



Terms of Reference

The Tonbridge Federation

September 2022

The Governing Body will operate at all times in accordance with the requirements of the Education Act, the School Governance Regulations, the Local Authorities Scheme for Financing Schools and all other relevant legislation, and will review these Standing Orders at least annually.

In addition to the requirements set out in legislation, the following procedures will apply to the operation of the Governing Body.

These documents were agreed by the Governing Body at their meeting held on

Date 15th September 2022

Review Date September 2023

In this document, the word school refers to both Hugh Christie School and Long Mead Community Primary School (Tonbridge Federation).

Whole Governing Body Approach

Outline

The Governing Body works as a 'whole team', meeting at least six times per year. Twice a year, the whole Governing Body meeting will divide into three teams for deeper scrutiny on key identified issues.

An agenda for each meeting will include all the tasks which the Governing Body is required to consider.

At an early meeting in the academic year, the Governing Body will consider the schools' self-evaluations and review of Pupil Premium spending. They will then give school leaders a short period to develop improvement plans based on the key development points raised through self-evaluation. At the second meeting, the improvement plans will be discussed and agreed. Governors will agree monitoring activities arising from the improvement plans or other statutory functions, which will be recorded as part of the improvement plans. A mid and end year evaluation meeting will consider progress towards achieving the goals in the improvement plans.

In each case where a function has been delegated to a team there is a statutory duty to report any action or decision to the governing body at a plenary at the end of the team meetings or at the next meeting.

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The Structure of the Governing Body

The Governing Body consists of fifteen Governors:

1. Parent Governor – Hugh Christie School to be elected by parents of children attending Hugh Christie – *Claire Hickmott*
2. Parent Governor – Long Mead Community Primary School to be elected by parents of children attending Long Mead – *Rose Simonetti*
3. Executive Principal – *Jon Barker*
4. Staff Governor to be elected by staff employed by The Tonbridge Federation – *Kelly Midwinter*
5. Local Authority Governor appointed by KCC – *Peter Brierley*
6. Partnership Governor – *Nichola Higham*
7. Partnership Governor – *Nicolas Heslop*
8. Partnership Governor – *Marion Seymour*
9. Co-opted Governor (Pupil wellbeing, behaviour and safety) – *Elaine Johnson*
10. Co-opted Governor (secondary school improvement) – *Isabel Handyside*
11. Co-opted Governor (primary school improvement) – *Terri Daters*
12. Co-opted Governor (finance and premises) – *Malcolm Cole*
13. Co-opted Governor (Pupil Premium) – *Lesley Broom*
14. Co-opted Governor (SEND and Child protection) – *Sue Mason*
15. Co-opted Governor (staff to provide experience from school not represented by Staff Governor) – *Noa Mitchell*

In attendance:

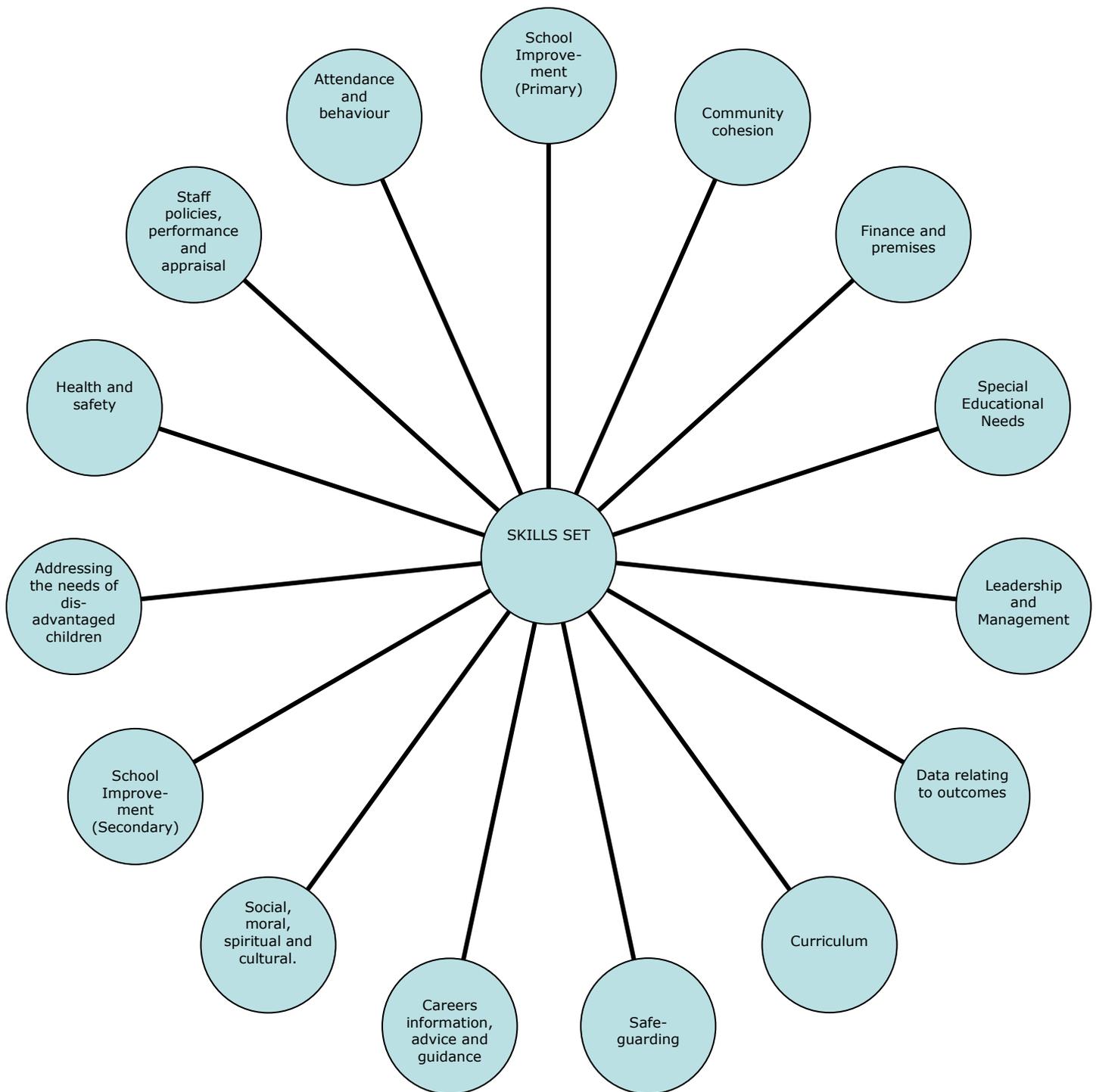
Head of School – Long Mead Community Primary School – Lizzie Alexander

