

**GOVERNOR COMMITTEES and GOVERNING BOARD**

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**GOVERNOR COMMITTEES and GOVERNING BOARD**

<b>Nature of the Committee</b>	<p><b><u>Education Committee</u></b></p> <p>A committee of the Governing Board meeting three times a year</p> <p>This Committee will have an overview of the management of the school and the delivery of education services, convened to:</p> <ul style="list-style-type: none"> <li>• Provide Governors with an in-depth insight into the operational and current issues</li> <li>• Scrutinise the quality and standard of teaching and learning provided</li> <li>• Oversee and support areas of improvement within the school</li> <li>• Oversee the implementation of any post inspection or service improvement plan</li> <li>• Celebrate the achievements of young people and staff within the school.</li> </ul>
<b>Knowledge and Experience</b>	<p>Members are expected to:</p> <ul style="list-style-type: none"> <li>• Have a good knowledge of the school departments, to observe what goes on in through focus visits, drop ins etc. and to become known to staff.</li> <li>• Have an understanding of regulatory framework, and any the implications of any proposed changes.</li> <li>• Contribute to the critical appraisal of the school and the education being provided, understanding strengths and areas for improvement, as well as business opportunities.</li> </ul> <p>Where additional specialist knowledge of a sector or skill is needed, the group may – with the approval of the Chair of the Committee and the Chair of Governors, if different – co-opt an individual to be a member of the group, of all or part of the group's life.</p>
<b>Link Manager</b>	Headteacher
<b>Quorum</b>	Three Governors
<b>Scope of Responsibilities</b>	<ol style="list-style-type: none"> <li>1. Oversight of the standard of education and care provided, and the effective management of the school</li> <li>2. Challenge and where necessary, offer advice to the headteacher</li> <li>3. Oversight of sufficiency, deployment, training, and well-being of staff across the school departments and central school teams.</li> <li>4. Oversight of complaints made, involving the school or staff working in this service area of the Foundation</li> <li>5. Oversight of the opportunities and risks including relevant sections of the Risk Register</li> <li>6. Impact including outcomes</li> <li>7. Relevant Policy and Procedures</li> </ol>

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<p><b>Specific Responsibilities</b></p>	<ol style="list-style-type: none"> <li>1. To ensure regulatory compliance throughout the school.</li> <li>2. To monitor the use of specific grants such as pupil premium, to ensure their efficient and effective use, and to track their impact.</li> <li>3. To support services to become and to sustain outstanding outcomes for children and young people.</li> <li>4. To monitor pupil numbers and trends in referrals, placements and transitions</li> <li>5. To monitor staffing levels, deployment and retention taking into account the impact on service delivery and standards</li> <li>6. To be satisfied that any proposed significant change to staffing structures supports high quality service delivery and efficient management, making recommendations to PPP Committee as appropriate .</li> <li>7. To ensure that training is sufficient to meet regulatory and good practice standards.</li> <li>8. To keep leadership and management of school services under review and ensure that the management structures promote the highest possible outcomes in inspections and for children, young people and their families.</li> <li>9. To keep under review how the accommodation, digital and physical resources impact on service delivery and where necessary, make recommendations to the relevant committees (Estates and GFC)</li> <li>10.To advise on service development opportunities and service promotion</li> <li>11.To keep under review and advise on relationships with service stakeholders, especially parents and carers, and how these are promoted and developed, including consideration of the annual parent questionnaire.</li> <li>12.To have oversight of the strategic and operational risks associated with service delivery, to review these risks and their mitigation.  To escalate to the Chair of Governors, Chief Executive and Governing Board any such risks that the Committee consider to be rapidly increasing or diminishing and to offer advice on any further mitigation actions required.</li> <li>13.To refer to and/or make recommendations to other Committees on any issues arising from this Committee's overview of education and how it is delivered.</li> <li>14.To keep under review the reputation of the Foundation's services, including relationships with external stakeholders, offering advice and support as appropriate.</li> </ol>
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	<p>15.To be made aware of any complaints, monitor the number of them and the lessons learned.</p> <p>16.To make recommendations on priorities for termly Governor Focus Visits to School Departments, to the Governing Board.</p>
<b>Standing Items</b>	<ul style="list-style-type: none"> <li>• Inspection feedback (if relevant)</li> <li>• Monitoring data on pupil numbers, trends, referrals and tribunals</li> <li>• Quality of Teaching and Learning</li> <li>• Pupil premium and other grants</li> <li>• Staffing – recruitment, retention, training and development needs</li> <li>• Future Placement Planning (Transitions)</li> <li>• Significant issues including any complaints</li> <li>• Agree theme for Governor focus visit to be recommended to the Governing Board</li> <li>• Service promotion and influence</li> <li>• Policies and Procedures</li> <li>• Risk Register</li> <li>• Equality reflection</li> <li>• Impact of this committee</li> </ul>
<b>Autumn</b>	<ul style="list-style-type: none"> <li>• Analysis of Parent Questionnaire (previous summer)</li> </ul>
<b>Summer</b>	<ul style="list-style-type: none"> <li>• Review parent/user questionnaire to be sent this term</li> <li>• Celebration of Y14 leavers</li> <li>• Annual review of Terms of Reference</li> </ul>

