

Guidance for Governing Bodies

Committees and Terms of Reference

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Introduction

A governing body must ensure that it has in place an effective committee structure to be able to manage their business effectively, in order to meet statutory responsibilities and to enable the workload to be distributed between members of the governing body.

It is for each governing body to decide how it will conduct its business and what committee structure best serves its purpose. In doing so, however, it must act in accordance with regulations and remember that it has a strategic responsibility for the management of the school, setting the framework and policy. It is the headteacher who has responsibility for the day-to-day control of the school within the agreed framework and policy.

This guidance is intended to provide information on the requirements and recommended terms of reference for both statutory and non-statutory committees, including a model governing body may wish to consider and adopt.

Governor Support & Development

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Guidance on Committees and Terms of Reference (ToR)

The governing body must determine the constitution, membership, terms of reference (ToR) and delegated powers of any committee that it decides to establish. These should be reviewed annually, ideally at the Annual General Meeting (AGM).

Chair of a committee

Each committee must have a Chair. This appointment may be made by the full governing body at the AGM or made by the committee when it first meets. No person who is employed to work at a school may be elected or act as the chair.

In the absence of the appointed chair, the committee must appoint a member to act as chair.

The chair of a committee does not need to be the chair of the governing body, and for certain statutory committees it is prohibited.

Non-governor members

Some committees may include non-governor members, who can be voting or non-voting members of the committee, depending upon the agreed ToR. Where a committee requires a vote and non-governor members are present, the majority of the committee must be members of the governing body.

The Staffing of Maintained Schools Regulations requires that any Staff Disciplinary and Dismissal Committee (or Appeal Committee) convened to hear a matter relating to allegations involving child protection matters MUST include an independent non-governor member. (For further details see the Welsh Government circular on disciplinary and dismissal procedures for school staff).

Reserves

When governors are appointed to a committee it is recommended to appoint reserves. Each governing body can determine how reserves are chosen. It is recommended to include at the AGM processes a statement on how reserves will be selected.

Committees – Responsibilities

The remit of any committee, panel or individual, together with the level of responsibility delegated to it, must be clearly agreed and a written record kept in order that all are clear on what is expected.

Committees are required to follow the same procedures as the full GB in that all meetings should have the following in addition to the written record (minutes) as above:

- An agenda, clearly indicating the matters to be discussed
- Five days' notice of the meeting, together with any papers to be considered
- A record of those persons present

Delegated powers

No committee or individual has the power to act on behalf of the governing body, unless the full governing body has taken a recorded decision to delegate action to them. The only exception to this is in an emergency, where the delay involved in calling a meeting could endanger the school or a member of the school community. Further information on delegation of powers can be found in **Appendix A**.

Statutory duty on reporting

Where a function has been delegated, there is a statutory duty to report any action or decision to the governing body at the next meeting. The Governing Body should specify and agree the reporting requirements.

Minutes for committees should be received by the full governing body, except where the business of the committee is confidential (e.g. Disciplinary, Redundancy, Complaints, Pupil Discipline).

For confidential matters the chair of the committee should report verbally to the full governing body only the relevant information, whilst maintaining full confidentiality of any information related to individuals involved. This report will only take place after the period for appeal has elapsed.

Statutory committees

The names of statutory committees are usually set down in regulations and therefore should not be changed or amended. Governing bodies are required to appoint members to these committees on an annual basis, preferably at the AGM and not leave appointments until a matter arises.

If there are insufficient eligible governors to appoint then a vacancy can be recorded against the committee. Governors who serve on any committees should ensure they have attended appropriate professional learning.

The following committees are either statutory or required to manage statutory processes:

Committee	Statutory	Required to manage a statutory process	Chair of Governors should not be a member
Staff Disciplinary and Dismissal (SD&D)	Y		Y
Staff Disciplinary and Dismissal (SD&D) Appeals	Y		Y
Pupil Discipline and Exclusions	Y		
Admissions (<i>for VA and foundation schools</i>)	Y		
Grievance and Grievance Appeals		Y	Y
Redundancy and Redundancy Appeals (<i>Blaenau Gwent only – other LA policies require the SD&D Committee to complete this process</i>)		Y	
Complaints		Y	Y
Headteacher Performance Management <i>and Appeals if required</i>	Y		
Pay Review and Pay Review Appeal		Y	
Headteacher and Deputy Headteacher Selection (<i>except VA schools where whole governing body may be appointed as the selection panel</i>)	Y		
Capability (<i>from Welsh Government Guidance</i>)		Y	Y
Capability Appeal (<i>from Welsh Government Guidance</i>)		Y	

Governors should determine how matters such as staff requests for flexible working, job share, leave of absence and secondment requests will be dealt with. This should be in line with their adopted policies.

Where the policy requires this to be a governor-level decision, governors may establish a Staff Requests Committee and an Appeals Committee. This will need to be clearly recorded in minutes together with the delegation arrangements and terms of reference for the committee.

Appointment of a clerk

A clerk should be appointed for each statutory committee. If the school has purchased the relevant EAS Governor Support Clerking SLA option, the school may request that a clerk to provide support, other than for performance management, pay review and HT/DHT appointments.

The headteacher cannot act as chair or clerk on any committee.

Non-statutory committees

Non-statutory committees are working groups established by a school's governing body to focus on specific areas like learning, curriculum, finance, or premises.

Whilst they are not legally mandated, they are vital to support the governing body manage its responsibilities effectively.

Committees are to be determined by the governing body and are responsible for scrutinising, advising, and making recommendations to the full governing body, which retains decision-making power, unless that power has been delegated in the terms of reference.

While the specific committees vary by school, common examples include:

- **Curriculum and Learning:** Overseeing the school's curriculum, educational outcomes, and standards of teaching and learning. (*)
- **Finance and Resources:** Managing the school's budget, financial planning, and ensuring resources are used effectively. (*)
- **Premises and Facilities:** Monitoring the management, safety, and maintenance of school buildings and facilities.
- **Personnel/Staffing:** Advising on staffing matters, recruitment, and personnel policies.

Important Advice (*)

Whilst legally non-statutory committees, as their name suggest are not legally mandated, it is vital that Governing Bodies ensure that the scrutiny of the work of the school in the 4 areas above is undertaken through the establishment of the first two above or through committees linked to Inspection Areas 1 and 3 respectively.

Purpose and Function

- **Focus on Specific Areas:** Non-statutory committees allow governing bodies to delve deeper into specific areas of school management, such as curriculum, learning, finance, premises, and personnel.
- **Expertise and Skills:** They provide a structured way for governors to use their professional skills and expertise in areas like finance, law, human resources, or premises management.
- **Efficiency and Effectiveness:** By handling detailed work in committees, the full governing body can maintain a strategic focus on its core responsibilities, leading to more efficient and effective decision-making.
- **Reporting and Recommendations:** Committees report their findings, recommendations, and decisions to the full governing body, which then makes the final decisions.

Key Characteristics

- **Discretionary:** The governing body has the freedom to decide which non-statutory committees to establish and what their remit (terms of reference) will be.
- **Minutes Required:** Although not legally mandated to have a clerk, minutes must be taken at non-statutory committee meetings to document discussions and decisions for the full governing body.
- **Governor Responsibility:** Governors are expected to join committees that align with their skills and interests.

