



**GOVERNOR SERVICES**  
(Recommendation)  
**GOVERNING BODY ROLES & RESPONSIBILITIES**  
**COMMITTEE STRUCTURES**  
&  
**TERMS OF REFERENCE**

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\* PAY COMMITTEE & PAY APPEALS COMMITTEE - terms of reference are sent out annually by the Governor Services Manager in line with the National Pay Policy.

## 1. The Governing Body

The Governing Body needs to take a strategic role, act as a critical friend to the School and be accountable for its decisions. It should set aims and objectives and agree, monitor and review policies, targets and priorities

### Terms of reference:

- **To agree constitutional matters\***, including procedures where the Governing Body has discretion
- To recruit new members as vacancies arise and **to appoint new governors\*** where appropriate
- **To hold at least three Governing Body meetings a year\***
- **To appoint or remove the Chair and Vice Chair\***
- **To appoint or remove a Clerk to the Governing Body\***
- **To establish the committees of the Governing Body and their terms of reference\***. (Suggestions attached – two or may be combined).
- To appoint the Chair of any committee *(if not delegated to the committee itself)*
- **To appoint or remove a Clerk to each committee\***
- **To suspend a governor\***
- **To decide which functions of the Governing Body will be delegated to committees, groups and individuals\***
- **To receive reports from any individual or committee to whom a decision has been delegated and to consider whether any further action by the Governing Body is necessary\***
- To approve the first formal budget plan of the financial year
- To keep the Health and Safety Policy and its practice under review and to make revisions where appropriate
- **To review the delegation arrangements annually\***
- *Any items which individual governing bodies may wish to include*

**\*these matters cannot be delegated to either a committee or an individual.**

### Membership – As per the Instrument of Government

**Disqualification** – as per Regulation 21 and Schedule 6 of the School Governance (Constitution) (England) Regulations 2007

<b>These terms of reference agreed by the Governing Body</b>	/	/
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Name of Governor	End of term of Office
1	
2	
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<b>Chair of the Governing Body</b>	
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<b>Vice-Chair of the Governing Body</b>	
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<b>Clerk (s) to the Governing Body</b>	
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<b>Quorum:</b>	<b>One half of the number of Governors in post</b>
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## **2. The Role of the Chair of the Governing Body**

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| <ul style="list-style-type: none"> <li>❖ To ensure the business of the Governing Body is conducted properly, in accordance with legal and Blackburn with Darwen Borough Council delegation requirements.</li> <li>❖ To ensure meetings are run effectively, focusing on priorities and making the best use of time available, and to ensure that all members have an equal opportunity to participate in discussion and decision-making</li> <li>❖ To establish and foster an effective relationship with the Headteacher based on trust and mutual respect for each other's roles. The Chair has an important role in ensuring that the Governing Body acts as a sounding board to the Headteacher and provides strategic direction</li> </ul> |
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**Disqualification – the Headteacher, Staff Governors, Pupils, Staff Members**

## **3. The Role of the Clerk to the Governing Body**

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| <ul style="list-style-type: none"> <li>❖ To work effectively with the Chair of Governors, the other Governors and the Headteacher to support the Governing Body</li> <li>❖ To advise the Governing Body on Constitutional and Procedural Matters, duties and powers</li> <li>❖ To convene meetings of the Governing Body</li> <li>❖ To attend meetings of the Governing Body and ensure minutes are taken</li> <li>❖ To maintain a register of members of the Governing Body and report vacancies to the Governing Body</li> <li>❖ To give and receive notices in accordance with relevant regulations</li> <li>❖ To perform such other functions as may be determined by the Governing Body from time to time</li> </ul> |
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**Disqualification – Governors, Associate Members, the Headteacher**

## **4. The Role of the Chair of a Committee**

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| <ul style="list-style-type: none"> <li>❖ To ensure the business of the Committee is conducted properly, in accordance with legal requirements</li> <li>❖ To ensure meetings are run effectively, focusing on priorities and making the best use of time available, and to ensure that all members have an equal opportunity to participate in discussion and decision-making</li> </ul> |
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**Disqualification – none**

## 5. The Role of the Clerk to Committees

- ❖ To advise the Committee on procedural and legal matters
- ❖ To convene meetings of the Committee
- ❖ To attend meetings of the Committee and ensure minutes are taken
- ❖ To perform such other functions with respect to the Committee as may be determined by the Governing Body from time to time