	<b>Name</b>	<b>Role</b>
<b>Members 2022-23</b>	<b>Jenny Clark (Chair)</b>	Appointed Governor and Trustee
	Julie Tilbury	Elected Teacher Governor
	<b>TBA</b>	Trustee Appointed Governor
	Carole Oram	Elected Parent governor
	Dianne Ryan	LA Nominated Governor
<b>Attended by</b>	Simon Yates	Headteacher
	Gareth Germer	Chief Executive
	Richard Green	Deputy Headteacher
	Paula Marten	Assistant Headteacher

**GOVERNOR COMMITTEES and GOVERNING BOARD**

<b>Nature of the Committee</b>	<p><b><u>Estates and Environmental Safety Committee</u></b></p> <p>A committee of the Governing Board meeting at least 3 times a year</p> <p>The strategic development of the Foundation together with the Charity's property is the responsibility of the Trustee Board. As a result, this Committee is also responsible to the Trustee Board – through the Trustees' Finance Committee - for the maintenance and proper repair of the Charity's property and operates within capital and maintenance programmes set by the Trustee Board</p>
<b>Link Manager</b>	<b>Estates Manager</b>
<b>Scope of Responsibilities</b>	<ul style="list-style-type: none"> <li>• The Charity's estate including buildings and resources</li> <li>• The maintenance and capital programmes and associated projects</li> <li>• The Health and Safety of employees and Foundation clients</li> <li>• Environmental policy</li> <li>• Security</li> <li>• Foundation's vehicles, transport and site access</li> <li>• Utilities and energy</li> <li>• Maintenance, upkeep of trikes, cleaning and laundry services</li> <li>•</li> </ul>
<b>Specific Responsibilities</b>	<ol style="list-style-type: none"> <li>1. To ensure that the Charity complies with statutory requirements under the relevant Health and Safety legislation and creates a safe, healthy and sustainable environment for all users of the site including employees and visitors</li> <li>2. To ensure the Foundation buildings, equipment and services and its policies comply with Ofsted and CQC requirements and that managers and employees receive appropriate training and support to achieve the highest outcomes.</li> <li>3. To keep under review the Charity's business continuity plan to ensure that potential risks are anticipated, plans are in place and there is the capacity to respond in a timely and effective way.</li> <li>4. To have oversight of the work of the Foundation's Engineering Team and its annual programme of work.</li> <li>5. To keep under review and make recommendations on the Charity's environmental and energy efficiency policy and that it is achieved in a sustainable and cost effective way.</li> <li>6. To have oversight of the Foundation's capital assets in order to secure that the Foundation has appropriate buildings and infrastructure necessary to operate its services efficiently and effectively and meet all statutory requirements while</li> </ol>

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	<p>preserving the character and heritage of the charity's property and environment</p> <p>7. To contribute to the successful formulation and completion of strategic capital appeals and projects.</p> <p>8. To make recommendations to relevant committees on the long-term capital programme and prioritisation of funding required to meet current and future service needs.</p> <p>9. To make recommendations to the Trustee Board through the Governors' Finance Committee on the long term maintenance programme required to maintain the charity's estate and equipment and to endorse priorities for the next financial year and endorse any necessary in-year changes.</p> <p>10. To oversee the completion of the current year's maintenance and capital programmes to secure timely, efficient and cost effective implementation and where responsibilities are delegated to keep these under review.</p> <p>11. To secure good value for money in capital projects, overseeing arrangements for procurement of services and endorsing major service contracts.</p> <p>12. To keep under review and make recommendations on management of capital projects set out in the Finance Manual, including definitions of capital items<sup>1</sup>, levels of delegation and procurement arrangements.</p> <p>13. To keep under review the operation of the Estates team, including the management of transport, and to approve and monitor the implementation of the Estates Chailey Heritage Operational Plan (CHOP), effective management and development.</p> <p>14. To advise on the priority projects for the Foundation's rolling 3 year capex programme taking into consideration</p> <ul style="list-style-type: none"> <li>• The Foundation's plans for service development</li> <li>• The accommodation needs of current services</li> <li>• The good maintenance of the Foundation's property and the sustainability of its estate</li> <li>• The Charity's cash reserves, fundraising capacity (and views of the Trustees' Fundraising Committee) and cash flow.</li> </ul> <p>15. To advise the Estates Committee on requests to the Trustee Board where the demand for capital works and/or large equipment exceeds the agreed total capital</p>
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<sup>1</sup> Any item less than £2,500 is not a capital item and should be funded from the operational budget.

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<b>Quorum</b>	<p>16.To have oversight and advise on capex proposals within the annual capital allocation for minor works taking account of:</p> <ul style="list-style-type: none"> <li>○ Statutory requirements</li> <li>○ Impact on services including service disruption</li> <li>○ The flexibility to move projects between financial years within the 3-year rolling programme<sup>2</sup></li> </ul> <p>17.Any contribution from the Chief Executive’s Reserve towards minor capital works</p> <p>Three Governors or two Governors and one Trustee</p>
<b>Standing Items</b>	<ul style="list-style-type: none"> <li>▪ Chair’s commentary on scheduled site visit</li> <li>▪ Report from regular site inspection (Estates Manager with HT (school) and DOSC (residences LSC Hub) and CEO (admin)</li> <li>▪ Summary Report from the Estates Manager including Termly Data and KPI Analysis</li> <li>• Capex update including projects in the pipeline with the: <ul style="list-style-type: none"> <li>○ Intended timescales for the project up to 3 years ahead</li> <li>○ Estimated total capital costs</li> <li>○ Proportion of the total to be raised from CHF Trustees’ Reserves and from external donations/ capital appeal.</li> <li>○ expenditure by the Estates Manager from the contingency fund, to be used for any emergency maintenance <sup>3</sup></li> </ul> </li> <li>▪ Minutes of Staff Estates and Environmental Safety Committee</li> <li>▪ Policies and Procedures updates and reviews</li> <li>▪ Risk Register and Update</li> <li>▪ Impact of the Governors/Committee</li> </ul>
<b>Autumn</b>	<ul style="list-style-type: none"> <li>▪ Estates CHOP (Chailey Heritage Operational Plan)</li> <li>▪ Work schedule, estimates and priorities for year (included in Autumn Summary Report)</li> <li>▪ Annual report from the Engineering Team to include strategic objectives and priorities for coming year, and a summary of the engineering budget.</li> <li>▪ SCIP &amp; SIP exception report relevant to EES (DH and DOSC)</li> </ul>
<b>Spring</b>	<ul style="list-style-type: none"> <li>• Spring report on CHOP</li> <li>• Spring report on SCIP &amp; SIP actions relevant to EES (DH and DOSC)</li> </ul>

