



# **The Coppice Primary School**

Terms of Reference for the Board of Trustees and  
Committees

September 2020

## 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 headteacher

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

**Terms of reference agreed by the Board of Trustees on (date): Tuesday 22<sup>nd</sup> September 2020**

**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.

<b>Chair of the Board of Trustees:</b>	Mrs K Byng
<b>Vice-chair of the Board of Trustees:</b>	Mrs C Webster
<b>Clerk to the Board of Trustees:</b>	Mrs L. Denham-Smith
<b>Quorum: 6</b> (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 headteacher 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

<b>Terms of reference agreed by the Board of Trustees on (date):</b>	<b>Tuesday 22<sup>nd</sup> September 2020</b>
--	---

Name	Trustee / Associate Trustee	Voting Rights	Date appointed to the committee
Mr M Field	Trustee	√	22/09/20
Mrs R Taylor	Trustee	√	22/09/20
Mr W Heptinstall	Head Teacher	√	22/09/20
Mrs L Howfield	Trustee	√	22/09/20
Mr R Mace	Associate Trustee	x	22/09/20
Miss P Harrison	Trustee	√	22/09/20

<b>Chair of the committee:</b>	Mr W. Heptinstall
<b>Clerk to the committee:</b>	Mrs L. Denham-Smith
<b>Quorum:</b> (minimum of 3 full Trustees, committee can determine a higher number)	3
<b>Date committee established:</b>	<b>Tuesday 22<sup>nd</sup> September 2020</b>
<b>Date of review by Board of Trustees:</b>	Sept 2021

## PPF Committee

### Terms of Reference:

#### Personnel

- To draft and keep under review the staffing structure in consultation with the headteacher 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 headteacher
- To review a performance management policy for all staff\*
- To receive a written report from the headteacher 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 Headteacher following a robust evidence-based process

#### Finance

- In consultation with the headteacher, 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 (date):**

**Tuesday 22nd September 2020**

Name of Trustee	Date appointed to the committee
Mrs C Webster	22/09/20

Mrs L Howfield	22/09/20
Mrs K Byng	22/09/20
Mr B Heptinstall	22/09/20
Miss P Harrison	22/09/20
Mrs K Green	22/09/20

**Membership:** The Board of Trustees may nominate a pool of Trustees from which 3 or 5 will serve as the Discipline Committee to consider 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 headteacher and any Trustee with prior knowledge of the pupil or the incident.

<b>Chair of the committee:</b>	Mr W. Heptinstall	
<b>Clerk to the committee:</b>	Mrs L. Denham-Smith	
<b>Quorum:</b> (minimum of 3 full Trustees, committee can determine a higher number)	3	
<b>Date committee established:</b>	Tuesday 22nd September 2020	
<b>Date of review by Board of Trustees:</b>	Sept 2021	

## 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

<b>Terms of reference agreed by the Board of Trustees on (date):</b>	<b>Tuesday 22<sup>nd</sup> September 2020</b>
--	---

Name	Trustee / Associate Member	Voting Rights	Date appointed to the committee
Mr W. Hutt	Trustee	√	22/09/20
Mr R. Laight	Trustee	√	22/09/20
Mr D. Monk	Trustee	√	22/09/20
Mrs C. Webster	Trustee	√	22/09/20
Mr P Pemble	Trustee	√	22/09/20
Mrs A. Salisbury	Trustee	√	22/09/20

<b>Chair of the committee:</b>	Mr W. Hutt
<b>Clerk to the committee:</b>	Mrs L. Denham-Smith
<b>Quorum:</b> (minimum of 3 full Trustees, committee can determine a higher number)	3
<b>Date committee established:</b>	<b>Tuesday 22nd September 2020</b>
<b>Date of review by Board of Trustees:</b>	Sept 2021

## 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

<b>Terms of reference agreed by the Board of Trustees on (date):</b>	<b>Tuesday 22nd September 2020</b>
--	--

Area of Responsibility	Name of Trustee	Liaising with
Wider Curriculum	Mr D Monk	Mrs V Giles and Mr R Laight
Reading	Mrs K Green	Mr R Laight and Mrs H Keogh
Recovery Plan	Mrs C Webster and Mr M Field	Mr W Heptinstall
Computing and Infrastructure	Mrs L Howfield	Mrs V Juneman and Mrs C Webster
Blending Learning	Mrs R Taylor, Ms E Hood and Mr D Monk	Mrs L Ashwell
EYFS	Mrs K Byng	Mr W Hutt and Mrs K Flynn

