



## THE VALLEY PARTNERSHIP

# Terms of Reference for the Resourced based Portfolio Holders

(To include Terms of Reference for Pay and Performance Committee and Executive  
Headteacher's Appraisal Committee)

These Terms of Reference were agreed by the Full Governing Board of  
The Valley Partnership

**Date:** 20<sup>th</sup> October 2020

**Revised:** 16<sup>th</sup> December 2020

**Signed:** *Emily Hooper-Taylor*

**Review Date:** September 2021

# Terms of Reference for the Resourced based Portfolio Holders of the Governing Board of The Valley Partnership

## Resourced Based Portfolio Holders

- Finance:
- Personnel
- Premises, Security and Health & Safety:
- GDPR

*Appointment and duration of holding these roles:*

*Governors will be allocated these portfolio leads at the start of the year by the Full board of Governors and can hold these positions for the duration of the year. They may hold this portfolio for a maximum of 4 years which can be extended upon agreement with the Full board as needed to best support the school. Once appointed and the appointment has been accepted, the portfolio lead will agree to undertake training as necessary to fulfill the responsibilities of the role.*

**Agreed at meeting of the full governing board on:** 20<sup>th</sup> October 2020 revised 16<sup>th</sup> December 2020

**Review date:** September 2021

## **Withdrawal**

Any person employed to work at the school, other than the headteacher, must withdraw from the meeting for discussions and decisions concerning the pay or performance of anyone employed at the school. The Headteacher must withdraw if his or her pay or performance is being discussed. Any governor or associate member must withdraw where there may be a conflict of interests with items declared on the 'Register of Business Interests' form.

## **Matters of Urgency**

These may be dealt with by the chair of governors, chair of the committee and headteacher and reported to the next meeting of the committee or full governing board.

## **Delegation**

Governing bodies may use their powers to delegate functions and decisions to committees or individual governors. It is the overall governing board, however, that in all cases remains accountable in law and to Ofsted for the exercise of its functions. (Governors' Handbook, September 2014.)

### **The governing board responsibilities for finance and resources including staff.**

The governing board has responsibility for 'Overseeing the financial performance of the school and making sure its money is well spent' (Governors' Handbook, September 2014). Governing bodies are responsible for making sure their school's money is well spent. They should do this by making sure they have at least one governor with specific skills and experience of financial matters, and by asking questions such as:

- Are we allocating our resources in line with our strategic priorities?
- Are we making full use of all our assets and efficient use of all our financial resources?
- Are other schools buying things cheaper or getting better results with less spending per pupil?
- How can we get better value for money from our budget?
- Do we have the right staff and the right development and reward arrangements?
- What is the school's approach to implementation of pay reform and performance related pay? If appropriate, is it compliant with the most up to date version of the School Teachers' Pay and Conditions Document?

Many governors may not be familiar with looking at and understanding data. There is a large volume of data available. It is essential that every governing board have at least one governor with the skills to understand and interpret the full detail of the financial data available. These governors should make sure that the wider governing board has a correct understanding of the school's finances. They should identify from the data the issues that most need to be discussed. Other governors should learn from them and undertake any available training opportunities to improve their confidence and skills in looking at data.

The governing board recognises that it is accountable for the way in which resources are used and it is committed to carrying out this responsibility honestly, transparently and with integrity. The committee has delegated responsibility from the governing board to fulfil the responsibilities of the governing board as specifically itemised below. The committee will operate in accordance with the provisions of the Schools Financial Value Standard (SFVS) to maintain effective arrangements for the efficient deployment of school resources.

## Best Value

The governing board will ensure the principles of Best Value are followed when making decisions. The principles of best value are:

- Challenge – why, how and by whom an activity is carried out;
- Compare – performance against other schools and between parts of each school;
- Consult – involving stakeholders, especially pupils and parents;
- Compete – as a means of securing efficient and effective services.

## Levels of Delegation - Decision or Recommendation

D = **decision** to be taken by the committee and reported to the full governing board in the minutes.

R = the committee to make a **recommendation** to the full governing board, who will make the decision.

