



Terms of Reference For Governance

This policy was adopted in February 2024

Agreed on behalf of Emmanuel Community School, Walthamstow

Review date: November 2024

(Reviewed annually at the first FPHAR meeting of the academic year in conjunction with the TEST Governance Plan as amended).

Emmanuel Community School, Walthamstow Governance

1. The governance arrangements at Emmanuel Community School, Walthamstow (hereafter ECS, Walthamstow) are based upon the Articles of Association prescribed by the Department for Education and adopted by The Emmanuel School Trust (TEST).
2. Each school within TEST will have a local governing board which will consist of:
 - Up to 14 Governors, appointed by the TEST Board of Directors.
 - Parent Governors (minimum of 2) to be elected by parents of registered pupils, after nomination to serve for 2 years. Such nominations must be endorsed by the LGB.
 - Staff Governors, voted by Staff of Emmanuel Community School and appointed by Directors of The Trust (The Emmanuel School Trust, hereafter TEST).
 - Any Additional Governors, if appointed by the Secretary of State
 - Up to 3 Co-opted Governors appointed by the Governors.
3. The total number of Governors in each LGB who are employed by TEST (including the Headteacher, who is ex officio) shall not exceed one third of the total number of Governors.
4. The conduct of Governors' business and activities will comply in all respects with the Articles of Association of TEST.
5. TEST will recruit Governors to each local governing board in a number of ways:
 - Approach people already known and who will have the time, energy and skills to carry out their responsibilities
 - Hold elections – particularly for the appointment of Staff and Parent Governors. The Trust will advertise the posts, vet the nominees and then hold interviews as appropriate.
6. All Governors are members of at least one sub-committee. These committees will report back to the LGB at each Full LGB meeting.
7. The following committees will exist:
 - Finance, Premises, Human Resources, Audit and Risk (FPHAR)
 - Curriculum, Standards and Information and Communications Technology (CSI)
 - Admissions
8. These committees will have defined membership and terms of reference.
9. TEST may appoint 'experts' who have specific skills in certain areas but have not been appointed as Governors. They can sit on committees with the Governors and add their professional knowledge when needed.
10. Directors (Trustees) of TEST are:
 - Mr. Bentley Greaves (Chair of TEST)
 - Mr. Richard Irish
 - Rev Anthony Hodgkinson

- Mrs. Titilayo Oluwatudimu
- Ms. Edith White
- Dr Akintoye Oluwatudimu
- Rev Douglas Williams
- Mr. Martin Overare
- Mr. Nigel McQuoid

11. ECS Walthamstow Local Governing Board consists of:

- Mr. Eugene Amo-Dadzie (Chair of Governors)
- Mrs. Tracy Hodgkinson
- Mr. Bentley Greaves
- Ms. Abigail Williams
- Mrs. Shumina Miah – parent governor
- Mrs. Michelle Spinks – parent governor
- Mr. Reg Awoliyi
- Mrs. Bunmi Adekeye
- Dr Akin Oluwatudimu
- Staff governors (x 2) – currently vacant
- Mrs. Titilayo Oluwatudimu (CEO of TEST) - ex-officio
- Mr. Simon Reeves (Headteacher) – ex-officio

11 1. TEST Directors serving on ECS Walthamstow LGB committees:

Director	FPHAR	CSI	Admissions
Dr Akintoye Oluwatudimu	•		
Mrs. Titilayo Oluwatudimu		•	•
Rev Douglas Williams			•
Ms. Edith White			•
Mr. Bentley Greaves		•	

12. Finance, Premises, Human Resources & Audit Committee (FPHAR)

- a. Members:
- Eugene Amo Dadzie
 - Dr Akintoye Oluwatudimu
 - Abigail Williams
 - Bunmi Adekeye
 - Simon Reeves (Headteacher – Guest)
- b. This committee will take responsibility for overseeing the financial arrangements of the school; the staffing of the school (including the appropriate staffing policies) and service level agreements with outside agencies (e.g., relating to the premises).

- c. This committee will take responsibility for ensuring that the vision and aims of the school are fully enabled by the premises and facilities; overseeing the changes and modifications needed by liaising with the Trust's FPHR committee.
- d. Further details of this committee's responsibilities are provided in Appendix 1.

13. Curriculum, Standards and Information and Communications Technology Committee (CSI)

- a. Members:
 - Titilayo Oluwatudimu (Chair)
 - Simon Reeves (Headteacher - Guest)
 - Bentley Greaves
 - Michelle Spinks (Parent Governor)
 - Shumina Miah (Parent Governor)
 - Vacancy (Staff Governor)
- b. This committee will take responsibility for ensuring the appropriate curriculum is in place, including the required policies and the Information and Communications Technology (ICT) equipment to support the school's vision and ethos.
- c. The committee will also take responsibility for ensuring that all stakeholders are kept fully informed of developments (e.g., through newsletters, website updates) and that positive messages are received by all concerned.
- d. Further details of this committee's remit are provided in Appendix 1.

