

**SUTTON COLDFIELD GRAMMAR SCHOOL FOR GIRLS
GOVERNING BOARD PROCEDURES AND TERMS OF REFERENCE
2021-22**

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1. Introduction and overview

The purpose of governance is to provide confident, strategic leadership and to create robust accountability, oversight and assurance for educational and financial performance. The Governing Board of Sutton Coldfield Grammar School for Girls (“the school”) should have a strong focus on three core functions, as prescribed by the Academy Trust Handbook:

- Ensuring clarity of vision, ethos and strategic direction;
- Holding the Headteacher to account for the educational performance of the school and its pupils, and the performance management of staff; and
- Overseeing and ensuring effective financial performance.

The Governing Board will act in accordance with the Articles of Association of the Sutton Coldfield Grammar School for Girls Academy Trust.

The Governing Board will hold at least four meetings per year.

The Governing Board will review and approve the Admissions Arrangements policy.

The Governing Board will delegate specific functions and responsibilities to the following committees:

- Audit and Risk Committee
- Curriculum Committee
- Finance Committee
- Operations Committee
- Pay Committee
- Welfare and Access Committee

Governors will be allocated to these committees for the duration of the Academic Year.

As required, a First Committee, Governors Disciplinary Committee, Complaints Committee or Appeals Committee will be convened. Membership of these Committees will be determined by the Chair of the Governing Board, depending on the availability of Governors when the need arises to convene the Committee, and in accordance with the terms of reference for those Committees.

2. Procedures and terms of reference common to the Curriculum Committee, Finance Committee, Operations Committee and Welfare and Access Committee:

2.1 Membership and composition of the Committee

- The Committees will be appointed annually by the Governing Board (usually at the first meeting of the Autumn term) and shall hold office from either the date of their appointment until their resignation, or their omission from membership of the committee on subsequent consideration by the governing board – whichever occurs first.
- As far as reasonably possible, there will be representation on each Committee from at least one of each of the Staff Governors, Parent Governors and Community Governors.
- Each Committee will elect a Chair annually, usually at the first meeting of the academic year. The Chair will continue in post until the first meeting of the next academic year.
- The Governance Professional for the Governing Board will also act as Governance Professional for each of the Committees.
- Meetings will be quorate if there is a minimum of three Governors present who are members of the Committee and entitled to vote.
- Governors who are not Members of a particular Committee are welcome to attend Committee meetings but will not be permitted to vote.
- The Committee meetings will **not** be open to the public but minutes shall be made available. Information relating to a named person or any other matter that the committee considers confidential does not have to be made available for inspection.

2.2 Meeting and recording arrangements

- The Curriculum, Operations and Welfare and Access Committees shall meet once every term. The Finance Committee shall meet once every half term. Dates for the meetings will be circulated at the beginning of the Academic Year.
- In the absence of the Chair, the Committee shall choose an acting Chair for that meeting from among their number.
- In the absence of the Governance Professional the committee shall choose a Governance Professional for that meeting from among their number (someone who is not the Headteacher).
- Every matter to be decided upon will be determined by a majority vote – where there is an equal division of votes, the Chair will have the deciding vote. Each member of the Committee who is present at the meeting will be entitled to one vote – absent members will not be able to take part in the voting process. All decisions should be reported to the next full meeting of the Governing Board.

2.3 Meeting papers

- An agenda and papers for the meeting will be circulated by the Governance Professional one week in advance of the meeting.
- Any policies to be tabled for approval at a meeting will be circulated in advance of this, and comments and queries will be invited for submission by a given deadline. A marked-up version of the policy (including any submitted comments and queries) will be circulated with the papers for the meeting.
- The Governance Professional will prepare minutes of each meeting, which will be agreed with the Chair and SLT link as soon as possible after the meeting. The agreed draft minutes of each meeting will then be circulated to

the rest of the Committee, with corrections and amendments invited for submission within two weeks of circulation. The amended version, showing any changes marked-up, will be circulated with the agenda for the next meeting of the Committee and presented for approval at that meeting.

- Approved minutes will be signed by the Chair.
- The approved (or draft if timing of Committee meetings requires this) minutes will be circulated with the agenda for the next ordinary meeting of the Governing Board and will be presented at that meeting by the Chair (or in his/her absence another member of the committee).

3. Audit and Risk Committee

3.1 Purpose of the Committee

The Academy Trust Handbook 2021 requires Academy Trusts to establish an Audit and Risk Committee, the role of which is to advise on the adequacy of financial and non-financial controls and risk management arrangements, to direct a programme of internal scrutiny and to consider the results and quality of external audit.

The Audit and Risk Committee will be a sub-committee of the Finance Committee and will be accountable to the Finance Committee. It will act on matters delegated by the Governing Board, liaising and consulting with other committees where necessary. It will consider safeguarding and equalities implications when undertaking all committee functions.