### Disqualification – the Headteacher

## 6. Delegation of Responsibility to Individuals

*Any individual to whom responsibility has been delegated is expected to work within the following terms of reference.*

### Terms of reference:

- To liaise with the appropriate member(s) of staff
- To visit the school with the purpose of gathering information concerning their area of responsibility and to increase their knowledge of the School
- To regularly report to the Governing Body, the Curriculum Committee or the Steering Group, whichever the Governing Body deems most appropriate, on developments and progress within their area of responsibility
- To raise the profile of the area of responsibility when related matters are considered by the Governing Body
- To attend training as appropriate
- *Any items which individual governing bodies may wish to include*

**Disqualification** – The following functions **CANNOT** be delegated to an **individual**:  
Functions relating to:

- ❖ The discontinuance of maintained status of the school
- ❖ The approval of the first formal budget plan of the financial year
- ❖ The suspension of governors
- ❖ School discipline policies
- ❖ Exclusions of pupils (except in an emergency when the chair has the power to exercise these functions)
- ❖ Admissions

Area Of Responsibility	Name of Governor	Liaising with	Reporting to
Child Protection/ E-Safety		Child Protection Co-ordinator / LA	Governing Body
SEN		SENCO/Headteacher/LA	Steering/Curriculum/Gov. Body
Link Governor		LA Governor Support	Governing Body
Health & Safety		Headteacher / LA	H & S Committee / Gov.Body
Literacy		Literacy Co-ordinator/LA	Steering/Curriculum/Gov. Body
Numeracy		Numeracy Co-ordinator/LA	Steering/Curriculum/Gov. Body
Equality (Race/Gender/DDA)		Headteacher / LA	Steering/ Curriculum / Governing Body
Looked After Children (CIOC)		Headteacher / LA	Governing Body
Extending Schools (Family & Community Learning)		Headteacher / LA	Governing Body
Building Schools for		Headteacher / LA – BSF team /	Governing Body

the Future (BSF)		Business partner	
Other*			

\*For example, a curriculum subject, a key stage, a year group.

<b>These terms of reference agreed by the Governing Body</b>	/	/
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<b>Date of review:</b>	/	/
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### **7. Steering or Chairs' Committee** (not commonly adopted in Blackburn with Darwen)

The suggested membership of this group is the Chairman of Governors, the Vice-Chairman, the Headteacher and the Chairman of each of the Committees. These key governors would have a more strategic and co-ordinating role and can add greatly to the effectiveness of the work of the Governing Body as a whole. The terms of reference give an indication of this broader perspective. **If the Governing Body decides not to have this committee it is suggested that these terms of reference are of such import they should be transferred to the Governing Body.**

**Terms of reference:**

- To meet soon after the LA's termly briefings for Chairs and Headteachers to agree the work of the Governing Body and its committees for that term and beyond
- To agree, by early in the autumn term, the programme of work and calendar of meetings for the Governing Body and its committees for the school year, based on known cycles of school improvement, financial management, staffing issues and communicating with parents
- To monitor the progress of work being undertaken by committees and individuals
- To establish and keep under review Critical Incident policy and procedures
- To consider recommendations made by committees with regard to the working of the Governing Body
- To establish and keep under review a protocol for the Governing Body
- To establish and keep under review arrangements for Governors' visits to school
- To oversee arrangements for Governor involvement in formulating and monitoring the School Improvement Plan
- To make recommendations to the Governing Body to establish exceptional working arrangements where particular circumstances arise e.g. a joint committee to oversee a building project or a special committee to oversee an Ofsted inspection
- To be available and respond to matters of particular difficulty, sensitivity or emergency and offer advice to the Headteacher
- To undertake tasks delegated to them by the Governing Body
- *Additional items which individual Governing Bodies may wish to include*

<b>These terms of reference agreed by the Governing Body</b>	/	/
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Name of Governor	Date Appointed to the Committee
1	
2	
3	
4	
5	

<b>Chair of the Committee</b>	
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<b>Clerk to the Committee</b>	
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<b>Quorum (minimum of 3, committee can determine higher)</b>	
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number)	
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Date of review:	/ /
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### 8. Staff Disciplinary Committee (statutory)