## Summary of organisation of these responsibilities

Area	Lead Portfolio holder for the agreed year	Support
Finance Portfolio Lead	Justin Goad	(Linked to <b>Pay and Performance Committee</b> -see Terms of Reference)
Personnel	Emily Hooper-Taylor	(Linked to <b>Executive head Appraisal Committee</b> and the <b>Pay and Performance Committee</b> - see Terms of Reference)
Premises, Security and Health & Safety	Richard Wiltshire	
GDPR	Emily Hooper-Taylor	

## Finance

**Lead portfolio holder: Justin Goad**

### **Policies and Documents delegated to this governor:**

- Charging and Remissions Policy (Statutory)
- Governor Expenses Policy (Statutory)
- Finance Policy (Statutory) – recommendations to be taken to the FGB for approval
- School's Financial Value Standard (SFVS) Return (Statutory)

### **Duties which are delegated to this governor:**

*Governing boards may use their powers to delegate functions and decisions to committees or individual governors/trustees. It is the overall governing board, however, that in all cases remains accountable in law and to Ofsted for the exercise of its functions. (Governance Handbook.)*

**D** Delegated to Lead Governor **R** Make Recommendations to Full Governing Board

The finance lead governor will undertake appropriate governor training in order to fully understand their role including, where possible and appropriate, joining relevant staff training to keep updated.	<b>D</b>
In consultation with the headteacher and taking into consideration: <ul style="list-style-type: none"> <li>• available resources</li> <li>• sustainability of commitments</li> <li>• the school improvement plan (or school development plan)</li> <li>• forecast pupil numbers</li> <li>• anticipated contractual liabilities</li> <li>• other relevant factors</li> </ul> the lead governor to scrutinise the formal budget plan(s) for the financial year and make recommendations to the full governing board for its approval.	<b>R</b>
Maintained schools - to ensure the continued knowledge and understanding of governors in respect of the requirements of the <a href="#">Schools Financial Value Standard</a> (SFVS) and ensure annual return is submitted.	<b>D</b>
To ensure the establishment and maintenance of an up to date 3 - 5 year financial plan, ensuring that current data is used to inform the 3 year plan.	<b>D</b>
To monitor budgets for all funds under the board's control (including virement decisions) at least half-termly, monitor that appropriate action is being taken to maintain financial viability and report significant variances from the anticipated position to the board.	<b>D</b>
To establish/recommend as appropriate policies (to include recommended levels of delegation) to the Governing Board. This will include a: <ul style="list-style-type: none"> <li>• Finance Policy, including appropriate levels of financial delegation</li> <li>• Charging and Remissions Policy</li> <li>• Governor Expenses Policy</li> </ul>	<b>R</b> <b>D</b> <b>D</b>
To ensure the continued knowledge and understanding of governors in respect of the Schools Funding Consultation held in the Autumn term and to provide an agreed response to the consultation.	<b>D</b>
To monitor expenditure of any voluntary funds kept on behalf of the governing board and ensure the annual audit of these funds.	<b>D</b>
To make recommendations in respect of service level agreements and service contracts	<b>R</b>
To consider and approve non routine expenditure (not provided within the School Improvement Plan) in accordance with the Finance Policy including recommendations from other committees.	<b>D</b>
To monitor statistics, performance indicators and key ratios and other non-financial data affecting budgets, directing action as appropriate.	<b>D</b>
To receive audit reports and refer key issues to the governing board. Direct the response to such reports and ensure such reports are appropriately acted upon.	<b>D</b>

To undertake financial benchmarking, alert the governing board to any best value implications and make recommendations to the full governing board for best practice. <a href="https://schools-financial-benchmarking.service.gov.uk/">https://schools-financial-benchmarking.service.gov.uk/</a>	<b>D</b>
To monitor the proper allocation of pupil premium, sports funding, CiC funding and report to the full governing board.	<b>D</b>
To ensure an appropriate Risk Register is maintained. Review and monitor the register to ensure the board is made aware of the potential financial impact of identified risks	<b>D</b>
To monitor school purchasing to ensure that conflicts of interests are identified.	<b>D</b>
To review pupil numbers and implications on the budget, including the number of pupils eligible for Free School Meals	<b>D</b>
To identify levels of surplus (deficit) balances at end of financial year, recommend plans for use (recovery)	<b>R</b>
To approve / recommend the writing off of irrecoverable debts, up to delegated limit, and the disposal of surplus and damaged equipment.	<b>R</b>
To review procurement strategies and efficiency savings programme	<b>R</b>
To liaise with the Premises Lead Governor and the SLT to review the School Emergency Management Plan / Business Continuity Plan (financial aspects)	<b>R</b>
To ensure that an appropriate register of business interests is maintained by the clerk for everyone involved in governance and the school has a similar record for those involved in the finances of the school at a senior level. Ensure that a summary of relevant business interests is published on the school website to meet statutory obligations. In academy schools ensure that an appropriate Persons of Significant Control (PSC) register is created and maintained.	<b>D</b>
To monitor that appropriate levels of insurance are in place.	<b>D</b>
Will ensure the <b>Performance and Pay Committee</b> meets and fore fills its responsibilities -Terms of Reference as below.	<b>D</b>