3.2 SLT link

The Senior Leadership Team (SLT) links for the Audit and Risk Committee will be the Finance and Operations Director and the Headteacher (as Accounting Officer of the Academy Trust). The SLT links will be responsible for attending meetings of the Audit and Risk Committee to provide information and participate in discussions. The SLT Links will not be entitled to vote.

3.3 Delegated responsibilities

The Committee will oversee the school's compliance with the requirements of the Academy Trust Handbook that relate specifically to an Audit and Risk Committee. This Committee will:

1. Meet at least three times per year, adjacent to Finance Committee meetings;
2. Direct the Academy Trust's programme of internal scrutiny, ensure that risks are being addressed appropriately through internal scrutiny (see 3.7 below) and reporting to the Board on the adequacy of the Academy Trust's financial and other controls and management of risks;
3. Agree a programme of work annually to deliver internal scrutiny that provides coverage across the year;
4. Review the risk register to inform the programme of work, ensuring checks are modified as appropriate each year, and ensure that the risk register is presented to the Full Governing Board for review at least annually;
5. Agree who will perform the work;
6. Consider reports at each meeting from those carrying out the programme of work;
7. Consider progress in addressing recommendations;
8. Consider outputs from other assurance activities by third parties including ESFA financial management and governance reviews, funding audits and investigations;
9. Oversee the external audit process (see 3.8 below);
10. Ensure that information submitted to the DfE and ESFA that affects funding, including pupil premium returns and funding claims (for both revenue and capital grants) completed by the Academy Trust is accurate and in compliance with funding criteria.

3.4 Membership and quorum

- The Audit and Risk Committee will be appointed by the Governing Board and will comprise five members of the Finance Committee, of whom three must be present at meetings for there to be quorum.
- Employees of the Trust should not be Audit and Risk Committee members, but the Accounting Officer and Chief Financial Officer should attend to provide information and participate in discussions. The Audit and Risk Committee will elect a Chair annually, usually at the first meeting of the academic year. In accordance with the

Academy Trust Handbook, the Chair of the Full Governing Board or Chair of the Finance Committee shall not be Chair of the Audit and Risk Committee. The Chair will continue in post until the first meeting of the next academic year.

3.5 Term of office

The Committee will be appointed annually by the Full Governing Board and shall hold office from either the date of their appointment until their resignation, or their omission from membership of the committee on subsequent consideration by the governing board – whichever occurs first.

3.6 Meetings

- The Committee will meet at least three times per year, adjacent to Finance Committee meetings.
- The frequency and dates for committee meetings will be considered at the beginning of the Autumn term of the school year.
- The Governance Professional for the Committee – who acts as the Governance Professional for the Full Governing Board - will take minutes of the meeting, which will then be circulated to the Audit and Risk Committee members. These will be approved, by the Chair of the Committee, as accurate representations of the meeting before they are handed to committee members.
- Every matter to be decided upon will be determined by a majority vote – where there is an equal division of votes, the Chair will have the deciding vote. Each member of the Committee who is present at the meeting will be entitled to one vote – absent members will not be able to take part in the voting process.
- A register of attendance shall be kept for each meeting and will be published on an annual basis.

3.7 Internal Scrutiny

The Committee will ensure that internal scrutiny:

- is independent and objective – for example it must not be performed by the Academy Trust’s own accounting officer, chief financial officer or other members of the finance team;
- is conducted by someone suitably qualified and experienced and able to draw on technical expertise as required and not by a member of the Senior Leadership Team;
- is covered by a scheme of work, driven and agreed by the Committee, and informed by risk;
- is timely, with the programme of work spread appropriately over the year so higher risk areas are reviewed in good time
- includes regular updates to the Committee by the person(s) or organisation(s) carrying out the programme of work, incorporating:
 - a report of the work to each committee meeting, including recommendations where appropriate to enhance financial and non-financial controls and risk management; and
 - an annual summary report to the Committee for each year ended 31 August outlining the areas reviewed, key findings, recommendations and conclusions, to help the committee consider actions and assess year on year progress.

The Committee will ensure that the Academy Trust delivers internal scrutiny in the way most appropriate to its circumstances, considering the options set out in the Academy Trust Handbook and ensuring compliance with the requirements set out therein.

3.8 External audit oversight and findings

The Audit and Risk Committee will:

- review the external auditor’s plan each year;
- review the annual report and accounts;
- review the auditor’s findings and actions taken by the trust’s managers in response to those findings;
- assess the effectiveness and resources of the external auditor to provide a basis for decisions by the trust’s members about the auditor’s reappointment or dismissal or retendering. Considerations may include:
 - the auditor’s sector expertise;
 - their understanding of the trust and its activities;
 - whether the audit process allows issues to be raised on a timely basis at the appropriate level;
 - the quality of auditor comments and recommendations in relation to key areas;
 - the personal authority, knowledge and integrity of the audit partners and their staff to interact effectively with, and robustly challenge, the trust’s managers; and
 - the auditor’s use of technology.
- produce an annual report of the committee’s conclusions to advise the board of trustees and members, including recommendations on the reappointment or dismissal or retendering of the external auditor, and their remuneration.