Governing bodies may decide to establish other non-statutory committees and should determine the model that meets their needs. An example model is provided in Appendix D, aligned to the Estyn Inspection areas. Each committee will require clear terms of reference. Example terms of reference are provided in the appendices of this guide.

Recording decisions in minutes

In order to ensure that the decisions in respect of adopted terms of reference are recorded, Governors will need to include these in the minutes in full or may consider using the form below, which should be completed, signed by the chair and included as part of the minutes. The form can also be used to record the named reserves for all committees.

Each terms of reference includes details of the delegated responsibilities of each committee. In addition, governors should consider any other delegated decisions which need to be recorded. These might include:

- financial delegation, including the virement amount (the amount that can be moved between budget headings by the headteacher, sometimes with approval of the chair, without approval of the Finance Committee/governing body).
- which posts, if any, are delegated to the headteacher/SLT to appoint, for example temporary posts.

Delegated Powers

No committee or individual has any power to act on behalf of the governing body unless the full governing body has taken a recorded decision to delegate action to that committee or individual, except in an emergency where the delay involved in calling a meeting could endanger the school or a member of the school community. In this circumstance, the chair of governors (or the vice-chair of governors in his/her absence) has the power to make a decision on behalf of the governing body, but this power does not apply to any functions which must be carried out by the full governing body or a statutory committee. *Any action taken must be reported to the governing body as soon as possible.*

It is essential that accurate records are kept of what tasks have been delegated, to whom they have been delegated and the reporting requirement. Certain functions, as detailed below, cannot be delegated but the governing body may decide to delegate responsibility for drafting or review to a committee or working group prior to ratification by the governing body. This should be clearly recorded in governing body minutes. Such delegation empowers members of the governing body and the school's leadership team, and enables the governing body to work more effectively.

Functions which cannot be delegated

The governing body **cannot delegate** its functions in relation to the following (the 2005 Regulations, Part 8, Para 51(1)):

- a. Deciding the categories of governors
- b. Decisions on the constitution of the governing body
- c. The removal or suspension of governors
- d. The drawing up of instruments of government
- e. The election and removal of the chair and vice-chair
- f. The appointment and removal of the clerk to the GB
- g. The delegation of functions
- h. The establishment of committees
- i. Specific elements of the appointment of headteacher and deputy headteacher such as setting the pay range and ratification of selection decision.
- j. Approving the first budget plan in any financial year
- k. Approving the school prospectus
- l. Approving the Annual Report to Parents
- m. Publishing proposals for alteration or discontinuance of the school
- n. Publishing proposals for change of category of the school
- o. Determining admission arrangements
- p. Objecting to admission arrangements of another admission authority
- q. Fixing admission numbers and seeking variation of standard numbers
- r. Making admission appeal arrangements (Voluntary Aided Schools Only)
- s. Deciding school session times
- t. Deciding arrangements for collective worship
- u. Deciding on an application to advisory councils concerning the requirements for Christian collective worship
- v. Adopting and reviewing the home-school agreement
- w. Ensuring that sex education is delivered in a way that encourages pupils to have due regard to moral considerations and the value of family life
- x. Prohibiting political indoctrination and securing balanced treatment of political issues
- y. Determining and reviewing policies on charges and remissions

Functions that must be dealt with by a committee or panel

The following must be delegated to a committee or panel:

- a. Staff Disciplinary and Dismissal, and Staff Disciplinary and Dismissal Appeal (including determination of redundancy)
- b. Staff grievance matters
- c. Pupil exclusion representations
- d. Headteacher and deputy headteacher selection (not VA schools)
- e. Performance management review of headteacher
- f. Individual staff salary awards
- g. Consideration of complaints
- h. Any other decision against which a person should have a right of appeal through the governing body e.g. capability, flexible working requests

Functions which may not be delegated to an individual

The following may not be delegated to an individual

- a. Functions relating to the alteration or discontinuance of the school day
- b. Functions relating to the change of category of maintained schools
- c. Approving the first formal school budget plan submitted to the LA for each financial year. This does not include any provisional budget plan or subsequent revisions
- d. Deciding school discipline policies
- e. School attendance targets
- f. Decisions as to particulars of premises to be submitted to the National Assembly for approval

Relevant legislation, Other Documents and Guidance

The Government of Maintained Schools (Wales) Regulations 2005

The Staffing of Maintained Schools (Wales) Regulations 2006

The Staffing of Maintained Schools (Miscellaneous Amendments) (Wales) Regulations 2007

The Collaboration Between Maintained Schools (Wales) Regulations 2008

The Collaboration Arrangements (Maintained Schools and Further Education Bodies) (Wales) Regulations 2008

The School Information (Wales) Regulations 2011

School Teachers' Pay and Conditions (Wales) Document (Annual)

The School Teacher Appraisal (Wales) Regulations 2011

Guidance on Federation process of maintained schools in Wales Guidance for governing bodies and local authorities 2014

The Government and Staffing of Maintained Schools (Wales) Regulations 2017

School:

Committee name	Adopted?	
	Yes	No
Statutory committees		
Staff Disciplinary and Dismissal		
Staff Disciplinary and Dismissal Appeals		
Pupil Discipline and Exclusions		
Admissions (VA and foundation schools only)		
Grievance		
Grievance Appeal		
Redundancy (Blaenau Gwent schools only)		
Redundancy Appeals (Blaenau Gwent schools only)		
Complaints		
Headteacher Professional Development Review		
Pay Review		
Pay Review Appeals		
Headteacher and Deputy Headteacher Selection Panel		
Capability		
Capability Appeals		
Non-statutory (If following Estyn linked Model)		
Staff Requests Committee		
Staff Requests Appeal Committee		
Teaching and Learning (Estyn IA1)		
Wellbeing, care, support and guidance Estyn IA2)		
Leading and Improving (Estyn IA3)		
Model that some governing bodies choose to follow		
Curriculum and Learning (within IA1) (*)		
Finance and Resources (within IA3) (*)		
Premises and Facilities (within IA3)		
Personnel / Staffing (within IA3)		
Wellbeing (within IA2)		

Financial virements, delegation and signatories are to be reviewed at the beginning of the financial year.

Governors as below are agreed as named reserves in listed priority order for all of the above committees unless one of the following applies: already a member; have a vested interest; disqualified by regulations/policy; or have sat on the first committee for which the meeting is an appeal.

Date agreed: **Signed:** (Chair)

STAFF DISCIPLINARY AND DISMISSAL COMMITTEE¹

Purpose of the committee

The committee is established to deal with staff disciplinary and dismissal matters, in accordance with the school's relevant procedures.

Membership

Not less than three members of the governing body.

Non-governors may be appointed but they do not have a vote, except where there are allegations of child protection, when the membership of the committee must be as follows:

- *two governors and*
- *one non-governor member with voting rights who is not:*
 - *a governor at the school or*
 - *a parent of a current or former pupil at the school or*
 - *a current or former member of staff at the school or*
 - *a person currently employed at the local authority that maintains the school*

Unless procedures agreed at the Annual General Meeting, the full governing body will be required to meet to appoint the non-governor member where there are allegations of child protection.

