

## **Structure and Rhythms**

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# Structure and Rhythms of Governance

Governors of Middle Street Primary School

As of FGB 1 October 2023 (v2.0)

#### Overview

Middle Street Primary School is a maintained school in the heart of Brighton. This document outlines the ways of working of its governing board. The governing board will always operate in accordance with the requirements of the Education Act, the School Governance Regulations, the Local Authorities Scheme for Financing Schools, the Local Authorities Financial Regulations and Procedures and all other relevant legislation. In addition, this document explains how the governing board currently organises the structure and rhythms of the work it undertakes for the school.

This is a living document that will be updated as necessary and reviewed at least annually.

The latest version of this document was approved by the Full Governing Board (FGB) on: 23rd March 2023

The next scheduled review of this document is to be completed by: FGB 1 of academic year 2023-2024

#### Governance Structure and Rhythm

The **Full Governing Board (FGB)** meets six times a year, typically on the penultimate Thursday of each half term. These are the core, formal decision making meetings. However, the on-going governance work is then organised into four **governance areas** (as depicted in Appendix I). These areas are:

- Education
- Safety and Wellbeing
- Finance and Resources
- Strategic Leadership

Within each of these **governance areas** there are a set of **working groups** that are responsible to coordinate and discuss at greater depth the monitoring and other work that the governors do in relation to particular issues. For example there is a **Budget Oversight Group** that sits within the **Finance and Resources** area of governance. It is actually at this working group level that most of the time and effort of governor monitoring and other work takes place.

These groups are not formal committees as there was agreement that as a small governing body, with busy members, the governors do not want these groups to require the same degree of formality and procedural process as is needed by the FGB meetings. Rather these groups have been setup as standing **working groups** with a clear remit defined by a **simple terms of reference** document and a named **chair** person whose main role is to do some basic coordination of the group.

While called 'groups', some of these areas of monitoring and reporting may only have one person in the responsible 'group' although ideally all groups should have more than one person involved.

There is also a **Headteacher Appraisal Panel** that sits separate from these areas of governance and working groups.

While working groups will discuss issues in depth and have a delegated remit to make certain recommendations or decisions within their area of responsibility, the final monitoring reports will be submitted to the FGB for formal consideration and for additional challenge and support to be offered by all the governors to the school.

Therefore, it is the papers and minutes of the FGB that still form the primary evidence of the governors work in discharging their duties.



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### **Full Governing Board**

The Full Governing Board (FGB) has the overall responsibility to discharge the three core school governance functions:

- Ensuring clarity of vision, ethos and strategic direction
- Holding the headteacher to account for improving the performance of the school
- Ensuring financial health, probity and value for money

The FGB is also collectively responsible for monitoring the **School Improvement Plan (SIP)** and each working group will be responsible for more in depth monitoring of the aspects of the SIP that relate to their area. Updates about progress on the SIP priority areas will also be included in the head teacher's dashboard reports to FGB.

The FGB meets once every half term in accordance with the annual planner that has been set out in Appendix II. This planner also shows the expectations of when specific pieces of monitoring will be undertaken that will then feed into the subsequent FGB. The key agenda items for each of the six FGBs are then listed in Appendix III. Key parts of the FGB agendas are organised around the four key governance areas.

The agenda and all papers for a given FGB must be uploaded to GovernorHub seven days before the meeting.

### Governance Areas and Working Groups

The following are the currently established working groups within each of their governance areas:

- 1. The **Education** has the following working groups:
  - a. Pupil Progress and Curriculum Monitoring
  - b. Pupil Premium
  - c. Sports Premium
  - d. SEND
  - e. Inclusion and Equality
- 2. The **Safety and Wellbeing** has the following working groups:
  - a. Children's Wellbeing
  - b. Child Protection and Safeguarding
  - c. Staff Wellbeing
  - d. Health and Safety
  - e. Behaviour and Attendance
- 3. The **Finance and Resources** has the following working groups:
  - a. Budget Oversight
  - b. Premises
  - c. Teachers' Pay Progression
- 4. The **Strategic Leadership** has the following working groups:
  - a. Future Options
  - b. Community Development
  - c. Governance Improvement