This portfolio holder is to have the support of a team of at least 2 other governors, who together, can be part of the relevant linked subcommittee- the **Performance and Pay Committee (PPC)**, led by the portfolio Holder who has overall responsibility and decision in the delegated and recommended actions below. This PPC will be formed annually as soon as the portfolio lead has been allocated and allocation to this committee has to be at Full board of governor's agreement level. The term of office for this PPC committee is for 1 year in line with the portfolio lead.

## Terms of Reference for the Performance and Pay Committee of the Governing Board of The Valley Partnership

**Membership:** Justin Goad (Finance Portfolio Lead), Emily Hooper-Taylor and Richard Wiltshire

**Membership of the Committee to consist of:**

- Finance Portfolio Lead and;

Two other governors who should not include:

- The headteacher (who will bring recommendations to the committee)
- Staff governors
- Any other governors who work at the school
- Associate Members

**Quorum:** 3

**Chair of Committee:** Justin Goad

**Clerk of Committee:** Agreed at each meeting

**Meetings:** Performance and Pay Committee (PPC)

The committee will meet at least once annually and at other times as required. The committee will have the same procedural arrangements for the scheduling of meetings and circulation of agendas and papers as the full governing board.

**Reporting:** Performance and Pay Committee (PPC)

The committee shall present a report on its activity to the full governing board once they have met. The terms of reference and membership of the committee will be reviewed annually by the full governing board at its first meeting of the school year.

**Agreed at meeting of the full governing board on:** 20<sup>th</sup> October 2020 revised 16<sup>th</sup> December 2020

**Review date:** September 2021

<b>Agreed Terms of Reference for the Pay and Performance Committee</b>	
To review a Pay Policy for all members of staff, in line with Devon County HR advice and make recommendations to the full Board.	<b>D</b>
To adopt and keep under review staff appraisal policies including the criteria for pay progression.	<b>D</b>
To ensure that the appropriate arrangements for linking appraisal to pay are in place, can be applied consistently and that pay decisions can be objectively justified	<b>D</b>
To annually review the salaries of all staff.	<b>D</b>
To approve teachers' salaries following recommendations from the headteacher/senior leadership team on whether to award performance pay in line with the school's policy.	<b>D</b>
To monitor the outcome of pay decisions, including the extent to which different groups of teachers may progress at different rates and check processes operate fairly	<b>D</b>
Following recommendations from the headteacher, to make decisions in respect of pay increases of any members of staff in a leadership role not covered by teacher appraisal and ensure decisions on pay are linked to performance	<b>D</b>
To review the headteacher's salary annually, and to have regard to any recommendation from the governors who have conducted the headteacher's appraisal.	<b>D</b>
To undertake salary reviews at any other time the governing board directs that there is a need to do so.	<b>D</b>
To consider the salary appropriate for new posts within the school, in line with similar posts already in place.	<b>D</b>
To inform the governing board of approved salary decisions, to ensure inclusion in the budget.	<b>D</b>

## Personnel

**Lead portfolio holder: Emily Hooper-Taylor**

### **Policies and Documents delegated to this governor:**

- Staff Capability Policy (Statutory)
- Staff Discipline Policy (Statutory) (To be ratified by the FGB)
- Staff Grievance Policy (Statutory) (To be ratified by the FGB)
- Pay Policy (Statutory) (To be ratified by the FGB)
- Teachers' Appraisal Policy (Statutory in maintained schools)
- Whistleblowing Policy (Statutory)
- Central record of recruitment and vetting (DBS) checks
- Contract of Employment for each member of staff

### **Duties which are delegated to this governor:**

*Governing boards may use their powers to delegate functions and decisions to committees or individual governors/trustees. It is the overall governing board, however, that in all cases remains accountable in law and to Ofsted for the exercise of its functions. (Governance Handbook.)*