<sup>2</sup> The actual annual capex spend may fluctuate both below and above the agreed annual budget (currently £150K) In a year where the actual capex spend exceed this sum (£150K), the amount available in the following year, reduces to maintain the agreed annual average capital expenditure over the two years.

<sup>3</sup> Set at £25k for small unexpected items of repairs and renewals

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	<ul style="list-style-type: none"> <li>Annual report/review on site access, transport, traffic movement, and parking</li> </ul>
<b>Summer</b>	<ul style="list-style-type: none"> <li>CHOP progress</li> <li>Review of maintenance, and capital programmes for next year (pre-budget) – estimates and priorities</li> <li>Outcome of SCIP &amp; SIP actions relevant to EES (DH and DOSC)</li> <li>Annual report on cleaning contractors; infection control</li> <li>Annual Review of Terms of Reference</li> </ul>

	Name	Role
<b>Members</b> 2022-23	Alison Grover	Chair and Trustee Appointed Governor
	Mike Atkinson	Trustee Observer
	Jenny Clark	Trustee Appointed Governor
	Alan Loader	Trustee Appointed Governor
	TBA	Futures Parent Governor
<b>Attended by</b>	Helen Hewitt / Gareth Germer	Chief Executive
	Richard Green	Deputy Head (as required)
	Rob Hambrook	Social Care, Operations and Development Director (as required)
	Steve Primrose	Estates Manager



**GOVERNOR COMMITTEES and GOVERNING BOARD**

<p><b>Nature of the Committee</b></p>	<p><b><u>People Performance Pay Committee</u></b></p> <p>This is an Ad Hoc Committee that meets at least once a year to discuss performance and pay.</p> <p>Other meetings are arranged as required since HR issues do not easily fit neatly into the usual cycle of meetings.</p> <p>The necessary oversight, monitoring and advice may be achieved either through</p> <ul style="list-style-type: none"> <li>a) discussions between the relevant senior manager(s) and the Chair</li> <li>b) through a virtual meetings; phone calls, email, video conferencing</li> </ul> <p>The Chair is the first point of contact for the Link Manager and will lead consultation with other Committee members outside meetings but may delegate this to the Link Manager.</p> <p>Much of the work of this Committee is highly confidential since it relates to both the conduct and remuneration of individual staff. Committee members are expected to maintain this confidentiality unless or until it is agreed that it can be shared.</p>
<p><b>Link Manager</b></p>	<p><b>Director of Human Resources</b></p>
<p><b>Scope of Responsibilities</b></p>	<p><b>People - staff and volunteers</b></p> <p><b>a) Data Analysis</b></p> <ul style="list-style-type: none"> <li>○ Analytical data on employees and volunteers over time /between services<sup>4</sup></li> <li>○ Key performance indicators and benchmarking <sup>5</sup></li> </ul> <p><b>b) Core policies</b> (eg, Recruitment, Pay, Leave, Absence, Disciplinary Grievance, Capability etc.)</p> <p><b>c) Organisation</b> including management structures, reporting relationships and staffing levels</p> <p><b>d) Recruitment</b> - recruitment policy and practice including safe recruitment</p> <p><b>e) Volunteering</b></p> <p><b>f) Learning and Development</b></p> <p><b>g) The HR team</b></p> <hr/> <p><b>Performance</b></p> <ul style="list-style-type: none"> <li>▪ Performance management policies</li> <li>▪ Annual Teachers' Performance Management outcomes and recommendations</li> <li>▪ Outcomes of performance management by exception <sup>6</sup></li> </ul>

<sup>4</sup> Such as % of full/ part time staff/hours worked pa /Age profiles /Disability /Gender /Education /Specialist qualifications /Time with CHF/ Distance to travel/Pension take up/number of disciplinary & grievance hearings/ Job evaluations completed

<sup>5</sup> Currently absence, turnover agency use, and may change based on HR advice and People Plans

<sup>6</sup> ie. individuals for whom Performance has been deemed unsatisfactory through PMgt