Each of the working groups have been established with Terms of Reference (ToR) that have been approved by FGB. The current membership and chair of each working group is listed in Appendix IV. More details about each of the work areas is laid out in Appendix V which also contains some links to further information and training relating to these work areas. The policies that each group is responsible to further scrutinise are listed in Appendix VI

The chair of each work group is expected to ensure that the working group meets or communicates appropriately to organise its work. Tools like WhatsApp or others can be used by working groups solely for the co-ordination of meetings, but all substantive online discussions must either take place on email or GovernorHub. The chair of each group is also



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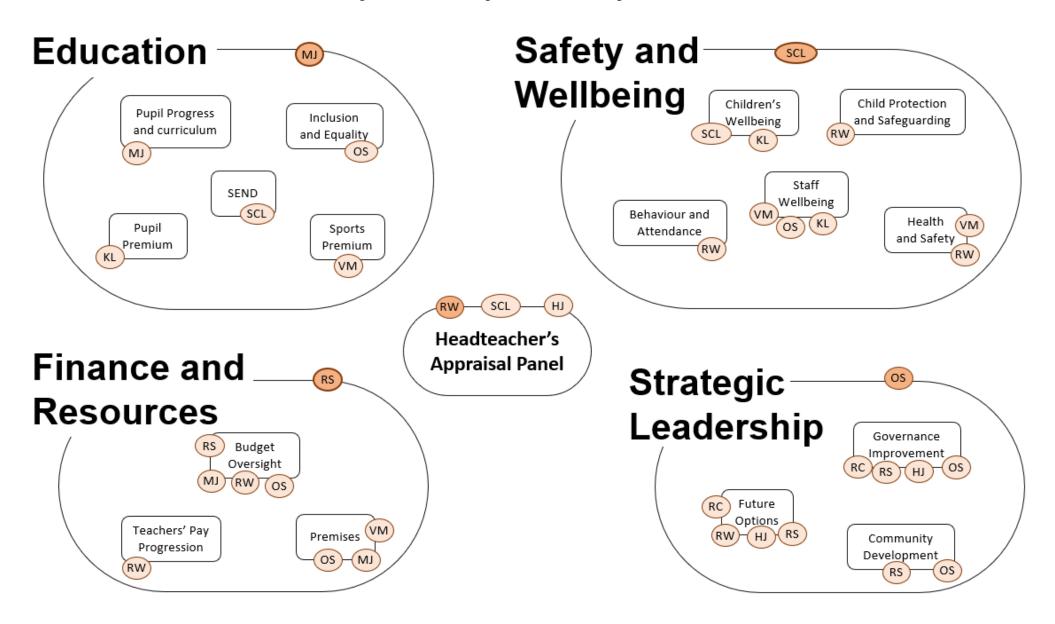
responsible for providing brief bullet point updates on GovernorHub to other governors about significant meetings, decisions or concerns of the working group, especially for issues that ought to be noted or discussed before the next FGB.

It will typically be expected that the person who wrote a given monitoring report will give a brief highlight of the report and answer questions about it at the FGB where it is presented.

All documents evidencing the work of the working group should be uploaded to the group's folder in GovernorHub.

#### **APPENDIX I: Diagram of MSS Governance Structure – as of FGB 1 October 2023**

The governance work is organized into four main governance areas.