Head of School – Hugh Christie School – Mark Fenn

Federation Business Manager – Sarah Stewart

Clerk to the Governing Body - Julia Souter

Skills set required by the Governing Body



Agreed by the Governing Body on			15/09/2022
Review Date			9/2023

The Tonbridge Federation

Terms of Reference for the Governing Body

The Governing Body has resolved to conduct all its business as a full governing body, and to work without committees.

Delegation

The attached Standing Order 'Delegation of Functions to Executive Principal / Head of School' outlines those responsibilities wholly delegated to the Executive Principal / Heads of School. Monitoring activities against the priorities of the School Plan will be 'commissioned' at meetings or carried out by pairs or individual governors in accordance with the terms of reference following

The main responsibilities to be managed by the governing body are outlined below:

Items in bold cannot be delegated.

Operational

- **To draw up the Instrument of Government and any amendments thereafter**
- **To review the standing order for election of the Chair and Vice Chair including the length of the term of office.**
- **Elect (or remove) the Chair and Vice Chair.**
- **To appoint (or dismiss) the Clerk to the Governing Body.**
- **To hold at least six Governing Body meetings each year.**
- **To appoint and remove co-opted and any associate members.**
- **To suspend or remove a governor.**
- **To decide which functions of the Governing Body will be delegated and to whom.**
- **To receive reports from any pair or individual to whom a delegation has been made and to consider whether any further action by the Governing Body is necessary.**
- **To review the delegation arrangements annually.**
- To recruit new governors as vacancies arise.
- To set up and publish a register of Governors' Business Interests.
- To approve and set up a Governors' Allowances Scheme.
- To regulate the Governing Body procedures where not set out in law, and record these as Standing Orders.
- To delegate to the Executive Principal / Head of School the functions as described in the Delegation of Functions to Executive Principal / Head of School Standing Order (attached).
- To assign individuals or pairs of governors to monitor the priorities of the School Improvement Plan in accordance with the attached terms of reference.
- To arrange a suitable induction process and mentoring for newly appointed or elected governors (*may have accompanying Standing Order*).
- To audit individual and collective development needs and promote appropriate training.
- To ensure the Executive Principal provides such reports as requested by the Governing Body to enable it to undertake its role.
- To receive reports on bullying, homophobic and racial incidents.

General

- Regularly review the vision and values of the school and ensure that these are shared with all stakeholders.
- To take an active role in Schools' Self Evaluation identifying success and areas requiring improvement.
- To update and review regularly the School Improvement Plan identifying monitoring opportunities for the governing body.

