

CHARLES DARWIN ACADEMY TRUST

CHARLES DARWIN SCHOOL

COMMITTEE TERMS OF REFERENCE

2017

The Charles Darwin Academy Trust Board has established the following Committees:

Charles Darwin School Local Governing Body

Biggin Hill Primary School Local Governing Body

Finance and Audit Committee

The Local Governing Body of Charles Darwin School has established the following sub-committees to exercise the functions set out in their terms of reference:

Curriculum and Achievement Committee

Darwin Leisure Centre

Ethos Committee

Personnel Committee

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- Pay Committee
- Pay Appeal Committee
- Pupil Discipline Committee
- Staff Discipline Committee
- Staff Discipline Appeal Committee

The Local Governing Body of Biggin Hill Primary School has established the following sub-committees to exercise the functions set out in their terms of reference:

- Finance & Resources Committee

CHARLES DARWIN ACADEMY TRUST

FINANCE AND AUDIT COMMITTEE TERMS OF REFERENCE 2017

The terms of reference of the Finance and Audit Committee must be approved by Strategic Board and reviewed each year. They provide the sole, agreed framework within which the committee operates.

1. Membership

- 1.1 The membership of the Committee will be agreed on an annual basis by the Strategic Board in conjunction with the Local Governing Bodies within Charles Darwin Academy Trust (CDAT) at their first meetings in the school year. The Committee will be composed of Trustees from the Strategic Board and Governors from the various Local Governing Bodies. The Executive Principal is an ex-officio member of the Committee.
- 1.2 In the absence of the Chair/Vice Chair or Clerk the Committee will elect a replacement for the meeting.
- 1.3 The quorum for the Committee is fixed at two Trustees/Governors who are members of the Committee.
- 1.4 The Committee will meet as often as is necessary to fulfil its responsibilities and at least once each term.
- 1.5 The Clerk to the Committee will circulate an Agenda and papers for each meeting at least a week before the Committee meeting.
- 1.6 The Chair of the Committee will be responsible for answering any questions raised regarding the Committee's deliberations at meetings of the Strategic Board. The Local Governing Body representatives will be responsible for answering any questions raised regarding the Committee's deliberations at meetings of the individual schools' Local Governing Bodies.
- 1.7 The Committee is authorised to invite attendance at its meetings from persons to assist or advise on a particular matter or range of issues, including parents and members of the Charles Darwin Academy Trust staff who are not Governors/Trustees.
- 1.8 Only Governors/Trustees who are members of the Committee may vote at Committee meetings. Where necessary, the elected Chair of the Committee may have a second or casting vote.
- 1.9 In the event of a need to make genuinely urgent decisions between meetings on matters falling within the remit of the Committee, the Chair of the Strategic Board in consultation with the Executive Principal, Chair of the Committee and Chair of the appropriate Local Governing Body, will take appropriate action on behalf of the

Committee. The decisions taken and the reasons for urgency will be explained fully at the next meeting of the Strategic Board.

- 1.10 The Committee is expected to review its working practice and the outcomes achieved on an annual basis.

2. Chair

- 2.1 The Chair of the Committee shall be determined by the Strategic Board at their first meeting in the school year. The Chair must not be an employee of the Charles Darwin Academy Trust.

3. Functions as it relates to CDAT

- 3.1 To be aware of the requirements of the Academies Financial Handbook, The Charities Commission and Companies House and any other relevant financial regulations applicable to the Trust and to draw any matters of concern to the attention of the Strategic Board and if appropriate to some or all of the Local Governing Bodies.
- 3.2 To recommend to the Strategic Board the appointment of the Chief Financial Officer.
- 3.3 To receive auditors' reports and in response to audit findings to recommend action to the Strategic Board and Local Governing Bodies as appropriate.
- 3.4 To recommend to the Strategic Board the appointment or reappointment of the auditors of the Trust.
- 3.5 To agree the programme of checks to be performed for the Internal Audit System Checks at each academy in the Trust and to receive regular written reports from the Trust's auditors after each checking session.
- 3.6 To consider, in consultation with the individual Headteachers, the indicative funding for the individual academies within the Trust and to assess the implications for the Trust and the individual academies. To draw any matters of significance to the Trust and the individual Local Governing Bodies.
- 3.7 To consider and recommend acceptance/non-acceptance of the budgets of the individual academies, at the start of each financial year.
- 3.8 To monitor and review the cash flow, income and expenditure of the individual academies on a regular basis and ensure compliance with the overall financial plan for the Trust,
- 3.9 To receive the financial statements as part of the Trust's annual report in accordance with the Companies Act and Charity Commission requirements.
- 3.10 Act as the committee for approval of all purchases above agreed limits.

