

Grey Coat Hospital Admissions Committee

Membership

The membership of the Admission Committee will comprise:

- The Committee will consist of at least three governors. The Committee Chair will be nominated by the Chair of Governors. In the absence of the Committee Chair, the committee will elect an acting chair for that meeting.
- Staff governors and parent governors are not eligible to sit on this Committee because of potential conflict of interest.
- Meetings of the Committee will be attended by the Head, the Senior Deputy Headteacher, the Bursar and the Admission's Officer. Other members of staff and advisors may be invited by the Committee. Attendees do not have a vote.
- A Minute-taker will be appointed from the school staff. The minute taker's role will be to minute the decisions of the Committee.
- The Committee will meet once a term and report to the full governing body
- The quorum is two governors.

The above membership will be appointed until the Committee membership is reviewed.

Terms of reference

- To determine applications for admission in accordance with the Governing Body's published admission policy whenever there is a decision to be made between applicants.
- To authorise the Admission Committee to give power to the headteacher to admit applicants outside the normal admission round where a decision does not have to be made, i.e., where the number of applicants in a particular year group matches the number of vacancies in that year group.
- Where a waiting list¹ has been agreed by the Admission Committee for any given year group, the headteacher will have power to admit pupils in accordance with that list, subject to any new applications received since the waiting list was established being decided by the Committee.
- To ensure that the annual consultation process on the school's admission arrangements is effected within the specified timetable, and within that process, that the admission arrangements are approved by the full Governing Body.
- To ensure that the Governing Body's approved arrangements are in place for parents to appeal against the Committee's decision not to offer a place.
- To carry out its duties in accordance with the DfES Codes of Practice on Admission and Admission Appeals.
- To monitor the admission and appeals process and bring appropriate matters to the attention of the Governing Body.
- To report any decisions² taken on behalf of the Governing Body to the next full meeting.

¹ A waiting list is not compulsory.

² The minutes of the Admission Committee should include the names of all applicants, the criteria they fulfilled and whether they were offered a place. These may be required at an appeal hearing. The governing body would not need such detailed information, but would be given a summary detailing the number of pupils admitted under each criterion.

- To carry out any other reasonable and appropriate duties at the request of the Governing Body.
- To commission legal advice on behalf of the governing body (within pre-agreed financial limits borne by the school) in order to indemnify governors in the event of appeal challenges .

Grey Coat Hospital (GCH): Governing Body Curriculum Committee

Terms of Reference

Curriculum Committee: Overall responsibility

This committee reviews Curriculum matters

Role and purpose

1. The role of the Curriculum Committee is to advise the Governing Body about all matters relating to the curriculum, teaching and learning in the school; and to undertake certain responsibilities on behalf of the Governing Body. It will perform this role with the purpose of:

- (i) supporting the development of the curriculum in line with the aims of the School; and,
- (ii) enabling the Governing Body to discharge its statutory and other duties with regard to the National Curriculum.

2. To help it to perform its role and fulfil its purpose, the Committee will draw up and implement a schedule of work each year. This schedule will help the Committee keep itself informed about the delivery of the curriculum and indicate how it will discharge its responsibilities. It will also react to events that occur during the course of each year and advise the Governing Body accordingly.

MEMBERSHIP

Up to 5 Governors

QUORUM

3 Governors

MEETINGS

The emphasis of the meetings is upon reviewing the school's Curriculum, as described in more detail below.

In practical terms:

- Meetings are held at least once a term, and three times a year, at the school, or via virtual remote meetings if so required.
- A chair is appointed by the Committee
- In the absence of the chair, the committee shall choose an acting chair for that meeting from among their number.
- The draft minutes of each meeting will be circulated with the agenda for the next ordinary meeting of the full governing body and will be presented at that meeting by the chair (or in his/her absence another member of the committee).
- The school will provide a minute taker, and further advice is provided via the UWGC Foundation's CEO/Clerk (who will not typically attend Committee meetings unless specifically requested to in advance).
- Staff, observers and/or other people can be invited to the meeting as the committee requires.
- Any decisions taken must be determined by a majority of votes of committee members present and voting - but no vote can be taken unless a majority of those present are governors.