	<ul style="list-style-type: none"> • To review regularly how the school is regarded by pupils and parents. • To ensure the school has in place all statutory policies and to keep these under regular review, consulting with representative stakeholders as appropriate. • To approve policies on review. • To approve all school trips involving an overnight stay away from home. • To ensure that the school does not discriminate against pupils, job applicants or staff on the basis of race, religion, gender, age disability or sexual orientation. • To discharge duties in respect of pupils with special needs by appointing a 'SEND governor'. • To appoint a Governor responsible for Child Protection / safeguarding and for Pupil Premium children. • To ensure the school has a Complaints Procedure for Parents and that parents know how to raise concerns and make a complaint. • To ensure that the governing body complies with all other legal duties placed upon them.
Budget	<ul style="list-style-type: none"> • To approve the first formal budget plan each year. • To engage in strategic planning. • To agree a 3 year budget. • To analyse and recommend the annual budget. • To annually review and approve the Finance Policy and recommend levels of delegation. • To annually review and approve the Charging and Remissions policy. • To make decisions in respect of service agreements and insurance • To ensure the school complies to the SFVS guidelines • To review and take account of any consultations to change the LA Finance Scheme.
Staffing	<ul style="list-style-type: none"> • To make Executive Principal / Head of School appointments. • To determine the staff complement. • To agree a pay policy and pay discretions. • To annually review the impact of and implementation of the Appraisal, and Pay Policies. • To establish a governor panel to hear staff appeals against dismissal, redundancy or grievances. • To dismiss or suspend staff with a Headteacher contract. • To end the suspension of a member of staff on a Headteacher contract. • To determine dismissal payments/early retirement.
Curriculum	<ul style="list-style-type: none"> • Ensure National Curriculum is taught to all pupils • To monitor the curriculum provision. • To establish a charging and remissions policy for activities.
Appraisal and Performance Management	<ul style="list-style-type: none"> • To establish and review and approve annually the Appraisal Policy. • To determine the timing of the Executive Principal / Head of School appraisal review cycle and appoint two or three governors to act as reviewers alongside an external advisor.
Discipline/ Exclusions	<ul style="list-style-type: none"> • To establish a statement of behaviour principles on which the school can produce a behaviour policy. • To review the use of exclusion and decide whether or not to confirm all permanent exclusions and fixed term exclusions where a pupil is either excluded for more than 15 days in total in a term, or would lose the opportunity to sit a public exam. (This may be delegated to the Chair/Vice Chair in cases of urgency - see Exclusion from maintained schools, Academies and pupil referral units in England Guidance updated Feb 2105 point 54). • To direct the reinstatement of excluded pupils.

Premises & Insurance	<ul style="list-style-type: none"> To develop a school buildings strategy or master plan. To procure and maintain buildings, including a properly funded maintenance plan. To seek advice from the LA where appropriate to ensure adequate levels of buildings insurance and personal liability. To receive regular site reports. 		
Health & Safety	<ul style="list-style-type: none"> To institute a Health & Safety policy To ensure that Health & Safety regulations are followed and appropriately prioritised. To receive (2x per Year) an annual Health & Safety Inspection Report and agree any actions. 		
Admissions	<ul style="list-style-type: none"> To consult annually before setting an Admissions policy To establish an Admissions policy Admissions: application decisions 		
Collective Worship	<ul style="list-style-type: none"> To ensure that the school provides teaching of religious education for all pupils in accordance with the agreed syllabus or has informed parents of their right to withdraw their child. To ensure the school provides an appropriate act of daily collective worship. 		
School Organisation	<ul style="list-style-type: none"> To set the time of the school sessions and the dates of school terms and holidays. To publish proposals to change category of school. To propose to alter or discontinue foundation school status. 		
Information for Parents	<ul style="list-style-type: none"> To ensure that the school keeps parents and prospective parents informed by publishing a school prospectus. To adopt and review home school agreements. 		
Federations	<ul style="list-style-type: none"> To consider forming a federation or joining an existing federation To consider requests from other schools to join a federation. To leave a federation. 		
Extended Services	<ul style="list-style-type: none"> To decide to offer additional activities and agree what form these should take. To cease providing extended services provision. 		
Agreed by the Governing Body (Date)	<input type="text"/>	<input type="text"/>	15/09/2022
Review Date	<input type="text"/>	<input type="text"/>	9/2023
Quorum: one half of the number of governors in post (rounded up)	<input type="text"/>	<input type="text"/>	8
			Appointment Date
Chair of Governors – Sue Mason	<input type="text"/>	<input type="text"/>	January 2017
Vice Chair – Isabel Handyside	<input type="text"/>	<input type="text"/>	July 2017
Vice Chair – Terri Daters	<input type="text"/>	<input type="text"/>	July 2021
Clerk – Julia Souter	<input type="text"/>	<input type="text"/>	October 2017
SEN, Child Protection – Sue Mason	<input type="text"/>	<input type="text"/>	January 2017
Pupil Premium – Lesley Broom	<input type="text"/>	<input type="text"/>	September 2017
Careers, information, advice and guidance – Nicolas Heslop	<input type="text"/>	<input type="text"/>	September 2021

The Tonbridge Federation

Terms of Reference for the Clerk to the Governing Body

The Clerk is expected to work within the following terms of reference:

Guiding Principles

- The Clerk is accountable to the Governing Body.
- He/she is employed by the Governing Body and line managed by the Chair of Governors, whose responsibility it is to provide induction and conduct an annual appraisal.
- The Clerk will be provided with a contract of employment based on one of the 3 model job descriptions for a Clerk recommended by KCC Leadership and Governance.
- Governors, Associate Members and the Executive Principal / Head of School cannot be appointed as Clerk to the Governing Body.