4. Curriculum Committee

4.1 Purpose of the Committee

The Curriculum Committee is responsible for ensuring that the school curriculum (in line with the Education Act 2002, s78) is balanced and broadly based, and:

- Promotes the spiritual, moral, cultural, mental and physical development of pupils at the school and of society, and
- Prepares pupils at the school for the opportunities, responsibilities and experiences of later life.

The Committee will be accountable to the Full Governing Board. It will act on matters delegated by the Full Governing Board, liaising and consulting with other committees where necessary. It will consider safeguarding and equalities implications when undertaking all committee functions.

4.2 Senior Leadership Team (SLT) Link

- The SLT link for the Committee will be the Deputy Headteacher (Curriculum). The SLT link will be responsible for implementing recommendations and decisions of the Committee. The SLT link will not be entitled to vote.

4.3 Delegated responsibilities

The Curriculum Committee will:

1. Ensure compliance with the statutory requirements of the curriculum from Years 7 -13.
2. Review and approve all policies relating to the Governing Board's responsibility for the school's curriculum, including:
 - Educational visits policy
 - Homework policy
 - Careers policy
3. Co-ordinate and monitor curriculum development in order to ensure an appropriate curriculum to meet the needs of all students. This includes an annual review of the curriculum for all year groups.
4. Monitor extra-curricular provision, including evaluating enrichment opportunities offered.
5. Oversee arrangements for educational visits, including the approval of residential visits and the appointment of a named co-ordinator.
6. Monitor and evaluate rates of progress and standards of achievement by pupils, including any underachieving groups.
7. Evaluate the school's examination results in relation to targets set.
8. Monitor and review information on the school's performance published by external organisations, including the Analyse School Performance system.
9. Agree targets for students' achievements based on prior data and monitor performance against those targets as appropriate.
10. Review the parts of the School Development Plan (and progress against that Plan) determined by the Full Governing Board to be under the supervision of the Curriculum Committee, at least once a term
11. Ensure that the school is staffed sufficiently for the fulfilment of the School Development Plan and the effective operation of the school.

12. Each spring term, approve for adoption a strategic staffing plan and recommend this to the Finance Committee so that the annual budget for pay and possible staff salary adjustments can be taken into account for the annual budget process, in line with appraisal.
13. As appropriate, consider recommendations from external reviews of the school (e.g. Ofsted), agree actions as a result of reviews and evaluate regularly the implementation of the plan.
14. Advise the Finance Committee on the relative funding priorities necessary to deliver the curriculum.
15. Oversee the provision of Careers advice within the school.

4.4 Link governors

The Committee will, at the first meeting of the academic year, appoint any Link Governors determined by the Full Governing Board to be required for the academic year and whose oversight falls to the Curriculum Committee. The Committee may also choose to appoint additional Link Governors to be responsible for particular areas of strategic focus for that particular Committee. The Committee will then receive reports from the Link Governor at each committee meeting, and agree actions or recommendations as appropriate.

5. Finance Committee

5.1 Purpose of the Committee

It is a requirement of all academy trusts' funding agreements to follow the Academy Trust Handbook, which sets out duties in relation to governance and financial oversight, alongside a structure of delegated authorities. The Finance Committee is responsible for ensuring that the requirements of the Academy Trust Handbook are met by the school, and that appropriate financial policy, planning and oversight is in place.

The Finance Committee will also ensure that the school's assets and funds are used only in accordance with legislation, the Articles of Association, their funding agreement and the Academy Trust Handbook.

The Committee will be accountable to the Full Governing Board. It will act on matters delegated by the Full Governing Board, liaising and consulting with other committees where necessary. It will consider safeguarding and equalities implications when undertaking all committee functions.

5.2 SLT link

The Senior Leadership Team (SLT) links for the Finance Committee will be the Finance and Operations Director and the Headteacher. The SLT links will be responsible for implementing recommendations and decisions of the Committee. The Finance and Operations Director will not be entitled to vote.

5.3 Delegated responsibilities

The Committee will oversee the school's compliance with the requirements of the Academy Trust Handbook. This will include, amongst other things, the following responsibilities with respect to financial policy and planning, and financial monitoring:

5.3.1 Financial policy and planning

The Committee will:

1. Review, adopt and monitor a Finance Policy, which includes the local scheme of delegation for spending and budgetary adjustments (virements) for the committee, headteacher and other nominated staff.
2. Review, adopt and monitor all additional financial policies, including:
 - Charges and Fees / Charging and Remissions policy
 - Finance Policy
 - Statement of Financial Reserves, Investment and Depreciation
 - Governors Allowances / Expenses

The Committee will delegate to the SLT the review and approval of the Bursary policy.