KEY RESPONSIBILITIES

The Committee has **delegated** to it the responsibility:

- i. To ensure a broad and balanced curriculum that promotes the spiritual, moral, cultural, mental and physical development of pupils is taught at all key stages and prepares them for the opportunities, responsibilities and experiences of later life; monitor and agree any proposed changes to the delivery of the curriculum including alternative pathways for pupils.
- ii. To focus on the outcomes and progress of all pupils, ensuring the school makes effective use of all baseline data and sets targets for the achievement of pupils at the end of KS3, KS4 and KS5 for the following year; to review exam analysis and pupil achievement data against the targets set including identifying any groups of pupils who may be under performing and ensuring that strategies are put in place to address this. This includes specific consideration of disadvantaged groups including but not limited to Pupil Premium and SEN pupils, and 'More Able, Gifted and Talented' Pupils;
- iii. to advise the Governing Body what targets should be set each year for public examinations, and to assess and to report on the school's performance in pursuit of those targets;
- iv. to advise the Governing Body how best to discharge its statutory responsibility for collective worship and to ensure that Religious Education is delivered in accordance with the Trust deed for the school, and having regard to any advice issued by the Diocesan Bishop;
- v. to review annually and, where necessary, amend the school's Curriculum Policy Statement to ensure that it meets statutory requirements and that it promotes professional best practices;
- vi. (a) to review at least annually the Curriculum Development Plan (b) to make the changes it thinks appropriate to those aspects of the Plan for which it has responsibility; and (c), to make any recommendations it thinks appropriate to other Committees about the implications for the curriculum, teaching and learning of those aspects of the Plan which they are responsible;
- vii. to review annually the provision for students of all abilities to ensure the needs of all students are met, and to advise the Governing Body how provision may be improved;
- viii. to monitor and review the delivery of the curriculum to ensure inclusive practice accessible for all, including SEN pupils;
- ix. to update the Governing Body on the Sixth Form and include as a recurring agenda item.
- x. to monitor the effectiveness of each of the following policies, formally reviewing each at least every two or three years (as per the overall Policy Review Schedule) and approving them with such amendments as it considers appropriate:
 - Attendance Policies
 - Behaviour Policy
 - Collective Worship Policy
 - Curriculum Policy
 - Homework Policy
 - More Able, Gifted and Talented Policy (Non-statutory)
 - Teaching & Learning Policy (Non-statutory)
 - Careers Education Policy

- Assessment Policy (Non-statutory)
- BTEC Policies (Non-statutory)
- ICT Across the Curriculum (Non-statutory)
- Literacy and Numeracy Policies (Non-statutory)
- Marking Policy (Non-statutory)
- Sex & Relationships Policy
- Safeguarding Policy
- SEND Policy

Final approval of the following policies rests with the full governing body, but requires monitoring review and recommendations by the Curriculum Committee:

- Curriculum Access and SEN Information Report, Statutory
 - Pupil Premium Policy & Impact Report, Non-statutory
 - Supporting Pupils with Medical Needs Policy, Statutory
- xi. to ensure that impartial careers education, information and guidance is provided to pupils and strengthen the school's links with the business community;
 - xii. to review those aspects of any other school policies which relate to the curriculum, teaching, and learning, for example the Equality Policy; and, where necessary, to recommend either to the Committee with responsibility for the policy or to the Governing Body any changes it considers appropriate;
 - xiii. to advise the Governing Body of the impact on the curriculum of any or proposed changes in staffing, finance, pastoral, facilities and administrative arrangements in the school;
 - xiv. to review and update annually the Governors' risk register and to ensure that the school acts carefully to mitigate risks; and to propose changes where appropriate to the full governors meeting;
 - xv. to monitor the relationship with Westminster City School and other local schools;
 - xvi. In the summer term, make a plan for required governor visits for the following academic year to ensure appropriate oversight.
 - xvii. Review training requirements of committee members and liaise with the Clerk to secure this.
 - xviii. to undertake such other responsibilities and work as the Governing Body may from time to time ask of it.