The main responsibilities of the Clerk are:

- To work effectively with the Chair of governors, the other governors and the Executive Principal to support the Governing Body.
- To advise the governing body on constitutional and procedural matters, powers and duties.
- To convene meetings of the Governing Body.
- To attend meetings of the Governing Body and ensure minutes are taken.
- To create an action list after each meeting and monitor progress to ensure that actions agreed are carried out before the next meeting.
- To maintain and publish on the school website a register of Business Interests.
- To maintain a register of members of the Governing Body and report vacancies to the governing body.
- To maintain a register of attendance and report non-attendance to the Governing Body
- To give and receive notices in accordance with relevant regulations.
- To perform such other functions as may be determined by the Governing Body from time to time.
- To undertake appropriate professional development.
- If the Clerk does not attend a meeting, the governors present at the meeting may appoint a member of the Governing Body (but not the Executive Principal) to act as Clerk for that meeting.

Details of employment

The Clerk is employed by The Tonbridge Federation. The Clerk is able to claim for overtime for any duties outside of the preparation of papers, attending and taking minutes for the Full Governing Body meetings.

Part time, term time only

Agreed by the Governing Body on

15/09/2022

Review Date

9/2023

Clerk's Induction Programme

The key elements of the induction programme include:

- Helping the clerk to locate essential documentation and information
- Discussing access to a computer (this may include discussion of use of home computer and consumables)
- Discussing use of school reprographics equipment or alternative means of copying documents for governors
- Clarifying the use of email for communication with governors, including the KCC CPD online system
- Clarifying pay and conditions of service
- Agreeing the form of appraisal for the Clerk
- Agreeing release and payment of time for the Clerk's professional development, including the National Clerks' Development programme. This includes attendance at clerk's briefings, induction training and the annual Clerks' Conference.

The Tonbridge Federation

Delegation of Functions to Executive Principal

The Executive Principal or other Senior Leader on a Headteacher contract is expected to work within the following terms of reference, and to provide the Governing Body with such reports in connection with his or her functions as the governing body requires.

These responsibilities may be delegated by the Executive Principal to the Heads of School.

Budget	<ul style="list-style-type: none"> • To make miscellaneous financial decisions up to an agreed limit of £20,000. • To enter into contracts up to the limit of £20,000. • To monitor monthly expenditure. • To make payments.
Staffing	<ul style="list-style-type: none"> • To appoint teachers and non-teaching staff. • To establish disciplinary, capability and grievance procedures. • To suspend and reinstate staff. • To dismiss staff.
Curriculum	<ul style="list-style-type: none"> • To ensure the National Curriculum is taught to all pupils and consider disapplication for pupils as appropriate. • To establish and implement a Curriculum policy. • To decide which subject options should be taught. • To be responsible for standards of teaching. • To be responsible for each individual child's education. • To agree the content of any Sex and Relationship Education and to keep up to date a written policy for its delivery. • To ensure the balanced treatment of political issues and to prohibit political indoctrination. • To promote British values.
Appraisal and Performance Management	<ul style="list-style-type: none"> • To formulate and implement an Appraisal policy.
Target Setting	<ul style="list-style-type: none"> • To set targets for pupil achievement.
Religious Education	<ul style="list-style-type: none"> • To provide Religious Education in line with school's basic curriculum.
Collective worship	<ul style="list-style-type: none"> • For maintained schools – to ensure, after consultation with the Governing Body, that all pupils take part in a daily act of collective worship.
Health & Safety	<ul style="list-style-type: none"> • To ensure that Health & Safety regulations are followed.
School Organisation	<ul style="list-style-type: none"> • To ensure that the school meets for 380 sessions in a school year. • Where determined by the Governing Body, to ensure that school lunch nutritional standards are met.

Information for Parents

- To prepare and publish the School Prospectus
- To ensure that statutory required information is published on the schools' websites.
- To ensure that free school meals are provided to those pupils meeting the criteria.
- To ensure that parents are aware of their rights to withdraw their child from collective worship, RE and Sex and Relationship education.
- To ensure that a report on each child's educational achievement is forwarded to parents /guardians.

Agreed by the Governing Body on**15/09/2022****Review Date****9/2023**

The Tonbridge Federation

Terms of Reference for Team Meetings as part of the Full Governing Body

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

Twice a year, the Full Governing Body will divide into two teams for deeper scrutiny of the schools' improvement plans. They will also consider other statutory responsibilities.

Each team will elect a Chair by nomination and secret ballot (in the event that more than one candidate is nominated) at the start of the academic year.