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	<ul style="list-style-type: none"> <li>The outcomes of performance management of Headteacher and other Directors (see annex)</li> </ul> <p><b>Pay</b></p> <ul style="list-style-type: none"> <li>Annual discussion around pay levels (advice to Finance Committee)</li> <li>Pay scales and remuneration</li> <li>Pay policies</li> <li>Job evaluation scheme</li> <li>Pension schemes</li> </ul> <p><b>Terms and Conditions</b> including:</p> <ul style="list-style-type: none"> <li>Market information on competitors / national standards</li> <li>Policies</li> <li>Proposals for changes and processes for securing agreed changes</li> </ul>
<b>Specific Responsibilities</b>	<p>18.To promote positive relationships between employees and the Foundation and between the Foundation and any recognised body representing individual or groups of employees</p> <p>19.To secure that CHF employment policies and practice meet statutory requirements, particularly those of Disclosure &amp; Baring, and also reflect good practice</p> <p>20.To be satisfied that L&amp;D is of high quality, cost effective and sufficient to meet statutory and clinical governance requirements and to keep young people and staff safe</p> <p>21.To make recommendations to the Board through the Finance Committee on</p> <p>a) pay levels for the forthcoming year,</p> <p>5. To receive recommendations from the Pay Committee on</p> <p>a) the outcome of teachers' performance management</p> <p>b) the pay of senior managers within the remit of this committee</p> <p>6. To consider and make recommendations on changes to organisational structure including redundancies, employee remuneration and terms and conditions.</p> <p>7. To provide members for disciplinary, grievance and other hearings including appeals hearings as required, or to nominate members from the wider Governing Body.</p> <p>8. To keep under review the operation of the Human Resources Department and to approve and monitor the implementation of</p>

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	<p>Department Improvement Plan (DIP) effective management and development.</p> <p>9. To be well informed about changes in employment law and trends in pay and terms and conditions and changes in arrangements for the remuneration, terms and conditions for staff in education and social care sectors and specifically the pay, terms and conditions and pensions of teachers</p>
<b>Quorum</b>	At least two Governors
<b>Standing Items</b>  (sent to Committee members if no meeting)	<ul style="list-style-type: none"> <li>▪ Summary Report on HR and L&amp;D Issues             <ul style="list-style-type: none"> <li>○ KPI Analysis and Commentary, including                 <ul style="list-style-type: none"> <li>▪ Agency use</li> <li>▪ Staff attendance (overall and by department)</li> <li>▪ Staff turnover</li> </ul> </li> <li>○ Overview of                 <ul style="list-style-type: none"> <li>▪ Long term absence</li> <li>▪ Overview of disciplinary, capability and capacity issues</li> <li>▪ Volunteers</li> <li>▪ Whistle-blowing incidents</li> </ul> </li> </ul> </li> <li>▪ Current Significant Staffing Issues</li> <li>▪ Report back from Pay Committee (if meeting held)</li> <li>▪ Risk Register &amp; updates</li> <li>▪ Impact of the Governors/Committee</li> <li>▪ Relevant Policies</li> </ul>
<b>Autumn</b>	<ul style="list-style-type: none"> <li>• Annual School Performance Management Report for the previous year , including outcomes of the Pay Committee</li> <li>• Exception reports on SCIP &amp; SIP actions relevant to PPP</li> <li>• Exception report on People Action Plan (PAP)</li> </ul>
<b>Summer</b>	<ul style="list-style-type: none"> <li>• School Performance Management Update</li> <li>• Remuneration; annual consideration of pay/scales</li> <li>• Update on SCIP &amp; SIP actions relevant to PPP and discussion of HR related priorities for next year</li> <li>• Learning &amp; Development (L&amp;D) review</li> <li>• Annual Gender Pay Gap review</li> <li>• Annual Review of Terms of Reference</li> </ul>

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	Name	Role
<b>Members 2022-23</b>	Lawrence Mudford	Chair – Trustee Appointed Governor
	Jenny Clark	Trustee Appointed Governor
	Deirdre Prower	Trustee Appointed Governor
<b>Attended by</b>	Gareth Germer	Chief Executive
	Simon Yates	Headteacher
	Rob Hambrook	Social Care, Operations and Development Director
	Nick Aziz	Director of Human Resources
	Fran Veal	HR Manager

**GOVERNOR COMMITTEES and GOVERNING BOARD**

**Annex to PPP Terms of Reference**

**Performance Management Arrangements for Senior Managers**

<b>Senior Manager</b>	<b>Appraisers</b>	<b>Input / information gathered from</b>	<b>Remuneration determined by</b>
Chief Executive	Chair of Trustee Board Chair of Governing Board	Trustee Board Chairs of Committees Senior Managers	Pay Committee
Headteacher	Chair of Governing Board Chair of the People Performance Pay Committee Chief Executive	Chairs of Committees	Pay Committee
Social Care, Operations and Development Director	Chair of Governing Board Chair of People Performance Pay Chief Executive	Chairs of Committees	Pay Committee
Director of Finance	Chief Executive	Chair of Finance Committee Chair of TFC	Pay Committee
HR Director	Chief Executive	Chair of the PPP Committee	Pay Committee
Estates Manager	Chief Executive	Chair of the Estates Committee	Pay Committee
Development Director	Chief Executive	Chair of the Fundraising Committee	Pay Committee

