



## **Hardenhuish Governance Manual and Scheme of Delegation**

### **Introduction:**

All academy governing bodies have a statutory duty to ensure their schools provide a broad, balanced curriculum and are managed efficiently and sustainably. Governors are required to produce a Scheme of Delegation which details responsibilities in order to fulfil those obligations. This governance manual is designed to help the governing body and those who work with it to understand how it functions.

The governing body has three core functions which frame everything it does:

- ensuring clarity of vision, ethos and strategic direction;
- holding the headteacher to account for the educational performance of the organisation and its pupils, and the performance management of staff;
- overseeing and ensuring effective financial performance.

### **Background to Hardenhuish School**

Three schools in different guises have stood on Hardenhuish Park since 1938. Hardenhuish School emerged in 1975 from the combination of the Grammar School and Girls' High School buildings. The school operated as a comprehensive under local authority control until 2010 when it was one of the first schools in the country, and one of two in Wiltshire, to convert under the new Academies Act in time for the autumn term. Hardenhuish is a stand-alone academy operating on its own outside local authority control and funded directly by the government.

### **Hardenhuish Academy Structure**

The academy structure is outlined in the Articles of Association and Funding Agreement [link](#). The school is a limited company without shares and with charity characteristics. While the school exists to provide an education and does not make a profit it is essential to remember it is a business with all the associated responsibilities that brings. There are three layers of administration – Members, Governor trustees and School:

- Members – five members, equivalent to shareholders, meet once a year and delegate much of the workload to the Trustees.
- Governor trustees – normally up to 20 but can be more. Headteacher, Community Governors, minimum of two Parent Governors, Local Authority Governor and two additional Staff Governors.
- School – Headteacher and Senior Leadership Team – carry out the day to day business of the school.

## **The Governing Body**

At Hardenhuish the labels Trustees and Governors are used interchangeably but the latter is the preferred term. The governors act individually, as committees and as a body to drive the school forward and to provide support and appropriate challenge by monitoring, guiding, scrutinising, observing and advising. They are all registered as directors at Companies House and carry the responsibility of directorship. They are unpaid volunteers and do not claim expenses except in exceptional circumstances.

Governors should operate at a strategic level and not get involved in the day to day running of the school nor pass comment on the work of individual teachers.

## **Governor role**

All governors are DBS checked and, on an annual basis, must sign the Code of Conduct ([Appendix A](#)) and register their business interests. All governors, having volunteered, are expected to carry out a number of duties:

- sit on one or more of the governing body committees
- attend Academy Governing Body meetings
- read reports and listen to presentations to monitor the work of the school
- interview new teaching staff when requested
- link with a curriculum area such as English, maths, science and pay regular visits and/or
- link with a year group and join in activities and/or
- attend review meetings for those link areas and/or
- link with an LT member on a specific topic such as Equalities, Support Staff etc.
- attend school events such as awards evenings, concerts, information evenings
- attend training

Working collectively with other governors they are expected to:

1. Contribute to the strategic discussions at governing board meetings which determine:
  - the vision and ethos of the school
  - clear and ambitious strategic priorities and targets for the school
  - that all children, including those with special educational needs, have access to a broad and balanced curriculum
  - the school's budget, including the expenditure of the pupil premium allocation
  - the school's staffing structure and key staffing policies
  - the principles to be used by school leaders to set other school policies.
2. Hold the Headteacher to account by monitoring the school's performance; this includes
  - agreeing the outcomes from the school's self-evaluation and ensuring they are used to inform the priorities in the school development plan
  - considering all relevant data and feedback provided on request by school leaders and external sources on all aspects of school performance
  - asking challenging questions of school leaders
  - ensuring senior leaders have arranged for the required audits to be carried out and receiving the results of those audits
  - ensuring senior leaders have developed the required policies and procedures and the school is operating effectively according to those policies

- listening to and reporting to the school's stakeholders: pupils, parents, staff, and the wider community, including local employers
3. Ensure the school staff have the resources and support they require to do their jobs well, including the necessary expertise on business management, external advice where necessary, effective appraisal and CPD (Continuing Professional Development), and suitable premises and that the way in which those resources are used has impact.
  4. When required, serve on panels of governors to:
    - appoint teachers, the Headteacher and other senior leaders
    - appraise the Headteacher
    - set the Headteacher's pay and agree the pay recommendations for other staff
    - hear the second stage of staff grievances and disciplinary matters
    - hear appeals about pupil Exclusions

*Abridged and adapted from [The Role of A School Governor](#) produced by the National Governance Association (2017).*

### **Governor recruitment**

Governors are recruited to serve four-year terms as determined in the Articles of Association:

- Parent Governors are elected by parents at the school. Candidates must have children or children they look after at the school when they are elected. They can stay on the board for the whole term even if their children have left the school
- Community Governors – also known as Partnership Governors – are recruited to the board for their skills and are ratified at an Academy Governing Board meeting
- Headteacher – is automatically made a governor when appointed
- Staff Governors – elected by the staff of Hardenhuish
- Co-opted Governors – governors can be co-opted for a specific time when necessary but Hardenhuish has yet not done this.