<p><b>Terms of reference:</b></p> <ul style="list-style-type: none"><li>• To make any determination to dismiss any member of staff (<i>unless delegated to the headteacher.</i>)</li><li>• <b>To make any decisions under the Governing Body's personnel procedures e.g. disciplinary, grievance, capability where the Headteacher is the subject of the action*</b></li><li>• <u>To determine whether the headteacher shall lead in initial decisions regarding a potential dismissal of a member of staff.</u></li><li>• To make any decisions relating to any member of staff other than the Headteacher, under the Governing Body's personnel procedures (<i>unless delegated to the Headteacher</i>)</li><li>• To make any determination or decision under the Governing Body's General Complaints Procedure for Parents and others</li><li>• To make any determination or decision under the Governing Body's Curriculum Complaints Procedure, in respect of National Curriculum disapplications, and the operation of the Governing Body's charging policy:</li><li>• <i>Additional items which individual Governing Bodies may wish to include</i></li></ul> <p><b>*cannot be delegated to an individual</b></p>
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**Membership** – not less than 3 members of the Governing Body  
(NB. The number appointed to this committee directly affects the number required for an Appeal Committee)

**Disqualification** – The Headteacher

(It is suggested that only experienced governors be appointed to this committee and that the Chairman of Governors, due to probable prior knowledge, should not be a member)

<b>These terms of reference agreed by the Governing Body</b>	/ /
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Name of Governor	Date Appointed to the Committee
1	
2	
3	
4 (reserve)	

<b>Chair of the Committee</b>	
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<b>Clerk to the Committee *</b>	
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\*May be provided by LA if part of Service Level Agreement.

<b>Quorum (minimum of 3, committee can determine higher number)</b>	
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Date of review:	/ /
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## 9. Appeals Committee

**Terms of reference:**

- To consider any appeal against a decision to dismiss a member of staff made by the Hearings Committee\*
- To consider any appeal against a decision short of dismissal under the Governing Body's personnel procedures e.g. disciplinary, grievance, capability\*
- To consider any appeal against selection for redundancy\*
- Any items which individual governing bodies may wish to include

**\*cannot be delegated to an individual**

**Membership** – no fewer members than the Hearings Committee

**Disqualification** – The Headteacher  
Any members of the Hearings Committee

(It is suggested that only experienced governors be appointed to this committee and that the Chairman of Governors, due to probable prior knowledge, should not be a member)

<b>These terms of reference agreed by the Governing Body</b>	/	/	
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Name of Governor	Date Appointed to the Committee
1	
2	
3	
4 (reserve)	

<b>Chair of the Committee</b>	
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<b>Clerk to the Committee *</b>	
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\*May be provided by LA if part of SLA agreement.

<b>Quorum (minimum of 3, committee can determine higher number)</b>	
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<b>Date of review:</b>	/	/	
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## 10. Admissions Committee (Voluntary Aided Schools)

**Terms of reference:**

- To determine within statutory provisions and the governing body policy whether any child should be admitted to the school\*
- To review admissions arrangements and to make recommendations for changes to the governing body
- Any items which individual governing bodies may wish to include

**\*cannot be delegated to an individual**

**Membership** – It is considered good practice to appoint the headteacher onto any admissions committee, but headteachers cannot act in place of the governing body in determining the school's admissions policy, or in deciding on the admission of any individual child.

<b>These terms of reference agreed by the Governing Body</b>	/	/	
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Name of Governor	Date Appointed to the Committee
(reserve)	

  

<b>Chair of the Committee</b>	
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<b>Clerk to the Committee</b>	
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<b>Quorum (minimum of 3, committee can determine higher number)</b>	
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<b>Date of review:</b>	/ /
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## 11. Pupil Discipline Committee

### Terms of reference:

1. To consider the reinstatement of an excluded pupil within 15 school days of receiving notice of the exclusion if:
  - The exclusion is permanent;
  - It is a fixed period exclusion which would bring the pupil's total number of school days of exclusion to more than 15 in a term; or
  - It would result in a pupil missing a public examination or national curriculum test.
2. If requested to do so by the parents/carers, to consider the reinstatement of an excluded pupil within 50 school days of receiving notice of the exclusion if a pupil would be excluded from school for more than five school days, but not more than 15, in a single term.
3. To consider any representations made by parents/carers in the case of a fixed period exclusion which does not bring the pupil's total number of days of exclusion to more than five in a term. (Governors may not reinstate and are not required to arrange a meeting with parents).
4. To arrange suitable full-time education for any pupil of compulsory school age who has been excluded for a fixed period of more than 5 school days – this provision must begin no later than the sixth day of the exclusion.
5. To reconvene within 10 school days if directed or recommended by an Independent Review Panel to reconsider a permanent exclusion decision
6. To ensure that the guidance contained in the DfE document 'Exclusion from maintained schools, academies and pupil referral units in England – a guide for those with legal responsibilities in relation to exclusion' (or subsequent guidance) is practised in the school, with specific reference to the role assigned to the governing body.
7. To review the School's 'Behaviour and Discipline Policy' and make recommendations on changes to the Governing Body.
8. (Any additional items which the Governing Body may wish to include should be inserted here)