- 3.11 To review the Trust's efforts to achieve Value for money (economy, efficiency and effectiveness) and recommend where improvements might be made.
- 3.12 To ensure that risks associated with the Committee's responsibilities are reviewed on a regular basis.
- 3.13 To ensure sufficient insurance arrangements are in place for each academy in the Trust.
- 3.14 Consider the means by which additional income can be raised across the Trust.

4. Functions as it relates to each academy in CDAT

- 4.1 To contribute to the formulation of the academy's development plan, through the consideration of financial priorities and proposals, in consultation with the Headteacher, with the stated and agreed aims and objectives of the academy.
- 4.2 To liaise with and receive reports from the relevant Local Governing Bodies as appropriate, and to make recommendations to those Local Governing Bodies about the financial aspects of matters being considered by them.
- 4.3 To receive and make recommendations on the broad budget headings and areas of expenditure to be adopted each year, including the level and use of any contingency fund or balances, ensuring the compatibility of all such proposals with the development priorities set out in the development plan.
- 4.4 To consider recommendations with a financial implication from external reviews of the school e.g. Ofsted Inspection; to agree the actions needed to address any issues identified through external review; and to evaluate regularly the implementation of any plan agreed.
- 4.5 To consider and recommend acceptance/non-acceptance of the academy's budget, at the start of each financial year.

5. Policies

- 5.1 To regularly review and develop the following policies which apply to the Trust or individual academies and ensure they are operating effectively:

- CDAT Finance Handbook including Financial Scheme of Delegation
- Individual schools finance procedures
- Fixed Asset & Disposal
- Gifts and Hospitality
- Health and Safety
- Lettings Guidelines
- Prevention of Fraud
- Risk Management Policy / Risk Register
- Whistleblowing

Agreed by the Finance and Audit Committee on 16th October 2017

Terms of Reference for Committees of the Governing Body

The terms of reference of each committee of the governing body must be approved by the full governing body and reviewed each year. They provide the sole, agreed framework within which each committee operates.

- 1 Each committee will be composed, where at all possible, of at least one governor from each of the categories which form the whole governing body i.e. parents, community and staff governors. The Headteacher is an ex-officio member of each committee. At least three other governors shall be a member of each committee.
- 2 The membership of each committee will be agreed on an annual basis at the first meeting of the whole governing body in the autumn term.
- 3 The chair of each committee is elected by the whole governing body on an annual basis at the first meeting of the whole governing body in the autumn term. No governor employed at the academy will act as chair to the committee. In the absence of the chair the committee will elect a temporary replacement from among the governors present at the committee meeting.
- 4 In the absence of the chair/vice chair or clerk the committee will elect a replacement for the meeting.
- 5 The quorum for each committee is fixed at two governors who are members of each committee. The quorum for a meeting of the full governing body shall be any three governors, or, where greater, any one third (rounded up to a whole number) of the total number of Governors holding office at the date of the meeting.
- 6 Each committee will meet as often as is necessary to fulfil its responsibilities and at least once each term.
- 7 The clerk to the committee will circulate an agenda for each meeting and papers at least a week before the committee meeting.
- 8 The chair of the committee will be responsible for giving an oral summary of the committee's deliberations if necessary at meetings of the whole governing body.
- 9 Each committee is authorised to invite attendance at its meetings from persons to assist or advise on a particular matter or range of issues, including parents and members of the academy staff who are not governors.
- 10 Any governor may attend meetings of committees.
- 11 Only governors who are members of the committee may vote at committee meetings. Where necessary, the elected chair of the committee may have a second or casting vote.
- 12 In the event of a need to make genuinely urgent decisions between meetings on matters falling within the remit of the committee, the chair of the governors, in consultation with the Headteacher and chair of the committee, will take appropriate action on behalf

of the committee. The decisions taken and the reasons for urgency will be explained fully at the next meeting of the whole governing body.