The election process is run by the Clerk to the Governors.

### **Committee Structure of the Academy Governing Body**

Meetings of the Academy Governing Body (AGB) and committees other than the Admissions Panel and Health and Safety Committee are held six times per year, once each term, with the AGB meeting last in each cycle.

The Chair and Vice Chair must be elected at the first meeting of the school year, unless there is a need for a mid-year election. Their term is for one year. They may be removed at any point. The election and removal process follows the Hardenhuish procedure for the election of chairs and vice chairs.

Each committee appoints a chair at the first meeting of each academic year. Policies are delegated to the different committees – see [Appendix B](#) for the full list. The key policies are listed in the Scheme of Delegation. Minutes of each committee meeting are shared on the Governor Portal for discussion at AGB. Some policies need to be ratified by the AGB meeting and often involve further discussion.

Each committee, other than the Admissions Panel, comprises a minimum of five members and all must have a quorum of three except P&R which must have four.

Members of the Senior Leadership Team attend various meetings but only the Headteacher, who is also a governor, has voting rights.

### **Academy Governing Body**

This is a meeting of all governors, including the Headteacher who is automatically a member of the Governing Body. The Deputy Headteachers attend in rotation and other members of the Senior Leadership Team may be invited to attend if they are required to add to the discussion of significant matters.

### **Admissions Panel**

The Admissions Panel must comprise at least three governors, two of whom must be parents/guardians of pupils registered at the school. A member of the Senior Leadership Team with responsibility for Admissions also attends. If this is the Headteacher they attend in a non-voting capacity. The panel meets as required and reports to the full Governing Body. Meetings are scheduled for Term 1 and Term 5 with additional virtual or telephone conference meetings unless the chair thinks a face-to-face meeting is necessary.

The Admissions Panel has delegated responsibility to the school for considering all in-year applications for places working within the admissions limit and policy set by the Governing Body.

The Admissions Panel provides the Presenting Officer to attend any admissions appeal hearing.

The Headteacher has delegated responsibility for the preparation of any casework for appeals against a Local Authority 'direction' to take a pupil.

### **Curriculum Committee**

The Curriculum Committee comprises a mix of governors and at least one member of the Senior Leadership Team. The Curriculum Committee oversees and challenges all aspects of the curriculum as defined in the Scheme of Delegation.

The SEN and Pupil Premium Governors provide a verbal or written report to meetings although do not need to be members of the committee. The committee invites curriculum leaders, learning managers or leaders to present at the meeting. The link governor for the area being discussed are also invited to the meetings.

### **Policy and Resources**

This committee comprises the Chair and Vice-Chair of Governors, the Chairs of Curriculum, Staffing and Pupils and Parents, other governors invited by the committee to join on a temporary or long-term basis and the Headteacher. It is also attended by the Business Manager and Responsible Officer who do not have voting rights.

The primary role of this committee is to receive and review proposed revenue and capital expenditure budgets prior to the start of the financial year, obtain approval from the Academy Governing Board and regularly monitor income and expenditure against these budgets

throughout the School's financial year. The Chair of Governors and Chair of P&R receive monthly management accounts for scrutiny between meetings.

The committee:

- Ensures all policies the school is legally obliged to have are in place, regularly reviewed and relate to current school practice
- Delegates these policies to the appropriate governor committee for their continuing review
- Reviews all policies and items which do not fall with the remit of other committees.

The Chair of Policy and Resources works closely with the Business Manager - this requires regular contact to ensure that the appropriate financial issues are placed on the agenda, and to review the balance on all budget headings in order that informed discussion on budget headings can take place at meetings.

### **Responsible Officer**

The Responsible Officer carries out the following duties on behalf of the Governing Body:

- Checks that the Policy and Resources committee discusses appropriate financial issues, that balances on cost centres are monitored with the Finance Officer and decisions are appropriately documented.
- Performs a check three times a year to ensure that financial transactions are properly filed and financial records are properly filed.
- Inspects and authorises all requests for school trips ensuring their viability, that appropriate risk assessments have been carried out and that appropriately experienced staff are accompanying pupils on the trip.

### **Pupils and Parents**

The Pupils and Parents Committee consists of at least two parent governors and at least one representative of the Senior Leadership Team. The committee oversees many policies and procedures where there is a clear link to pupils and/or parents. The committee reviews policy to ensure it is in line with current best practice.

The committee takes the opportunity to make representatives of the School Parliament welcome and to present their work to Governors.

### **Staffing**

The Staffing Committee oversees all aspects of Human Resources. This includes examining staffing requirements, professional development and looking at exit surveys completed by departing staff. The committee also ensures all policies relating to staff are up-to-date, are being applied appropriately throughout the School, and are working. The committee, or its members, take on any other personnel-related tasks as deemed necessary and enlist the help of other governors if required.