3. Oversee the school's compliance with the requirements of the Academy Trust Handbook.
4. Oversee the establishment and maintenance of a three-year financial plan, taking into account the priorities of the School Development Plan, roll projection and signals from central government regarding future years' budgets, within the constraints of available information.
5. Oversee the drafting of an annual school budget taking into account the priorities of the SDP. This annual school budget will be reviewed by this Committee and, once approved by the Committee, proposed to the Governing Board for adoption.
6. Make decisions in respect of service level agreements.
7. Ensure that sufficient funds are set aside for pay increments as set out in the Pay Policy and as recommended by the Headteacher.
8. Review and approve the standard amount of petty cash to be held by the school.

5.3.2 Financial Monitoring

The Committee will:

1. Monitor the income and expenditure throughout the year of all cost centres against the annual budget plan.
2. Receive at least half-termly budget monitoring reports from the Finance and Operations Director.
3. Review termly pupil number projections.
4. Report back to each meeting of the Governing Board (with the exception of the first meeting of the Autumn term) to provide an overview of the financial position of the school, and to alert them to potential problems or significant anomalies at an early date.
5. To meet with other committees and provide them with the information they need to perform their duties.
6. Subject to the Finance Policy, approve any budgetary adjustments that will from time to time be necessary in response to the evolving requirements of the school.
7. Prepare the Trustees Report to form part of the Statutory Accounts of the Academy Trust and for filing in accordance with Companies Act requirements.
8. Receive auditors' reports and to recommend the Governing Board action as appropriate in response to audit findings (in conjunction with the Audit and Risk Committee, which is a Sub-Committee of the Finance Committee).
9. Review the parts of the School Development Plan (and progress against that Plan) determined by the Full Governing Board to be under the supervision of the Finance Committee, at least once a term
10. On an annual basis, prepare and submit for discussion to the Full Governing Board a Statement of Internal Control for identifying any key areas of weakness within the financial control systems of the school and propose actions that need to be taken to address issues around financial control and probity (in conjunction with the Audit and Risk Committee, which is a Sub-Committee of the Finance Committee).
11. Review all cumulative expenditure within the school's financial year with suppliers in excess of £10,000 and report once a year to the Governing Board. On an annual basis, review all current school contracts in excess of £10,000.
12. Monitor compliance with the School's Financial Procedures, particularly with reference to the segregation of duties between purchases and payments, via the work carried out by the school's external audit team.
13. Ensure the School remains a going concern.
14. Ensure the School does not use an overdraft.

5.4 Link governors

The Committee will, at the first meeting of the academic year, appoint any Link Governors determined by the Full Governing Board to be required for the academic year and whose oversight falls to the Finance Committee. The Committee may also choose to appoint additional Link Governors to be responsible for particular areas of strategic focus for that particular Committee. The Committee will then receive reports from the Link Governor at each committee meeting, and agree actions or recommendations as appropriate.

5.5 Staff Roles

The Committee will ensure that the Accounting Officer and Chief Financial Officer (the FOD) are employees of the School.

6. Operations Committee

6.1 Purpose of the Committee

Academy trusts are responsible for the day-to-day running of the school land and buildings, as well as the health and safety of pupils and staff. The Operations Committee will be responsible for all matters relating to the operational running of the school land and buildings, as well as oversight of the school catering provision and the school's digital requirements.

The Committee will be accountable to the Governing Board. It will act on matters delegated by the Full Governing Board, liaising and consulting with other committees where necessary. It will consider safeguarding and equalities implications when undertaking all committee functions.

6.2 SLT Link

The SLT links for the Committee will be the Finance and Operations Director and the Headteacher. The SLT links will be responsible for implementing recommendations and decisions of the Committee. The Finance and Operations Director will not be entitled to vote.

6.3 Delegated responsibilities

The Committee will:

1. Provide support and guidance for the Full Governing Board and the Headteacher on all matters relating to the maintenance and development of the premises and grounds, including Health and Safety.
2. Ensure that an annual inspection of the premises and grounds takes place and a report is received, identifying any issues.
3. Inform the Full Governing Board of the report and set out a proposed order of priorities for maintenance and development, for the approval of the Full Governing Board.
4. Arrange professional surveys and emergency work as necessary. The Headteacher is authorised to commit expenditure without the prior approval of the committee in any emergency where delay would result in further damage or present a risk to the health and safety of pupils or staff. In this event the Headteacher would normally be expected to consult the Committee Chair at the earliest opportunity.
5. Review, adopt and monitor a Health and Safety policy and monitor any Health and Safety issues, ensuring that a Health and Safety report is received annually.
6. Ensure that the Full Governing Board's responsibilities regarding litter, refuse and dog excrement are discharged according to Section 89 of the Environmental Protection Act 1990, so far as is practicable.
7. Ensure that the school has suitable asbestos management procedures in place and receive regular reports to assess whether the duties are being complied with.
8. Obtain assurance that the school's insurance cover provides adequate protection against risks.
9. Assist with and recommend approval of the long-term strategy of building maintenance and development. A project committee will be created, where necessary, to oversee any major developments.
10. Assist with and recommend approval of capital planning, including IT and Digital, so that the needs of pupils can be met.
11. Overseeing the school's ongoing relationship with the third party letting agent responsible for managing the letting of the school premises, including (but not limited to) the annual approval of letting charges and the monitoring of income levels from the letting arrangements.
12. Oversee the management of buildings and grounds including:
 - a) New works
 - b) Determining, implementing and monitoring all policies relating to material resources

- c) Maintenance
- d) Monitoring of in-house services, including the school catering provision
- e) Management of equipment
- f) Monitoring security arrangements
- g) Review and management of out-sourced contracts relevant to this Committee

13. Ensure that legislation relative to the work of the committee is recognised and adopted where appropriate.
14. Propose to the Finance Committee approval of expenditure to be used with regard to this committee's work, in line with best value.
15. Ensure all statutory requirements for reporting and publishing information are met and the school website content is fully compliant and presented in an accessible way.