### Membership – 3 or 5

The governing body has a duty to consider parental representations about an exclusion depending on the above factors and may delegate this function to a designated committee consisting of at least three governors.

If a governor has a connection with the pupil or the incident that could affect their ability to act impartially they should not serve at the hearing.

**Disqualification** – The Headteacher.

Any Governor with prior knowledge of the pupil or the incident.

It is suggested that a staff governor does not sit on the committee

<b>These terms of reference agreed by the Governing Body</b>	/	/
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Name of Governor	Date Appointed to the Committee
1	
2	
3	
4	
5	

<b>Chair of the Committee</b>	
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<b>Clerk to the Committee *</b>	
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\*May be provided by the LA if part SLA.

<b>Quorum:</b>	<b>3</b>
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<b>Date of review:</b>	/	/
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## 12. Finance Committee

**Terms of reference:**

- In consultation with the Headteacher, to draft the first formal budget plan of the financial year
- To establish and maintain an up to date 3 year financial plan
- To consider a budget position statement including virement decisions at least termly and to report significant anomalies from the anticipated position to the Governing Body
- To ensure that the school operates within the Financial Regulations of the Council
- To monitor expenditure of all voluntary funds kept on behalf of the Governing Body
- To annually review charges and remissions policies and expenses policies.
- To make decisions in respect of service agreements
- To make decisions on expenditure following recommendations from other committees
- To ensure, as far as is practical, that Health and Safety issues are appropriately prioritised
- To determine whether sufficient funds are available for pay increments as recommended by the Headteacher
- In the light of the Headteacher Performance Management Group's recommendations, to determine whether sufficient funds are available for increments
- Comply with the School's Financial Value Standards.
- *Additional items which individual Governing Bodies may wish to include*

**Disqualification** –Any relevant person employed to work at the school other than as the headteacher, when the subject for consideration is the pay or performance review of any person employed to work at the school

<b>These terms of reference agreed by the Governing Body</b>	/	/
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Name of Governor/Associate Member	G/AM	Date Appointed to the Committee
1		
2		
3		
4		
5		

<b>Chair of the Committee</b>	
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<b>Clerk to the Committee</b>	
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<b>Quorum (minimum of 3, committee can determine higher number)</b>	
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<b>Date of review:</b>	/ /
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### 13. Curriculum Committee

<p><b>Terms of reference:</b></p> <ul style="list-style-type: none"> <li>To consider and advise the governing body on standards and other matters relating to the school's curriculum, including statutory requirements and the School's Curriculum Policy</li> <li>To consider curricular issues which have implications for Finance and Personnel decisions and to make recommendations to the relevant committees or the Governing Body</li> <li>To make arrangements for the Governing Body to be represented at School Improvement discussions with the LEA and for reports to be received by the Governing Body</li> <li>To oversee arrangements for individual governors to take a leading role in specific areas of provision, eg SEN, Literacy, Numeracy. To receive regular reports from them and advise the Governing Body.</li> <li>To oversee arrangements for educational visits, including the appointment of a named co-ordinator</li> <li><i>Additional items which individual Governing Bodies may wish to include</i></li> </ul>
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<b>These terms of reference agreed by the Governing Body</b>	/ /
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Name of Governor/Associate Member	G/AM	Date Appointed to the Committee
1		
2		
3		
4		
5		

<b>Chair of the Committee</b>	
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<b>Clerk to the Committee</b>	
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<b>Quorum (minimum of 3, committee can determine higher number)</b>	
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<b>Date of review:</b>	/ /
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### 14. Premises Committee