<b>Date delegation agreed:</b>	<b>Tuesday 22<sup>nd</sup> September 2020</b>
<b>Date of review by Board of Trustees:</b>	Sept 2021



## Headteacher's Performance Review Panel

### Terms of reference:

- To arrange to meet with the external adviser to discuss the headteacher's performance objectives
- To review annually the overall performance of the headteacher 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 headteacher 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 headteacher and for the successful meeting of objectives set
- To report back to the Board of Trustees either directly or through a delegated committee

<b>Terms of reference agreed by the Board of Trustees on (date):</b>	<b>Tuesday 22nd September 2020</b>
--	------------------------------------

Name of Trustee	Date appointed to the panel
Mrs L Howfield	22/09/20
Mrs K Green	22/09/20
Ms E Hood	22/09/20

**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 headteacher it would be considered good practice for Trustees other than the chair of Trustees to be appointed to this panel.

**Disqualification:** The headteacher and any Trustee paid to work at the school

<b>Chair of the panel:</b>	Mrs C. Webster
<b>Quorum:</b> (minimum of 2 suggested)	2
<b>Date panel established:</b>	<b>Tuesday 22nd September 2020</b>
<b>Date of review by Board of Trustees:</b>	Sept 2021

### 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

<b>Terms of reference agreed by the Board of Trustees on (date):</b>	<b>Tuesday 22<sup>nd</sup> September 2020</b>
--	---

<b>Name of Trustee</b>	<b>Date appointed to the committee</b>
Mr M Field	22/09/20
Mrs R Taylor	22/09/20
Miss A Salisbury	22/09/20

**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 headteacher and any members of the Hearings Committee

<b>Chair of the committee:</b>	Mr M. Field
<b>Clerk to the committee:</b>	Mrs L. Denham-Smith
<b>Quorum:</b> (minimum of 3 full Trustees, committee can determine a higher number)	3
<b>Date committee established:</b>	<b>Tuesday 22nd September 2020</b>
<b>Date of review by Board of Trustees:</b>	Sept 2021

## Hearings Committee

**Terms of reference:**

- To make any determination to dismiss any member of staff (unless delegated to the headteacher)
- To make any decisions under the Board of Trustees' personnel procedures e.g. disciplinary, grievance, capability where the headteacher is the subject of the action\*
- To make any decisions relating to any member of staff other than the headteacher, under the Board of Trustees' personnel procedures (unless delegated to the headteacher)
- 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

<b>Terms of reference agreed by the Board of Trustees on (date):</b>	<b>Tuesday 22nd September 2020</b>
--	------------------------------------

Name of Trustee	Date appointed to the committee
Ms E Hood	22/09/20
Mr D Monk	22/09/20
Mr P Pemble	22/09/20
Mrs K Green	22/09/20

**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 headteacher

<b>Chair of the committee:</b>	
<b>Clerk to the committee:</b>	Mrs L. Denham-Smith
<b>Quorum:</b> <small>(minimum of 3 full Trustees, committee can determine a higher number)</small>	3
<b>Date committee established:</b>	<b>Tuesday 22nd September 2020</b>
<b>Date of review by Board of Trustees:</b>	Sept 2021

**a**

**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 (date):**

**Tuesday 22nd September 2020**

<b>Name of Trustee</b>	<b>Date appointed to the committee</b>
Mrs K Byng	22/09/20
Mr M Field	22/09/20
Mrs R Taylor	22/09/20
Ms E Hood	22/09/20
Mr P Pemble	22/09/20
Mrs K Green	22/09/20
Miss A Salisbury	22/09/20

**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 headteacher and any Trustee with prior knowledge of the pupil or the incident.

**Chair of the committee:**

<b>Clerk to the committee:</b>	Mrs L. Denham-Smith	
<b>Quorum:</b> (minimum of 3 full Trustees, committee can determine a higher number)		3
<b>Date committee established:</b>	<b>Tuesday 22nd September 2020</b>	
<b>Date of review by Board of Trustees:</b>	Sept 2021	