Disqualifications

- The headteacher
- Associate pupil governors
- Teacher and staff governors and any other member of staff who may be a governor.²

Restrictions on persons taking part in proceedings

- The chair of the governing body should not normally be a member of this committee due to the likelihood of prior knowledge.
- Any member of the committee who may be tainted or has a direct interest or involvement in the case in question.

Election of chair

Appointed by the governing body or elected by the committee – to be determined by the governing body. Where someone who is not a member of the governing body has been appointed, they cannot take the role of Chair.³

Clerk

This committee is required in law to have a clerk. The person clerking may be the same person who is the clerk to the governing body or it may be a different person. Given the confidential nature of the issues being considered by this committee, it is preferable that a member of the school staff is not the clerk for this committee⁴.

Where the matter relates to a disciplinary investigation in to allegations that may potentially amount to gross misconduct, the clerk should also record the discussion and decision of the chair of governors and headteacher or chair of governors and another governor when they receive the investigation report.

Quorum

¹ Circular No 002/2020. Guidance for Governing Bodies: Disciplinary and dismissal procedures for school staff. Welsh Government

² Regulation 63 and Schedule 7 of The Government of Maintained Schools (Wales) Regulations 2005

³ Regulation 54(5) of The Government of Maintained Schools (Wales) Regulations 2005

⁴ Appointment of clerk – Regulation 42 of The Government of Maintained Schools (Wales) Regulations 2005

The quorum for this committee shall be at least three governors or two governors plus an independent non-governor for child protection allegations.⁵

Delegated powers

Delegated powers for decisions are granted to this committee by the governing body on XXXX date.

Meetings

- The committee shall meet as required.
- Minutes of all meetings will be taken by the clerk or the person acting as clerk.
- Any records or minutes relating to procedures considered by the Staff Discipline and Dismissal Committee should be carefully safeguarded and kept confidential.
- The decisions of the committee will be brought to the full governing body, as a confidential item, for information when the appeal process has been completed or the deadline for appeal has passed and no appeal was received.

Terms of reference

- To consider and make decisions, in line with the relevant school policies and procedures, any matters that could result in the dismissal of an employee⁶ (Staffing of Maintained Schools Regulations) including disciplinary matters, capability (final stages), ill health, redundancy etc.
- To ensure the membership of the committee is properly constituted and impartial and that members have no direct interest in the case being considered.
- To consider all the evidence presented including, for example, the investigation report and any evidence from witnesses and reach balanced decisions based on evidence.
- The chair of the committee is responsible for setting the arrangements and order of business for the day of the hearing.
- To seek professional advice from the local authority, diocesan authority or others, as necessary
- To determine an appropriate outcome, based on evidence, for the committee hearing, in line with the relevant school policy and procedure.
- To attend relevant professional learning as appropriate.

⁵ Regulation 55(9) of The Government of Maintained Schools (Wales) Regulations 2005 and Regulation 8(3) of The Staffing of Maintained Schools (Wales) Regulations 2006

⁶ Regulation 55(1) of The Government of Maintained Schools (Wales) Regulations 2005 and Regulations 17(1) and 29(1) of The Staffing of Maintained Schools (Wales) Regulations 2006

STAFF DISCIPLINARY AND DISMISSAL APPEALS COMMITTEE⁷

Purpose

The committee is established to consider any appeals in respect of:

- (i) decisions taken by the Staff Disciplinary and Dismissal Committee, in accordance with the relevant school procedures
- (ii) appeals against sanctions imposed by the headteacher through lesser misconduct procedures

Membership

At least the same number of governors as the Staff Disciplinary and Dismissal Committee but may be more. Non-governors may be appointed but they do not have a vote, except where there are allegations of child protection, when the membership of the committee must be as follows:

- *two governors; and*
- *one non-governor member with voting rights who is not:*
 - o *a governor at the school or*
 - o *a parent of a current or former pupil at the school or*
 - o *a current or former member of staff at the school or*
 - o *a person currently employed at the local authority that maintains the school.*

This non-governor must be a different person from the person who was a member of the original committee

Unless procedures agreed at the Annual General Meeting, the full governing body will be required to meet to appoint the non-governor member where there are allegations of child protection.

Disqualifications

- Headteacher
- Associate pupil governors
- Governors involved in the disciplinary and dismissal committee relating to the appeal
- Teacher and staff governors and any other member of staff who may be a governor.⁸

Restrictions on persons taking part in proceedings

- The chair of the governing body should not normally be a member of this committee due to the likelihood of prior knowledge.
- Any member of the committee who may be tainted or have a direct interest or involvement in the case in question.

Election of chair

Appointed by the governing body or elected by the committee – to be determined by the governing body. Where a non-governor member has been appointed, they cannot take the role of Chair.

Clerk

This committee is required in law to have a clerk. The person clerking may be the same person who is the clerk to the governing body or it may be a different person. Given the confidential nature of the issues being considered by this committee, it is preferable that a member of the school staff is not the clerk for this committee⁹.

⁷ Circular No 002–2013. Guidance for schools and local authorities on implementing effective staff disciplinary and dismissal procedures. Welsh Government

⁸ Regulation 63 of The Government of Maintained Schools (Wales) Regulations 2005

⁹ Appointment of Clerk – Regulation 42 of The Government of Maintained Schools (Wales) Regulations 2005

Quorum

The quorum for this committee shall be at least the same number of governors that sat on the SD&D committee that considered the original matter, including, for matters relating to child protection allegations, an independent non-governor.

Delegated powers

Full delegated powers for decisions were granted to this committee by the governing body on XXXX date.

Meetings

- The committee shall meet as required.
- Minutes of all meetings will be taken by the clerk or the person acting as clerk. Any records or minutes relating to procedures considered by the Staff Discipline and Dismissal Committee should be carefully safeguarded and kept confidential.
- The decisions of the committee will be brought to the full governing body, as a confidential item, for information.

Terms of reference

- To consider and make decisions relating to appeals received against a decision made by the staff disciplinary and dismissal committee, in line with the relevant school policies and procedures.
- To consider and make decisions relating to appeals received against decisions made and sanctions imposed by the headteacher under the school's disciplinary procedure.
- To consider all the evidence presented including, for example, the investigation report and any evidence from witnesses and reach balanced decisions based on evidence.
- To determine an appropriate outcome, based on evidence, for the committee appeals hearing, in line with the relevant school policy and procedure. The Appeal Committee may:
 - accept the appeal and remove the original sanction imposed / decision made
 - accept the appeal and impose a lesser sanction or
 - uphold the decision of the SD&D committee and confirm the original sanction imposed / decision made
- To ensure the membership of the committee is properly constituted and impartial and that members have no direct interest in the case being considered.
- The chair of the committee is responsible for setting the arrangements and order of business for the day of the hearing.
- To seek professional advice from the local authority, diocesan authority or others, as necessary
- To attend relevant professional learning as appropriate

PUPIL DISCIPLINE AND EXCLUSIONS COMMITTEE

Purpose

The committee is established to review the use of exclusion within the school and consider representations in respect of exclusions, in accordance with the school's procedure.

