QUALITY OF TEACHING COMMITTEE**

### **Terms of Reference**

- To act on matters delegated by the Full Governing Board.
- To liaise and consult with other Committees where necessary.
- To contribute to the School Improvement Plan.
- To consider safeguarding and equalities implications when undertaking all Committee functions.

### **Agenda template:**

- Apologies
- Declaration of Business and Pecuniary interests
- Minutes of last meeting and matters arising from them
- To receive reports on:
  - Results / updates
  - Latest progress data
  - LRM summaries
  - Work scrutiny feedback
  - Staffing updates
- School Improvement Partner visits and recommendations
- Link Governor reports
- SIP actions appertaining to A&QT Committee
- Policy Reviews

### **Reporting**

The Committee shall present a report on its activity to the Full Governing Board meeting each term, to include a summary of the last meeting's minutes.

### **Monitoring Strategies**

#### Curriculum planning and delivery

- To review, monitor and evaluate the curriculum offer.
- To recommend for approval to the Full Governing Board the:
  - Self-evaluation form
  - School Improvement Plan
  - Targets for school improvement to the Governing Board

#### Assessment and improvement

- To monitor and evaluate the effectiveness of leadership and management.
- To monitor and evaluate the impact of quality of teaching on rates of student progress and standards of achievement.

## **BEHAVIOUR AND SAFETY COMMITTEE**

### **Terms of Reference**

- To act on matters delegated by the Full Governing Board.
- To receive reports and monitor performance regarding safeguarding, behaviour and attendance (SEND, PP, LAC, Service, and FSM students).
- To consider safeguarding and equalities implications when undertaking all Committee functions (SEND, PP, LAC, Service, and FSM students).
- To challenge school leaders to deliver the best possible outcomes for all.
- To ensure the school is effective in ensuring students reach their potential through the provision of high-quality education.
- To ensure that all students achieve, notwithstanding SEND or a background of disadvantage.
- To ensure that students flourish in a safe learning environment.
- To regularly monitor behaviour and attendance so that poor behaviour and poor attendance do not become a barrier to learning.

### **Agenda template:**

- Apologies
- Declaration of Business and Pecuniary interests
- Minutes of last meeting
- To receive reports on:
  - SEND
  - PPG
  - Safeguarding
  - Behaviour
  - Attendance
- Link Governor reports
- SIP actions appertaining to B&S Committee
- Student voice activities
- Policy Reviews

### **Monitoring Strategies**

To receive reports and monitor performance regarding SEND, PP, LAC, Safeguarding, Behaviour and Attendance.

Link Governor visits and reports

## **ADMISSIONS COMMITTEE**

### **Terms of reference**

- To conduct the annual review of the school's Admissions Criteria and Admissions Policy for adoption by the Full Governing Board.
- To consider applications for admission to the school and decide on the admission of students in accordance with the Governing Body's published admissions policy and criteria;
- To consider admissions against the criteria agreed by the governing body, where there are more applications than places available, up to the School's Student Admission Number (PAN);

- To ensure that arrangements are in place for parents to appeal against the Committee's decision not to offer a place, in accordance with procedures approved by the Governing Board;
- To monitor arrangements for the admission of students and any associated appeals process and to inform the Governing Board of any appropriate issues;
- To report to the Governing Board any action taken within the powers delegated to the Committee;
- To determine any other issues referred to the Committee by the Governing Body.

## **Delegation**

The Headteacher will admit students to places outside of the usual admissions timescale, up to the school's PAN, but, where there are more applications than places these will be referred to the Admissions Committee for a decision.

## **Agenda**

- Apologies
- Declaration of Business and Pecuniary interests
- Minutes of last meeting and matters arising from them
- Annual review of School Admissions Policy
- Review and confirmation of applications to the school to include:
  - Confirmation of offers
  - Final summary

## **Monitoring**

Reports from the Headteacher to the Committee and the Full Governing Board.

## **OTHER COMMITTEES**

### **Headteacher Annual Performance Review Committee**

To conduct the setting of targets and review of performance of the Headteacher in line with the School's Pay Policy and Appraisal Policy and the School Teachers Pay and Conditions Document.

### **Terms of Reference**

- To appoint an external adviser for advice and support on the Headteacher's appraisal and to consult that adviser on the Headteacher's appraisal and objectives
- To inform the Headteacher of the standards against which their performance will be assessed
- To set objectives for the Headteacher
- To appraise the performance of the Headteacher, assessing their performance of the role and responsibilities against the relevant standards and their objectives
- To assess the Headteacher's professional development needs and action needed to address them
- To make a recommendation on the Headteacher's pay, where relevant
- To give the Headteacher a written report of their appraisal which includes the assessments and recommendation above
- To determine the appraisal period that applies
- To adopt a document that sets out the appraisal process for the Headteacher and to make that document available
- To make sure that Headteacher carries out his duties in respect of appraising other teachers (including recommendations on pay)

**Governors' Complaints Committee**

The membership, timescales, and representation to governors for this Committee are as per the School's Complaints Policy.

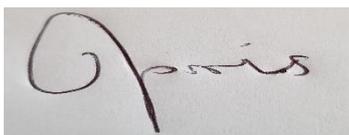
**Governors' Exclusion Panel**

The membership, timescales, and representation of governors for this Committee are as per the Local Authority's/DfE's Policy and any relevant guidelines.

**Governors' Staff Disciplinary Panel**

The membership, timescales and representation of governors for this Committee are as per the procedures and guidelines in the Hoople Staff Disciplinary Policy as adopted by the school.

**Agreed by the Governing Body at their meeting of the 16<sup>th</sup> September, 2021**

A rectangular box containing a handwritten signature in black ink. The signature is cursive and appears to read 'A. Smith'.

.....  
**Chair of Governors**