14. Admissions Committee

- a. Members:
 - Titilayo Oluwatudimu (Chair)
 - Rev Doug Williams
 - Ms. Edith White

(Note – This operates as a committee of the trust board and covers each school requirements as appropriate. (Rev D Williams and Ms. E White are Trust Directors).*
- b. This group will take responsibility for overseeing the admissions process, including ensuring that it is fair and transparent.

15. General Comments on Committee members

- a) Individuals on each of these committees may also be allocated specific tasks in order to ensure that key work is carried out.
- b) Governors will use the questions below to hold themselves and other members of the school community to account.
 - What are the school's values? Are they reflected in our long-term development plan?
 - How are we going to raise standards for all children including the most and least able, those with Special Educational Needs, boys and girls, and any who are currently underachieving?

- Have we got the right staff and the right development and reward arrangements?
- Do we have a sound financial strategy, get good value for money and have robust procurement and financial systems?
- Do we keep our buildings and other assets in good condition and are they well used?
- How well does the curriculum provide for and stretch all children?
- How well do we keep parents informed and take account of all their views?
- Do we keep children safe and meet the statutory health and safety requirements?
- How do children behave? Do we tackle the root causes of poor behavior?
- Do we offer a range of extracurricular activities which engage all children?

16. Accountability Hierarchy:

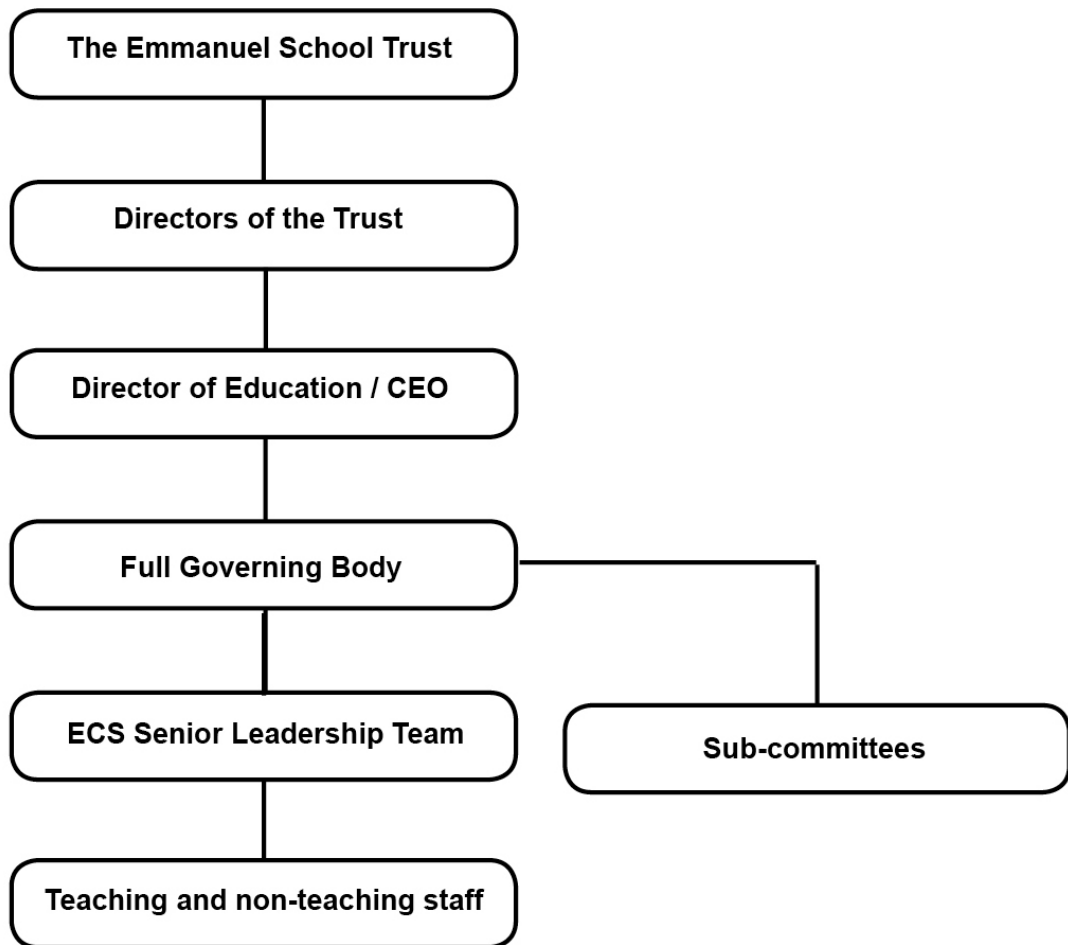


Diagram 1 - Accountability for Governance for Emmanuel Community School, Walthamstow