The Staffing Committee is responsible for ensuring, in conjunction with the Chair of Governors, that the Headteacher's performance is reviewed annually. The committee is also responsible for the Pay Committee that sits to review the Headteacher's pay scale in light of the review that has taken place and in ensuring best practice for all teaching staff pay increases. The committee is also responsible for the Pay Appeal Committee should an employee wish to appeal a decision made in relation to their level of pay.

It has been agreed that the Staffing Committee, after fully reviewing them, will use policies previously agreed by the recognised unions where they affect teaching and support staff (Redundancy, Appraisal, Grievance, Discipline, Capability, Termination of Employment etc.).

## **Health and Safety**

This committee is not a governing body committee but is attended by the Health and Safety Governor and responsible to the Policy and Resources Committee. The committee is chaired by the School Business Manager and the membership also includes key staff who have a particular role for Health and Safety.

The Health and Safety Committee has responsibility to review and suggest amendments to the following policies and procedures:

- Food Safety Policy
- Science Labs – guidelines for teachers.
- DT Rooms – guidelines for teachers

The committee also recommends amendments to the Health and Safety policy through the Policy and Resources committee to the full governing body.

## **Headteacher**

The day-to-day management of the School and staff is the responsibility of the Headteacher. In addition, the Headteacher is responsible for the delivery of the agreed curriculum, the development and achievement of pupils and the implementation of all School policies. The Headteacher is also responsible for complying with various Acts of Parliament governing education and responding to changes in legislation and is the Accounting Officer for the school.

## **Meetings**

All meetings should wherever possible be face-to-face and it is expected governors will make every effort to attend.

The Articles of Association allow for meetings also to be held on a conference call if necessary. These must be properly minuted.

Governors also use “virtual meetings” by email if it is not possible to meet due to time constraints or if the content of a scheduled meeting is particularly light and the act of actually meeting is disproportionate to the workload. Such meetings could be used, for example, to deal with admissions during a holiday period or to agree spending when a decision needs to be made promptly.

Virtual meetings must always use official governor email accounts and should observe the following protocol:

1. All members of the relevant committee accept a virtual meeting is appropriate.
2. The chair of the committee will initiate the conversation and conclude it so the decisions made are evident.
3. A deadline for expressions of opinion or discussion should be established at the outset.
4. Participants should always "reply to all" on the last email sent so that one final email can be printed which minutes the full discussion.
5. The results of the virtual meeting should be recorded at the next face-to-face committee meeting or at full Academy Governing Body if that comes first and the meeting has not involved confidential matters which would not be normally discussed at AGB.
6. If it becomes obvious a consensus cannot be reached on one or all items under discussion then decisions should be deferred until the next relevant committee meeting or until a special meeting can be convened.
7. All participants must remember their GDPR and FOI obligations during a virtual meeting.

### **Governance Procedures**

The mechanism which dictates the way the governing body works is spelled out in a variety of ways captured by the Articles of Association, Funding agreement, the Scheme of Delegation, the Governance Handbook, the Academies Financial Handbook and various school and governor procedures.

#### **The Articles of Association**

These were drawn up in 2010 when Hardenhuish became an Academy. They outline the scope and responsibilities of the academy and how it should be run including the duties of the Members and composition of the Governing Body.

#### **The Funding Agreement**

Was also drawn up in 2010 and outlines how funding is paid by the government to the Academy. It also requires the school to publish certain documentation and spells out additional duties upon which receiving finance is contingent.

#### **Scheme of Delegation**

The Scheme of Delegation is drawn up and approved by the whole governing body to clarify the responsibilities and powers of governors and members of staff employed at the school. It covers key aspects of the management of the school and ensures compliance with legal requirements and statutory and mandatory policies.

The responsibilities set out in this scheme are delegated to the specific committees of the governing body, individual governors, the governing body, the Members and the Headteacher. Delegations cannot be exercised other than by the designated person or committee unless otherwise directed or agreed by the Governing Body. In the absence or incapacity of the Headteacher, the delegations stand delegated to the Deputy Headteacher acting as Headteacher unless otherwise directed or agreed by the Governing Body.

Instead of exercising delegated powers a post-holder or committee may refer the matter to the appropriate committee or full governing body. The Scheme of Delegation must be reviewed at the last meeting of the governing body in each academic year but can be amended at any point should the need arise

## **The Governance Handbook**

The handbook is produced by the Department for Education and provides guidance on good governance. It also outlines the legal responsibilities of the school. Updated versions also flag up changes in legislation and give an indication of the direction in which the government is heading in terms of regulation.

## **The Academies Financial Handbook**

This handbook works alongside the Governance Handbook but is specifically tailored at the financial responsibilities of the school. There is often overlap between both handbooks as the area covered in one coincides with the other. The books appear at different times which means they both need close monitoring as one might refer to legislative changes which are not evident in the other.