Membership

Three or five members of the governing body.

Disqualifications

The headteacher
Associate pupil governors

Restrictions on persons taking part in proceedings

Any governor where there may be a conflict of interest.¹⁰ (this may include where the governor may be a member of staff at the school),

Election of chair

Appointed by the governing body or elected by the committee – to be determined by the governing body. Members of staff cannot be a chair of a committee.

Clerk

This committee is required in law to have a clerk. The person clerking may be the same person who is the clerk to the governing body or it may be a different person.

Quorum

The quorum for this committee shall be three governors.

Delegated powers

Full delegated powers for decisions were granted to this committee by the governing body on XXXX date.

Meetings

The committee shall meet as required.

Minutes of all meetings will be taken by the clerk or the person acting as clerk. Any records or minutes relating to pupil discipline procedures should be carefully safeguarded and kept confidential.

The decisions of the committee will be brought to the full governing body for information when the appeal process has been carried out.

Terms of reference

- To consider the decision of the headteacher to exclude a pupil, in line with the school procedures and Welsh Government guidance
- To consider reports from the headteacher and parents on matters relating to pupils' behaviour and discipline
- To consider representations from parents or pupils, in case of exclusions of five school days or less and record their considerations on the pupil's record. The committee cannot direct reinstatement

¹⁰ Regulation 63 and Schedule 7 of The Government of Maintained Schools (Wales) Regulations 2005

- To consider representations from parents in case of exclusions totalling more than five but not more than 15 school days in one term (meeting to be held between the 6th and 50th school day after receiving the notice of exclusion, if the parents or pupil requests it). The meeting may direct reinstatement.
- To consider cases of exclusions totalling more than 15 school days in one term OR a permanent exclusion (meeting to be held between the 6th and 15th school day after receiving the notice of exclusion). The meeting may direct reinstatement
- To consider cases of exclusions where a pupil is to miss a public examination through exclusion. If the committee is unable to meet before the date of the examination, the chair of the committee alone may consider the exclusion and decide whether or not to reinstate the pupil
- To seek professional advice from the local authority, diocesan authority or others, as necessary
- To review the Pupil Discipline Policy as appropriate and make recommendations to the governing body for discussion and ratification
- To attend relevant training as appropriate

ADMISSIONS COMMITTEE (VA and foundation schools)

Purpose

The committee is established to review the school's Admission Policy and determine the admission of individual pupils, in accordance with the school's procedures.

Membership

The headteacher and at least two members of the governing body.

Disqualifications

Associate pupil governors

Restrictions on persons taking part in proceedings

Any governor who has a child applying to enter the school or who has a conflict of interest with regard to any application submitted

Any governor where there may be a pecuniary interest or a conflict of interest¹¹

Election of chair

Appointed by the governing body or elected by the committee – to be determined by the governing body. Members of staff and registered pupils at the school cannot be a chair of a committee.

Clerk

This committee is required in law to have a clerk. The person clerking may be the same person who is the clerk to the governing body or it may be a different person.

Quorum

The quorum for this committee shall be the headteacher and at least two governors.

Delegated powers

Full delegated powers for decisions were granted to this committee by the governing body on XXXX date.

Meetings

The committee shall meet as required.

Minutes of all meetings will be taken by the clerk or the person acting as clerk. Any records or minutes relating to admissions should be carefully safeguarded and kept confidential within school.

The decisions of the committee will be brought to the full governing body for information when the appeal process has been carried out.

Terms of reference

- To review, on an annual basis, admissions arrangements and to make recommendations for changes to the governing body (including the school's admission number and the area served by the school), as appropriate
- To consider and decide on any applications for admission to the school, in accordance with the Admissions Policy, oversubscription criteria (when applications exceed the admission number) and relevant legislation

¹¹ Regulation 63 and Schedule 7 of The Government of Maintained Schools (Wales) Regulations 2005

- When the committee refuse a request from a parent for admission of their child, the committee will ensure that the parent is informed of their right to appeal against the decision and how that appeal may be made
- To have full regard to the Welsh Government's Statutory School Admissions Code¹² and to comply with the statutory provisions within that code
- When governors are needed to sit on an independent admissions appeal panel for another school, governors must have regard to the Welsh Government's School Admissions Appeal Code¹³
- To seek professional advice from the local authority, diocesan authority or others, as necessary
- To attend relevant training where appropriate.

¹² <http://gov.wales/topics/educationandskills/schoolshome/admissions-and-appeals-code/?lang=en>

¹³ <http://gov.wales/topics/educationandskills/schoolshome/admissions-and-appeals-code/?lang=en>

GRIEVANCE COMMITTEE

Purpose

This committee is established to consider and make decisions relating to staff grievances received, in accordance with the school's grievance procedures.

Membership

Numbers to be agreed by the governing body but it is good practice to have at least three members of the governing body. A grievance committee can include non-governor members who can be voting members, where the governing body has agreed this. However a governing body must not allow any outside body or persons to take decisions for it.

Disqualifications

None

Restrictions on persons taking part in proceedings

The headteacher (however, there may be occasions where the headteacher is called to give evidence or is the subject of a grievance, which means they would take part in proceedings) Members of staff and registered pupils should not be appointed as a member of this committee. Any governor where there may be a conflict of interest¹⁴

Election of chair

Appointed by the governing body or elected by the committee – to be determined by the governing body.

Clerk

The governing body may appoint a clerk to this committee. It can be the person who clerks the governing body or it may be a different person.

Quorum

The quorum for this committee shall be three.

Delegated powers

Full delegated powers for decisions were granted to this committee by the governing body on XXXX date.

Meetings

The committee shall meet as required.

Minutes of all meetings will be taken by the clerk or the person acting as clerk. Any records or minutes relating to the grievance hearing should be carefully safeguarded and kept confidential.

The decisions of the committee will be brought to the full governing body, for information, when the appeal process has been completed or the deadline for appeal has passed and no appeal was received.

Terms of reference

- To consider any staff grievance matters in line with the school's procedure
- To make decisions relating to the staff grievance and inform the member of staff of the outcome.
- To seek professional advice from the local authority, diocesan authority or others, as necessary
- To attend relevant professional learning as appropriate

GRIEVANCE APPEALS COMMITTEE

¹⁴ Regulation 63 and Schedule 7 of The Government of Maintained Schools (Wales) Regulations 2005

Purpose

This committee is established to consider any appeals in respect of decisions made relating to staff grievances in accordance with the school's grievance procedures.

Membership

Numbers to be agreed by the governing body but it is good practice to have at least three members of the governing body. A grievance appeals committee can include non-governor members who can be voting members, where the governing body has agreed this. However a governing body must not allow any outside body or persons to take decisions for it.

Disqualifications

Governors involved in the first grievance committee relating to the appeal.

Restrictions on persons taking part in proceedings

The headteacher (however, there may be occasions where the headteacher is called to give evidence or is the subject of a grievance which means they would take part in proceedings) Members of staff and registered pupils should not be appointed as a member of this committee. Any governor where there may be a conflict of interest¹⁵

Election of chair

Appointed by the governing body or elected by the committee – to be determined by the governing body.