ACCOUNTABILITY:

Committee members are responsible for reporting back to full Governing Body meetings.

REVIEW:

To ensure the effectiveness of the work of the committee, these terms of reference will be reviewed on an annual basis, and recommended variations to the terms of reference will be proposed where appropriate.

Reviewed: 21 January 2021

Approved: 21 March 2021

For review March 2023

Membership and Terms of Reference of The Grey Coat Hospital Governors' Finance and Buildings Committee (which also acts as the Audit and Risk Committee) reviewed February 2021

MEMBERSHIP

Up to 5 Governors

Staff members of the Committee will not participate as members when audit matters are discussed, but may remain in attendance to provide information and participate in discussions.

The Bursar will routinely attend committee meetings in order to provide information and participate in discussions.

A majority of Committee members must be Directors of the Trust Board, and the Directors will ensure Committee members have the necessary skills, background and experience to properly fulfil the Committee functions.

QUORUM

3 non-staff Governors

MEETINGS

The emphasis of the meetings is upon reviewing the school's Finance & Audit practices and planning next steps, as described in more detail below.

In practical terms:

- Meetings are held as often as is necessary to fulfil the Committee's responsibilities but at least once a term (which is three times a year), at the school, or via virtual remote meetings if so required.
- Any two Committee members can request that the Chair convene a meeting by giving no less than 14 days prior notice.
- A Chair is appointed by the Chair of Governors following committee consultation at the start of each academic year
- In the absence of the chair, the committee shall choose an acting chair for that meeting from among their number.
- No person may act as Chair, unless they are also a non-staff governor and Director of the Trust
- The draft minutes of each meeting will be circulated with the agenda for the next ordinary meeting of the full governing body and will be presented at that meeting by the chair (or in his/her absence another member of the committee).
- The school will provide a minute taker, and the Clerk's professional advice is provided via the UWGC Foundation's Finance Director, who will also attend Committee meetings.
- Staff, observers and/or other people can be invited to the meeting as the committee requires, but will not be entitled to vote on decisions made.
- Any decisions taken must be determined by a majority of votes of committee members present and voting – but no vote can be taken unless a majority of those present are governors.

TERMS OF REFERENCE:

1. To propose to the Governors the annual budget, taking all proper account of the school's priorities and development plans approved by the Governors from time to time. The full governing body must approve the budget, a copy of which must be submitted to the Education and Skills Funding Agency in a specified form, by a date to be notified. Significant changes to budget plans must be notified to the ESFA
2. To monitor actual expenditure against budgets and estimates.
3. To consider financial implications of any recommendations from other committees or changes in regulation or legislation which may have a potential impact on the finances of the school.
4. To seek and encourage fund raising and letting activities and other sources of finance.
5. To receive reports from the bursar
6. To monitor value for money
7. To receive reports from the external auditors
8. To carry out such other duties and responsibilities as may be designated by the governing body from time to time
9. To receive and discuss the Head's report on the school premises and to make proposals to the governing body as appropriate
10. To scrutinise and act upon the annual letters to trusts' accounting officers and any other related communications from the DfE (Department for Education) or ESFA
11. To plan the integration of new legislation and advice
12. To review buildings, requirements for pupils, including those with special needs, staff and parents. To receive external reports/documents/details of building regulations likely to have an impact on the school
13. To review rolling programmes for refurbishment, redecoration and improvement of rounds
14. In carrying out these functions, the Committee may make any recommendations to the Governors as seems appropriate for the good financial management of the school, including requesting further delegated authority
15. To keep the terms of reference under review and recommend any changes to the governing body

16. The Chair shall be able to act on behalf of the Committee in any matter of urgency, subject to consulting with the members of the Committee so far as reasonably practicable and reporting to them reasonably promptly at a meeting or otherwise

BUDGET, FINANCIAL PLANNING AND REPORTING

Budget cycle:

Autumn term: Implementation of current budget plan, monitoring of income and expenditure and reconciliation and closure of previous financial year

Spring term: Monitoring as above, costings of new year for staffing and curriculum

Summer term: Monitoring and end of year forecast, preparation of new year budget plan and submission of budget forecast to ESFA

Financial planning

The Governors must approve the balanced budget and any significant changes to that budget, for the financial year to 31 August, which can draw upon unspent funds brought forward from previous years. The board must minute their approval.