## Hardenhuish Scheme of Delegation 2019-2020

| Area                                                          | Decision                                                                                                 | Delegation                                                                                                         |                         |                    |       |         |
|---------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|-------------------------|--------------------|-------|---------|
|                                                               |                                                                                                          | Head /Clerk                                                                                                        | Individual Governor     | Committee          | Board | Members |
| <b>Bold</b> items are statutory/mandatory for academy schools |                                                                                                          | The workflow is left to right from the first column entry<br>The final column completed is the point of delegation |                         |                    |       |         |
| <b>Members</b>                                                |                                                                                                          |                                                                                                                    |                         |                    |       |         |
| <b>People</b>                                                 | Members: Appoint/Remove                                                                                  |                                                                                                                    |                         |                    |       | ✓       |
|                                                               | Role descriptions for members                                                                            |                                                                                                                    |                         |                    |       | ✓       |
| <b>Systems &amp; structures</b>                               | Articles of Association: agree and review                                                                | Head                                                                                                               | Chair                   | All                | ✓     | ✓       |
| <b>Strategic</b>                                              | Engagement with stakeholders – in accordance with policies and Code of Conduct                           | ✓                                                                                                                  | ✓                       | ✓                  | ✓     | ✓       |
|                                                               | To decide whether to join or form a multi-academy trust or change the school status                      | Head                                                                                                               | Chair                   | All                | ✓     | ✓       |
| <b>Reporting</b>                                              | Annual report on performance of the trust: submit to members for approval                                | Head                                                                                                               | Chair                   | P&R                | ✓     | ✓       |
| <b>Academy Governing Body</b>                                 |                                                                                                          |                                                                                                                    |                         |                    |       |         |
| <b>People</b>                                                 | Governors: Appoint/Remove                                                                                | Clerk                                                                                                              | Chair                   |                    | ✓     |         |
|                                                               | Governors: Appoint/Remove                                                                                | Clerk                                                                                                              | Chair                   |                    | ✓     |         |
|                                                               | Role descriptions for governors/chair/specific roles/committee members: agree                            |                                                                                                                    |                         | All                | ✓     |         |
|                                                               | Parent trustee: elected                                                                                  | Clerk                                                                                                              | Chair                   |                    | ✓     |         |
|                                                               | Chair/Vice Chair of Trustees: elect or remove                                                            | Clerk                                                                                                              | Chair for VC            |                    | ✓     |         |
|                                                               | Committee chairs: appoint or remove                                                                      |                                                                                                                    |                         | All                |       |         |
|                                                               | Head: Appoint, suspend or dismiss                                                                        |                                                                                                                    | Chair                   |                    | ✓     |         |
|                                                               | Headteacher performance: appraisal and review                                                            |                                                                                                                    | Chair – mid year review | HT Appraisal Panel | ✓     |         |
|                                                               | Clerk to board: appoint, suspend or remove                                                               |                                                                                                                    | Chair                   |                    | ✓     |         |
|                                                               | Clerk: appraisal                                                                                         |                                                                                                                    | Chair                   |                    | ✓     |         |
| <b>Systems &amp; structures</b>                               | Governor Committee: establish and review annually                                                        |                                                                                                                    | Chair/VC                | All                | ✓     |         |
|                                                               | <b>Scheme of Delegation and Terms of reference for committees:</b> agree annually and publish on website |                                                                                                                    | Chair                   | All                | ✓     |         |
|                                                               | Skills audit: complete and recruit to fill gaps                                                          | Clerk                                                                                                              | Chair/VC                | All                | ✓     |         |