**GOVERNOR COMMITTEES and GOVERNING BOARD**

<p><b>Nature of the Committee</b></p>	<p><b><u>Safeguarding Committee</u></b></p> <p>A committee of the Governing Board meeting regularly, <u>three</u> times a year</p> <p>This Committee will have an overview of Safeguarding</p> <p>Members are expected to:</p> <ul style="list-style-type: none"> <li>• know the services well and to observe what goes on in services through focus visits, drop ins etc. and to become known to staff.</li> <li>• have a good understanding of statutory guidance in relation to safeguarding and to keep up to date with changes to KCSIE and Working Together</li> <li>• support the safeguarding governor in fulfilling their role and secure the highest standards and compliance</li> <li>• contribute to the critical appraisal of safeguarding within services, understanding strengths and areas for improvement</li> <li>• develop an understanding of the clinical roles undertaken by CHF staff, clinical governance and risk</li> <li>• support CHF to embed Safeguarding across the Foundation.</li> </ul> <p>1 member of this committee will also have membership of the Clinical oversight committee and Social Care Committee to ensure safeguarding oversight across the Foundation.</p> <p>Given the sensitive and confidential nature of discussions at this committee, governors are reminded to the Foundation's policy confidentiality and any other relevant policy</p>
<p><b>Link Manager</b></p>	<p>Simon Yates Headteacher and Safeguarding Lead for the Foundation</p>
<p><b>Scope of Responsibilities</b></p>	<p>8. All aspects of safeguarding</p> <p>9. Degree of risk in relation to safeguarding, accidents, and incidents</p> <p>10. Policy and Procedures</p>
<p><b>Specific Responsibilities</b></p>	<p><b>1. Safeguarding</b></p> <p>a) To ensure managers are compliant with all regulatory requirements relating to safeguarding including to notifications, training, and working with other agencies.</p> <p>b) To secure that effective policies processes are in place to keep children and young people safe for the child protection</p> <p>c) To receive and scrutinise a termly report and case work overview by the safeguarding lead</p>

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	<p>d) To receive a termly report analysing attendance at school</p> <p>e) To review and approve the Foundation's safeguarding policy at least annually<sup>7</sup></p> <p>f) To receive reports on safeguarding training and refreshers for the Foundation's workforce and to ensure that there are effective systems in place to ensure that the Foundation meets statutory requirements</p> <p>g) To monitor progress on the implementation improvement plans or action plans related to safeguarding</p> <p>h) To have oversight - through the safeguarding governor – of all investigations related to serious safeguarding incidents or whistleblowing allegations and, be assured that lessons learned and any actions required, are implemented in a timely and effective way.</p> <p>i) To receive and recommend to Trustees an annual report on safeguarding from the Foundation Safeguarding Lead</p> <p><b>2. General</b></p> <p>a) To have oversight of joint arrangements with Chailey Clinical Services for the management of safeguarding, accidents and incidents within school and residential services</p> <p>b) To monitor the statutory referrals to the relevant agencies for adults and for children</p> <p>c) To monitor trends and implementation of proposed actions in reported incidents relating to / lessons learned</p> <ul style="list-style-type: none"> <li>• safeguarding</li> <li>• accidents and incidents (non-clinical) including restraints</li> <li>• An overview of clinical A&amp;I and medicines errors</li> <li>• DBS Referrals</li> </ul> <p><b>3. Risk</b></p> <p>a) To have oversight of the strategic and operational risks associated with service delivery, to review the risks and their mitigation.</p> <p>b) To take a view on what levels of risk can be managed safely and be satisfied that mitigations are safe and effective,</p>
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<sup>7</sup> Generally after the annual report on safeguarding

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	<p>c) To ensure, that where risks relate to Health and Safety, any concerns are notified to the Estates Manager and, where necessary, referred to the Estates Committee</p> <p>d) To escalate to the Chair of Governors, Chief Executive and Governing Board any such risks with the Committee consider to be rapidly increasing or diminishing and to offer advice on any new mitigation actions required.</p>	
<b>Standing Items</b>	<ol style="list-style-type: none"> <li>1. Safeguarding (HT) <ol style="list-style-type: none"> <li>a. Safeguarding Governor's Report</li> <li>b. Termly Safeguarding Report (HT) including <ul style="list-style-type: none"> <li>• Case work overview including E safety</li> <li>• Issues arising for Joint Safeguarding Working Group</li> </ul> </li> <li>c. Safeguarding Training Report</li> <li>d. Attendance Report and analysis (DHT)</li> </ol> </li> <li>2. General (DOSC) <ol style="list-style-type: none"> <li>a. Quarterly Data report analysed across services, <ol style="list-style-type: none"> <li>i. Accidents and Incidents (clinical / non-clinical) <sup>8</sup></li> <li>ii. PSB information (Sanctions and Restraints)</li> <li>iii. MCA applications</li> </ol> <p>With narrative identifying any trends and reporting any serious cases and lessons learned</p> </li> <li>b. Issues raised by the Managers concerning safeguarding</li> </ol> </li> <li>3. Policies and Procedures</li> <li>4. Risk Register Review</li> </ol>	
<b>Autumn</b>	<p>Annual Foundation Safeguarding Report for the Trustee Board</p> <p>Annual Review of Safeguarding Policy</p> <p>Annual Review of Online Safety Policy</p>	
<b>Spring</b>	Annual Report from the Leads for Community Services	
<b>Summer</b>	Annual Report on Advocacy	
<b>Quorum</b>	Three Governors	
	<b>Name</b>	<b>Role</b>
<b>Members</b>	Deirdre Prower – Chair (SG and Whistleblowing Governor)	Trustee Appointed Governor

<sup>8</sup> Non Clinical A&I includes manual handling Clinical Meds and Feeds errors – Clinical A&I are headlines only (scrutinised at Clinical O/S Committee meeting)



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### GOVERNOR COMMITTEES and GOVERNING BOARD

	Lawrence Mudford	Trustee Appointed Governor
	Carole Oram	Parent Governor
	Dianne Ryan	LA Nominated Governor
	TBA	Appointed Governor
Attended by	Simon Yates	<b>Headteacher Link</b>
	Rob Hambrook	Social Care, Operations and Development Director
	Richard Green	Deputy Head – Safeguarding
	Sarah Otway	Deputy Head – Meds
	Gareth Germer	Chief Executive