The academy must submit to the ESFA a copy of the budget forecast and a 3-year budget forecast in the form specified, by the date notified by the ESFA.

Financial reporting

The Chair of the Governors' Finance and Building Committee, the Chair of Governors and the Accounting Officer receive cash flow and management accounts monthly via email. Monthly reporting also includes bank reconciliation. Internal reports include monitoring reports for Heads of Department or other budget holders.

External reports are produced by the Principle Finance Officer in conjunction with the Accounting Officer to the ESFA and other government agencies.

Annual Accounts

The academy will maintain accounting records and prepare the annual report and accounts in line with the Charity Commission's Statement of Recommended Practice (SORP) and the ESFA's Accounts Direction.

These audited accounts will be submitted to the ESFA by 31 December each year, unless notified otherwise, published on the school's website by 31 January and filed with Companies House usually by 31 May.

AUDIT AND RISK COMMITTEE FUNCTION:

The committee must direct the trust's programme of internal scrutiny and report to the Governing Board on the adequacy of the school's internal control framework. The academy will also commission a financial controls overview during the financial year; this will be in addition to the annual audit. The academy will use benchmarking data to ensure value for money across the range of expenditure.

The committee will also:

1. Review Risks

- Ensure that risks are being addressed appropriately through internal scrutiny
- Review the ratings and responses on the risk register to clarify what information should inform the committee's programme of work

2. External audit oversight and findings

The audit and risk committee has extensive oversight powers and will:

- Review the external auditor's plan each year
- Review the annual report and accounts
- Review the auditor's findings and actions taken by your trust's managers in response to those findings
- Assess the effectiveness and resources of the external auditor. 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 in a timely way
 - The quality of auditor comments and recommendations in key areas
 - The personal authority, knowledge and integrity of the audit partners and their staff to interact effectively with, and robustly challenge, your trust's managers
 - The auditor's use of technology

ACCOUNTABILITY:

Committee members are responsible for reporting back to full Governing Body meetings.

REVIEW:

To ensure the effectiveness of the work of the committee, these terms of reference will be reviewed on an annual basis.

Grey Coat Hospital (GCH): Governing Body Personnel Committee

Terms of Reference

Personnel Committee: Overall responsibility

This committee reviews Personnel matters

PURPOSE

The Personnel Committee is a sub-committee of the School's Governing Body set up to monitor and review the school's Personnel and to ensure that practice and policies are positively contributing to the school's mission, ethos and improvement plan.

MEMBERSHIP

Up to 4 Governors

QUORUM

3 School Governors

MEETINGS

The emphasis of the meetings is upon reviewing the school's Personnel practices and planning next steps, as described in more detail below.

In practical terms:

- Meetings are held at least once a term, and three times a year, at the school, or via virtual remote meetings if so required.
- A chair is appointed by the Committee
- In the absence of the chair, the committee shall choose an acting chair for that meeting from among their number.
- The draft minutes of each meeting will be circulated with the agenda for the next ordinary meeting of the full governing body and will be presented at that meeting by the chair (or in his/her absence another member of the committee).
- The school will provide a minute taker, and the Clerk's professional advice is provided via the UWGC Foundation's HR Director who will also attend Committee meetings.
- Staff, observers and/or other people can be invited to the meeting as the committee requires.
- Any decisions taken must be determined by a majority of votes of committee members present and voting - but no vote can be taken unless a majority of those present are governors.