|                                                                                                         |                                                                                                                                                                           |       |              |                |   |  |
|---------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|--------------|----------------|---|--|
|                                                                                                         | Annual self review of trust board and committee performance: complete annually and report to parents via the website.                                                     | Clerk | Chair/VC     | All            | ✓ |  |
|                                                                                                         | Chair's performance: 360 review periodically                                                                                                                              |       | Chair        |                | ✓ |  |
|                                                                                                         | Governor Engagement: review annually and discuss                                                                                                                          |       | Chair 1:1s   |                | ✓ |  |
|                                                                                                         | Succession: plan                                                                                                                                                          |       | Chair/VC     | All            | ✓ |  |
|                                                                                                         | Annual governor agenda planner: agree                                                                                                                                     | Head  | Chair        | P&R            | ✓ |  |
| <b>Strategic</b>                                                                                        | Monitor and review whole school targets in the School Development Plan                                                                                                    | Head  |              | Curriculum     | ✓ |  |
|                                                                                                         | <b>Ensure a legal, broad and balanced curriculum is in place</b>                                                                                                          | Head  |              | Curriculum     | ✓ |  |
|                                                                                                         | <b>Special Educational Needs policy</b> ; approve                                                                                                                         | Head  |              | Curriculum     | ✓ |  |
|                                                                                                         | <b>Relationships and Sex Education Policy</b>                                                                                                                             | Head  |              | Curriculum     | ✓ |  |
|                                                                                                         | <b>Safeguarding and Child Protection Policy</b> including <b>Prevent guidelines</b>                                                                                       | Head  |              | P&P            | ✓ |  |
|                                                                                                         | <b>Admissions Policy</b> and consultation if necessary                                                                                                                    | Head  |              | P&P            | ✓ |  |
|                                                                                                         | <b>Ensure RE and daily collective worship is provided</b>                                                                                                                 | Head  |              | P&P            | ✓ |  |
|                                                                                                         | Academy staffing structure: agree                                                                                                                                         | Head  |              | Staffing → P&R | ✓ |  |
|                                                                                                         | Pay Policy: agree                                                                                                                                                         | Head  |              | Staffing → P&R | ✓ |  |
| Ensure all academy policies and procedures are reviewed by relevant committees at regular, agreed dates | Head                                                                                                                                                                      | Chair | All          | ✓              |   |  |
| <b>Reporting</b>                                                                                        | Trust governance details on trust website: ensure                                                                                                                         | Clerk | Chair        |                | ✓ |  |
|                                                                                                         | Register of all interests, business, pecuniary, loyalty for members/trustees: establish and publish                                                                       | Clerk | All          |                | ✓ |  |
|                                                                                                         | Annual report and accounts including accounting policies, signed statement on regularity, propriety and compliance. Governance statement demonstrating value for money.   | Head  | Chair        | P&R            | ✓ |  |
|                                                                                                         | <b>Governance arrangements, SoD, performance, financial and equality data</b> and other statutory information: publish                                                    | Head  | Chair        |                | ✓ |  |
|                                                                                                         | <b>SEN Information Report</b> - publish and update at least annually                                                                                                      | Head  | SEN governor | Curriculum     | ✓ |  |
|                                                                                                         | Trust's vision and strategy, agreeing key priorities and key performance indicators (KPIs) against which progress towards achieving the vision can be measured: determine | Head  |              | All            | ✓ |  |
| <b>Holding to account</b>                                                                               | Trustee monitoring: agree arrangements                                                                                                                                    | Clerk | Chair        |                | ✓ |  |
|                                                                                                         | Auditing and reporting arrangements for matters of compliance (e.g. safeguarding, H&S, employment): agree                                                                 | Head  | ✓            | All            | ✓ |  |
|                                                                                                         | Business Manager (Chief Financial Officer): appoint                                                                                                                       |       | Chair        | Staffing       | ✓ |  |

|                                                               |                                                                                                                                                             |             |                    |                        |     |  |
|---------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|--------------------|------------------------|-----|--|
| <b>Ensuring Financial Probity</b>                             | <b>Budget:</b> approve                                                                                                                                      | Head        |                    | P&R                    | ✓   |  |
| <b>Policy and Resources</b>                                   |                                                                                                                                                             |             |                    |                        |     |  |
| <b>Systems &amp; structures</b>                               | Hardenhuish Finance Manual: including Expense Policy. Review annually and observe the finance delegations therein.                                          | Head        |                    | P&R                    |     |  |
| <b>Strategic</b>                                              | Budget plan to support delivery of trust key priorities: agree                                                                                              | Head        |                    | P&R                    |     |  |
|                                                               | Management of risk: establish register, review and monitor                                                                                                  | Head        |                    | P&R                    |     |  |
|                                                               | The following policies: <b>Data Protection; Freedom of Information; Information Security and all Health and Safety related policies Inc. Accessibility.</b> | Head        |                    | P&R                    |     |  |
|                                                               | <b>Complaints Policy and Procedure</b>                                                                                                                      | Head        |                    | P&R                    |     |  |
|                                                               | <b>Premises Management policies</b> - fire safety, asbestos etc                                                                                             | Head        |                    | Health & Safety<br>P&R |     |  |
|                                                               | Formulating long-term strategy for phased initiatives to improve the overall standard of the School                                                         | Head        |                    | P&R                    |     |  |
|                                                               | Major capital projects                                                                                                                                      | Head        |                    | P&R                    | AGB |  |
|                                                               | The letting of the School's premises to other organisations                                                                                                 | Head        |                    | P&R                    |     |  |
|                                                               | Monitoring the condition of the School's infrastructure and authorising repairs                                                                             | Head        |                    | P&R                    |     |  |
|                                                               | External auditors' report: receive and respond                                                                                                              | Head        | Chair              | P&R                    | AGB |  |
|                                                               | Responsible Officer checks: act if necessary                                                                                                                |             | RO                 | P&R                    |     |  |
|                                                               | Benchmark Hardenhuish for value for money                                                                                                                   | Head        |                    | P&R                    |     |  |
|                                                               | Ensure and monitor efficiency savings and best value procurement                                                                                            | Head        |                    | P&R                    |     |  |
|                                                               | Monitor expenditure against budget at least once per term                                                                                                   | Head        |                    | P&R                    |     |  |
|                                                               | <b>Monitor monthly budget reports</b>                                                                                                                       | Head        | Chair<br>P&R Chair |                        |     |  |
|                                                               | Asset Management                                                                                                                                            | Head        |                    | P&R                    |     |  |
|                                                               | Buildings personal liability and other insurance                                                                                                            | Head        |                    | P&R                    |     |  |
|                                                               | Investigate financial irregularities                                                                                                                        | Head        | Chair<br>RO        |                        |     |  |
| Investigate financial irregularities if the Head is suspected |                                                                                                                                                             | Chair<br>RO | P&R                |                        |     |  |
| <b>Holding to account</b>                                     | Ensure <b>health and safety</b> regulations are followed                                                                                                    | Head        |                    |                        |     |  |
| <b>Curriculum</b>                                             |                                                                                                                                                             |             |                    |                        |     |  |
| <b>Strategic</b>                                              | Careers Guidance Policy and Work Experience Policy                                                                                                          | Head        |                    | Curriculum             |     |  |
|                                                               | Plan enrichment/extra-curricular offer                                                                                                                      | Head        |                    |                        |     |  |