### **APPENDIX II: Rhythms of Meetings MSS Governors – as of FGB 1 October 2023**

#### **Autumn Term (approximate structure)**

	September October			November				December						
Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Half term	Week 8	Week 9	Week 10	Week 11	Week 12	Week 13	Week 14
		Pupil Premium	Sports Premium Finance Monitoring	Census		Finance Monitoring		Teacher's Pay	Children's Wellbeing		HT perf Finance Monitoring			Finance Monitoring
					FGB 1								FGB 2	

#### **Spring Term (approximate structure)**

	January			February				March					April
Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Half term	Week 7	Week 8	Week 9	Week 10	Week 11	Week 12	Week 13
	Safeguarding audit SIP monitoring Budget monitoring	H&S monitoring	Finance Monitoring	SEND report from SENDCo			Finance Monitoring	Staff wellbeing	Behaviour and Attendance Budget monitoring	Inclusion and Equality		Submit SFVS Finance Monitoring	Pupil Progress (data) monitoring
				FGB 3								FGB 4	

#### **Summer Term (approximate structure)**

April	May						June		July			
Week 1	Week 2	Week 3	Week 4	Week 5	Half term	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11	Week 12
KS1 Tests Reception numbers Finance Monitoring	KS2 Tests SEND Submit Budget to LA	HT 6 <sup>th</sup> months performance review		Finance Monitoring			Premises SENDCo	SIP monitoring	Finance Monitoring		Self- evaluation (SEF)	Finance Monitoring
			FGB 5							FGB 6	SEF	

# **APPENDIX III: FGB Agenda Year Planner – as of FGB 1 October 2023**

Autum	nn Term	Spring	g Term	Summe	er Term
FGB 1	FGB 2	FGB 3	FGB 4	FGB 5	FGB 6
- Governor Business Elect Chair + Vice-chair Approve HT Appraisal Panel	- Pupil Progress Presentation - HT performance	- SEND report (SEDNCo)			- End of Year SIP and school SEF Discussion
Standing Items	Standing Items	Standing Items	Standing Items	Standing Items	Standing Items
<ul><li>- Minutes and actions of last meeting</li><li>- Consent items</li><li>- HT Dashboard (including SIP priorities update)</li></ul>	- Minutes and actions of last meeting - Consent items - HT Dashboard (including SIP priorities update)	<ul><li>Minutes and actions of last meeting</li><li>Consent items</li><li>HT Dashboard (including SIP priorities update)</li></ul>	<ul><li>- Minutes and actions of last meeting</li><li>- Consent items</li><li>- HT Dashboard (including SIP priorities update)</li></ul>	<ul><li>- Minutes and actions of last meeting</li><li>- Consent items</li><li>- HT Dashboard (including SIP priorities update)</li></ul>	<ul><li>Minutes and actions of last meeting</li><li>Consent items</li><li>HT Dashboard (including SIP priorities update)</li></ul>
Education	Education	Education	Education	Education	Education
- Pupil Premium - Sports Premium			- Equality and Inclusion	- Pupil progress monitoring	- SEND monitoring report
Safety & Wellbeing	Safety & Wellbeing	Safety & Wellbeing	Safety & Wellbeing	Safety & Wellbeing	Safety & Wellbeing
	- Children's wellbeing	- Safeguarding monitoring - H&S monitoring	- Behaviour & Attendance - Staff wellbeing		
Finance & Resources	Finance & Resources	Finance & Resources	Finance & Resources	Finance & Resources	Finance & Resources
- Census data discussion - Finance Monitoring	- Pay progression - Finance Monitoring	- Draft Budget - Finance Monitoring	- Provisional Final Budget - Finance Monitoring	<ul><li>Formal Budget Signoff</li><li>Finance Monitoring</li><li>HT 6th month</li><li>performance review</li></ul>	- Premises monitoring - Finance Monitoring
Strategic Leadership	Strategic Leadership	Strategic Leadership	Strategic Leadership	Strategic Leadership	Strategic Leadership
<ul><li>Approve SIP for this year</li><li>Community engagement</li><li>Update Structure and Rhythms document</li></ul>	- Governor Skills Audit - Governor training	- Future options discussion			- Preparation for gov SEF

#### **APPENDIX IV: Membership of Working Groups - FGB 1 2023**

The current membership of the work groups is as follows (many of the 'groups' only have one member).