6.4 Policies

The Committee will be responsible for the review and approval of the following school policies on an annual or bi-annual basis, as appropriate:

- Critical Incident Plan / Business Continuity
- GDPR Policy (including GDPR Privacy Notice)
- Health and Safety
- IT
- Procurement and Tendering Policy

6.5 Link Governors

The Committee will, at the first meeting of the academic year, appoint any Link Governors determined by the Full Governing Board to be required for the academic year and whose oversight falls to the Operations Committee. The Committee may also choose to appoint additional Link Governors to be responsible for particular areas of strategic focus for that particular Committee. The Committee will then receive reports from the Link Governor at each committee meeting, and agree actions or recommendations as appropriate.

7. Welfare and Access Committee

7.1 Purpose of the Committee

The Full Governing Board has a responsibility under the Education Act 2002 and under statutory guidance to ensure that the school has effective safeguarding policies and procedures in place. The Full Governing Board also has a duty to oversee the welfare of pupils and staff.

The Welfare and Access Committee is responsible for ensuring compliance with all current guidance and legislation on the welfare of staff and pupils, together with ensuring the school's compliance with child protection and safeguarding regulations. It also has oversight of matters relating to staff CPD and appraisal and PSHE provision within the school, as well as overseeing all access and inclusion matters.

The Committee will be accountable to the Governing Board. It will act on matters delegated by the Full Governing Board, liaising and consulting with other committees where necessary. It will consider safeguarding and equalities implications when undertaking all committee functions.

7.2 SLT Link

The SLT link for the Committee will be the Deputy Headteacher - Student and Staff Development. The SLT link will be responsible for implementing recommendations and decisions of the Committee. The SLT link will not be entitled to vote.

7.3 Delegated responsibilities

1. Ensure compliance with current statutory guidance and legislation on child protection and safeguarding.
2. Ensure that inclusion policies (which incorporate accessibility and diversity) enable access to the curriculum for all students.
3. Establish and regularly review personnel policies and procedures and ensure familiarisation with Department for Education guidance.
4. On an annual basis approve a Pay Policy for the school.
5. Delegate the implementation of the Pay Policy to the Pay Committee. This implementation will be in a fair and equitable manner in accordance with staff contracts of employment and employment law.
6. Establish and oversee the operation of the school's Appraisal policy.
7. Set and monitor a training strategy each year to ensure that adequate staff training and governor training is taking place. This includes an annual report on Continuous Professional Development and Appraisal.
8. Oversee the welfare of students. This includes the school's response to student surveys, provision for PHSE and support strategies.
9. Oversee the welfare of staff. This includes relevant policies, follow up to staff surveys and opportunities for career progression.
10. Ensure that staffing procedures (including recruitment procedures) follow equalities legislation.
11. Annually review procedures for dealing with staff discipline and grievances and make recommendations to the Full Governing Board for approval.
12. Monitor approved procedures for staff discipline and grievance and ensure that staff are kept informed of these.
13. Recommend to the Full Governing Board staff selection procedures, ensuring that they conform with safer recruitment practice, and to review these procedures as necessary.
14. In consultation with staff, oversee any process leading to staff reductions, as necessary.
15. Promote development of community affairs.

16. Review on an annual basis the terms of reference for the First Committee, Complaints Committee and Appeals Committee, and for ratification by the Full Governing Board. Where these committees are called to deal with disciplinary issues relating to students and staff, the Chair of the Personnel Committee will be kept informed.
17. Delegate to the Headteacher all matters relating to the day to day selection, management and supervision of the staff employed at the school. The Full Governing Board will be involved in the selection of members of the Senior Leadership Team.