Clerk

The governing body may appoint a clerk to this committee. It can be the person who clerks the governing body or it may be a different person.

Quorum

The quorum for this committee shall be three.

Delegated powers

Full delegated powers for decisions were granted to this committee by the governing body on XXXX date.

Meetings

The committee shall meet as required. Minutes of all meetings will be taken by the clerk or the person acting as clerk. Any records or minutes relating to the grievance appeal should be carefully safeguarded and kept confidential.

The decisions of the committee will be brought to the full governing body for information.

Terms of reference

- To consider and make decisions relating to any appeals against decisions made by the grievance committee in line with the school's procedure.
- To seek professional advice from the local authority, diocesan authority or others, as necessary
- To attend relevant professional learning as appropriate

¹⁵ Regulation 63 and Schedule 7 of The Government of Maintained Schools (Wales) Regulations 2005

COMPLAINTS COMMITTEE

Purpose

This committee is established to consider and make decisions relating to complaints received, in accordance with the school's complaints procedures.

Membership

Three members of the governing body.¹⁶ Associate pupil governors may be members of this committee provided the issue being considered is not related to a member of staff or individual pupils. Associate pupil governors are classed as non-governors for the purpose of this committee and the governing body must determine whether they are given a vote.

Disqualifications

The headteacher

Restrictions on persons taking part in proceedings

Any governor where there may be a pecuniary interest or a conflict of interest¹⁷

Election of chair

Appointed by the governing body or elected by the committee – to be determined by the governing body. Members of staff and registered pupils at the school cannot be a chair of a committee.

Clerk

The governing body may appoint a clerk to this committee. It can be the person who clerks the governing body or it may be a different person.

Quorum

The quorum for this committee shall be three.

Delegated powers

Full delegated powers for decisions were granted to this committee by the governing body on XXXX date.

Meetings

The committee shall meet as required.

Minutes of all meetings will be taken by the clerk or the person acting as clerk. Any records or minutes relating to complaints procedures should be carefully safeguarded and kept confidential.

The decisions of the committee will be brought to the full governing body for information.

Terms of reference

- To review the Complaints Policy as appropriate and make recommendations to the governing body for discussion and ratification
- To hear representations relating to complaints made
- To make decisions relating to the complaint and inform the complainant of the outcome
- To seek professional advice from the local authority, diocesan authority or others, as necessary
- To attend relevant training as appropriate.

¹⁶ Welsh Government Circular 011/2012 'Complaints procedures for governing bodies'

¹⁷ Regulation 63 and Schedule 7 of The Government of Maintained Schools (Wales) Regulations 2005

HEADTEACHER PROFESSIONAL DEVELOPMENT REVIEW (PDR)

Purpose

This committee is established to undertake the headteacher's PDR process, in accordance with the school's PDR procedure.

Membership

At least two governors appointed by the governing body
One or two representatives appointed by the local authority

For schools with a religious character or a voluntary aided school which does not have a religious character

At least two governors appointed by the governing body, one of which must be a foundation governor.

One or two representatives appointed by the local authority.

The diocesan authority may also appoint an PDR Partner.

Disqualification

Headteacher

Members of staff at the school

Restrictions on persons taking part in proceedings

Any governor where there may be a pecuniary interest or conflict of interest¹⁸

Election of chair

Appointed by the governing body or elected by the committee – to be determined by the governing body.

Clerk

The governing body may appoint a clerk to this committee. This can be the person who clerks the governing body or a different person.

Quorum

The quorum for this committee is dependent on the membership but will be at least three (at least two governors).¹⁹

Delegated powers

Full delegated powers for decisions were granted by the governing body on XXXX date.

Meetings

The committee shall meet as required, but on at least an annual basis, to carry out their role in the performance management of the headteacher.

Use meetings to support the headteacher to agree priorities, monitor and reflect on their progress using the professional development plan (PDP)

Agree with the headteacher when and how professional support will take place

Meet to review previous year's progress and set new development priorities

Terms of reference

- To attend relevant professional learning on the process
- To support the headteacher to identify and agree priorities, monitor and reflect on their progress using the professional development plan (PDP).

¹⁸ Regulation 63 and Schedule 7 of The Government of Maintained Schools (Wales) Regulations 2005

¹⁹ Regulation 7 of The School Teacher Appraisal (Wales) Regulations 2011

- Use the process to celebrate strengths, recognises progress towards goals and promote further development, in a culture of mutual trust and respect
- Ensure that the process is accompanied by high-quality professional learning and on-going, focused professional dialogue
- Ensure the process is based on a shared commitment to meeting learner needs and supporting the well-being of learners and staff.
- Ensure confidentiality between professional development review partners and headteacher individual staff member in relation to the formal decision-making component.
- Use the professional standards as a framework for continuous improvement.

HEADTEACHER PROFESSIONAL DEVELOPMENT REVIEW (PDR) APPEALS

Purpose

This Committee is established to consider any appeal in relation to the headteachers' performance appraisal, in accordance with the school's PDR procedure.

Membership

The Chair of the Governing Body – unless they have participated in the PDR Process which is the subject of the appeal, then the governing body will appoint a governor who has not participated in that appraisal

One other governor appointed by the governing body.

Two representatives appointed by the local authority.

For schools with a religious character or a voluntary aided school which does not have a religious character:

The Chair of the Governing Body – unless they have participated in the PDR Process which is the subject of the appeal, then the governing body will appoint a governor who has not participated in that appraisal

Two representatives appointed by the local authority.

The diocesan authority may also appoint an PDR Partner.

Disqualification

Members of staff at the school.

Restrictions on persons taking part in proceedings

Any governor where there may be a pecuniary interest or conflict of interest²⁰

Election of chair

Appointed by the governing body or elected by the committee – to be determined by the governing body.

Clerk

The governing body may appoint a clerk to this committee. This can be the person who clerks the governing body or a different person.

Quorum

The quorum for this committee is dependent on the membership but will be at least three.²¹

Delegated powers

Full delegated powers for decisions were granted by the governing body on XXXX date.

Meetings

The committee shall meet as required.

Minutes of all meetings will be taken by the clerk or the person acting as clerk. Any records or minutes relating to performance management procedures should be carefully safeguarded and kept confidential.

The decisions of the committee will be brought to the full governing body for information.

²⁰ Regulation 63 and Schedule 7 of The Government of Maintained Schools (Wales) Regulations 2005

²¹ Regulation 7 of The School Teacher Appraisal (Wales) Regulations 2011

Terms of reference

- To consider any appeals against a decision made by the headteacher PDR committee in respect of the headteacher's performance, in accordance with the school's PDR policy.
- To seek professional advice from the local authority, diocesan authority or others, as necessary.
- To attend relevant professional learning

PAY REVIEW COMMITTEE

Purpose

This committee is established to review the pay of each member of staff, award increments as appropriate and advise of the outcome accordingly, in accordance with the school's Pay Policy.

Membership

Numbers to be agreed by the governing body but it is good practice to have at least three members of the governing body.

The headteacher in an advisory capacity (except when discussing the headteacher's pay)

Disqualification

Members of staff at the school

Associate pupil governors

Restrictions on persons taking part in proceedings

Any governor where there may be a pecuniary interest or conflict of interest²²

Election of chair

Appointed by the governing body or elected by the committee - to be determined by the governing body.