- 1. The **Education** governance area has the following working groups:
  - a. Pupil Progress and Curriculum Monitoring
    - i. Mark Juba
  - b. Pupil Premium
    - i. Karlynn Layzell
  - c. Sports Premium
    - i. Vanessa Mcgeachin
  - d. SEND
    - i. Sally Coleman-Lewis
  - e. Inclusion and Equality
    - i. Oli Sharpe
- 2. The Safety and Wellbeing governance area has the following working groups:
  - a. Children's Wellbeing
    - i. Sally Coleman-Lewis
    - ii. Karlynn Layzell
  - b. Child Protection and Safeguarding
    - i. Ray Williams
    - ii. Karlynn Layzell (in supporting role)
  - c. Staff Wellbeing
    - i. Karlynn Layzell
    - ii. Vanessa Mcgeachin
    - iii. Oli Sharpe (in supporting role)
  - d. Health and Safety
    - i. Ray Williams
    - ii. Vanessa Mcgeachin
  - e. Behaviour and Attendance
    - i. Ray Williams

3.	The Finance and Resources governa	ince area h	as the follo	owing working	groups:
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- a. Budget Oversight
  - i. Mark Juba
  - ii. Ray Williams
  - iii. Oli Sharpe
  - iv. Rob Shepherd
- b. Premises
  - i. Oli Sharpe
  - ii. Mark Juba
  - iii. Vanessa Mcgeachin
- c. Teachers' Pay Progression
  - i. Ray Williams
- 4. The **Strategic Leadership** governance area has the following working groups:
  - a. Future Options
    - i. Hannah Jefferies
    - ii. Ray Williams
    - iii. Rob Shepherd
    - iv. Rob Cooper
  - b. Community Development
    - i. Rob Shepherd
    - ii. Oli Sharpe
  - c. Governance Improvement
    - i. Oli Sharpe
    - ii. Hannah Jefferies
    - iii. Rob Shepherd
    - iv. Rob Cooper
  - 5. The Headteacher's Performance Management has the following members:
    - i. Ray Williams
    - ii. Hannah Jefferies
    - iii. Sally Coleman-Lewis

# **APPENDIX V: Resources for Working Groups – FGB 1 2023**

Governance Area	Working group Monitoring + Report / Workgroup + Output	Comments and links to resources	Which governors are doing this work?
Education			
Education	Pupil Progress and Curriculum Monitoring	Monitoring the way that the curriculum is structured and how pupil progress is then measured, recorded and analysed.  The Key: Monitoring pupil progress  https://schoolgovernors.thekeysupport.com/curriculum-and-pupils/pupil-achievement/pupil-progress-and-attainment/monitoring-progress/  The Key: Governors with responsibility for data analysis https://schoolgovernors.thekeysupport.com/the-governing-body/roles-on-the-governing-body/link-governors/governors-with-responsibility-for-data-analysis/  The Key: Curriculum: role of the link governor https://schoolgovernors.thekeysupport.com/the-governing-body/roles-on-the-governing-body/link-governors/link-governor-for-the-curriculum/  The Key: Assessment: role of the link governor https://schoolgovernors.thekeysupport.com/the-governing-body/roles-on-the-governing-body/link-governors/link-governor-for-assessment/	Mark Juba
Education	Pupil Premium	Report to evidence the governors' oversight of the way that the school is spending the pupil premium on children who need additional help.  DofE: Using pupil premium: guidance for school leaders <a href="https://www.gov.uk/guidance/pupil-premium-effective-use-and-accountability">https://www.gov.uk/guidance/pupil-premium-effective-use-and-accountability</a> The Key: Pupil premium: questions to ask	Karlynn Layzell