|                                                   |                                                                                                                                                                                                                                     |      |                  |            |  |  |
|---------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|------------------|------------|--|--|
|                                                   | Embed agreed curriculum and enrichment offer within the day to day operation of the academy trust                                                                                                                                   | Head |                  |            |  |  |
| <b>Holding to account</b>                         | Review examination results, particularly gender differences and the achievement of special interest groups and pupil premium                                                                                                        | Head |                  | Curriculum |  |  |
|                                                   | Monitor the progress of pupils and evaluate the effectiveness of assessment, intervention strategies and reporting procedures                                                                                                       | Head |                  | Curriculum |  |  |
|                                                   | Monitor the work of Learning Managers in overseeing academic progress and achievement                                                                                                                                               | Head | Link Governors   | Curriculum |  |  |
|                                                   | Monitor the work of Special Educational Needs                                                                                                                                                                                       | Head | SEN Gov          | Curriculum |  |  |
|                                                   | Monitor the work of AGAT, including the AGAT Policy                                                                                                                                                                                 | Head |                  | Curriculum |  |  |
|                                                   | Monitor the work of the Pupil Premium Strategy Group and Task Force x                                                                                                                                                               | Head | PP Governor      | Curriculum |  |  |
|                                                   | Monitor faculty self-evaluation and development plans                                                                                                                                                                               | Head |                  | Curriculum |  |  |
|                                                   | Monitor the implementation of Ofsted recommendations                                                                                                                                                                                | Head |                  | Curriculum |  |  |
| <b>Ensuring Financial Probity</b>                 | Agree and publish annual action plans and monitor spend of <b>Literacy and Numeracy Catch-up Premium, Service Premium and Pupil Premium</b>                                                                                         | Head | PP Governor      | Curriculum |  |  |
| <b>Pupils and Parents</b>                         |                                                                                                                                                                                                                                     |      |                  |            |  |  |
| <b>Strategic</b>                                  | <b>Positive Behaviour Policy</b> - including exclusions and inclusions, violence and aggression toward staff, the use of force to control and restrain children, and positive behaviour. Home school agreement included as appendix | Head |                  | P&P        |  |  |
|                                                   | <b>Positive Behaviour Policy</b> - publicise to staff, students and parents x                                                                                                                                                       | Head |                  |            |  |  |
|                                                   | Manage exclusions                                                                                                                                                                                                                   | Head |                  |            |  |  |
|                                                   | Hear appeals relating to exclusions                                                                                                                                                                                                 |      | Exclusions panel |            |  |  |
|                                                   | Induction and Primary Transfer Policy.                                                                                                                                                                                              | Head |                  | P&P        |  |  |
|                                                   | <b>Pupils with Medical Needs and Medical Conditions Policy</b>                                                                                                                                                                      | Head |                  | P&P        |  |  |
|                                                   | School Term/Holiday dates and times of school sessions                                                                                                                                                                              |      |                  | P&P        |  |  |
|                                                   | <b>Single Equalities Policy</b> - including Disability, Race Equality, Equal Opportunities, Equality and Diversity                                                                                                                  | Head |                  | P&P        |  |  |
|                                                   | Uniform Policy                                                                                                                                                                                                                      | Head |                  | P&P        |  |  |
|                                                   | Trips – monitor. Also Educational Visits Policy                                                                                                                                                                                     | Head | RO               | P&P        |  |  |
|                                                   | Attendance: monitor                                                                                                                                                                                                                 | Head | Link Gov         | P&P        |  |  |
|                                                   | Health and Well-Being Policy – including ensuring school lunch nutritional standards are met                                                                                                                                        | Head |                  | P&P        |  |  |
|                                                   | Maintain a <b>register of pupil attendance and admissions</b>                                                                                                                                                                       | Head |                  |            |  |  |
| Provide free meals to pupils meeting the criteria | Head                                                                                                                                                                                                                                |      |                  |            |  |  |