- 13 The committee chairs will meet with the chair of governors and Headteacher at the beginning of each term to plan the work of each committee in relation to the Academy's development plan and other issues.
- 14 Each Committee is expected to review its working practice and the outcomes achieved on an annual basis.
- 15 All Committee Chairs should ensure that any emerging proposals that have a financial implication are referred to the full Governing Body and if appropriate to the CDAT Finance and Audit Committee for approval.

**CHARLES DARWIN SCHOOL
ETHOS COMMITTEE
TERMS OF REFERENCE 2017**

1. Membership

- 1.1 The membership of the Committee shall be determined by the local Governing Body and confirmed by the CDAT Strategic Board at their first meeting in the school year.

2. Chair

- 2.1 The Chair of the Committee shall be determined by the Governing Body at their first Meeting in the school year. The Chair must not be an employee of the Charles Darwin Academy Trust.

3. Functions

- 3.1 To monitor and evaluate the following school self-evaluation areas:
1. The extent to which pupils feel safe.
 2. Pupil behaviour.
 3. The extent to which pupils adopt healthy lifestyles.
 4. The extent of pupils' spiritual, moral, social and cultural development.
 5. The effectiveness of guidance and support.
 6. The effectiveness of the school's work with parents and carers.
 7. The effectiveness with which the school promotes equal opportunities and tackles discrimination.
 8. The effectiveness of the school's health and safety procedures in relation to students.
- 3.2 To ensure that relationships between the school, parents and public are as positive as possible, ensuring a sound image of the school.
- 3.3 To keep under review a Behaviour Policy and to monitor and evaluate its implementation
- 3.4 Keep under a review an Attendance Policy and to monitor the implementation and outcomes of this Policy.
- 3.5 To develop a policy on communications and consultation with parents to make recommendations to the Governing Body for its implementation.
- 3.6 To consider ways in which home-school links can be further developed and improved and to make appropriate recommendations including the home-school agreement.
- 3.7 To develop and keep under review a policy on community use of the school and partnership with community groups.

- 3.8 To monitor the development of an Equality Policy incorporating Race, Gender, Disability and Equal Opportunities.
- 3.9 To seek the views of parents about the school, to present these views to the Governing Body for comment and action and to report back to parents.
- 3.10 To operate a system of liaison with the School Council.
- 3.11 To consider and deal with, as appropriate, any matter relating to the transport of pupils.
- 3.12 To consider and make recommendations to the Governing Body on all matters dealing with possible sponsorship.
- 3.13 To ensure positive and constructive relationships with the Friends of Charles Darwin School.
- 3.14 To consider recommendations from external reviews of the school e.g. Ofsted Inspection; to agree the actions needed to address any issues identified through external review; and to evaluate regularly the implementation of any plan agreed.
- 3.15 To ensure that risks associated with the Committee's responsibilities are reviewed on a regular basis.
- 3.16 To regularly review and develop the following policies and ensure they are operating effectively:

Anti-Bullying

Attendance

Behaviour Management (including pupil discipline & exclusion)

Education of Children with a Parent or close Relative in Prison or at Risk of a Custodial Sentence

E-Safety and Computer Usage by Pupils

Look After Children

Management of Weapons Related Incidents

Pupil Premium

Safeguarding Children

Sex and Relationships Education

Social, Moral, Spiritual and Cultural (SMSC)

Special Educational Needs and Disability (SEND)

Substance Misuse

Supporting Pupils in School with Medical Conditions

Agreed by the Ethos Committee on 19th October 2017

Guidance for Governors in relation to aspects of the school self-evaluation

Ethos Committee

Governors should consider the following:

<p>The extent to which pupils feel safe</p>	<ul style="list-style-type: none"> • School Council – minutes reports to GB, governor linked to school council • Students’ comments in targeted, focused surveys (anonymous comments), circle time • Parents/carers questionnaires – what about the ones that do not respond? • PASS – pupil’s attitudes to school and self • Pupils’ voice – strategy, input to subject leaders • Monitoring reports on anti-bullying policy • Bulling and racist incidents log • Kirkland Rowell survey results
<p>Pupil Behaviour</p>	<ul style="list-style-type: none"> • Incidence of disruptive behaviour • Evaluation of behaviour management strategies • Analysis of incidents and trends over time • Exclusions – patterns, response, trend • Balance of rewards and sanctions and data re each • Code of Conduct • Compliments and complaints from local community • Records and analysis of the use of on-call systems, inclusion room and safe restraint
<p>The extent to which pupils adopt healthy lifestyles</p>	<ul style="list-style-type: none"> • Healthy Schools award • Quality of school meals, menus, uptake • Evidence from catering service that nutritional standards are met • Evidence from health promotion events • Participating in sports outside of core school hours with reference to particular groups of children • Evidence of use of statistical health related data for the school/area e.g. obesity, diabetes • Monitoring and evaluation of intervention by external agencies • Data from Student Support Assistant (Health and Family), casework and first-aid book
<p>The extent of pupils’ spiritual, moral, social and cultural development</p>	<ul style="list-style-type: none"> • Pupil involvement in developing the school’s values • “Health” of School Council • Visual displays of art • Dram and musical productions – press reports • Analyses of behaviour, trends over time • Involvement in the work of charitable organisations

	<ul style="list-style-type: none"> • Response to opportunities to understand different faiths and cultures • Willingness to participate in events with other schools – hosting and visiting • Analysis of bullying data and effectiveness of response (feedback from pupils and parents) • Reports of exchange visits and evaluations by pupils, staff, parents and carers • Reports of school linking initiatives and the impact on pupils' learning and attitudes (pupil surveys, examples of work) • Consultations with pupils
The effectiveness of care, guidance and support	<ul style="list-style-type: none"> • School reports (anonymised) • Evidence of impact of buddying systems (feedback from pupils) • Behaviour policy and monitoring reports • Anti-bullying policy and monitoring reports • Pupil targets • Learning environment – classroom and communal areas • Pupil tracking systems • Marking policy and monitoring reports • Examples of teachers' marking of pupils' work (anonymised) – evidence of assessment for learning • Use of IEPs (SEN and gifted and talented) • Progress data on vulnerable groups and gifted and talented (anonymised) • Equal opportunities policy and monitoring reports • Feedback from pupils, parents and carers • Monitoring and evaluation of intervention by external agencies
The effectiveness of the school's engagement with parents and carers	<ul style="list-style-type: none"> • Analysis of complaints and reports of subsequent changes in practice • Parent surveys • PTA minutes • Programme of family learning activities/workshops, attendance records and summaries of evaluations by participants • Varied/flexible arrangements for parent consultations • Extended services offer – parental involvement in planning, delivery and participating • Data re access of children's centre provision relative to target groups • Sample SEN review meetings • Response to parent governor elections • Information letters to parents that request feedback • School website
The effectiveness of the school's health and safety procedures in relation to students	<ul style="list-style-type: none"> • Data from Student Support Advisor (Health and Family), casework and first aid book • Accident Log • Fire & Evacuation Log

<p>The effectiveness with which the school promotes equal opportunity and tackles discrimination</p>	<ul style="list-style-type: none"> • Analysis of pupil performance, exclusions and attendance data and plans to address any unevenness between different groups • Citizenship/PHSE curriculum plans • Books, visits and speakers to enable challenge of stereotyping • Advertising literature • Exit interviews • Equal opportunities / Equality Policy • Termly reports on racist incidents, action taken and impact • Termly analysis of complaints, response and impact • Analyses of surveys of learns, staff, parents/carers • Membership of school Council and the Governing Body reflects the community serviced by the school • Stated values of the school and evidence they are “lived”
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CURRICULUM & ACHIEVEMENT COMMITTEE TERMS OF REFERENCE 2017

1. Membership

- 1.1 The membership of the Committee shall be determined by the Governing Body at their first meeting in the school year.

2. Chair

- 2.1 The Chair of the Committee shall be determined by the Governing Body at their first meeting in the school year. The Chair must not be an employee of the Charles Darwin Academy Trust.