7.4 Policies

The Committee will be responsible for the review and approval of the following school policies on an annual or bi-annual basis, as appropriate:

- Accessibility Plan
- Appraisal and Capability
- Behaviour for learning (including exclusion)
- Code of Conduct (staff)
- School Complaints
- Flexible Working Procedures
- Freedom of information
- Grievance Policy and Procedures
- Inclusion (incorporating Disability Discrimination)
- ECT Induction
- Procedures for dealing with allegations of abuse against staff
- Provider Access Statement
- Health, Sex and Relationships Education
- Safeguarding and Child Protection
- Special Educational Needs and Disability
- Staff Disciplinary Policy and Procedures
- Whistleblowing

The Committee will delegate to the SLT the review and approval of the following (non-statutory) school policies:

- No platform for extremism
- Assessment
- Discretionary leave of absence
- E-safety
- Equality and Diversity (including objectives)
- Staff expenses
- Children with health needs who cannot attend school and supporting students with medical conditions
- Managing stress at work
- Management of sickness absence
- Drugs education and the management of drugs related incidents

7.5 Link Governors

The Committee will, at the first meeting of the academic year, appoint any Link Governors determined by the Full Governing Board to be required for the academic year and whose oversight falls to the Welfare and Access Committee. The Committee may also choose to appoint additional Link Governors to be responsible for particular areas of strategic focus for that particular Committee. The Committee will then receive reports from the Link Governor at each committee meeting, and agree actions or recommendations as appropriate.

8. Pay Committee

8.1 Purpose of the Committee

The Full Governing Board will delegate to a committee of governors, hereafter referred to as the Pay Committee, decisions arising out of the Pay Policy or the Appraisal Policy. The designated number of governors who may sit on the committee will normally be five, of whom at least three governors must be present. The Committee will nominate its own Chairperson.

No member of the Appeals Committee (for any convention of the Committee that relates to Staff matters) will be a member of the Pay Committee. No governor who is employed at the school may be a member of the Pay Committee or the Appeals Committee but financial expertise must be available through membership or advice. Where necessary, people with that expertise will be invited to attend meetings of the Pay Committee.

8.2 Membership and quorum

- The Pay Committee will be appointed by the Full Governing Board and will comprise five governors, of whom three must be present at meetings for there to be quorum.
- Any paid employees of the school who are also governors are unable to be members of the Pay Committee.
- The Headteacher is able to attend in an advisory capacity; however, they will not be present at their own pay determination.
- Membership will be decided based on the governing board's skills audit, and the governors with the required skills and knowledge will be appointed to the Pay Committee.
- Only full members of the Committee who have been approved by the full governing board will have the right to vote on any matters.

8.3 Term of office

The Committee will be appointed annually by the Full Governing Board and shall hold office from either the date of their appointment until their resignation, or their omission from membership of the committee on subsequent consideration by the governing board – whichever occurs first.

8.4 Meetings

- The Committee will meet as often as is necessary to fulfil its responsibilities.
- The Chair of the Committee, or any two committee members, may call unscheduled meetings as long as appropriate notice of at least seven days is given to the other members. A shorter notice may be given where the Chair of the Committee decides a particular pay or appeals issue requires addressing immediately.
- The frequency and dates for committee meetings will be considered before the first Autumn term of the school year.
- The Governance Professional to the Governing Board will take minutes of the meeting, which will then be circulated to the Pay Committee members. These will be approved, by the Chair of the Committee, as accurate representations of the meeting before they are handed to committee members.
- The Committee may invite non-members to meetings to assist or advise on a particular matter or issue. These additional attendees will not be entitled to vote on any matters.

- Every matter to be decided upon will be determined by a majority vote – where there is an equal division of votes, the Chair of the Committee will have the deciding vote. Each member of the Committee who is present at the meeting will be entitled to one vote – absent members will not be able to take part in the voting process.
- A register of attendance shall be kept for each meeting and will be published on an annual basis.

8.5 Calendar of business

The Committee will meet as often as is necessary to fulfill its responsibilities, expected to be in accordance with the following requirements:

8.5.1 Autumn term

Headteacher Performance Review 1 (undertaken by a panel of three governors from the Pay Committee – it is recommended that the Chair of the Full Governing Board is a member of this panel)

- Review Headteacher’s performance over the past 12 months in relation to the objectives set during the previous academic year.
- Agree Headteacher objectives for the current academic year.
- Receive Headteacher performance recommendations and make determinations to the Headteacher’s pay, in line with the time scales outlined in the school’s pay policies and procedures.
- Request that a salary statement is issued to the Headteacher to confirm committee determinations.
- Complete a notification form to provide details of the Headteacher’s pay determination to payroll (to be completed by the Chair of the Committee).

Pay Policy approval

- Elect a Chair of the Committee.
- Approve the Pay Policy

Pay Determinations

- Review Headteacher recommendations for teachers’ and support staff pay progression decisions, in line with the time scales outlined in the school’s pay policies and procedures.
- Make pay determinations for teachers and support staff, in line with the time scales outlined in the school’s pay policies and procedures.
- Request that salary statements are issued to staff to confirm committee determinations, and the agreed changes reflected in the salary run for the following month (typically November).

8.5.4 Spring Term

Headteacher Performance Review 2

- Review Headteacher performance and progress against objectives since the previous meeting in the Autumn term, and provide support (as appropriate and required).

8.6 Duties

8.6.1 General

1. To establish terms of reference for the Pay Committee and review these on an annual basis.
2. To review and approve the Pay Policy on an annual basis.
3. To deal with all matters relating to salaries and performance management that may be referred by the Full Governing Board.