The team will consider reports from school leaders, external agencies and Governor monitoring visits.

The Chair will be responsible for reporting back to the Full Governing Body at a plenary at the end of each meeting. Full Governing Body approval will be sought where appropriate at the plenary of the following meeting.

The team structure for 2022/23 will be:

Operations – policies (statutory plus those that require review from the improvement plans), finance, staffing complement, staffing structure, curriculum organisation and premises issues (including Health and Safety), Governor allowances.

Monitoring – review of impact of action plan relating to schools' evaluation of quality of education, personal wellbeing, behavior and attitudes. This team is responsible for monitoring the Single Central Record at least once a year. Include review of stakeholder view surveys. The Governor plan is also monitored here.

In addition, a Governor will report on Pupil Premium, staff wellbeing, SEND and Safeguarding matters.

School Plan Priorities

Operations team	Sue Mason (Chair) Malcolm Cole Peter Brierley Jon Barker Kelly Midwinter In attendance – Finance Manager
Monitoring team Team will divide to consider outcomes, quality of teaching, attendance and behavior for Long Mead and Hugh Christie. Issues relating to safeguarding, pupil premium and SEND will continue to be considered across the Federation. Governor Plan.	Hugh Christie Isabel Handyside (Chair) Elaine Johnson Lesley Broom Nicolas Heslop Marion Seymour Long Mead Terri Daters (Chair) Nichola Higham Rosella Simonetti Claire Hickmott Noa Mitchell In attendance – Heads of School
Pupil Premium / Equality and Diversity	Lesley Broom
Safeguarding (including Child Protection) and SEND	Sue Mason
Agreed by the Governing Body on	15/09/2022
Review Date	9/2023

The Tonbridge Federation

Terms of Reference for Individuals or Monitoring Pairs

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

To monitor an identified target on the School Plan or a statutory function of the Governing Body and report to the Governing Body. It is expected that a minimum of four monitoring visits will be made to the school during the year. Other forms of communication such as telephone calls emails etc. may be substituted for one or more visits. A visit does not necessarily have to take place during the time when students/pupils are in school, and could be just as effective as a meeting between governor(s) and the lead professional at the end of the day as mutually agreed.

- To meet with the lead professional within the school to gain an understanding of the scope of the target and the activities the school is conducting to achieve success.
- To undertake any necessary training (in or out of school) to enable effective monitoring of the areas/subject.
- To monitor the progress of school activities towards the target or duty.
- To evaluate the extent of success at the end of the set timescale.

All visits to the school will be arranged with reference to the Executive Principal / Head of School and in accordance with the Governor Visits policy.

Reports will be submitted for approval by the Executive Principal / Head of School and the Chair within two weeks of the visit, and then be lodged with the clerk of governors for distribution as soon as possible. A template for these reports is available for Governors to ensure consistency.

In addition, a governor will be designated as the SEND and Safeguarding Governor (which includes Child Protection). This could be the same governor.

Agreed governor monitoring, actions and training will be recorded as part of the schools' improvement plans.

Agreed by the Governing Body on			15/09/2022
Review Date			9/2023

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Terms of Reference for the Monitoring of the School Budget

A pair of governors will be assigned to monitor the financial management of the school on behalf of the governing body.

A minimum of 3 monitoring sessions should be carried out each year, all of which may be conducted virtually, by emails or by telephone discussion

- To maintain an up-to-date 'balanced' three year budget plan, which shows clear links to the 'School Improvement' and 'Staffing' plans.
- To report monitoring and rollover to the full governing body, highlighting any significant variances.
- To evaluate any virement recommendations and report to the governing body.
- Analyse and report on Tenders for Contract Services.
- To keep in-school financial procedures under review.
- To be actively engaged in LM Scheme consultations.
- To benchmark school financial performance against similar schools and report to the governing body.
- To evaluate proposed expenditure following recommendations from the Executive Principal / Head of School and present to the governing body.
- To ensure that the school is working within the guidance of the **Schools Financial Value Standard and Assurance (SFVS)** recommendations.
- To ensure that all spending provides 'Value for money' in terms of raising standards in education.
- To make regular reports to the Governing Body and ensure that key financial decisions are recorded correctly in the minutes.

Any additional items which individual governing bodies may wish to include

Names of Monitoring Pair

Malcolm Cole
Peter Brierley

Agreed by the Governing Body on

15/09/2022

Review Date

9/2023

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Terms of Reference for Panel Hearings

- To make any decisions under the Governing Body's personnel procedures e.g. disciplinary, grievance, capability, where the Executive Principal / Head of School is the subject of the action.
- To make any decisions under the Governing Body's personnel procedures e.g. disciplinary, grievance, capability, unless delegated to the Executive Principal / Head of School.
- To make any determination or decision under the Governing Body's Complaints Procedure for Parents.
- To consider any appeals against a decision to dismiss a member of staff or to a decision short of dismissal e.g. disciplinary, grievance or capability.
- To make any determinations on behalf of the Governing Body in relation to staff redundancy and redundancy appeals.
- To consider any representations by parents in the case of an exclusion (parents/guardians do not have to be invited).
- To consider the appropriateness of any permanent exclusion or fixed term exclusion which totals 15 days or more in one term or where a pupil is denied the chance to take a public examination (parents/guardians must be invited).
- All panels are to be convened by the Clerk to the Governing Body.