3. Functions

- 3.1 To monitor school based, local and national performance data relating to the school and evaluate achievement and progress throughout the school.
- 3.2 To monitor and evaluate the following school self-evaluation areas:
1. How well pupils are doing – what is their attainment and progress like?
 2. The effectiveness of the school provision including the quality of teaching and learning.
 3. The extent to which the curriculum meets the needs of pupils.
 4. The effectiveness of leadership and management.
 5. The effectiveness of the Sixth Form.
- [note: see guidance notes in the appendix]
- 3.3 To monitor provision and to ensure that the Statements / Education and Health care Plans [EHCPs] of children with Special Educational Needs are met.
- 3.4 To monitor provision for Looked After Children and evaluate their progress and achievement.
- 3.5 To monitor provision for all groups of vulnerable children e.g. young carers, to ensure that their needs have been identified and addressed and to evaluate their progress and achievement.
- 3.6 To agree and implement a rolling view programme of curriculum policies and recommend policy changes to the Governing Body as and when necessary.
- 3.7 To monitor the views of parents and carers on the curriculum offered by the school and on pupil progress and achievement, to provide feedback and to evaluate the ways in which the school actively responds to the views of parents and carers.
- 3.8 Ensure that targets for pupil achievements are set and published.
- 3.9 To consider recommendations from external reviews of the school e.g. Ofsted Inspection; to agree the actions needed to address any issues identified through external review; and to evaluate regularly the implementation of any plan agreed.
- 3.10 To keep under review reports to parents on pupil progress and to ensure that statutory requirements are met.

- 3.11 To be mindful of the Equality Policy in particular in relation to the curriculum, teaching and learning, assessment, achievement and progress and to report any emerging issues to the Governing Body.
- 3.12 To ensure that risks associated with the Committee's responsibilities are reviewed on a regular basis.
- 3.13 To regularly review and develop the following policies and ensure they are operating effectively:
- Assessment
 - Child Protection/Safeguarding
 - Procedures for Raising Concerns – LBB Policy
 - Safeguarding of Children – Whistleblowing – LBB Policy
 - School Complaints Procedure
 - SEND
 - Sex Education
 - Substance Mis-use
 - Teaching and Learning

Agreed by the Curriculum & Achievement Committee on 13th November 2017

**Guidance for Governors in relation to aspects of the school self-evaluation
Curriculum and Achievement Committee 2017**

Governors should consider the following:

<p>How well are pupils doing – what is their attainment and progress like?</p>	<ul style="list-style-type: none"> • % of children meeting, not meeting or exceeding targets – any variation between subjects? • % of children achieving five or more A*-C (including English and Maths) in GCSE and equivalent examinations at the end of KS4 and those making two, three and four levels of progress. • RAISEonline – history trends over previous 2/3 years • Analysis of performance of different groups of students e.g. LAC, Pupil Premium, child carers, particular minority ethnic groups, EAL, travellers • Test results – not just KS but also intermediate years • Value added statistics – history over 3 years • Analyses of lesson observations • Analyses of assessment of pupils' progress. - CAPP data feedback • Reports from moderation activities • Targets and results for subjects • Department feedback after reviews • Destinations of learners • Surveys of pupil inc exist interviews, their own self-assessment (PASS – pupils' attitudes to school and self) • Feedback following school trips • Extracurricular engagement – data and analysis
<p>Effectiveness of school provision including the quality of teaching and learning</p>	<ul style="list-style-type: none"> • Ofsted reports, other monitoring reports • EHCPs for children with SEN – feedback from SENCO • Timetable and framework for departmental review • Analysis of parents evenings discussions – show active participation of parents in their children's learning • Records of attendance of parents at workshops, parents evening etc. • Staying on rates • Destinations of pupils
<p>The extent to which the curriculum meets the needs of pupils</p>	<ul style="list-style-type: none"> • Undertake analysis of student ability/match
<p>Effectiveness of leadership and management</p>	<ul style="list-style-type: none"> • Staff performance management procedures – annual report to GB includes feedback from staff • Staff appraisals – professional development plans with training needs/targets (anon) • Headteacher reports on impact of CPD including value for money • Quality of self-evaluation – evidence of clear understanding of the strengths and weaknesses of the school/phase • Quality of School Improvement Plan – show appropriate steps being taken to address weaknesses • Prospectus – clear values, vision and aims • Enrolment patterns • Feedback from Ofsted • Staffing structure shows distributed leadership • Cycle of observations linked to SDP, training, teaching and learning • Good links between school self-evaluation, School Improvement Plan, budget, performance management • Analysis of RAISEonline data, optional SATs • Destinations of staff • Staff morale/supply levels