**GOVERNOR COMMITTEES and GOVERNING BOARD**

<b>Nature of the Committee</b>	<p><b><u>Social Care Committee</u></b></p> <p>A Committee of the Governing Board meeting three times a year</p> <p>This committee will have an overview of the service delivery and management of social care services, convened to:</p> <ul style="list-style-type: none"> <li>• Provide Governors with an in-depth insight into the operation and current issues in <ul style="list-style-type: none"> <li>○ residential care for children and young adults</li> <li>○ the domiciliary care services of Pathways</li> <li>○ services provided at the Life Skills Centre and The Hub</li> </ul> </li> <li>• Monitor quality of these services</li> <li>• Oversee and support the improvement of all areas of Social Care services.</li> <li>• Oversee the implementation of any post inspection or service improvement plan</li> <li>• Celebrate the achievement of young people and staff in these services</li> </ul>
<b>Knowledge and Experience</b>	<p>Members are expected to have an understanding of all, or some, of the following:</p> <ul style="list-style-type: none"> <li>• The CHF Social Care services – children’s and adults’ residential homes, and/or community services.</li> <li>• The regulatory framework for inspection of children’s and adults’ residential care and domiciliary services.</li> <li>• Safeguarding for children and/or adults</li> <li>• Complex medical / health needs and the requirement of services to support these.</li> <li>• The critical appraisal of these services understanding strengths and areas for improvement in the management and delivery of the services as well as business opportunities.</li> </ul> <p>Where additional specialist knowledge of a sector or skill is needed, the group may – with the approval of the Chair of the Committee and Chair of Governors, if different – co-opt an individual to be a member of the group of all or part of the group’s life.</p>
<b>Link Manager</b>	<b>Social Care, Operations and Development Director</b>
<b>Quorum</b>	<b>Three Governors</b>
<b>Scope of Responsibilities</b>	<ol style="list-style-type: none"> <li>1. Oversight of the standards of care and the effective management of the Children’s Home, Futures, and Community Operations.</li> <li>2. Challenge and, where necessary, give advice to leaders and managers on their plans for improvement.</li> <li>3. Oversight of the sufficiency, deployment, training, clinical skills and well-being of staff across all social care services.</li> <li>4. Oversight and challenge of any post-inspection Improvement Plan, including reports on the effectiveness of the action plan</li> </ol>

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### GOVERNOR COMMITTEES and GOVERNING BOARD

	<p>and make recommendations to relevant committees on any resources required to ensure that regulatory requirements are met.</p> <ol style="list-style-type: none"> <li>5. Oversight of opportunities and risk, including relevant sections of the risk register.</li> <li>6. Oversight of complaints made, involving social care services.</li> <li>7. Relevant policies and procedures.</li> </ol>
<b>Specific Responsibilities</b>	<ol style="list-style-type: none"> <li>1. To ensure regulatory compliance in all regulated services.</li> <li>2. To review and endorse the service specific improvement and action plans.</li> <li>3. To support the services to become and sustain outstanding outcomes for children and young adults.</li> <li>4. To monitor trends in referrals, service occupancy, including transitions into and out of services, and to advise on service development opportunities and service promotion.</li> <li>5. To monitor and advise on the impact on service delivery of service staffing levels, deployment retention and agency use.</li> <li>6. To ensure that training is sufficient to meet regulatory and good practice standards. Reported by exception.</li> <li>7. To keep leadership and management of social care services under review and ensure that the management structures promote the highest possible outcomes in inspections and for children, young people and their families.</li> <li>8. To be satisfied that any proposed significant change to staffing structures i.e. those with financial or resource implications, supports high quality service delivery.</li> <li>9. To keep under review how the accommodation and resources impact on service delivery and where necessary make recommendations to the relevant committees (usually Estates and GFC)</li> <li>10. To keep under review partnerships with other organisations, in particular the Chailey Clinical Services and SCFT and advise on how these may be developed.</li> <li>11. To keep under review and advise on relationships with service stakeholders, especially parents and carers, and how these are promoted and developed.</li> <li>12. To have oversight of the strategic and operational risks associated with service delivery, to review these risks and their mitigation.  To escalate to the Chair of Governors, Chief Executive and Governing Board any such risks that the Committee consider to be rapidly increasing or diminishing and to offer advice on any further mitigation actions required.</li> <li>13. To refer to and/or make recommendations to other Committees on any issues, including resource issues, arising from this Committee's overview of social care service delivery.</li> </ol>

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	<p>14.To keep under review the reputation of the Foundation's services, including relationships with external stakeholders, offering advice and support as appropriate.</p> <p>15.To be made aware of any complaints, monitor the number of them and the lessons learned.</p> <p>16.To make recommendations on priorities for termly Governor Focus Visits to Social Care Services, to the Governing Board.</p>
<b>Standing Items</b>	<ul style="list-style-type: none"> <li>Monitoring reports from Registered Managers and Managers of community based services including information <b>and analysis</b> of: <ul style="list-style-type: none"> <li>Service usage</li> <li>Incidents reported to Ofsted / CQC / LADO</li> <li>Complaints</li> <li>Staff turnover, vacancies, bank/agency use, sessions not covered</li> <li>Supervision</li> <li>Social Care Diploma training</li> <li>Clinical Training, by exception</li> <li>Such other data as the Committee specify</li> </ul> </li> <li>Regulation 44 and Regulation 45 reports since last meeting</li> <li>Inspection reports from Ofsted or CQC and post inspection Action Plans across services</li> <li>Referrals and transitions in and out of services.</li> <li>Monitor service improvement plans</li> <li>Review a particular service area of interest, as required.</li> </ul>
<b>Autumn</b>	<ul style="list-style-type: none"> <li>Analysis of Parent / user questionnaire (from previous Summer)</li> </ul>
<b>Spring</b>	
<b>Summer</b>	<ul style="list-style-type: none"> <li>Review parent / user questionnaire to be sent this term.</li> </ul>