NB Any governor who has participated on a panel for a staffing decision, cannot sit on the appeal panel

Membership [not less than 3]

Any three governors from a pool of governors [comprised of the whole Governing Body], who are:

1. Suitably qualified to undertake the role, and
2. Available on the date specified

The Executive Principal / Head of School is disqualified from serving in this role.

Any governor having a connection with either a pupil, a member of staff or the incident in question which could affect their ability to act impartially should not serve on the panel.

If the Clerk is unable to find three suitable Governors from the Governing Body to hold an appeal panel, the Clerk would be allowed to contact other Governing Bodies from the collaboration group of schools to be drafted in for that specific hearing

Agreed by the Governing Body on			15/09/2022
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Terms of Reference of the Executive Principal / Head of School Appraisal Group

- To meet annually with an independent advisor to discuss and determine the Executive Principal / Head of School appraisal objectives for the coming year (the planning meeting).
- To review, with the support of the independent advisor, the performance of the Executive Principal / Head of School against the agreed appraisal objectives and determine the recommendation on pay progression (the review meeting).
- To prepare and agree the Executive Principal / Head of School appraisal review statement, and report to the governing body.
- To monitor through the year the performance of the Executive Principal / Head of School against the agreed objectives and to ensure that appropriate support and development opportunities are provided.
- To make recommendations to the Finance pair/team/etc in respect of pay progression.

Membership [3 governors]

Neither the Executive Principal / Head of School nor staff governors may serve on this group.

Sue Mason

Isabel Handyside

Terri Daters

Agreed by the Governing Body on

15/09/2022

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9/2023

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Standing Order for Meetings of the Governing Body

Governors are expected to:

- Arrive in good time for the start of any meeting, having read all the paperwork sent to them in connection with the agenda, and prepared with questions to ask or comments to make.
- Bring a copy of the School Plan and be familiar with its contents.
- Limit discussion to policies and actions and not people.
- Participate in discussion and listen to the views and comments of others.
- Be brief and adhere to any time limits placed against agenda items.
- Follow up on action points between meetings.

The following persons have the right to attend all meetings of the governing body

- Executive Principal
- Clerk
- any governor
- Head of School and Federation Business Manager

Full Governing Body meetings will be held at least **6 times each year**. The clerk will prepare a suggested calendar of meeting dates for the following year for approval at the meeting held in Term 6 of each year.

The Clerk to the Governing Body will prepare a draft agenda, which will be finalised and approved by the chair. Governors wishing to place items on the agenda should give notice to the clerk, and provide a copy of any supporting papers.

Items of 'Any Other Business' will be taken at the beginning of the meeting and either added to the agenda, delegated to a pair, or placed on the agenda of the next meeting.

Voting, where necessary, will normally be taken by a show of hands; however, the Chair may determine a secret ballot where this has been requested by two or more governors.

All meetings will be convened by the Clerk. Any 3 members of the Governing Body may request a meeting by giving written notice to the Clerk, which includes a summary of the business to be transacted. The Clerk will then prepare an agenda to call a meeting.

Each meeting will commence at **6pm** and will be limited to **2 hours** in duration where possible. Where business has not been completed within the agreed time, those governors present may resolve to continue the meeting in order to complete the agenda. Any business not completed will form part of the agenda for the next meeting.

Draft minutes will be approved for email circulation by the Chair within two weeks of the meeting, before being formally approved by the Governing Body at the next meeting.

Agreed by the governing body on

15/09/2022

Review Date

9/2023

Standing Order for the Election of Chair and Vice Chair

Guiding Principles

- The Governing Body **MUST** elect a Chair and a Vice Chair.
- When the office of Chair or Vice Chair becomes vacant, the Governing Body must elect a new Chair or Vice Chair at their next meeting.
- There are no regulations covering the process of election with the exception of the need for the candidate(s) to withdraw from the meeting when a vote is taken.
- Governing Bodies are free to, and should, agree an election process.
- Governors who are paid to work at the school, for instance the Executive Principal / Head of School and the staff governors cannot be elected as Chair or Vice Chair.
- The process must be fair, open and transparent.