**D** Delegated to Lead Governor **R** Make Recommendations to Full Governing Board

The Personnel lead governor will undertake appropriate governor training in order to fully understand their role including, where possible and appropriate, joining relevant staff training to keep updated.	<b>D</b>
In consultation with the Headteacher and giving consideration to the School Improvement Plan (School Development Plan), to review the staffing structure annually and whenever a vacancy occurs. Ensure that flexible working and the Teacher Recruitment and Retention Framework is considered when reviewing staffing structures.	<b>D</b>
To review a Pay Policy for all members of staff, in line with HR advice and make recommendations to the full governing board.	<b>R</b>
Will ensure the Executive headteacher Appraisal Committee is formed and meet- see terms of reference for this committee.	<b>D</b>
To monitor that appropriate procedures are in place and followed for setting levels of executive pay which are transparent, proportionate and justifiable.	<b>R</b>
To recommend the policies and procedures for dealing with conduct, capability, discipline, grievance and redundancy, in line with HR models; and ensure that the workforce is informed of these.	<b>R</b>
To approve the Performance Management/Teacher Appraisal Policy, ensuring that the appraisal process links with the School Development Plan (School Improvement Plan) priorities. Ensure that the board establishes an appropriate Pay and Performance Committee to monitor the appraisal process and decide outcomes	<b>D</b>
To work with the Senior Leadership Team to review the training requirements of the school workforce, linked to the curriculum and the School Development Plan and make recommendations to the board.	<b>D</b>
Monitor and review staff well-being & absence to identify trends & possible impact on provision, develop plan to mitigate and/or resolve any issues	<b>D</b>
Monitor recruitment & retention patterns, suggest plans to address any emerging issues	<b>D</b>
To ensure that requirements for safer recruitment are in place and that there is an up to date single central record (SCR) of recruitment and vetting (DBS) checks held in school. ( <i>The Safeguarding Lead Governor is delegated responsibility for checking the content of the SCR</i> )	<b>D</b>
To monitor arrangements for interviewing and appointing staff, including agreeing the level of governor involvement (setting criteria, shortlisting, part of interview panel) for different categories of appointments. Ensure every member of staff has a Contract of Employment.	<b>R</b>
Ensure that the school has appropriate policies in place related to the conduct of staff. Monitor that the school's approved policies and procedures are followed by staff.	<b>D</b>

To ensure work/life balance issues for all staff are given proper consideration when making decisions and that the working conditions and wellbeing of the staff are kept under review.	<b>D</b>
Confirm arrangements for HT appraisal, appointment of external advisor & HT appraisal governors (ensure at least one member of the appraisal panel has undertaken relevant training) for approval by the board.	<b>R</b>
Evaluate responses to the annual staff survey and identify areas where action may be needed to address any concerns raised.	<b>D</b>
Monitor that the school has issued Privacy Notices to staff and the Data Protection Officer (DPO) ensures that appropriate Data Protection requirements and safeguards are in place for personnel data.	<b>D</b>
Will ensure the <b>Executive Headteacher Appraisal Committee (EHTAC)</b> is formed and meet- see separate terms of reference for this committee as detailed below.	<b>D</b>

This portfolio holder is to have the support of a team of at least 2 other governors, who together, can be part of the relevant linked subcommittee- the **Executive Headteacher Appraisal Committee (EHTAC)**, led by the portfolio holder who has overall responsibility and decision in the delegated and recommended actions below. This EHTAC will be formed annually as soon as the portfolio lead has been allocated and allocation to this committee has to be at full board of governor's agreement level. The term of office for this EHTAC committee is for 1 year in line with the portfolio lead.

# Terms of Reference for the Executive Headteacher's Appraisal Committee for The Valley Partnership

**Membership:** Emily Hooper-Taylor (HR Portfolio Lead), Justin Goad, Richard Wiltshire

**Membership of the Committee to consist of:** 3 is recommended

- The Personnel portfolio lead who shall be the chair of this committee  
Two other governors who should **not** include:
  - The headteacher
  - Staff governors
  - Any other governors employed at the school
  - Associate members
  - Governors who are members of the Appeal Committee

In VA and VC schools at least one Foundation governor must be part of the panel.

Members of the panel should be trained for the role and preferably have attended the specific training on offer through the Governance Consultancy Team.

**Quorum:** all members of the panel

**Chair of Committee:** Emily-Hooper Taylor

**Clerk of Committee:** Agreed at each meeting

**Meetings:** Executive Headteacher's Appraisal Committee (EHTAC)

The committee will meet at least twice annually and at other times as required. The committee will have the same procedural arrangements for the scheduling of meetings and circulation of agendas and papers as the full governing body and will liaise with the LA advisor or whomever the FBOG has appointed as a source of external support for this purpose.