Clerk

The governing body may appoint a clerk to this committee. This may be the same person who clerks the governing body or a different person.

Quorum

The quorum for this committee shall be three governors.

Delegated powers

Full delegated powers for decisions were granted to this committee by the governing body on XXXX date.

Meetings

The committee shall meet on at least an annual basis. Additional meetings will be as required.

Minutes of all meetings will be taken by the clerk or the person acting as clerk. Any records or minutes relating to the Pay Review Committee should be carefully safeguarded and kept confidential.

The decisions of the committee will be brought to the full governing body, as a confidential item, for information, when the appeal process has been completed or the deadline for appeal has passed and no appeal was received.

Terms of reference

- To review, on an annual basis, the pay of each teacher employed by the school, award pay progression in line with the school's Pay Policy and advise them of the outcome accordingly (ensuring the individual is given the relevant right of appeal)
- To make decisions relating to pay for support staff as and when required, in line with the school's Pay Policy.
- To minute clearly, giving the reasons for all decisions, and report these decisions to the next full governing body meeting as a confidential item to be received
- To seek professional advice from the local authority, diocesan authority or others, as necessary
- To attend relevant professional learning as appropriate

²² Regulation 63 and Schedule 7 of The Government of Maintained Schools (Wales) Regulations 2005

PAY REVIEW APPEALS COMMITTEE

Purpose

The committee is established to consider any appeals in respect of staff pay in accordance with the school's Pay Policy

Membership

Numbers to be agreed by the governing body but it is good practice to have at least three members of the governing body.

The headteacher in an advisory capacity (except when discussing the headteacher's pay).

Disqualification

Members of staff at the school

Associate pupil governors

Restrictions on persons taking part in proceedings

Any governor where there may be a pecuniary interest or a conflict of interest.²³

Election of chair

Appointed by the governing body or elected by the committee - to be determined by the governing body.

Clerk

The governing body may appoint a clerk to this committee. This may be the same person who clerks the governing body or a different person.

Quorum

The quorum for this committee shall be three governors.

Delegated powers

Full delegated powers for decisions were granted to this committee by the governing body on XXXX date.

Meetings

The committee shall meet as required.

Minutes of all meetings will be taken by the clerk or the person acting as clerk. Any records or minutes relating to the Pay Review Appeals Committee should be carefully safeguarded and kept confidential.

The decisions of the committee will be brought to the full governing body, as a confidential item, for information.

Terms of reference

- To consider and make decisions on appeals received in relation to pay decisions in accordance with the school's pay policy.
- To minute clearly, giving the reasons for all decisions, and report these decisions to the next full governing body meeting as a confidential item to be received.
- To seek professional advice from the local authority, diocesan authority or others, as necessary.
- To attend relevant professional learning as appropriate

²³ Regulation 63 and Schedule 7 of The Government of Maintained Schools (Wales) Regulations 2005

SELECTION PANEL FOR HEADTEACHERS AND DEPUTY HEADTEACHERS

Purpose

This panel is established to undertake the recruitment and selection process for the position of headteacher and/or deputy headteacher.

Membership

Between three and seven members of the governing body (the headteacher can be a member for deputy headteacher posts). Non-governors may be members of the selection panel and the governing body must decide whether those persons have a vote. The majority of panel members must be governors.

Voluntary aided schools may choose to have the whole governing body involved in the selection process for headteacher and deputy headteachers in accordance with Regulation 34 of the Staffing of Maintained Schools (Wales) 2006.²⁴

Disqualification

The headteacher may not take part in the appointment process for their successor.²⁵

The deputy headteacher may not take part in the appointment process for their successor.
Associate pupil governors.

Restrictions on persons taking part in proceedings

Staff and teacher governors where they have a pecuniary interest

Any governor where there may be a conflict of interest²⁶

Election of chair

Appointed by the selection panel. Members of staff cannot be a chair of a committee.

Clerk

The governing body should appoint a clerk to the panel. This is normally a governor on the panel who will be supported by the HR adviser present to record the final decision making.

Quorum

All members of the panel should be available to attend the shortlisting meeting and the selection process.

Delegated powers

All decisions made by this panel should be brought to the full governing body for ratification.

Meetings

The committee shall meet as required.

Any records or minutes relating to the appointment process should be carefully safeguarded and kept confidential.

The decision of the committee will be brought to the full governing body for ratification.

Terms of reference

- To agree a person specification, detailed job description and an advertisement for the post (the advertisement may not be necessary if schools are closing and a new school is being created)
- To shortlist suitable candidates in accordance with the person and job specification and essential criteria

²⁴ <http://www.legislation.gov.uk/wsi/2006/873/regulation/34/made>

²⁵ <https://www.legislation.gov.uk/wsi/2005/2914/schedule/7/made>

²⁶

- To agree the dates for interviews and the format of the selection process including tasks, questions and scoring to be used
- To be fully aware of the regionally agreed process for headteacher and deputy headteacher appointment.
- To undertake the interview and selection process with shortlisted candidates and determine the preferred candidate. To seek professional advice from the local authority, diocesan authority or others, as necessary
- To recommend to the full governing body the appointment of the preferred candidate, where considered appropriate
- To attend relevant professional learning as appropriate

CAPABILITY COMMITTEE

Purpose

This panel is established to consider any issues of headteacher capability, in accordance with the school's capability procedure

Membership

Numbers to be agreed by the governing body but it is recommended to have at least three members of the governing body.

Disqualification

The headteacher
Associate pupil governors

Restrictions on persons taking part in proceedings

- The chair of the governing body should not be a member of this panel due to their involvement at an earlier stage in the capability procedure.
- Any governor who may be tainted or has a direct interest or involvement in the case in question.
- Teacher and staff governors and any other member of staff who may be a governor.²⁷

Election of chair

Appointed by the governing body or elected by the panel – to be determined by the governing body.

Quorum

The quorum for this panel shall be three governors.

Delegated powers

Full delegated powers for decisions were granted to this panel by the governing body on XXXX date.

Meetings

The panel shall meet as required.

Minutes of all meetings will be taken and retained. Any records or minutes relating to capability procedures should be carefully safeguarded and kept confidential.

The decisions of the panel will be brought to the full governing body, as a confidential item, for information, when the appeal process has been completed or the deadline for appeal has passed and no appeal was received.

Terms of reference

- To determine whether the formal stages of the capability procedure should be invoked
- To initiate the formal investigation of the issues and take appropriate action, in line with the school's capability procedure, in the management of unsatisfactory performance.
- To appoint, where appropriate, designated members of the local authority or consortium staff to investigate the issues and provide appropriate support.
- To ensure an appropriate programme of support is put into place for a headteacher whose performance is deemed to be unsatisfactory.
- To seek the advice and support of the local authority (or the diocesan authority or provider of human resources support) at every stage of the procedure
- To attend relevant professional learning as appropriate

²⁷ Regulation 63 and Schedule 7 of The Government of Maintained Schools (Wales) Regulations 2005

CAPABILITY APPEALS

Purpose

To consider any appeals against decisions made by the headteacher or capability committee, in accordance with the school's capability procedure

Membership

Numbers to be agreed by the governing body but it is recommended to have at least three members of the governing body.