[Note - Full Governing Board indicates Local Governing Board (LGB)]

Appendix 1 – Committee Terms of Reference

A. Committee 1: Finance, Premises, Human Resources, Audit and Risk (FPHAR)

The remit of this committee includes the following areas:

i) Human Resources

To advise the LGB on all the School's personnel policies and procedures, reviewing them at intervals set by the LGB and making any necessary recommendations for amendment. Specifically, the Committee will advise on the operation and/or review of:

- Child protection policy as it applies to recruitment of staff
- Equality and diversity policy as it applies to staff
- Health and safety policy as it applies to staff
- Grievance and disciplinary procedures for staff
- Pay policy - includes staffing structure
- Performance management and appraisal
- Probationary arrangements for staff
- Staff appointments procedures with particular emphasis on the operation of safer recruitment policies
- Staff capability procedures
- Staff redundancy procedures
- To ensure that the LGB fulfills its legal functions as an employer

To review the pay arrangements for the Headteacher following his/her annual performance review.

To receive an annual report from the Headteacher on continuing professional development activity undertaken by members of staff.

Members of the Committee will play an active part in the appointment of staff where appropriate, as determined by the school's selection and recruitment policy.

ii) Finance, Audit and Risk Management

To liaise with the Trust FPHR committee and advise LGB on the financial implications of strategic developments it wishes the school to undertake.

To advise the LGB on all the School's financial policies and procedures, reviewing them at intervals set by the Board of Governors and making any necessary recommendations for amendment.

Specifically, the Committee will advise on the operation and/or review of:

- Finance policy
- Charging policy
- Lettings policy arrangements
- Terms of Reference

To undertake on behalf of LGB any action delegated to the Committee in the School's financial policies and procedures.

To receive proposals from the Headteacher about the School's annual budget and make recommendations about these to the LGB.

To monitor progress with the budget and to ensure the LGB is aware of any recommendations for changes to the financial forecast.

To review the school's financial performance against benchmarking data and the achievement (or otherwise) of its educational objectives.

To review the risks to internal control at the school and agree the programme of work for internal audit that will address these risks, to inform the governance statement and, as far as possible, provide assurance to the external auditors.

To receive reports from internal audit and elsewhere about the operation of the school's financial procedures and controls and to oversee progress with any action plans that may result from these.

To collaborate with the Trust Directors for the appointment of auditors and internal auditors, including participating in reviewing the auditor's annual planning document and approval of the planned audit approach.

To receive and review the draft (pre-external audit) and final (post-external audit) accounts and any reports from the external auditors.

Working with the Headteacher to monitor the school's compliance with Financial Management Standard in Schools (FMSIS) standards and compliance with the requirements of the Academies Trust Handbook (as amended).

To receive budget monitoring statements at each meeting and make all appropriate recommendations to the LGB in connection with these.

To consider business plans for new or additional Extended School activities and make recommendations about their approval to the LGB.

Report areas of risk annually to the Trust and feed into the Trust's Risk Register. Ensuring objectives for managing risk across schools are established and regularly reviewed, including:

- Compliance with risk management best practice.
- Identification of risks and ensuring risks are appropriately documented.
- Assurance provided to the Trust Board, and Members' Board (where appropriate), that risks are being adequately controlled or identify areas for improvement.
- Ensure appropriate action is taken in relation to accepting, mitigating, avoiding, and transferring risks.
- Ensure that the strategic & reputational risk – the long-term strategic objectives of the Trust e.g. high achievement, inspiring and supportive culture, strong community and partnerships are being maintained.
- Operational risk – the day-to-day issues the organisation is confronted with as it strives to deliver its strategic objectives, including:

- Financial risk – the effective management and control of the finances of the Trust.
- Compliance risk – such issues as health & safety, data protection, employment practices, regulatory and environmental issues.

iii) Premises

In conjunction with the Trust FPHAR committee, provides the LGB with strategic advice on priorities, including health and safety, for the development and maintenance of the site.

To advise the LGB on all the School's policies for premises, health, and safety and to review these at intervals set by the LGB, making any recommendations for amendment. Specifically the Committee will advise on the operation and/or review of:

- Accessibility plan
- Fire risk assessment
- Health and safety policy
- Lettings policy arrangements
- Security plan

To oversee the arrangements for buildings related contracts.

