



The Coppice Primary School

Terms of Reference for the Board of Trustees and
Committees

September 2021

The Board of Trustees

The Board of Trustees needs to take a strategic role, act as a critical friend to the school and be accountable for its decisions. It should set aims and objectives and agree, monitor and review policies, targets and priorities.

Terms of reference:

- To agree constitutional matters*, including procedures where the Board of Trustees has discretion
- To recruit new members as a vacancy arises and to appoint new trustees* where appropriate
- To hold at least three board meetings a year*
- To appoint or remove the chair and vice chair*
- To appoint or remove a clerk to the Board of Trustees*
- To establish the committees of the Board of Trustees and their terms of reference*
- To appoint the chair of any committee (*if not delegated to the committee itself*)
- To appoint or remove a clerk to each committee*
- To suspend a Trustee*
- To decide which functions of the Board of Trustees will be delegated to committees, groups and individuals*
- To receive reports from any individual or committee to whom a decision has been delegated and to consider whether any further action by the Board of Trustees is necessary*
- To approve the first formal budget plan of the financial year
- To keep the Health and Safety Policy and its practice under review and to make revisions where appropriate
- To review the delegation arrangements annually*

- To meet to agree the work of the Board of Trustees and its committees for that term and beyond
- To agree, by early in the autumn term, the programme of work and calendar of meetings for the Board of Trustees and its committees for the school year, based on known cycles of school improvement, financial management, staffing issues and communicating with parents
- To monitor the progress of work being undertaken by committees and individuals.
- To establish and keep under review Critical Incident policy and procedures
- To consider recommendations made by committees regarding the working of the Board of Trustees.
- To establish and keep under review a protocol for the Board of Trustees
- To establish and keep under review arrangements for trustees' visits to school
- To oversee arrangements for trustee involvement in formulating and monitoring the School Improvement Plan
- To make recommendations to the Board of Trustees to establish exceptional working arrangements where particular circumstances arise e.g. a joint committee to oversee a building project or a special committee to oversee an OFSTED inspection
- To be available and respond to matters of difficulty, sensitivity or emergency and offer advice to the Head teacher

*these matters **cannot** be delegated to either a committee or an individual

Terms of reference agreed by the Board of Trustees on	: Tuesday 28th September 2021
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Membership: As per the Instrument of Government. The clerk to the Trustees should keep a record of all trustee terms of office and when their term is due to expire.

Disqualification: As per Regulation 21 and Schedule 6 of the School Governance (England) Regulations 2007.

Chair of the Board of Trustees:	Mrs K Byng
Vice-chair of the Board of Trustees:	Mrs K Green
Clerk to the Board of Trustees:	Mrs L. Wheeler & Mrs L. Denham-Smith
Quorum: 6 (one half of the number of trustees currently appointed, rounded up)	

Buildings and Grounds Committee

Terms of reference:

- To advise the Board of Trustees on priorities, including Health and Safety, for the maintenance and development of the school's premises
- To oversee arrangements for repairs and maintenance
- To make recommendations to the Finance Committee on premises-related expenditure
- In consultation with the Head teacher and the Finance Committee, to oversee premises-related funding bids
- To oversee arrangements, including Health and Safety, for the use of school premises by outside users, subject to the Board of Trustees' policy
- To establish and keep under review a Building Development Plan
- To establish and keep under review an Accessibility Plan
- To report back to the Board of Trustees

Terms of reference agreed by the Board of Trustees on:

Tuesday 28th September 2021

Name	Trustee / Associate Trustee	Voting Rights	Date appointed to the committee
Mr M Field	Trustee	✓	Tuesday 28 September 2021
Mr W Hutt	Head Teacher	✓	Tuesday 28 September 2021
Mrs L Howfield	Trustee	✓	Tuesday 28 September 2021
Mr R Mace	Associate Member	x	Tuesday 28 September 2021
Mrs C Webster	Trustee	✓	Tuesday 28 September 2021
Replacement for PH (to be confirmed)	Trustee	✓	Tuesday 28 September 2021

Chair of the committee:	Mr W. Hutt
Clerk to the committee:	Mrs L. Denham-Smith & Mrs L. Wheeler
Quorum: (minimum of 3 full Trustees, committee can determine a higher number)	3
Date committee established:	Tuesday 28th September 2021
Date of review by Board of Trustees:	Sept 2022

PPF Committee

Terms of Reference:

Personnel

- To draft and keep under review the staffing structure in consultation with the Head teacher and the Finance Committee
- To review a pay policy for all categories of staff and to be responsible for its administration and review
- To oversee the appointment procedure for all staff with appropriate delegation to the Head teacher
- To review a performance management policy for all staff*
- To receive a written report from the Head teacher on the impact of Performance Management and the needs for staff training and development. To make recommendations to appropriate committees and the Board of Trustees
- To oversee the process leading to staff reductions
- To keep under review staff work/life balance, working conditions and well-being, including the monitoring of absence
- To make recommendations on personnel related expenditure to the Finance Committee
- To consider any appeal against a decision on pay grading or pay awards
- To consider pay progression for the Head teacher following a robust evidence-based process

Finance

- In consultation with the Head teacher, to draft the first formal budget plan of the financial year
- To establish and maintain an up to date financial plan
- To consider a budget position statement including virement decisions at least termly and to report significant anomalies from the anticipated position to the Board of Trustees
- To ensure that the school operates within its Financial Policy and the financial regulations and guidance of the DfE
- To monitor expenditure of all voluntary funds kept on behalf of the Board of Trustees
- To annually review charges and expenses policies
- To make decisions in respect of service level agreements
- To make decisions on expenditure following recommendations from other committees
- To ensure, as far as is practical, that Health and Safety issues are appropriately prioritised
- To ensure sufficient funds are available for all pay increments
- To ensure that priorities in the school development plan are appropriately financed.

Terms of reference agreed by the Board of Trustees on:

Tuesday 28th September 2021

Name	Trustee / Associate Trustee	Voting Rights	Date appointed to the committee
Mr W. Hutt	Head Teacher	√	Tuesday 28 September 2021
Mrs K. Byng	Chair	√	Tuesday 28 September 2021

Mrs K. Green	Vice Chair	√	Tuesday 28 September 2021
Mrs C. Webster	Trustee	√	Tuesday 28 September 2021
Mrs L. Howfield	Trustee	√	Tuesday 28 September 2021

Disqualification: Any relevant person employed to work at the school other than as the Headteacher, when the subject for consideration is the pay or performance review of any person employed to work at the school.

Chair of the committee:	Mr W. Hutt
Clerk to the committee:	Mrs L. Denham-Smith & Mrs L. Wheeler
Quorum: (minimum of 3 full Trustees, committee can determine a higher number)	3
Date committee established:	Tuesday 28th September 2021
Date of review by Board of Trustees:	Sept 2022

Curriculum Committee

Terms of reference:

- To consider and advise the Board of Trustees on standards and other matters relating to the school's curriculum, including statutory requirements and the School's Curriculum Policy
- To consider curricular issues which have implications for Finance and Personnel decisions and to make recommendations to the relevant committees or the Board of Trustees
- To arrange for the Board of Trustees to be represented at School Improvement discussions with the LA and for reports to be received by the Board of Trustees
- To oversee arrangements for individual Trustees to take a leading role in specific areas of provision e.g. SEN, literacy, numeracy
- To receive regular reports from the above and advise the Board of Trustees
- To oversee arrangements for educational visits
- To act as a critical friend for curriculum development
- To report back to the Board of Trustees

Terms of reference agreed by the Board of Trustees on (date):	Tuesday 28th September 2021
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Name	Trustee / Associate Member	Voting Rights	Date appointed to the committee
Mrs K. Green	Vice Chair	✓	Tuesday 28 September 2021
Mr R. Laight	Trustee	✓	Tuesday 28 September 2021
Mr D. Monk	Trustee	✓	Tuesday 28 September 2021
Mr P. Pemble	Trustee	✓	Tuesday 28 September 2021
Ms E. Hood	Trustee	✓	Tuesday 28 September 2021
Mrs L. Ashwell	Associate Member	x	Tuesday 28 September 2021

Chair of the committee:	Mrs L. Ashwell
Clerk to the committee:	Mrs L. Denham-Smith & Mrs L. Wheeler
Quorum: (minimum of 3 full Trustees, committee can determine a higher number)	3
Date committee established:	Tuesday 28th September 2021
Date of review by Board of Trustees:	Sept 2022

Delegation of Responsibility to Individuals

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

- To liaise with the appropriate member(s) of staff
- To visit the school with the purpose of gathering information concerning their area of responsibility and to increase their knowledge of the school
- To regularly report to the Board of Trustees, the Curriculum Committee or the Steering Group, whichever the Board of Trustees deems most appropriate, on developments and progress within their area of responsibility
- To raise the profile of the area of responsibility when related matters are considered by the Board of Trustees
- To attend training as appropriate