		https://schoolgovernors.thekeysupport.com/the-governing-body/roles-on-the-governing-body/link-governors/pupil-premium-questions-ask/	
Education	Sports Premium	Report to evidence the governors' oversight on the way that the sports funding is being used.  The Key: Primary PE and sport premium <a href="https://schoolgovernors.thekeysupport.com/school-staff/school-finance/school-funding/primary-pe-sport-premium/">https://schoolgovernors.thekeysupport.com/school-staff/school-finance/school-funding/primary-pe-sport-premium/</a>	Mark Juba Vanessa Mcgeachin
Education	SEND	The Key: SEND: role of the link governor  https://schoolgovernors.thekeysupport.com/the-governing-body/roles-on-the-governing-body/link-governors/the-role-of-the-send-link-governor/  BEEM training: Introduction to SEND for governors (3 <sup>rd</sup> Feb 6-7pm)  https://secure2.sla-online.co.uk/Training/mTrainingDetails.aspx?Id=160507  BEEM training: Governors' SEND Forum: The Role of the SEND Link Governor (3 <sup>rd</sup> March 6-7pm)  https://secure2.sla-online.co.uk/Training/mTrainingDetails.aspx?Id=158640	Sally Coleman- Lewis
Education Safety ar	Inclusion and Equality	The Key: Inclusion/equality: role of the link governor  https://schoolgovernors.thekeysupport.com/the-governing- body/roles-on-the-governing-body/link-governors/link- governor-for-inclusion/	Oli Sharpe
Salety at	id Wellbell	18	
Safety and Wellbeing	Children's Wellbeing	A wellbeing link governor with a particular focus on children's wellbeing  The Key: Wellbeing link governor: role description <a href="https://schoolgovernors.thekeysupport.com/the-governing-body/roles-on-the-governing-body/link-governors/wellbeing-link-governor-role-description/">https://schoolgovernors.thekeysupport.com/the-governing-body/roles-on-the-governing-body/link-governors/wellbeing-link-governor-role-description/</a>	Sally Coleman- Lewis Karlynn Layzell

		Wellbeing for Education Return: A Mental Health Toolkit for Everyone (elearning) <a href="https://secure2.sla-online.co.uk/Training/mTrainingDetails.aspx?ld=134691">https://secure2.sla-online.co.uk/Training/mTrainingDetails.aspx?ld=134691</a>	
		Governor SEND Forum video <a href="https://secure2.sla-online.co.uk/v3/Resources/Page/2396">https://secure2.sla-online.co.uk/v3/Resources/Page/2396</a>	
Safety and Wellbeing	Child protection & safeguarding	Reports to evidence the work that the governors are doing to oversee the child protection and safeguarding work done by the school.	Ray Williams
		The Key: Safeguarding: role of the link governor <a href="https://schoolgovernors.thekeysupport.com/the-governing-body/roles-on-the-governing-body/link-governors/role-and-responsibilities-of-safeguarding-governors/">https://secure2.sla-online.co.uk/Training/mTrainingDetails.aspx?ld=133069</a>	Karlynn Layzell (in supporting role)
		The Governance of Safeguarding in 2021 (elearning) <a href="https://secure2.sla-online.co.uk/Training/mTrainingDetails.aspx?ld=158044">https://secure2.sla-online.co.uk/Training/mTrainingDetails.aspx?ld=158044</a>	
Safety and Wellbeing	Staff Wellbeing	A wellbeing link governor with a particular focus on staff wellbeing	Vanessa Mcgeachin
		The Key: Monitoring and supporting staff workload and wellbeing <a href="https://schoolgovernors.thekeysupport.com/school-staff/employment-and-conditions/staff-wellbeing-and-absence/monitoring-staff-wellbeing/">https://schoolgovernors.thekeysupport.com/school-staff/employment-and-conditions/staff-wellbeing-and-absence/monitoring-staff-wellbeing/</a> See also resources and training in the children's wellbeing section.	Karlynn Layzell Oli Sharpe (in supporting role)
Safety and Wellbeing	Health and Safety	Reports to evidence the work the governors are doing to oversee H&S issues at the school.  The Key: Health and safety: role of the link governor and questions to ask	Ray Williams Vanessa Mcgeachin
		https://schoolgovernors.thekeysupport.com/the-governing-body/roles-on-the-governing-body/link-governors/link-governor-for-health-and-safety/	