|                                   |                                                                                 |      |       |                                 |  |  |
|-----------------------------------|---------------------------------------------------------------------------------|------|-------|---------------------------------|--|--|
| <b>Ensuring Financial Probity</b> | <b>Charging and Remissions Policy: approve</b>                                  | Head |       | P&P                             |  |  |
| <b>Staffing</b>                   |                                                                                 |      |       |                                 |  |  |
| <b>Strategic</b>                  | <b>Disciplinary Procedure including abuse allegations</b>                       | Head |       | Staffing                        |  |  |
|                                   | <b>Code of Conduct for Staff</b>                                                | Head |       | Staffing                        |  |  |
|                                   | <b>Grievance Policy and Procedure</b>                                           | Head |       | Staffing                        |  |  |
|                                   | Appoint teaching staff                                                          | Head | All   | Staffing                        |  |  |
|                                   | Appoint non-teaching staff                                                      | Head |       |                                 |  |  |
|                                   | Suspend/Dismiss staff                                                           | Head |       |                                 |  |  |
|                                   | Staff induction and development                                                 | Head |       | Staffing                        |  |  |
|                                   | <b>Record of recruitment and vetting checks: maintain</b>                       | Head |       |                                 |  |  |
|                                   | Staff performance: appraisal                                                    | Head |       |                                 |  |  |
|                                   | Review staff discipline, conduct and grievance procedures                       | Head |       | Staffing                        |  |  |
|                                   | Headteacher pay award: agree                                                    |      | Chair | HT appraisal panel              |  |  |
|                                   | Staff appraisal procedure and pay progression: monitor and agree                | Head |       | Staffing                        |  |  |
|                                   | Pay Panel and Pay Appeals Panel: review and approve pay awards and hear appeals |      |       | Pay Panel/<br>Pay Appeals Panel |  |  |



### **Hardenhuish School Code of Conduct for School Governors**

This document is based on the National Governors' Association Code of Conduct for School Governing Boards (2018 version). It sets out the expectations and commitment required from school governors in order for the governing board to properly carry out its work within the school and the community. It should be read in conjunction with the Seven Principles of Public Life. It will be reviewed and agreed by all Governors on an annual basis.

The governing board has the following core strategic functions:

Establishing the strategic direction, by:

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

Ensuring accountability, by:

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

Overseeing financial performance, by:

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

**As individuals on the board we agree to the following:**

#### **1. Role & Responsibilities**

- We understand the purpose of the board and the role of the Headteacher.
- We accept that we have no legal authority to act individually, except when the board has given us delegated authority to do so, and therefore we will only speak on behalf of the governing board when we have been specifically authorised to do so.
- We accept collective responsibility for all decisions made by the board or its delegated agents. This means that we will not speak against majority decisions outside the governing board meeting.
- We have a duty to act fairly and without prejudice, and in so far as we have responsibility for staff, we will fulfil all that is expected of a good employer.

- We will encourage open governance and will act appropriately.
- We will consider carefully how our decisions may affect the community and other schools.
- We will always be mindful of our responsibility to maintain and develop the ethos and reputation of our school. Our actions within the school and the local community will reflect this.
- In making or responding to criticism or complaints we will follow the procedures established by the governing board.
- We will actively support and challenge the Headteacher.
- We will accept and respect the difference in roles between the board and staff, ensuring that we work collectively for the benefit of the school.
- We will respect the role of the senior leaders and their responsibility for the day to day management of the school and avoid any actions that might undermine such arrangements.
- We agree to adhere to the school's rules and policies and the procedures of the governing board as set out by the relevant governing documents and law.
- When formally speaking or writing in our governing role we will ensure our comments reflect current organisational policy even if they might be different to our personal views.
- When communicating in our private capacity (including on social media) we will be mindful of and strive to uphold the reputation of the organisation.

## **2. Commitment**

- We acknowledge that accepting office as a governor involves the commitment of significant amounts of time and energy.
- We will each involve ourselves actively in the work of the governing board, and accept our fair share of responsibilities, including service on committees or working groups.
- We will make full efforts to attend all meetings and where we cannot attend explain in advance why we are unable to.
- We will get to know the school well and respond to opportunities to involve ourselves in school activities.
- We will visit the school, with all visits arranged in advance with the Headteacher or named staff with governor links and undertaken within the framework established by the governing board.
- We will consider seriously our individual and collective needs for induction, training and development, and will undertake relevant training.
- We accept that in the interests of open-governance, our full names, date of appointment, terms of office, roles on the governing board, attendance records, relevant business and pecuniary interests, category of governor and the body responsible for appointing us will be published on the school's website.
- In the interests of transparency we accept that information relating to governors will be collected and logged on the DfE's national database of governors (Edubase).

## **3. Relationships**

- We will strive to work as a team in which constructive working relationships are actively promoted.
- We will express views openly, courteously and respectfully in all our communications with other governors, the clerk to the governing board and school staff both in and outside of meetings.
- We will support the chair in their role of ensuring appropriate conduct both at meetings and at all times.
- We are prepared to answer queries from other board members in relation to delegated functions and take into account any concerns expressed, and we will acknowledge the time, effort and skills that have been committed to the delegated function by those involved.
- We will seek to develop effective working relationships with the Headteacher, staff and parents, the local authority and other relevant agencies and the community.