KEY RESPONSIBILITIES

The Personnel Committee will ensure that the following:

Personnel

- 1) Ensure that the School is staffed sufficiently for the fulfilment of the school improvement plan and the effective operation of the school.
- 2) Establish and oversee the operation of the school's appraisal policy - apart from the school's appraisal procedures for the Headteacher (which is handled by the separate Remuneration Committee).

- 3) Establish a Pay Policy for all categories of staff.
- 4) Be responsible for the administration and review of the Pay Policy.
- 5) That staffing procedures (including recruitment procedures) follow equalities legislation.
- 6) Annually review procedures for dealing with:
 - o Staff discipline
 - o Grievance
 - o Whistle-blowing
 - o Capability
 - o Redundancy
 - o Pay
 - o Staff absence (including sickness)

and make recommendations to the governing body for approval.

- 7) Where DfE Academy Handbook model policies and procedures are not adopted, then carry out appropriate consultation with staff and unions.
- 8) Monitor approved procedures for staff discipline and grievance and ensure that staff are kept informed of these.
- 9) Recommend to the governing body staff selection procedures, ensuring that they conform with safer recruitment practice, and to review these procedures as necessary.
- 10) In consultation with staff, to oversee any process leading to staff reductions.
- 11) Establish the annual and longer-term salary budgets and other costs relating to personnel, e.g. training.
- 12) Take an interest in Governor Training and attendance matters

ACCOUNTABILITY:

Committee members are responsible for reporting back to full Governing Body meetings.

REVIEW:

To ensure the effectiveness of the work of the committee, these terms of reference will be reviewed on an annual basis.

Reviewed November 2020

Approved November 2020

For review November 2022

Grey Coat Hospital (GCH): Governing Body Strategy Committee

Draft Terms of Reference

Strategy Committee: Overall responsibility

The Strategy Committee takes delegated responsibility on behalf of the GCH Governing Body for:

- Reviewing the challenges and issues (particularly strategic issues) facing the school and ensuring that they are addressed by the agendas and deliberations of the Governing Body and its other committees so that they are resolved in a coordinated way.
- Providing a forum for the Head Teacher and the Chair of Governors to raise issues for a steer and to resolve whether and how Governing Body approval is sought.
- As delegated by the overall Governing Body, providing a forum for rapid decision making on matters requiring speedy discussion and decisions.

Membership, meetings and quorum

- The Committee shall be chaired by the Chair of the Governing Body and in his or her absence by agreement of the members present.
- The Committee membership shall consist of the Deputy Chair and the Chairs of the Committees of the Governing Body, currently consisting of:
 - Nominations Committee;
 - Finance and Buildings Committee;
 - Personnel Committee;
 - Curriculum Committee;
 - Admissions Committee; and
 - Development Committee.
- A quorum for any meeting of the Committee shall be three.
- Meetings of the Committee shall be scheduled on a termly basis and may also be ad hoc as required and may be conducted by phone and decisions of the Committee may be reached remotely via e-mail.
- The secretariat for the Committee shall be provided by the Clerk to the Foundation.

Reviewed June 2020

Grey Coat Hospital (GCH): Governing Body Remuneration Committee

Draft Terms of Reference

Remuneration Committee: Overall responsibility

The Remuneration Committee takes delegated responsibility on behalf of the GCH Governing Body for:

- Determining arrangements for reviewing the performance and deciding the remuneration and other benefits of the GCH Head Teacher; and
- Agreeing, in the light of recommendations from the Head Teacher, changes to the remuneration and benefits of other members of the GCH Senior Leadership team.

Membership, meetings and quorum

- The Committee shall be chaired by the Chair of the Governing Body.
- The Committee shall consist of the members of the Strategy Committee but excluding any Governor who, through being a staff or parent Governor, may be perceived to have a conflict of interests.
- A quorum for any meeting of the Committee shall be three.
- Meetings of the Committee shall be ad hoc as required and may be conducted by phone and decisions of the Committee may be reached remotely via e-mail.
- The secretariat for the Committee shall be provided by the Clerk to the Foundation, or such person as the Clerk shall delegate to (with prior agreement of the Chair of the Committee).

Reviewed June 2020