**Reporting:** Executive Headteacher's Appraisal Committee (EHTAC)

The committee shall present a report on its activity to the full governing board once they have met. The terms of reference and membership of the committee will be reviewed annually by the full governing board at its first meeting of the school year.

**Agreed at meeting of the full governing board on:** 20<sup>th</sup> October 2020 revised 16<sup>th</sup> December 2020

**Review date:** September 2021

<b>Agreed Terms of Reference for Executive Headteachers Appraisal Committee</b>	
To ensure that at every stage the appraisal is firmly linked to school improvement and the agreed criteria identified in the performance objectives;	<b>D</b>
advise the panel during the Headteacher's appraisal process;	<b>D</b>
To prepare for the appraisal meeting with advice from the external adviser by reviewing the objectives set for the previous year along with the Headteacher's overall performance and any challenges faced;	<b>D</b>
To lead the Headteacher's performance appraisal meeting with support from the external adviser;	<b>D</b>
To consider the Headteacher's learning, development & support needs and how these will be addressed;	<b>D</b>
To advise the Headteacher of the standards against which the performance will be assessed during the coming year	<b>D</b>
To make recommendations by 31 <sup>st</sup> December in relation to any pay progression, in line with the School Teachers' Pay and Conditions Document, to the governing board committee with delegated responsibility for decisions on pay	<b>D</b>
To set the objectives for the coming academic year;	<b>D</b>
To agree with the adviser a written report of the appraisal process for the Headteacher Principal as soon as is practicable;	<b>D</b>
<b>To undertake a review meeting after 6 months to consider the progress towards meeting the objectives and whether they need to be amended as circumstances have changed.</b>	<b>D</b>

## Premises, Security and Health & Safety

**Lead portfolio holder: Richard Wiltshire**

### **Policies and Documents delegated to this governor:**

- Lettings Policy
- Premises Policies – VA/Foundation/Academy schools only
- Accessibility Plan
- School Emergency Plan / Business Continuity Plan
- Health and Safety Policy

### **Duties which are delegated to this governor:**

*Governing boards may use their powers to delegate functions and decisions to committees or individual governors/trustees. It is the overall governing board, however, that in all cases remains accountable in law and to Ofsted for the exercise of its functions. (Governance Handbook.)*

**D** Delegated to Lead Governor **R** Make Recommendations to Full Governing Board

The Premises, Security and Health & Safety lead governor will undertake appropriate governor training in order to fully understand their role including, where possible and appropriate, joining relevant staff training to keep updated.	<b>D</b>
To assist the headteacher and discharge the responsibilities of the governing board on matters relating to the school premises and grounds, security and environment.	<b>D</b>
To ensure an annual inspection of the premises and grounds is carried out and reported; receive reports from staff and agree a statement of priorities for maintenance and improvement (with reference to the Asset Management Plan) for board approval.	<b>R</b>
To review the security requirements of the setting annually and make recommendations to the board in line with professional advice.	<b>R</b>
To monitor and evaluate safety outcomes (risk assessment reports/accident statistics/near misses.) Report any issues of concern to the board.	<b>D</b>
To monitor that Risk Assessments, including an annual fire risk assessment, are up to date with a clear line of responsibility for procedures and actions.	<b>D</b>
To ensure that there are agreed procedures for reporting any concerns (including an appropriate Whistleblowing Policy)	<b>D</b>
To consider and agree (within delegated limits) the costs and arrangements for maintenance, repairs and redecoration within the budget allocation. Refer to the board any exceptional costs, or those in excess of delegated financial limits. Work with the headteacher to develop a long term plan for improving the facilities and premises for staff, pupils and any other visitors or users of the premises for approval by the board.	<b>D</b>
To monitor the preparation, tender process and implementation of contracts, ensuring best value principles are adhered to. Ensure potential conflicts of interest are identified and appropriately managed.	<b>D</b>
To ensure that all policies and procedures relating to health & safety, buildings and visits are reviewed and amended where appropriate.	<b>R</b>
To agree a lettings policy.	<b>D</b>
To agree, evaluate and review the schools Accessibility Plan	<b>D</b>
To recommend to the Governing Board reasonable adjustments to premises to improve disabled access.	<b>R</b>
To ensure that clear Health and Safety checks and Risk Assessment details are outlined and complied with prior to Educational trips and visits. To receive a report of any issues on Educational trips or visits and ensure staff review the Policies in accordance. To ensure that Educational trips and visits meet the safeguarding requirements.	<b>D</b>
To consider the advice and recommendations and the model Health and Safety Policy supplied by the Local Authority or Academy Advisers and to agree and keep under review a Health and Safety Policy for the school	<b>D</b>