	<b>Name</b>	<b>Role</b>
<b>Members</b>	Jenny Clark (Chair)	Chair of Governors Trustee Appointed Governor
	Alison Grover	Trustee Appointed Governor
	Deirdre Prower	Trustee Appointed Governor
	Susan Duke	Elected Staff Governor

## TERMS OF REFERENCE:

### GOVERNOR COMMITTEES and GOVERNING BOARD

<b>Attended by</b>	Robert Hambrook	Social Care, Operations and Development Director - <a href="#">Link</a>
	Karen Bailey (as required)	Quality Improvement Manager
	Helen Hewitt / Gareth Germer	Chief Executive
	Karen Hopkins	Registered Manager – Futures
	Maria Carter	Interim Registered Manager – Childrens Home

**GOVERNOR COMMITTEES and GOVERNING BOARD**

**Governing Board**

<b>Main Purpose of the Committee</b>	<p>To have delegated responsibility for the development and operational delivery of Chailey Heritage Foundation services and supporting infrastructure<sup>9</sup> supporting services</p> <p>a) Ensuring that the vision, ethos and strategic direction of the Charity are understood and shared across services, are clearly communicated and delivered;</p> <p>b) Overseeing the financial performance of services and making sure money is well spent, ensuring financial and value for money</p> <p>To advise, support and challenge the Foundation's senior managers, holding them to account for the delivery of safe, high-quality services, sustainable for disabled children and young people and their families.</p> <p>To keep the Trustee Board advised of the operation of the Foundation's services, safeguarding compliance, and of the range of risks and opportunities and how these may be managed.</p> <p>To be well informed about regulatory requirements on services and changes, the demands on and for the services and in the political, economic and technological environment in which they operate.</p>
<b>Responsible to</b>	<p>The Trustee Board of Chailey Heritage Foundation</p>
<b>Appointment</b>	<p>The Chair of the Governing Board is appointed by the Trustee Board</p> <p>Appointed Governors are</p> <ul style="list-style-type: none"> <li>▪ recruited by the Chair of the Board with the support of the Ad Hoc Appointments Committee and Chief Executive</li> <li>▪ formally appointed by the Trustee Board (Governors are appointed to a Committee by the Chair of Governors)</li> </ul> <p>Elected Governors</p> <ul style="list-style-type: none"> <li>▪ Parent Governors are elected by parents of children attending Chailey Heritage School and Futures' provisions</li> <li>▪ Teacher Governors are elected by teachers at Chailey Heritage School</li> <li>▪ Staff Governors are elected by all staff (other than teachers)</li> </ul> <p>Nominated Governors are appointed by</p> <ul style="list-style-type: none"> <li>▪ East Sussex County Council</li> </ul> <p>Number of Members (between 14 and 16)</p> <ul style="list-style-type: none"> <li>▪ At least 8 and not more than 10 appointed governors – including the Chair of the Board</li> </ul>

<sup>9</sup> Excluding Fundraising and the Management of the Charity

**GOVERNOR COMMITTEES and GOVERNING BOARD**

	<ul style="list-style-type: none"> <li>▪ 1 nominated governor appointed by Local Authority</li> <li>▪ 1 school parent governor</li> <li>▪ 1 parent/carer of a Futures' service user</li> <li>▪ 1 teacher governor</li> <li>▪ 1 staff governor</li> </ul>
<b>Attendance at Meetings</b>	The Chief Executive    Headteacher    Director of Social Care
<b>Appointment of Chair</b>	<p>The Chair of the Governing Board is appointed by the Trustee Board</p> <p>The Vice Chair is an appointed governor who is elected by the Board</p>
<b>Quorum</b>	Five Governors including 3 Trustee Appointed Governors
<b>Meetings</b>	<p>A minimum of 3 meetings a year. These will be scheduled by the Clerk.</p> <p>Additional meetings may be called by the Chair</p> <p>Additional meetings may be conducted, in person, by telephone/video call or electronically<sup>10</sup>.</p>
<b>Arrangements for Meetings</b>	<p><u>Regular meetings</u></p> <ul style="list-style-type: none"> <li>▪ 15 days' notice to be given of any meeting</li> <li>▪ At least 5 working days' notice for additional meetings called by the Chair</li> </ul> <p><u>Agenda setting</u></p> <ul style="list-style-type: none"> <li>▪ Draft agenda is compiled by the Clerk in liaison with the Chair of the Committee and the relevant senior Foundation Manager(s)</li> <li>▪ Draft Agenda must be approved by the Chair</li> </ul> <p><u>Agenda, Minutes and Papers for the Meeting</u></p> <ul style="list-style-type: none"> <li>▪ Papers to be uploaded to Governor portal at least 5 working days before the meeting</li> <li>▪ Hard copies of papers available on request</li> </ul> <p><u>Standing Items:</u></p> <p>All agendas will include:</p> <ul style="list-style-type: none"> <li>○ The minutes of each Committee including Action Points</li> <li>○ Reports from the Chairs of each Committee</li> <li>○ The Chief Executive's Report</li> <li>○ Risk Register - changes since previous meeting</li> <li>○ Impact of the Committee</li> </ul>
<b>Reporting Arrangements</b>	<ul style="list-style-type: none"> <li>▪ The Action Points from each Committee meeting are circulated within 10 working days of the meeting</li> </ul>