Disqualification

Governors involved in the first capability committee relating to the appeal.

Restrictions on persons taking part in proceedings

- The chair of the governing body should not normally be a member of this committee due to the likelihood of prior knowledge or involvement at an earlier stage of the capability procedure.
- Any governor who may be tainted or has a direct interest or involvement in the case in question²⁸.
- The Headteacher (unless the headteacher is called to give evidence as the designated manager or is the subject of the capability procedure)
- Teacher and staff governors and any other member of staff who may be a governor.

Election of chair

Appointed by the governing body or elected by the committee – to be determined by the governing body.

Quorum

The quorum for this panel shall be three governors.

Delegated powers

Full delegated powers for decisions were granted by the governing body on XXXX date.

Meetings

The committee shall meet as required.

Minutes of all meetings will be taken and retained. Any records or minutes relating to capability procedures should be carefully safeguarded and kept confidential.

The decision of the committee will be brought to the full governing body, as a confidential item, for information.

Terms of reference

- To consider and make decisions on appeals against decisions to issue a sanction under the capability procedure, made by the headteacher or the capability committee, in line with the school's capability procedure. To ensure, where applicable, an appropriate programme of support is put into place for a headteacher whose performance is deemed to be unsatisfactory
- To seek the advice and support of the local authority (or the diocesan authority or provider of human resources support) at every stage of the procedure
- To attend relevant professional learning as appropriate

²⁸ Regulation 63 and Schedule 7 of The Government of Maintained Schools (Wales) Regulations 2005

REDUNDANCY COMMITTEE (Blaenau Gwent only)

Purpose

This panel is established in order to consider the outcome of any redundancy consultation process and, where necessary, make decisions relating to voluntary redundancy and selection for compulsory redundancy, in accordance with the school's procedure.

Membership

Three members of the governing body.

Disqualification

The headteacher

Associate pupil governors

Restrictions on persons taking part in proceedings

Any member of the panel who may be tainted or has a direct interest or involvement in the case in question

Teacher and staff governors and any other member of staff who may be a governor²⁹

Election of chair

Appointed by the governing body or elected by the panel - to be determined by the governing body.

Quorum

The quorum for this panel shall be three governors.

Delegated powers

Full delegated powers for decisions were granted to this committee by the governing body on XXXX date.

Meetings

The committee shall meet as required.

Minutes of all meetings will be taken and retained. Any records or minutes relating to redundancy procedures should be carefully safeguarded and kept confidential.

The decisions of the committee will be brought to the full governing body, as a confidential item, for information, when the appeal process has been completed or the deadline for appeal has passed and no appeal was received.

Terms of reference

- To consider and to make decisions relating to requests for voluntary redundancy
- To undertake the redundancy selection process, where required, in line with the school's procedure
- To hear representations from staff relating to their selection for redundancy
- To seek professional advice from the local authority, diocesan authority or others, as necessary
- To attend relevant professional learning as appropriate

REDUNDANCY APPEAL COMMITTEE (Blaenau Gwent only)

Purpose

This panel is established to consider any appeals against decisions made by the redundancy committee, in accordance with the school's procedure

Membership

At least the same number of governors as the Redundancy Committee but may be more.

Disqualification

The headteacher

Associate pupil governors

Governors involved in the redundancy committee decision relating to the appeal.

Restrictions on persons taking part in proceedings

Any member of the panel who may be tainted or has a direct interest or involvement in the case in question

Teacher and staff governors and any other member of staff who may be a governor³⁰

Election of chair

Appointed by the governing body or elected by the panel – to be determined by the governing body.

Quorum

The quorum for this committee shall be three governors.

Delegated powers

Full delegated powers for decisions were granted to this committee by the governing body on XXXX date.

Meetings

The committee shall meet as required.

Minutes of all meetings will be taken and retained. Any records or minutes relating to redundancy procedures should be carefully safeguarded and kept confidential.

The decisions of the committee will be brought to the full governing body, as a confidential item, for information.

Terms of reference

- To consider and make decisions on appeals relating to decisions made by the redundancy committee as a result of the redundancy selection process.
- To seek professional advice from the local authority, diocesan authority or others, as necessary
- To attend relevant professional learning as appropriate

Staff Requests Committee

(where responsibility for decisions not delegated to the headteacher)

Responsibility:	To hear a request from individual members of staff, not falling within the remit of other committees, where refusal could involve an appeal i.e. requests for flexible working, leave of absence etc.
Status:	Non-statutory – delegated powers.
Membership:	Minimum of three governors. The headteacher cannot be a member. Additional non-governor attendees are non-voting unless agreed by the governing body.
Reserves:	Any eligible governor to act as a substitute.
Disqualification:	Staff and teacher governors, where they have a vested interest
Restrictions:	Any governor where there may be a pecuniary interest or a conflict of interest.
Chair:	To be named by the governing body or elected at the first meeting of the committee, as decided by the governing body. If the committee chair is not available, the committee will elect a chair for that meeting.
Clerk:	To be appointed by the governing body.
Quorum:	Three voting governors or 50% of the membership, whichever is greater.
Voting:	By majority.
Meetings:	To meet as and when required.
Minutes:	The chair of the committee will verbally report back to the governing body that the committee has used its delegated function including any decisions made and actions taken (only at the end of any appeal process, or the period for an appeal lapsing).

Terms of reference

1. To consider requests from staff not falling within the remit of other committees, where refusal could involve an appeal including requests for flexible working, job share, leave of absence, in line with the school's procedures. Requests to this committee will be in line with the governing body's adopted procedures which may determine that the headteacher will make a decision in the first instance.
2. To attend relevant professional learning, as appropriate.

Delegated powers

To consider staff requests and make initial decisions in line with the governing body's adopted procedures.

Staff Requests Appeals Committee

(where responsibility for decisions not delegated to the headteacher)

Responsibility:	To hear appeals from individual members of staff in relation to decisions taken by the staff requests committee or the headteacher where the appeal does, not fall within the remit of other committees.
Status:	Non-statutory – delegated powers
Membership:	Minimum of three governors. The headteacher cannot be a member. Additional non-governor attendees are non-voting unless agreed by the governing body.
Reserves:	Any eligible governor to act as a substitute.
Disqualification:	Staff and teacher governors where they have a vested interest.
Restrictions:	Any governor where there may be a pecuniary interest or a conflict of interest.
Chair:	To be named by the governing body or elected at the first meeting of the committee, as decided by the governing body. If the committee chair is not available, the committee will elect a chair for that meeting.
Clerk:	To be appointed by the governing body.
Quorum:	Three voting governors or 50% of the membership, whichever is greater.
Voting:	By majority.
Meetings:	To meet as and when required.
Minutes:	The chair of the committee will verbally report back to the governing body that the committee has used its delegated function including any decisions made and actions taken (only at the end of any appeal process, or the period for an appeal lapsing).

Terms of reference

1. To consider appeals from staff in relation to decisions taken by the staff requests committee or the headteacher where the appeal does not fall within the remit of other committees. Appeals to this committee will be in line with the governing body's adopted procedures .
2. To attend relevant professional learning, as appropriate.