**Terms of reference:**

- To advise the Governing Body on priorities, including Health and Safety, for the maintenance and development of the school's premises
- To oversee arrangements for repairs and maintenance
- To make recommendations to the Finance Committee on premises-related expenditure
- In consultation with the Headteacher and the Finance Committee, to oversee premises-related funding bids
- To oversee arrangements, including Health and Safety, for the use of school premises by outside users, subject to governing body policy
- To establish and keep under review a Building Development Plan
- To establish and keep under review an Accessibility plan
- *Additional items which individual Governing Bodies may wish to include*

<b>These terms of reference agreed by the Governing Body</b>	/	/
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Name of Governor/Associate Member	G/AM	Date Appointed to the Committee

<b>Chair of the Committee</b>	
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<b>Clerk to the Committee</b>	
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<b>Quorum (minimum of 3, committee can determine higher number)</b>	
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<b>Date of review:</b>	/	/
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**15. Personnel Committee****Terms of reference:**

- To draft and keep under review the staffing structure in consultation with the Headteacher and the Finance Committee
- To establish a Salary Policy for all categories of staff and to be responsible for its administration and review
- To oversee the appointment procedure for all staff
- To establish and review a Performance Management policy for all staff\*
- To oversee the process leading to staff reductions
- To keep under review staff work/life balance, working conditions and well-being, including the monitoring of absence
- To make recommendations on personnel related expenditure to the Finance Committee
- To consider any appeal against a decision on pay grading or pay awards
- *Additional items which individual Governing Bodies may wish to include*

\* The Headteacher Performance Review Group could be formed from this committee, but its members should have received the appropriate training

**Disqualification** –Any relevant person employed to work at the school other than as the Headteacher, when the subject for consideration is the pay or performance review of any person employed to work at the school

<b>These terms of reference agreed by the Governing Body</b>	/	/
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Name of Governor/Associate Member	G/AM	Date Appointed to the Committee

**Chair of the Committee** \_\_\_\_\_

**Clerk to the Committee** \_\_\_\_\_

**Quorum (minimum of 3, committee can determine higher number)** \_\_\_\_\_

**Date of review:** \_\_\_\_\_ / /

### 16. Headteacher's Performance Review Group

**Terms of reference:**

- To arrange to meet with the External Adviser / or School Improvement Partner (SIP) to discuss the Headteacher's performance targets
- To decide, with the support of the External Adviser / SIP whether the targets have been met and to set new targets annually
- To monitor through the year the performance of the Headteacher against the targets
- To make recommendations to the Finance / Pay Committee in respect of awards for the successful meeting of targets set.
- To actively support the headteacher in relation to work-life balance issues for themselves and their staff.
- The governing body also need to appoint one of its non-employee members to be the 'Review Officer' to adjudicate on any complaint made by a teacher against a headteacher handling their Performance Management.
- *Additional items which individual Governing Bodies may wish to include*

**Membership – 2 or 3, but** In Voluntary Aided and Voluntary Controlled Schools, at least one of the members must be a Foundation Governor. In Aided Schools, if the membership is three, then two must be Foundation Governors

**Disqualification** –The Headteacher and Staff Governors

**These terms of reference agreed by the Governing Body** \_\_\_\_\_ / /

Name of Governor	Date Appointed to the Group
1	
2	
3	

**Chair of the Group** \_\_\_\_\_

**Review Officer** \_\_\_\_\_

**Quorum (minimum of 2 suggested)** \_\_\_\_\_

<b>Date Group established</b>	/ /
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<b>Date of review:</b>	/ /
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**17. Committee Meeting Minutes Template**

<b>School</b>
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<b>Committee</b>
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<b>Terms of Reference</b>
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<b>Quorum</b>	<b>Chair</b>
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<b>Clerk</b>
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<b>Date of Meeting</b>
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**Attendance**

<b>Name</b>	<b>Governor*</b>	<b>Associate Member*</b>	<b>Present/Apologies/Absent</b>

\*tick box where appropriate

**Issues discussed**

❖
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**Decisions and recommendations made**

❖
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<b>Date and Time of Next Meeting</b>
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<b>Duration of Meeting</b>
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**18. Meeting Dates for the Academic Year**

<b>Meeting</b>	<b>Autumn term</b>	<b>Spring term</b>	<b>Summer term</b>
Briefing of Chair of Governors by the LA			
Steering/Chairs' Committee			
Curriculum Committee			
Finance Committee		1) 2)	
FULL GOVERNING BODY			
Premises Committee			
Personnel Committee			
Headteacher's Performance Review Group			