Effectiveness of the Sixth Form	<ul style="list-style-type: none">• Outcomes for students in the Sixth Form – see pupils' achievement section above• Staying on rates• Profile of students – FSM, LAC, SEN, ethnicity
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**CHARLES DARWIN SCHOOL
PERSONNEL COMMITTEE
TERMS OF REFERENCE 2017**

1. Membership

- 1.1 The membership of the Committee shall be determined by the Governing Body at their first meeting in the school year.

2. Chair

- 2.1 The Chair of the Committee shall be determined by the Governing Body at their first meeting in the school year. The Chair must not be an employee of the Charles Darwin Academy Trust.

3. Functions

- 3.1 To consider and approve a staffing structure for the school that effectively supports teaching and learning in the school and delivery of the School Improvement Plan.
- 3.2 To monitor all matters relating to the staffing policy for both teaching and non-teaching personnel.
- 3.3 To receive recommendations from the Curriculum and Achievement Committee and/or Pay Committee and to make recommendations to the Trust's Finance and Audit Committee and the Governing Body relating to personnel matters.
- 3.4 To consider, approve and keep under review conditions of service for all employees and to arrange for any necessary consultation to take place.
- 3.5 To keep under review the procedures for staff recruitment and training for safer recruitment (Bichard requirements), the policies on staff sickness, discipline and grievance and the criteria and procedures for redundancy, and to ensure that staff are consulted and kept informed as appropriate.
- 3.6 To be mindful of the Equality Policy particularly in relation to staff recruitment, retention and development and to report emerging issues to the Governing Body.
- 3.7 To consider recommendations from external reviews of the school e.g. Ofsted Inspection; to agree the actions needed to address any issues identified through external review; and to evaluate regularly the implementation of any plan agreed.
- 3.8 To monitor the effectiveness of the school's procedures in terms of health and safety in relation to staff.
- 3.9 To ensure that risks associated with the Committee's responsibilities are reviewed on a regular basis.

- 3.10 To regularly review and develop the following policies and ensure they are operating effectively:

Equality Statement
Governor Expenses
Relocation Expenses (currently suspended)
Special Leave in Term Time
Staff Discipline and Grievance
Staff Capability Procedures (LBB Policy) – support staff
Staff Ill-health Procedures (LBB Policy)
Staff Pay & Conditions Policy
Vacancy on Governing Body
Pay Policy

Agreed by the Personnel Committee on 6th November 2017

**CHARLES DARWIN SCHOOL
DARWIN LEISURE CENTRE COMMITTEE
TERMS OF REFERENCE 2017**

1. Membership

- 1.1 The membership of the Committee shall be determined by the local Governing Body and confirmed by the CDAT Strategic Board at their first meeting in the school year.
- 1.2 The Manager of the Darwin Leisure Centre will be a member of the Committee.
- 1.3 Representatives of Kent FA will be invited to attend two meetings a year at which the Committee will monitor and review the operation of the 3G pitch.

2. Chair

- 2.1 The Chair of the Committee shall be determined by the Governing Body at their first meeting in the school year. The Chair must not be an employee of the Charles Darwin Academy Trust.

3. Functions

- 3.1 To review the business of the Darwin Leisure Centre and the 3G football pitch and to assess its implications for Charles Darwin Academy Trust, drawing any matters of significance or concern to the attention of the Charles Darwin School Governing Body.
- 3.2 To review and oversee progress in relation to the Academy Football Development Programme, ensuring the involvement of Kent FA and other funding/football partners.
- 3.3 To receive and review the Leisure Centre's profit and loss account on a regular basis and ensure compliance with the Trust's financial regulations drawing any matters of significance or concern to the Charles Darwin School Governing Body.
- 3.4 To oversee and monitor the pricing structure for the use of the 3G pitch.
- 3.5 To receive and review a marketing plan on a regular basis and to consider ways in which links with the community can be further developed and improved.
- 3.6 To receive and review reports from the Leisure Centre Manager on a regular basis.
- 3.7 To monitor and review procedures for ensuring the effective implementation, operation and maintenance of the Leisure Centre and the 3G pitch on a regular basis and, where appropriate to make recommendations for improvement.
- 3.8 To monitor and review the operation of the 3G pitch to ensure maximum usage and where appropriate to make recommendations for improvement.