<sup>10</sup> E-mail, Teams

## TERMS OF REFERENCE:

### GOVERNOR COMMITTEES and GOVERNING BOARD

	<ul style="list-style-type: none"> <li>▪ The draft minutes are reviewed by the Chair and the relevant senior manager</li> <li>▪ Minutes signed off by Chair are circulated via the Governor portal, as soon after the meeting as possible</li> <li>▪ Minutes of the meeting are reported to the Trustee Board</li> <li>▪ A report from the Chair summarising the key discussions and achievements is presented to the Full Trustee Board at each meeting.</li> </ul>
<b>Clerking</b>	<p>The Clerk to the Governing Board is employed by Chailey Heritage Foundation and is line managed within the Foundation</p> <p>The Clerk is appointed by a Panel of Governors and Managers, led by the Chair of Governors. The Chair of Governors will contribute to the Clerk's annual performance management and target setting.</p> <p>The Clerk takes the minutes at regular meetings, and if required at any additional meeting</p> <p>If the Clerk is not available for additional meetings, minutes may be taken by the relevant manager (s) or by a governor.</p>



**GOVERNOR COMMITTEES and GOVERNING BOARD**

<b>Standing Items</b>	<ul style="list-style-type: none"><li>• Chief Executive’s report</li><li>• KPIs - targets and performance</li><li>• Summary information on Financial performance (DF)</li><li>• Headteacher’s report including ESMT focus areas / SIP</li><li>• Director of Social Care’s report including issues from inspection and/or Reg 44 visits and SCIP</li><li>• Safeguarding Governor’s Report</li><li>• Agreement of school focus visit for following term (recommended by Education committee)</li><li>• Agreement of social care focus visit for following term (recommended by Social Care committee)</li></ul> <table><tr><th>REPORTS</th><th>Autumn</th><th>Spring</th><th>Summer</th></tr><tr><td><b>Chief Executive</b></td><td>Strategic Plan and Priorities for year  BCP Update</td><td>Interim Review of Strategic Plan</td><td>Outcomes of the Strategic Plan</td></tr><tr><td><b>Headteacher</b></td><td>Full School Improvement Plan (SIP)</td><td>School Improvement Plan (SIP)</td><td>School Improvement Plan (SIP)</td></tr><tr><td><b>Social Care, Operations and Development Director</b></td><td>Full Social Care Improvement Plan (SCIP)</td><td>Interim Review of SCIP</td><td>Outcomes from SCIP</td></tr></table> <ul style="list-style-type: none"><li>• Presentations – Wellbeing activity, relevant issues and/or support for Governors’ Focus visits</li><li>• Minutes of Committees and commentary from Chairs of Committees</li><li>• Oversight of policies approved by Committees</li><li>• Impact - what Governors have achieved</li></ul>	REPORTS	Autumn	Spring	Summer	<b>Chief Executive</b>	Strategic Plan and Priorities for year  BCP Update	Interim Review of Strategic Plan	Outcomes of the Strategic Plan	<b>Headteacher</b>	Full School Improvement Plan (SIP)	School Improvement Plan (SIP)	School Improvement Plan (SIP)	<b>Social Care, Operations and Development Director</b>	Full Social Care Improvement Plan (SCIP)	Interim Review of SCIP	Outcomes from SCIP
REPORTS	Autumn	Spring	Summer														
<b>Chief Executive</b>	Strategic Plan and Priorities for year  BCP Update	Interim Review of Strategic Plan	Outcomes of the Strategic Plan														
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<b>Social Care, Operations and Development Director</b>	Full Social Care Improvement Plan (SCIP)	Interim Review of SCIP	Outcomes from SCIP														
<b>Autumn</b>	<ul style="list-style-type: none"><li>• Business Continuity Plan</li><li>• Risk Register</li><li>• Annual (re)appointment of vice chair</li></ul>																
<b>Spring</b>																	
<b>Summer</b>	<ul style="list-style-type: none"><li>• Budget Proposals for next financial year and projections for next financial year</li><li>• Governance</li></ul>																

## TERMS OF REFERENCE:

### GOVERNOR COMMITTEES and GOVERNING BOARD

	<ul style="list-style-type: none"> <li>○ Review of Board Effectiveness<sup>11</sup></li> <li>○ Proposals for changes to Terms of Reference</li> <li>○ Committee membership for next year</li> <li>○ Governor Training Programme for next year</li> </ul>
<b>Committee</b>	<b>Lead Manager</b>
<b>Governing Board</b>	Chief Executive
<b>Social Care Committee</b>	Social Care, Operations and Development Director
<b>Safeguarding</b>	Headteacher
<b>Education Committee</b>	Headteacher
<b>People Performance and Pay</b>	Director of Human Resources
<b>Estates and Environmental Safety</b>	Estates Manager
<b>Finance Committee and Trustees' Finance Committee</b>	Director of Finance

<sup>11</sup> Assumes effectiveness review completed in summer term (every 2 years) and/or "better if " discussion