Factors the Governing Body should consider in agreeing their election process are:

- How long the Chair and Vice Chair will serve
- Whether a Governor can be re-elected and whether there should be a limit to the number of terms a Governor could serve in the position of Chair or Vice Chair
- Whether a governor can stand for office if they are unable to be present at the meeting.
- How nominations will be made (in writing in advance of the meeting via the agenda or verbally at the meeting, with or without a supporting written or verbal statement.)
- Whether a candidate will self-nominate or be proposed (and seconded if wished) by Governors.
- Whether there will be a secret ballot or show of hands (and whether this would vary depending on the circumstances i.e. in all cases or only where there is more than one candidate.)
- How the Governing Body would treat a tie in votes (candidates have the opportunity to speak to the Governing Body about why they want to be the Chair or Vice Chair followed by another vote. In the event of a further tie, lots would be drawn).

The role of the Chair of the Governing Body

- To ensure the business of the Governing Body is conducted properly in accordance with legal delegation requirements.
- To ensure that meetings are run effectively, focusing on the priorities and making best use of the time available, and to ensure that all members have an equal opportunity to participate in discussion and decision-making
- To establish and foster an effective relationship with the Executive Principal / Head of School based on trust and mutual respect for each other's roles.
- To establish and foster a good relationship with the Clerk based on professional respect for each role.

GOOD PRACTICE EXAMPLE

- The Governing Body resolves that the following process will apply to the election of Chair (and vice chair) of the governing body (provide a brief outline of the role see overleaf):
- The Chair and Vice Chair will serve for a period of between 1 and 4 years.
- The Clerk will take the Chair to conduct the election of the Chair and the newly elected Chair will conduct the election for the Vice Chair using the same procedure.

Either

- a) The Clerk will invite Governors to self-nominate by a closing date no later than 2 weeks before the date of the meeting at which the election is to be held.

or

- b) Governors will be asked to propose nominations to the Clerk by a closing date no later than two weeks before the date of the first governing body meeting of the academic year. The Clerk will provide a form for this purpose, which will allow for nominations to be seconded before submission (if required).

- The Clerk will include the names of all candidates for election on the agenda for the meeting at which the election is to be held, and send it to governors at least 7 days in advance of the meeting.
- The candidates will be asked to leave the room whilst the election takes place and the outcome discussed.
- Governors will take a vote by secret ballot conducted and counted by the Clerk.
- Candidates will be allowed to vote (including for themselves) before leaving the room.
- In the event of a tie, each candidate will be given the opportunity to address the governing body before a further vote is taken. (If a candidate cannot attend the meeting, a supporting statement may be requested in advance of the meeting.)
- If no advance nominations have been received for the office of Chair, the Clerk may seek nominations at the meeting.

If no Chair is duly elected, a Governor **MUST** be appointed to Chair the remainder of the meeting and to act as a temporary Chair until the next meeting.

Following the election of the Chair, the new Chair will conduct the election of a Vice Chair using the same procedure.

Agreed by the Governing Body on			15/09/2022
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Standing Order for the Appointment of Co-opted Governors

Guiding Principles

The Governing Body may decide the process for the appointment of Co-opted governors.

Factors the Governing Body should consider in agreeing their appointment process are:

- What skills set are required to support the Governing Body at the time of the vacancy.
- How and where vacancies should be advertised.
- Whether a candidate will self-nominate or be proposed [and seconded if wished] by governors.
- What information the Governing Body needs from each candidate to support their nomination i.e. a statement of so many words, interview with, or presentation to the governing body or alternatives as appropriate.
- Whether there will be a secret ballot or show of hands (and whether this would vary depending on the circumstances i.e. in all circumstances or only where there is more than one candidate).
- How the results will be notified to the candidates.
- How often the process will be reviewed.
- The process must be fair, open and transparent.

1. The Co-opted governors are appointed by the governing body. They are people who in the opinion of the governing body have the skills required to contribute to the effective governance and success of the school.
2. The Governing Body may choose to advertise the vacancy broadly to reach as wide an area as possible. Priority may be given to candidates with particular skills if this expertise would enable the Governing Body to work more effectively. In these cases this would be clearly stated when notifying the vacancy.
3. Where two or more names are put forward, prospective Co-opted governors will be asked to prepare a brief statement of no more than 100 words, explaining their background and why they wish to be appointed. Where possible these statements will be circulated to all members of the Governing Body prior to the meeting at which any appointment will be considered.
4. At the next meeting of the Governing Body, governors will be invited to vote by show of hands if there is a sole candidate. Where there are multiple nominations, governors will take a vote by secret ballot, managed by the Clerk.
5. In the event of a tie, the governors will again discuss the nominations and take a further vote.
6. The Clerk will announce the result, with the candidate polling the most votes being duly appointed.