- 3.9 To receive regular financial reports on the revenue generated from the 3G pitch, drawing any matters of significance or concern to the Charles Darwin School Governing Body.
- 3.10 To consider the means by which additional income can be raised.
- 3.11 To ensure that the Centre complies with all relevant legislation and procedures such as Health and Safety and Safeguarding and that all staff are appropriately trained.
- 3.12 To consider the means by which additional income can be raised.
- 3.13 To ensure that risks associated with the Committee's responsibilities are reviewed on a regular basis.

Agreed by the Darwin Leisure Centre Committee on 29th September 2017

PAY COMMITTEE TERMS OF REFERENCE

Extract from Pay Policy 2017

The governing body has delegated its pay powers to the pay committee. Any person employed to work at the school, other than the head, must withdraw from a meeting at which the pay or appraisal of any other employee of the school, is under consideration. The head must withdraw from that part of the meeting where the subject of consideration is his or her own pay. A relevant person must withdraw where there is a conflict of interest or any doubt about his/her ability to act impartially.

No member of the governing body who is employed to work in the school shall be eligible for membership of this committee.

The pay committee will be attended by the head in an advisory capacity. Where the pay committee has invited an external adviser to attend and offer advice on the determination of the head's pay, that person will withdraw at the same time as the head while the committee reaches its decision. Any member of the committee required to withdraw will do so.

The Pay Committee will be responsible for the day-to-day application of the pay policy and subsequent policy reviews.

The Governing Body only has the power to agree the pay policy. The Governing Body should also approve the membership and the terms of reference for the Pay Committee. In this school The Governing Body has delegated pay decision to the Pay Committee.

The membership of the Pay Committee may change from time to time subject to full Governing Body approval.

TERMS OF REFERENCE

The Governing Body will delegate its powers to determine staff pay to a formal committee (the 'Pay Committee') in accordance with the School Governance (Procedures) (England) Regulations 2003 SI No 2003/1377, as amended. The terms of reference of the Pay Committee is specified in below.

1. Membership

The membership of the Committee will be the governors appointed to conduct the performance management of the Head Teacher (the Appointed Governors), and the Review Officer, or as otherwise determined by the Governing Body

2. Procedures

- (a) The proceedings of the Committee shall be in accordance with The Education (School Government) (England) Regulations.
- (b) The quorum for a meeting of the Committee shall be three voting members

3. Chair (who shall be a governor)

- (a) The Chair shall be the Review Officer.
- (b) If the Chair is absent from a meeting the members of the Committee shall elect one of their members for the duration of the meeting.

4. Functions

The following functions are delegated to the Committee:

- To draft and recommend a pay policy to the full Governing Body for its agreement.
- To act on the Governing Body's behalf in implementing the pay policy.
- To oversee the pay policy review process, including consultation with staff and Governors.
- To apply the criteria set by the whole school pay policy in determining the pay of each member of staff at the annual review.
- To set an individual school range (ISR) for the Head and an individual pay range for the Deputy Heads and/or Assistant Headteachers and decide where new leadership group members are placed on their respective pay ranges.
- To consider difficult pay issues, particularly where pay discretion has to be applied (e.g. the award of recruitment and retention incentives or benefits).
- To maintain liaison with other relevant Governor Committees, e.g. the Personnel and Finance & General Purposes Committee.
- To keep abreast of relevant personnel and pay developments and advise the Governing Body when the School's pay policy might need to be reviewed.
- To record the reasons for all salary decisions clearly and report the fact of these decisions back to the next full governing body meeting in such a manner that individual staff cannot be identified.
- To observe all statutory and contractual conditions in respect of pay matters.
- To monitor and review the School's performance management framework for teaching staff.
- To monitor and review any performance appraisal framework for support staff.
- Via the Personnel and Finance & General Purposes Committee to recommend to the full Governing Body the annual budget required for pay purposes, bearing in mind

the need to ensure the availability of monies to support any exercise of pay discretions.