Terms of reference agreed by the Board of Trustees on:	Tuesday 28th September 2021
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Area of Responsibility	Name of Trustee	Liaising with
Curriculum & Assessment	Mrs K Green	Mrs V Giles and Mrs L Ashwell
Recovery Plan	Mrs C Webster and Mr M Field	Mr W Hutt
Mathematics and Computing	Mrs L Howfield	Miss S Gatfield, Miss L Cox and Miss L Pugh, Mrs V Juneman
Blended Learning	Ms E Hood	Mr W Hutt
EYFS & MFL	Mrs K Byng	Mrs K Flynn and Miss R Johnson
SEND & Thrive	Ms E Hood	Mrs R Heptinstall, Mr C McGarry and Mrs E Small, Miss S J Carter
Religious Education and PSHE & RSE	REPLACEMENT FOR RT CHURCH TRUSTEE (To be confirmed)	Mrs C Ashforth and Mrs Z Davenall, Miss K Bradley
Science	Mr P Pemble	Mrs J Tomkinson, Miss K Dixon and Miss A Wells, Miss M Whiteley
Health and Safety, School Council, P.E. & Forest School	Mr M Field	Mr W Hutt and Miss H Keogh and Mrs A Russell, Mrs L Walker

Art, Music and Design Technology	REPLACEMENT FOR PH (to be confirmed)	Mrs O Blundell, Miss C Keight and Mrs L Rowles, Mrs A Bond
English (including phonics), History and Geography	Mr D Monk	Mr R Laight, Miss H Keogh and Mrs S Twilley, Miss K Allen, Miss A Franklin, Miss R Whitehead
Safeguarding	Mrs K Byng	Mr W Hutt, Mrs K Woodyatt and Mrs L Ashwell
Pupil Premium and LAC	Mrs K Byng	Mrs C Webster, Mr W Hutt and Mrs K Woodyatt

Year Group	Name of Trustee	Liaising with
Nursery	Mrs K Byng	Mrs K Flynn
Reception	Mrs K Green	Mrs K Flynn
Year 1	Ms E Hood	Mrs J Tomkinson
Year 2	REPLACEMENT FOR RT CHURCH TRUSTEE (tbc)	Mrs C Ashforth
Year 3	Mr P Pemble	Miss C Keight
Year 4	Mr M Field	Miss A Wells
Year 5	Mrs L Howfield	Mrs V Giles/Mrs O Blundell
Year 6	Mr D Monk	Miss S Gatfield

Date delegation agreed:	Tuesday 28 th September 2021
Date of review by Board of Trustees:	Sept 2022

Head Teacher's Performance Review Panel

Terms of reference:

- To arrange to meet with the external adviser to discuss the Head teacher's performance objectives
- To review annually the overall performance of the Head teacher with the external adviser
- To decide, with the support of the external adviser, whether the targets have been met and to set new objectives annually
- To monitor through the year the overall performance of the Head teacher and performance set against the objectives
- To make recommendations [to the Finance Committee; Personnel Committee; Staffing and Pay Committee] in respect of awards based on the judgements of the overall performance of the Head teacher and for the successful meeting of objectives set
- To report back to the Board of Trustees either directly or through a delegated committee

Terms of reference agreed by the Board of Trustees on:	Tuesday 28th September 2021
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Name	Trustee / Associate Member	Voting Rights	Date appointed to the committee
Mrs K. Green	Vice Chair	√	Tuesday 28 September 2021
Mrs E. Hood	Parent Trustee	√	Tuesday 28 September 2021
Mrs L. Howfield	Co-Opted Trustee	√	Tuesday 28 September 2021

Membership: Minimum of two Trustees in community schools, but three recommended for continuity and to accommodate illness. The Board of Trustees should consider the composition of this panel carefully. Because of the chair of Trustee's close working relationship with the Head teacher it would be considered good practice for Trustees other than the chair of Trustees to be appointed to this panel.

Disqualification: The Head teacher and any Trustee paid to work at the school

Chair of the panel:	Mrs K. Green
Quorum: (minimum of 2 suggested)	2
Clerk to the Committee	Mrs L Denham Smith & Mrs L Wheeler
Date panel established:	Tuesday 28 th September 2021
Date of review by Board of Trustees:	Sept 2022

Appeals Committee

Terms of reference:

- To consider any appeal against a decision to dismiss a member of staff made by the Hearings Committee*
- To consider any appeal against a decision, short of dismissal, under the Board of Trustees' personnel procedures e.g. disciplinary, grievance, capability*
- To consider any appeal against selection for redundancy
- To report back to the Board of Trustees

*Cannot be delegated to an individual

Terms of reference agreed by the Board of Trustees on:	Tuesday 28th September 2021
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Name	Trustee / Associate Member	Voting Rights	Date appointed to the committee
Mrs K Green	Vice Chair	✓	Tuesday 28 September 2021
Mr P Pemble	Trustee	✓	Tuesday 28 September 2021
Ms E Hood	Trustee	✓	Tuesday 28 September 2021
REPLACEMENT FOR RT CHURCH TRUSTEE (to be confirmed)	Church Trustee	✓	Tuesday 28 September 2021

Membership: No fewer members than the Hearings Committee. It is suggested that only experienced Trustees be appointed to this committee and that the chair of Trustees, due to probable prior knowledge, should not be a member.