B. Committee 2: Curriculum, Standards and Information and Communications Technology (CSI)

The remit of this committee includes the following areas:

i) Curriculum and standards

To provide the forum in which the Headteacher will account for:

- Delivery of the national curriculum in the school,
- Pupils' achievements and attendance
- Operation of the School's curriculum policies.

To advise the LGB on the School's policies for:

- Curriculum,
- Achieving ambitious standards of pupil attainment
- Pupil behaviours

To review the above policies at intervals set by the LGB, making any recommendations for amendment. Specifically, the Committee will advise on the operation and/or review of:

- Child protection policy as it applies to day-day operation of the school
- Collective worship policy
- Complaints procedure
- Curriculum policy
- Equality and diversity policy as it applies to pupils
- Health and safety policy as it applies to pupils, including risk assessment processes
- Pupil discipline policy

- School prospectus
- Sex education policy
- Special education needs policy
- Exclusion of pupils policy
- Accessibility plan as it applies to the curriculum

On advice from the Headteacher, to set the school's statutory attainment and attendance targets and then report these to the LGB.

To monitor the implementation of the School Development Plan.

To advise the FPHAR Committee on the contents of the curriculum sections of the school website.

To consider the plans for school events that mean children will stay away from their parents overnight and to approve these on the LGB's behalf.

*ii) **Information and Communications Technology***

To review the contents of the school's website at least annually taking advice from the FPHAR and Admissions committees.

To advise on Cybersecurity and the application of IT to ensure safeguarding and GDPR procedures are complied with.

To support the deployment and of information technology in the delivery of the school curriculum, teaching and learning and the efficient running of the school MIS systems, telephony and internet connectivity.

C. Committee 3: Admissions Committee

To annually review the school's admissions policy, making any recommendations for amendment to the LGB.

To administer the school's admissions procedure, ensuring that all decisions are made strictly in accordance with the school's admissions policy that is in operation at the time.

Appendix 2 – Rules for the conduct of committee business

Membership

Members are appointed annually by the LGB, or the Trust Board of Governors.

The Headteacher must be a member of both FPHAR Committee and CSI Committee.

Both the Headteacher and the Chair are excluded from membership of Committee 3 as is any Governor who declares an interest in the admission of any child in any given year.

Members of Committee 1 or Committee 2 may co-opt no more than three additional members who are not governors. If doing so they must record how long the co-option is to take place. No co-options are allowed to Committee 3.

Chairing

Each Committee must elect a Chair at the first meeting of the school year.

The Committee Chair is responsible for liaising with the Headteacher and the Committee Clerk about agendas and for ensuring that any action agreed by the Committee has been implemented. Committee Chairs have no authority to act beyond these strictly defined powers.

In the absence of the Committee Chair, the Committee must elect from amongst those present someone to chair the meeting and to ensure the implementation of all decisions taken at the meeting. Any person so elected must be a member of the LGB.

Meetings

Termly according to a schedule published at the start of the school year in the case of Committees 1 and 2; at least annually in the case of Committee 3.

The LGB will utilise the services of a clerk who will administer the LGB meetings for committees 1 and 2 and ensure that all the necessary legal procedures are followed – not necessarily the same person for both committees.

Agendas together with any supporting papers will be sent to Committee members by the Clerk at least a week in advance of the meeting.

Quorum: 3 governors in all three cases. If any of the members of Committee 3 are absent, then the reserve governor must attend instead.

Any decisions which are not unanimous must be decided by a vote between the governors present at the meeting. If an equal number of votes are cast for and against any decision, the Committee Chair will cast a second, deciding vote.

Minutes of meetings for Committees 1 and 2 will be taken by the clerk appointed by the LGB and presented to the Committee for approval as an item of the agenda at the next meeting. Unconfirmed minutes of the meetings of these committees will be presented to the next meeting of the LGB.

Formal minutes of meetings for Committee 3 are not required but the Committee Chair will report orally to the LGB that meetings have taken place and will include a brief summary of the proceedings. Any proposal from the Committee to amend the school's admissions policy must be submitted in writing to the Clerk to the LGB for inclusion on the agenda of the next meeting.

Public Access

The Committee Chair or Headteacher may invite anyone to attend all or part of a meeting, providing the Committee gives its agreement prior to the items they will be contributing to.

Any details relating to any named individual: pupil, member of staff, parent or carer must remain confidential and should not be released to anyone outside the LGB.

Agendas, minutes and supporting papers with the exception of confidential items may be seen by interested people who request to see them, once they have been agreed by the Committee and signed off as appropriate.