Agreed by the Governing Body on

15/09/2022

Review Date

9/2023

The Tonbridge Federation

Code of Conduct for Governors

The Governing Body (GOVERNING BODY) 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 Executive Principal / Heads of School
- Monitoring progress towards targets
- Performance managing the Executive Principal / Heads of School
- Engaging with stakeholders
- Contributing to school self-evaluation

Ensuring financial probity, by:

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

As individuals on the GOVERNING BODY we agree to the following:

Role & Responsibilities

- We understand the purpose of the Governing Body and the role of the Executive Principal / Heads of School.
- We accept that we have no legal authority to act individually, except when the Governing Body has given us delegated authority to do so, and therefore we will only speak on behalf of the Governing Body when we have been specifically authorised to do so.
- We accept collective responsibility for all decisions made by the Governing Body or its delegated agents. This means that we will not speak against majority decisions outside the Governing Body 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 government 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 schools. Our actions within the schools and the local community will reflect this.
- In making or responding to criticism or complaints affecting the schools we will follow the procedures established by the Governing Body.
- We will actively support and challenge the Executive Principal and Senior Leadership Team (SLT)

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 Body, and accept our fair share of responsibilities, including service to working groups and undertaking agreed monitoring visits, and report such to the Full Governing Body in line with the monitoring schedule agreed at the beginning of the year.
- **We will make full efforts to attend a minimum of four Full Governing Body meetings per year** and where we cannot attend explain in advance why we are unable to. If we cannot attend the meetings we will, where possible, read all papers to be tabled at the meetings and email questions and comments in advance to the Clerk and Chair of Governors so that they may be considered by the governors in attendance and included in the minutes.
- We will get to know the schools well and respond to opportunities to involve ourselves in school activities.
- We will visit the schools, with all visits arranged in advance with the staff and undertaken within the framework established by the Governing Body and agreed with the Executive Principal and respective Heads of School.
- We will consider seriously our individual and collective needs for training and development, and will undertake relevant training

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.
- 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 governors 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 Executive Principal, Heads of School, SLT, staff and parents, the Local Authority and other relevant agencies and the community.

Confidentiality

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

Conflicts of interest

- We will record any pecuniary or other business interest (including those related to people we are connected with) that we have in connection with the GOVERNING BODY 's business in the Register of Business Interests, and if any such conflicted matter arises in a meeting we will offer to leave the meeting for the appropriate length of time.
- We will also declare any conflict of loyalty at the start of any meeting should the situation arise.
- We will act in the best interests of the school as a whole and not as a representative of any group, even if elected to the GOVERNING BODY .

Breach of this code of conduct

- If we believe this code has been breached, we will raise this issue with the Chair and the Chair will investigate; the GOVERNING BODY will only use suspension/removal as a last resort after seeking to resolve any difficulties or disputes in more constructive ways.
- Should it be the Chair that we believe has breached this code, another governor, such as the Vice Chair will investigate or a Chair from another school if necessary.

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.

Governors also agree to adhere to the Code of Conduct expected of all staff working within the Federation.

Adopted by the Governing Body of The Tonbridge Federation on 15th September 2022.

I agree to follow the agreed principles and procedures of this code of practice adopted by the Governing Body on 15th September 2022

Name of Governor	Date
Signed and Agreed	Date

Governor allowances scheme

The School Governance (Roles, Procedures and Allowances) (England) Regulations 2013 give Governing Boards the discretion to pay allowances, from the school's annual budget allocation, to governors for certain allowances which they incur in carrying out their duties. The Governing Body believes that paying governors allowances, in specific categories as set out below, is important in ensuring equality of opportunity to serve as governors for all members of the community and so is an appropriate use of school funds. The specific items allowable reflect this objective.

From 1st September 2017, all governors of the Tonbridge Federation will be entitled to claim the actual costs, which they incur, as follows:

1. Governors will be able to claim allowances, providing the allowances are incurred in carrying out their duties and are agreed by the Chair of Governors that they are justified before any reimbursable costs are incurred.
2. Governors will be able to claim for the following, on a case-by-case basis and with the prior approval of the Full Governing Body:
 - Childcare or baby sitting allowances (excluding payments to a current/former spouse or partner);
 - Cost of care arrangements for an elderly or dependent relative (excluding payments to a current/former spouse or partner);
 - The extra costs they incur in performing their duties either because they have special needs or because English is not their first language;
 - The cost of travel relating only to travel to meetings/training courses at a rate of 30 pence per mile.
 - Telephone charges, photocopying, stationery, postage etc;
 - Any other justifiable allowances.

The Governing Body acknowledges that:

- Governors may not be paid attendance allowance;
- Governors may not be reimbursed for loss of earnings.

Governors wishing to make claims under these arrangements, once prior approval has been sought, should complete a claims form (obtainable from the Finance Manager), attaching receipts, and return it to the school within two weeks of the date when the allowances were incurred, when they will be submitted for approval by the Chair of Governors to be presented to the Operations Team for final approval.

Claims will be subject to independent audit and may be investigated by the Chair of Governors (or Vice Chair in respect of the Chair of Governors) if they appear excessive or inconsistent. This policy will be reviewed by the Governors on an annual basis.

Agreed by the Governing Body on	15/09/2022
Review Date	9/2023