Delegated powers

To consider staff requests appeals and make final decisions in line with the governing body's adopted procedures.

Model terms of reference for non-statutory committees

This is a suggested model only. Individual governing bodies are free to select the model that meets their needs but must ensure that each committee has a clear term of reference.

Aspects of monitoring and decision-making may overlap into the work of other committees. It may be beneficial for discussions between chairs of committees or those making recommendations to full governors to ensure full consideration of an aspect.

Teaching and Learning (Estyn Inspection Area 1)

The remit of this committee includes the monitoring and evaluation of the Teaching and learning provision within school. The committee will review and monitor the Curriculum Policy and any other relevant policy (e.g. Assessment Policy, policy on sex education, collective worship and religious education) as determined by the governing body and make recommendations to the full governing body for discussion and ratification.

In collaboration with members of staff, to provide information about how the curriculum is taught, evaluated and resourced.

The committee will seek the information they require from the school, local authority or other external agencies, in relation to pupil outcomes to efficiently monitor, support and challenge school improvement and progress.

QUORUM: recommend 5 (but open to all governors)

To assist the headteacher and the governing body in considering monitoring and evaluating:

- Is the achievement of pupils not as good as would normally be expected?
- Are pupils making insufficient progress in their acquisition of knowledge, understanding and skills?
- Is there a high proportion of ineffective teaching?
- Are the teachers' expectations of pupils' achievement too low?
- Do pupils lack motivation and display negative attitudes to learning?
- Do substantial proportions of pupils or a particular group of pupils attend poorly?
- Does the curriculum fail to provide learning experiences that engage pupils?

To challenge any areas of underperformance identified, ensuring that suitable strategies are in place to address these issues.

To assist in the development of, school self-evaluation processed and to help identify areas for the school development plan and ensure that the governing body receives regular progress reports.

To attend relevant professional learning, as appropriate.

Wellbeing, care, support and guidance (Estyn Inspection Area 2)

QUORUM: recommend 5 (but open to all governors)

The remit of this committee is to monitor and evaluate the wellbeing, care, support and guidance provided within school. The committee will work with the headteacher to provide guidance to the governing body on priorities and issues relating to the pastoral wellbeing of the staff and pupils, as well as links with the wider community.

To review and monitor the following policies:

- Attendance
- Behaviour (including anti-bullying)
- Community cohesion
- Equality
- Healthy eating
- Homework
- Safeguarding
- Looked After Children

To monitor and evaluate

- The achievement of pupils relative to expectations
- Pupil progress in their acquisition of knowledge, understanding and skills
- Feedback from school leaders on the quality of teaching and teachers' expectations of pupils
- Feedback from leaders on pupil's motivation and attitudes to learning
- The achievement of particular groups of pupils
- The curriculum to ensure that learning experiences engage pupils
- Levels of attendance of all pupils, including different groups of pupils

To gather the views of stakeholders (parental, carer and community) and report on these, in order that outcomes are effectively used to inform planning.

To work with the headteacher to produce a promotion strategy for the school.

To seek professional advice from the local authority, diocesan authority or others, as necessary.

To attend relevant training, where appropriate.

Leading and Improving (Estyn Inspection Area 3)

QUORUM: recommend 5 (but open to all governors)

The remit of this committee includes all areas of finance, premises and personnel for which the governing body is responsible. The main responsibilities of the committee are to ensure proper allocation and management of funds delegated to the school under the Scheme for the Financing of Schools, responsibility for health and safety issues in school and the appointment of staff and staffing structure.

The committee also has a role in monitoring and evaluating:

- The impact of leaders on achieving clear and sustained progress?
- The impact of the governors on holding the school to account with sufficient robustness (Governor Self-Evaluation)
- Self-evaluation processes to ensure they have accuracy and rigour, in relation to pupils' progress and the quality of teaching
- The clarity and precision of improvement planning processes to ensure they are effective in securing improvement
- The impact leaders have in tackling important weaknesses in performance
- The management of resources and accommodation have a positive impact on educational progress

Finance

To ensure that the school operates within the financial regulations of the local authority. To present the draft annual budget to the full governing body for consideration and approval each year. To provide guidance and assistance to the headteacher and governing body in all matters relating to budgeting and finance.

To ensure that the school development plan is fully costed and that financial provision is available in the budget to meet these costs

To regularly monitor:

- income and expenditure
- all aspects of grant funding
- staffing levels in line with the budget
- pupil number trends to assess the effect on the budget allocation
- expenditure with a view of achieving best value

To determine the financial delegation by the full governing body to the headteacher.

To provide the Staff Disciplinary and Dismissal Committee with any financial information it requires to enable it to carry out its functions.

Delegated powers

To draft the budget in line with priorities set out in the school development/improvement plans.

To agree virements between budget headings as required, to be reported to the next full meeting of the governing body.

To determine Lettings and Charging Policy for other users of the school buildings and grounds.

To manage tendering processes and the awarding of contracts with other relevant committees.

To consider the service level agreement and contracts in consultation with appropriate committees.

To ensure there is an annual audit of the school fund, undertaken by an independent person, and to ensure the results of the audit are reported annually to the full governing body.

To prepare and agree a financial statement for inclusion in the Annual Report to Parents.

Recruitment and staffing matters

To consider and make recommendations to the governing body, guidance and legislation relating to personnel issues, supported by appropriate LA HR advisers.

To receive reports from the headteacher on the management of the school's staffing establishment and on general personnel issues – there should be no reference to individual members of staff to avoid tainting or compromising members of the committee.

Delegated powers

To establish and review as required the school staffing structure and make recommendations to the governing body.

To ensure that all procedures relating to the recruitment, selection and appointment of staff are in place and that they are kept under review following changes to legislation.

To undertake the appointment of permanent staff within the staffing structure which has not been delegated to the headteacher and to inform the governing body of these appointments (e.g. the governing body may have delegated the appointment of all support staff to the headteacher).

Premises, health and safety

To provide guidance and assistance to the headteacher and governing body in all matters relating to the maintenance of the premises and grounds, and health and safety.

To comply with the Health and Safety Policy, including the monitoring and review of the policy and procedures.

To ensure that actions are taken in respect of relevant health and safety legislation.

To advise the governing body on priorities, including health and safety and maintenance and development of premises.

To oversee arrangements for repairs and maintenance of the premises.

To consider tenders for work, as appropriate.

To monitor:

- the effectiveness of services provided through the Service Level Agreement and contracts
- the efficient use of utilities such as water, electricity or gas
- health and safety reports
- reports on the condition of buildings and school environment

To receive termly reports on the fire evacuation procedures.

To ensure regular health and safety tours are conducted.

To establish and keep under review an Accessibility Plan.

To seek professional advice from the local authority, diocesan authority or others, as necessary.

To attend relevant training, where appropriate.

Possible additional working groups

Annual Report to Parents (ARP): To draft the Annual Report to Parents, for approval by the governing body.

Post Inspection Action Plan (PIAP): In conjunction with the headteacher, EAS and LA, consider the draft school Post Inspection Action Plan following an Estyn Inspection, and recommend to full governors for approval.