		BEEM training: Health & Safety - Risk Assessment (no current date) <a href="https://secure2.sla-online.co.uk/Training/sTrainingDetailsOnDemand.aspx?id=22266">https://secure2.sla-online.co.uk/Training/sTrainingDetailsOnDemand.aspx?id=22266</a>	
Safety and Wellbeing	Behaviour & Attendance	Reports to evidence the work the governors do to oversee the way the school is handling behaviour and attendance at school.	Ray Williams
		The Key: How to evaluate your school's absence and attendance figures	
		https://schoolgovernors.thekeysupport.com/curriculum-and-pupils/behaviour-attendance/attendance-absence/how-evaluate-your-school-attendance-figures/	
		The Key: How to monitor behaviour in your school	
		https://schoolgovernors.thekeysupport.com/curriculum-and-pupils/behaviour-attendance/promoting-good-behaviour/how-to-monitor-behaviour-your-school/	
Finance a	and Resour	ces	
Finance and Resources	Teachers' Pay Progression	Report to evidence the oversight and agreement on the pay progression of teachers.	Ray Williams
		The Key: Your role in teachers' pay progression	
		https://schoolgovernors.thekeysupport.com/school-	
		staff/performance-pay-and-progression/staff-pay-progression/your-role-in-teachers-pay-progression/	
Finance and	Budget	Reports about progress towards an acceptable budget for next	Mark Juba
Resources	Oversight	year(s)  Also reports about oversight that day to day financial procedures are in place and are actually being followed. And reports about progress towards implementing improvements outlined by the LA Audit report	Ray Williams Oli Sharpe
		The Key: How to monitor and scrutinise the budget in finance	Rob Shepherd
		committee meetings	

		BEEM training:	
		School Finance Part 1: The School Budget (elearning)	
		https://secure2.sla- online.co.uk/Training/mTrainingDetails.aspx?Id=158638	
		BEEM training:	
		School Finance Part 2: Sound Financial Management, Budget Monitoring and Forecasting (elearning)	
		https://secure2.sla- online.co.uk/Training/mTrainingDetails.aspx?Id=158641	
		The Key: Finance: role of the link governor	
		https://schoolgovernors.thekeysupport.com/the-governing-body/roles-on-the-governing-body/link-governors/link-governor-for-finance/	
Finance and Resources	Premises	Report about the current premises issues and plans for resolving or improving those issues. Street safety improvements and parking issues could come under this working group.	Oli Sharpe Mark Juba
			Vanessa
		The Key: Governors' role in premises management	Mcgeachin
		https://schoolgovernors.thekeysupport.com/school- staff/premises-facilities/governors-role-in-premises- management/	

Strategic	Leadership	<b>)</b>	
Strategic Leadership	Future options	Preparing documents / report to help FGB evaluate and decide upon future potential options for the school.	Hannah Jefferies
		The Key: School federation & collaboration	Ray Williams
		https://schoolgovernors.thekeysupport.com/school- improvement-and-strategy/school-organisation/federation- collaboration/	Rob Shepherd Rob Coope
Strategic Leadership	Community Development	Reports about work being done to encourage a healthy, vibrant parents/carers community around the school and with local business.	Rob Shepherd Oli Sharpe
		The Key: Engaging with parents & the community  https://schoolgovernors.thekeysupport.com/curriculum-and-pupils/parents-and-community/parents-carers/	
Strategic Leadership	Governance Improvement	Reports to update the ways that the governors are working – e.g. updates to this document!  The Key: Governing board self-evaluation in 3 steps <a href="https://schoolgovernors.thekeysupport.com/the-governing-body/recruitment-and-competence/governor-skills-and-effectiveness/governing-board-self-evaluation-3-steps/">https://schoolgovernors.thekeysupport.com/the-governing-body/recruitment-and-competence/governor-skills-and-effectiveness/governing-board-self-evaluation-3-steps/</a>	Oli Sharpe Hannah Jefferies Rob Shepherd Rob Coope
Headteac	her's Appr	raisal Panel	
HT's Appraisal Panel	Headteachers' performance management	Report to evidence the work to evaluate the headteacher's performance	Ray Williams Hannah
		The Key: Headteacher performance & appraisal <a href="https://schoolgovernors.thekeysupport.com/schoolstaff/headteacher-appraisal-pay-wellbeing/headteacher-performance-appraisal/">https://schoolgovernors.thekeysupport.com/schoolstaff/headteacher-appraisal-pay-wellbeing/headteacher-performance-appraisal/</a>	Jefferies Sally Coleman- Lewis
		BEEM training: Headteacher Appraisal & Objective Setting (elearning)	