Disqualification: The head teacher and **any members of the Hearings Committee**

Chair of the committee:	Mrs K Green
Clerk to the committee:	Mrs L. Denham-Smith & Mrs L. Wheeler
Quorum: (minimum of 3 full Trustees, committee can determine a higher number)	3
Date committee established:	Tuesday 28th September 2021
Date of review by Board of Trustees:	Sept 2022

Hearings Committee

Terms of reference:

- To make any determination to dismiss any member of staff (unless delegated to the head teacher)
- To make any decisions under the Board of Trustees' personnel procedures e.g. disciplinary, grievance, capability where the head teacher is the subject of the action*
- To make any decisions relating to any member of staff other than the head teacher, under the Board of Trustees' personnel procedures (unless delegated to the head teacher)
- To make any determination or decision under the Board of Trustees' complaints procedure for parents and others
- To make any determination or decision under the Board of Trustees' Curriculum Complaints Procedure and the operation of the Board of Trustees' charging policy
- To report back to the Board of Trustees

*Cannot be delegated to an individual

Terms of reference agreed by the Board of Trustees on:	Tuesday 28 th September 2021
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Name	Trustee / Associate Member	Voting Rights	Date appointed to the committee
Mrs L Howfield	Trustee	√	Tuesday 28 September 2021
Mr D. Monk	Trustee	√	Tuesday 28 September 2021
Mr M Field	Trustee	√	Tuesday 28 September 2021
Replacement for PH (to be confirmed)	Trustee	√	Tuesday 28 September 2021

Membership: No fewer than 3 Trustees. It is suggested that only experienced Trustees be appointed to this committee and that the chair of Trustees, due to probable prior knowledge, should not be a member.

Disqualification: The Head Teacher.

Chair of the committee:	Mrs L. Howfield
Clerk to the committee:	Mrs L. Denham-Smith & Mrs L. Wheeler
Quorum: (minimum of 3 full Trustees, committee can determine a higher number)	3
Date committee established:	Tuesday 28 th September 2021
Date of review by Board of Trustees:	Sept 2022

Pupil Discipline Committee (Statutory)

Terms of reference:

- To consider representations from parents in the case of exclusions of 5 days or less (committee may not re-instate)
- To consider representations from parents in the case of exclusions totalling more than 5 but not more than 15 school days in one term (meeting to be held between 6th and 50th school day after receiving notice of the exclusion)
- To consider the appropriateness of any permanent exclusion or any exclusion where one or more fixed period exclusions total more than 15 school days in one term or where a pupil is denied the chance to take a public examination (meeting to be held between 6th and 15th school day after receiving notice of the exclusion)
- To ensure that the guidance contained in the 'Improving Attendance and Behaviour' document is practised in the school, with specific reference to the role assigned to the Board of Trustees
- To review the School Behaviour and Discipline Policy, and make recommendations on changes to the Board of Trustees or relevant committee
- To report back to the Board of Trustees

Terms of reference agreed by the Board of Trustees on:

Tuesday 28th September 2021

Name	Trustee / Associate Member	Voting Rights	Date appointed to the committee
Mrs K. Green	Vice Chair	√	Tuesday 28 September 2021
Mr M. Field	Trustee	√	Tuesday 28 September 2021
Mrs E. Hood	Trustee	√	Tuesday 28 September 2021
Mr D Monk	Trustee	√	Tuesday 28 September 2021
Mrs L Howfield	Trustee	√	Tuesday 28 September 2021

Membership: The Board of Trustees may nominate a pool of Trustees from which 3 or 5 will serve as the Discipline Committee to consider particular exclusions. If a Trustee has a connection with the pupil or the incident that could affect their ability to act impartially they should not serve at the hearing. If, through non-attendance of a Trustee, 4 members consider an exclusion, the chair of the committee has the casting vote. (It is suggested that neither the chair of Trustees nor a member of staff, due to probable prior knowledge, should be a member.)

Disqualification: The head teacher and any Trustee with prior knowledge of the pupil or the incident.

Chair of the committee:	Mr M Field
Clerk to the committee:	Mrs L. Denham-Smith & Mrs L. Wheeler
Quorum: (minimum of 3 full Trustees, committee can determine a higher number)	3

Date committee established:	Tuesday 28th September 2021
Date of review by Board of Trustees:	Sept 2022