4. To keep up-to-date with any relevant legislation, and advise the Full Governing Board of when policies need to be revised.
5. To minute all meetings and report all decisions to the Full Governing Board as a confidential item.
6. To seek professional advice as necessary.
7. To attend relevant training when appropriate.

8.6.2 Headteacher's performance review

8. At the beginning of the academic year, establish a panel of three governors from the Pay Committee to facilitate the Headteacher's performance review and hear any pay appeals.
9. To conduct the Headteacher's performance review.
10. To appoint an external adviser to support and guide the governing board with the Headteacher's performance review.

8.6.3 Staff members' performance review

11. To approve the Pay Policy on an annual basis, for pay and performance determinations.
12. To annually determine, as required by the School Teachers' Pay and Conditions Document 2017, the salaries of the teaching staff.
13. To annually review the salaries of all staff and, where appropriate, take the advice of the Headteacher in relation to the meeting of performance objectives.
14. To annually determine, in accordance with the pay policy and within the salaries budgeting strategy, the salaries of support staff.
15. To set performance related objectives in conjunction with the Headteacher.
16. To support the Headteacher with the annual report to the Full Governing Board, in relation to performance management arrangements and pay progression.
17. To fairly apply the criteria related to discretionary payments.
18. To agree the awarding of teaching and learning responsibility points.
19. To ensure that all staff members are notified of any decisions made relating to pay.
20. To follow the principle of confidentiality in relation to staff pay.
21. To ensure that statutory and contractual requirements are applied appropriately to all staff members.

8.6.4 Appeals

22. To agree an appropriate procedure for hearing staff pay appeals.
23. To ensure that all staff members are aware of the agreed appeals procedure.
24. To hear any appeals made by staff members concerning pay and performance outcomes.
25. To communicate, as per agreed procedures, the panel's decisions concerning pay and performance outcomes.

8.6.5 Authority

The committee is authorised by the Full Governing Board to:

- Investigate any activity within its terms of reference.
- Seek any information it requires from any employee, with all employees directed to cooperate with any request made by the committee.
- Obtain any external legal or independent professional advice, where necessary.

9. First Committee

The Committee's responsibilities relating to staff grievances, redundancy, dismissal due to ill-health and disciplinary matters relating to the Headteacher are set out in Schedule 1.

The Committee's responsibilities in relation to student discipline (exclusion) matters are set out in Schedule 2.

9.1 Membership

The designated number of governors who may sit on the committee will normally be five, of whom at least three governors must be present. The Committee will nominate its own Chairperson.

The Committee will be advised by the Headteacher as appropriate.

If any of the members are required to withdraw from the meeting by virtue of the 'withdrawal from meetings' regulations then the quorum shall be the remaining members and such number of other members necessary to make up the membership of three. If the Chair has to withdraw, the committee shall nominate a Chair for that meeting only.

9.2 Meetings

The committee will meet as and when necessary to fulfil its responsibilities and to satisfy any prescribed deadlines imposed or requested.

Meetings of the committee may be called by the Chair or the Headteacher, provided that seven days' notice is given to appointed members with an explanation of the purpose of the meeting. Shorter notice may be necessary and appropriate on occasions.

9.3 Proceedings

The committee shall be conducted in accordance with the Education (School Government) (England) Regulations 1999 and with any other regulations or directions relevant to the committee's proceedings as may be issued from time to time.

10. First Committee: Schedule 1

Staff grievances, dismissal due to ill-health, redundancy and disciplinary matters relating to the Headteacher

The Committee will:

1. Consider the dismissal of staff on the grounds of redundancy, following the advice of the Headteacher.
2. In circumstances where the Headteacher does not have delegated power of dismissal, determine dismissals on ill health grounds in accordance with the Management of Sickness Absence Policy.
3. In cases against the Headteacher, have the power to discipline or dismiss the Headteacher in accordance with the Staff Disciplinary Policy and Procedure.

11. First Committee: Schedule 2

Student Discipline (Exclusion) Responsibilities

The Committee will:

1. In individual cases of fixed period exclusion of more than five days (including in the aggregate) in any one term or those which involve the loss of opportunity to take a public examination, taking into account any views expressed by the Local Authority on the appropriateness of the exclusion:
 - a) Consider whether or not to intervene
 - b) Where it is decided to intervene to then consider whether or not to direct the Headteacher to reinstate immediately or at a date earlier than that set and/or to deem the exclusion not to count on the student's record.
 - c) Ensure that a note of the Committee's view on the exclusion is placed on the student's record, together with the Headteacher's exclusion letter
 - d) Ensure that the Governors' decision is made known to the parents, Headteacher and the Local Authority within the required time scale and in accordance with the rules governing statements of decision.
2. Consider, in individual cases of permanent exclusion, taking into account any views expressed by the Local Authority on the appropriateness of the exclusion, where parents (or student if 18 or over) have made no representations, whether to support the exclusion or, to direct the Headteacher to reinstate and then to make the Governors' decision known to both the parents (or student if 18 or over), Headteacher and the Local Authority within the required timescale and in accordance with the rules governing statements of decision. The Committee will also ensure that a note of the committee's views on the exclusion is placed on the student's record together with the Headteacher's exclusion letter.
3. Hear parental (or student if 18 or over) representations against both fixed period or permanent exclusion, taking into account any views expressed by the Local Authority on the appropriateness of the exclusion and to consider whether to support the exclusion or to direct the Headteacher to reinstate immediately or, at a given date or, to reinstate earlier than a date set by the Headteacher and/or for fixed period exclusions to deem the exclusions not to count on the student's record. The Committee will also ensure that a note of its views on the exclusion is placed on the student's record together with the Headteacher's exclusion letter.
4. Make the Governors' decision known to the parents (or student if 18 or over), the Headteacher and the Local Authority within the required timescale and in accordance with the rules governing statements of decision.
5. Prepare the Committee's submission should the parents (or student if 18 or over) appeal to an Independent Appeals Panel against a decision not to direct reinstatement and to make any necessary arrangements for the Committee's attendance/representation at the Panel hearing.

12. Governors Disciplinary Committee

The Governors Disciplinary Committee may be convened to deal with a case where the Headteacher considers that she must act in the role of Investigating Officer, or where she is not able to hear a case due to a conflict of interest. In such cases, the Governors Disciplinary Committee will consider whether disciplinary action for misconduct is necessary and manage and confirm the outcome of the hearing, in line with the Staff Disciplinary Policy and Procedures.

13. Complaints Committee

The Full Governing Board delegates to the Complaints Committee the authority to deal fully with formal complaints arising because:

- a. They have not been able to be resolved by the school's staff including the Headteacher;
- b. The complainant is dissatisfied with the outcome of the school's consideration. This includes the Headteacher's consideration; or
- c. The complaint is about the Headteacher and the complainant cannot or does not wish to raise it direct with the Headteacher.

The Complaints Committee will acknowledge/investigate as necessary/prepare and issue a suitable response to the complainant, in accordance with the school's Complaints Procedures as set out in the Complaints Policy.

Membership

The number of designated governors who may sit on the committee will normally be five, of whom at least three governors must be present. The committee will nominate its own Chairperson.

It is suggested that the Chair of the Full Governing Board and at least one parent Governor be members of the committee.

It is preferable if members of the committee are not also members of the First Committee dealing with staff grievances, disciplinary matters, dismissal, employment protection and harassment procedures.

It is possible that on occasions complaints may result in the consideration of staff disciplinary procedures which would be seen to prejudice any such members from undertaking their other committee responsibilities.

The Headteacher and Staff Governor(s) should not be members of the committee.

14. Appeals Committee

The Committee's responsibilities in relation to appeals matters are to:

- a. Hear any appeal arising from the decision of any committee or individual Governor or the Headteacher in whom any executive power has been vested by the Full Governing Board or by other means, which is not the responsibility of any other committee to hear. This includes staff dismissal appeals as is required by the Education (School Government) (England) Regulations 1999.
- b. Hear an appeal by an employee against a determination of salary by the Pay Committee and deciding on that appeal within the Pay Policy adopted by the Full Governing Board.
- c. Under the Disciplinary Procedure for Headteachers, to consider appeals against any disciplinary action taken against the Headteacher by the First Committee.
- d. Hear an appeal by an employee as provided under various regulations within the Appraisal Regulations.
- e. The Disciplinary procedures allows for the Governing Board's power to suspend or lift suspension to be delegated. In the case of Sutton Coldfield Grammar School for Girls, this delegation will be to the First Committee.

NOTE: IT IS IMPERATIVE THAT GOVERNORS HEARING APPEALS WILL NOT HAVE TAKEN ANY PART WHATSOEVER IN THE ORIGINAL DECISION WHICH IS THE SUBJECT OF APPEAL. IF THERE IS ANY DOUBT ABOUT THIS FOR ANY INDIVIDUAL MEMBER OF THE COMMITTEE, THAT INDIVIDUAL WILL STAND DOWN AND BE REPLACED BY ANOTHER MEMBER OF THE COMMITTEE.

14.1 Membership

The number of designated governors who may sit on the committee will normally be five, of whom at least three governors must be present. The committee will nominate its own Chairperson.

If any of the ex officio members are required to withdraw from the meeting by virtue of the 'withdrawal from meetings' regulations then the quorum shall be the remaining ex officio members and such number of other members necessary. If the Chair has to withdraw the committee shall nominate a Chair for that meeting only.

14.2 Meetings

The committee will meet as and when necessary to fulfil its responsibilities and to meet any prescribed deadlines imposed or requested. Meetings of the committee may be called by the Chair of Governors or the Headteacher, provided that seven days' notice is given to members with an explanation of the purpose of the meeting. Shorter notice may be necessary and appropriate on occasions.

14.3 Proceedings

The committee shall be conducted in accordance with the Education (School Government, England) Regulations 1999 and with any other regulations or directions relevant to the committee's proceedings as may be issued from time to time.