# **APPENDIX VI: Policies for each Governance Area – FGB 1 2023**

Review		Review	Possi	ble Ap <sub>l</sub> level	oroval	Approval	Governance Area responsible for Intense
Cycle	Policy	Cycle	FGB	Ind Gov	нт	Level Agreed	scrutiny (and approval If level of approval is IND GOV)
	Register of business interests of headteachers and governors	Live document	Ø			GB	Strategic Leadership
	Child protection policy and procedures	1 Year	Ø			GB	Safety and Well Being
	Admission arrangements	1 Year	$\square$			GB	Strategic Leadership
	Instrument of government	1 Year				GB	Strategic Leadership
	Charging and remissions	1 Year		$\square$		HT	Finance and Resources
	Data protection	1 Year		$\square$		HT	Finance and Resources
Autumn (1)	Register of pupils' admission to school and attendance	Live document	Ø	Ø	Ø	НТ	Strategic Leadership
FGB 1	School information published on a website	Live document	Ø	Ø	Ø	НТ	Finance and Resources
	Single central record of recruitment and vetting checks	Live document	Ø	Ø	Ø	НТ	Safety and Well Being
	Accessibility plan	3 Years	$\square$	Ø	☑	HT	Safety and Well Being
	Early years foundation stage (EYFS)	Varies	Ø	Ø	Ø	НТ	Education
	Supporting pupils with medical conditions	1 Year	Ø	Ø	☑	НТ	Safety and Well Being
	Behaviour in schools	1 Year			$\square$	HT	Safety and Well Being
	Premises management documents	1 Year	V	Ø	Ø	НТ	Safety and Well Being
	School exclusion	1 Year			$\square$	GB	Safety and Well Being
	Special educational needs and disability	1 Year	Ø			GB	Education
	Capability of staff	1 Year				GB	Strategic Leadership
Autumns (2)	Staff discipline, conduct and grievance (procedures for addressing)	1 Year	V			GB	Strategic Leadership
	Teachers' pay	1 Year	$\square$			GB	Finance and Resources
	Sex and relationships education	1 Year	V	Ø	$\square$	IND GOV	Education
	Governors' allowances (schemes for paying)	1 Year	Ø	Ø	Ø	IND GOV	Finance and Resources
	Protection of biometric information of children in schools and colleges	1 Year	Ø			GB	Finance and Resources
Spring (1)	Early Career Teachers (ECTs)	1 Year				GB	Strategic Leadership
FGB 3	Children with health needs who cannot attend school	1 Year	Ø			GB	Safety and Well Being
	Designated teacher for looked- after and previously looked- after children	1 Year	Ø			GB	Safety and Well Being

Spring (2)	Behaviour principles written statement	1 Year	V			GB	Safety and Well Being
FGB 4	Health and safety	1 Year	V			GB	Safety and Well Being
	First aid in schools	1 Year	Ø			GB	Safety and Well Being
Summer (1)	Equality information and objectives (public sector equality duty) statement for publication	4 Years	V	V	V	НТ	Strategic Leadership
	School complaints	1 Year	V	V	$\square$	IND GOV	Strategic Leadership
Summer (2) FGB 6	Statement of procedures for dealing with allegations of abuse against staff	1 Year	Ø	Ø	V	GB	Strategic Leadership