- To work with the Head Teacher in ensuring that the Governing Body complies with the Appraisal Regulations 2012 (teachers).

PAY APPEAL COMMITTEE TERMS OF REFERENCE

In accordance with the provision of The Education (School Government) (England) Regulations, the Governing Body has established a Pay Appeal Committee, to which designated functions have been delegated, as set out below.

The arrangements for considering appeals can be found in Appendix 2 of the Pay Policy 2017.

1. Membership

The membership of the Committee will be determined by the Governing Body

2. Proceedings

- (a) The proceedings of the Committee shall be in accordance with The Education (School Government) (England) Regulations.
- (b) The quorum for a meeting of the Committee shall be three voting members.

3. Chair (who shall be a governor)

- (a) The Committee shall each school year at the first meeting of that school year elect a Chair (who must not be an employee of the Governing Body) from among their number.
- (b) If the Chair is absent from a meeting the members of the Committee shall elect one of their members for the duration of the meeting.

4. Functions

The following functions are delegated to the Committee:

- (a) To receive, consider and decide as soon as may be known any appeal made in writing by staff employed at the school about their own award or non-award of pay or allowances and, solely for the purpose of representation, shall have powers to allow the attendance of the staff member concerned (accompanied by a 'friend' if so desired) and the Chair or representative of the Committee with responsibility for pay.
- (b) To communicate its decision to the staff member concerned by letter copied to the Headteacher and report accordingly to the Personnel Committee at its next meeting.

STAFF DISCIPLINE COMMITTEE TERMS OF REFERENCE

In accordance with the provisions of The Education (School Government) (England) Regulations, the Governing Body has established a Staff Discipline Committee, to which functions have been delegated, as set out below.

1. Membership

The membership of the Committee will be determined by the Governing Body

2. Proceedings

- (a) The proceedings of the Committee shall be in accordance The Education (School Government) (England) Regulations.
- (b) The quorum for a meeting of the Committee shall be three voting members.

3. Chair (who shall be a governor)

- (a) The Committee shall each school year at the first meeting of that school year elect a Chair (who must not be an employee of the Governing Body) from among their number.
- (b) If the Chair is absent from a meeting the members of the Committee shall elect one of their members for the duration of the meeting.

4. Functions

The following functions are delegated to the Committee:

- (a) To investigate at the request of the Governing Body, any matter relating to the competence or conduct of the Headteacher and to make such recommendations to the Governing Body as may be appropriate.
- (b) To agree and implement rules and procedures for the regulation of conduct and discipline of the staff of the school, including procedures for disciplinary action and grievance.
- (c) To agree and implement procedures for considering and determining whether an employee at the school should cease to work there.
- (d) To determine with advice from the Headteacher dismissal/early retirement payments.
- (e) To suspend, without loss of emoluments, any person employed at the school.
- (f) To ensure that all issues relating to an appeal are handled properly.
- (g) The foregoing functions shall not apply to the Clerk to the Governors or any person working at the school whose post is not on the complement of the school.
- (h) To communicate its decision to the staff member concerned by letter, copied to the Headteacher and report accordingly in writing to the Personnel Committee (or Governing Body if appropriate) at the next meeting.

STAFF DISCIPLINE APPEAL COMMITTEE TERMS OF REFERENCE

In accordance with the provisions of The Education (School Government) (England) Regulations, the Governing Body has established a Dismissal Appeal Committee, to which a function has been delegated, as set out below.

1. Membership

The membership of the Committee will be determined by the Governing Body

2. Proceedings

- (a) The proceedings of the Committee shall be in accordance The Education (School Government) (England) Regulations.
- (b) The quorum for a meeting of the Committee shall be three voting members.

3. Chair (who shall be a governor)

- (a) The Committee shall each school year at the first meeting of that

school year elect a Chair (who must not be an employee of the Governing Body) from among their number.

- (b) If the Chair is absent from a meeting the members of the Committee shall elect one of their members for the duration of the meeting.

4. Functions

The following function is delegated to the Committee:

To hear and determine any appeal by a member of staff against a decision of the Staff Discipline Committee.

CDAT/CDS terms of reference 2017