## **4. Confidentiality**

- We will observe complete confidentiality when matters are deemed confidential or where they concern specific members of staff or pupils, either inside or outside school.
- We will exercise the greatest prudence at all times when discussions regarding school business arise outside a governing board meeting.
- We will not reveal the details of any governing board vote.





## **The Seven Principles of Public Life**

(Originally published by the Nolan Committee: The Committee on Standards in Public Life was established by the then Prime Minister in October 1994, under the Chairmanship of Lord Nolan, to consider standards of conduct in various areas of public life, and to make recommendations).

**Selflessness** - Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.

**Integrity** - Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.

**Objectivity** - In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

**Accountability** - Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

**Openness** - Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

**Honesty** - Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

**Leadership** - Holders of public office should promote and support these principles by leadership and example.

## Hardenhuish School Documents Policies and Procedures List

| <b>Curriculum Committee</b>                                            |
|------------------------------------------------------------------------|
| Able, Gifted & Talented                                                |
| Appeal Against Centre' Decision Regarding Post Results Services Policy |
| Assessment Policy                                                      |
| Careers Education, Advice and Guidance Policy                          |
| Curriculum Policy                                                      |
| Drugs Policy                                                           |
| Education and Training Provider Access                                 |
| Examination Disability                                                 |
| Homework Policy                                                        |
| International Policy                                                   |
| KS4 Options Policy                                                     |
| Non Examination Assessment                                             |
| Relationships and Sex Education Policy                                 |
| Religious Education & Collective Worship                               |
| Resources Centre Policy                                                |
| Review of Internal Assessed Marks Policy                               |
| Setting Policy                                                         |
| Special Educational Needs Policy                                       |
| Work Experience Policy                                                 |
| <b>Policy and Resources Committee</b>                                  |
| Finance Manual                                                         |
| Bomb Threat Policy                                                     |
| Complaints Procedure                                                   |
| Credit Card Policy                                                     |
| Data Protection                                                        |
| Food Safety                                                            |
| Fraud Prevention Policy                                                |
| Freedom of Information                                                 |
| Information Security                                                   |
| Investment Policy                                                      |
| Lettings Policy                                                        |
| Lockdown Procedures                                                    |
| Pay Policy                                                             |
| LGPS Policy Statement                                                  |
| Vexatious Complaints                                                   |
| Accessibility Plan                                                     |
| Accident Policy                                                        |
| DT Workshop Guidelines                                                 |
| Emergency Conditions Guidance and Procedure 2016/17                    |
| Extreme Weather Conditions Site Policy and Procedures                  |
| Health & Safety Policy                                                 |
| New & Expectant Mothers at Work                                        |
| Science Labs; Guidelines for Teachers                                  |
| <b>Pupil and Parents Committee</b>                                     |
| Accessibility Plan (also with Health and Safety)                       |
| Admissions Policy                                                      |
| Anti-Bullying Policy                                                   |
| Attendance Policy                                                      |
| Charging and Remissions Policy                                         |

|                                                                                          |
|------------------------------------------------------------------------------------------|
| Safeguarding Child Protection Policy with Handbook                                       |
| Educational Visits                                                                       |
| E-Safety                                                                                 |
| Health and Wellbeing Policy                                                              |
| Positive Behaviour Policy                                                                |
| Primary Transfer Policy                                                                  |
| Pupils with Medical Needs and Medical Conditions                                         |
| Single Equalities Policy                                                                 |
| The use of Reasonable Force and Authority to Search and Violence and Aggression to Staff |
| Uniform Policy                                                                           |
| <b>Staffing Committee</b>                                                                |
| Absence Management                                                                       |
| Adoption Policy                                                                          |
| Appeals Procedure                                                                        |
| Appraisal Policy                                                                         |
| Capability Procedure                                                                     |
| Career Break Policy                                                                      |
| Code of Conduct for Teaching and Support Staff                                           |
| CPD Policy                                                                               |
| DBS Policy                                                                               |
| Dignity at Work                                                                          |
| Disciplinary Procedure                                                                   |
| Flexible Working Policy                                                                  |
| Flu Pandemic Policy for Teaching and Support Staff                                       |
| Collective Grievance Policy and Procedure for Teaching and Support Staff in Academies    |
| Grievance Procedure                                                                      |
| Ill Health and Sickness Management Policy                                                |
| Initial Teacher Training Policy                                                          |
| Employee Internet E-mail & Computer Acceptable Usage Policy                              |
| Lone Working Policy                                                                      |
| Recruitment and Selection Policy Procedure for Teaching and Support Staff                |
| Recruitment of Ex Offenders                                                              |
| Redundancy Policy and Procedure                                                          |
| Part-Time Teaching Staff Policy                                                          |
| Policies for Parents                                                                     |
| Probation Procedure for Support Staff                                                    |
| Shared Parental Leave                                                                    |
| Single Equalities Policy                                                                 |
| Staff use of their cars on School business                                               |
| Staff Wellbeing Policy                                                                   |
| Support Staff Extra Hours/Overtime                                                       |
| Whistleblowing Policy                                                                    |