Review catering/school meals/ vending machines/ nutritional policy. Re-affirm food standards in line with statutory duties.	<b>D</b>
Review the School Emergency Management Plan / Business Continuity Plan and report to the board	<b>D</b>
Regularly review the premises aspects of the Risk Register and report to the board.	<b>D</b>
Academy schools – ensure that, where appropriate, bids are made for Condition Improvement Funding (CIF) within the required timeframes	<b>D</b>

## **GDPR**

**Lead portfolio holder: Emily Hooper-Taylor**

### **Policies and Documents delegated to this governor:**

- Data Protection Policy (Statutory)
- Freedom of Information Publication Scheme (Statutory)
- Privacy Notices
- Data Protection Policy
- Information Security Policy
- Information Security Incident Management policy (AKA Data Breach Policy)
- Security Incident Management Procedure (AKA Data Breach Procedure)
- Retention and disposal policy
- GDPR Data Subject Access Request Procedure.

### **Duties which are delegated to this governor:** (Governance Handbook)

Governing boards may use their powers to delegate functions and decisions to committees or individual governors. It is the overall Governing Board, however, that in all cases remains accountable in law and to Ofsted for the exercise of its functions.

**D** Delegated to Lead Governor **R** Make Recommendations to Full Governing Board

The GDPR governor will undertake appropriate governor training in order to fully understand their role including, where possible and appropriate, joining relevant staff training to keep updated.	<b>D</b>
Understand the role of the Data Protection Officer (DPO), and be clear that, as a public authority, each school must designate a named DPO in order to be comply with new legislation (note, this DPO can be named as a DPO for more than one school/organisation and may not be a direct employee of the school or organisation, but they must be easily accessible from each establishment).	<b>D</b>
Ensure that the school has appointed an appropriate Data Protection Officer (DPO) or subscribes to a reputable DPO service. The DPO must be designated on the basis of professional qualities and, in particular, expert knowledge of data protection law and practices. If the DPO role is being undertaken by a member of the school staff ensure that there are no conflict of interests in their other duties, they have a Job Description, access to relevant ongoing training and report to the highest management level in school.	<b>D</b>
To ensure the statutory duties relating to pupil record keeping, disclosure of information and pupil reports are fulfilled. Including reviewing and updating the Data Protection Policy, the Freedom of Information Publication Scheme and Privacy Notices in consultation with the DPO. Monitor that the DPO has provided appropriate annual training for staff, governors and the school can demonstrate compliance with Data Protection Law.	<b>D</b>
Seek confirmation from the DPO that the school (or MAT) is registered with the Information Commissioners Office (ICO) as a Data Controller.	<b>D</b>
Working with the DPO, ensure that governors are aware that responsibility for compliance with data protection legislation lies with them and that they are kept informed about all key issues arising for the schools from legislative changes and understand how to effectively monitor and review compliance.	<b>D</b>
Liaise with the DPO to monitor and evaluate any data breaches and near misses to identify any changes in practice or training required. Ensure that any notifiable breaches are reported to the board.	<b>R</b>
Ensure that Privacy Notices are in place for governors explaining how information will be used, shared and published.	<b>R</b>
Engage in discussions about identification and mitigation of risks.	<b>D</b>

Check that the school has good network security to keep the personal data they hold protected including phishing awareness. This should also include having a business continuity plan in place that has cyber resilience as a consideration.	<b>D</b>
Seek assurance from the DPO that the school can demonstrate compliance with Data Protection Regulations,	<b>D</b>
Ensure the school has a process in place for dealing with a Subject Access Request (SAR). Monitor the number of requests received and assess if there are any recurring themes which may identify areas for improvement in the way the school is handling data.	<b>D</b>
Review of data protection policies in light of any changes to procedures and processes arising from the data audit and risk management.	<b>D</b>
Seek assurance from the DPO that the school has a Retention Schedule in place for data, including data relating to governors at the school.	<b>R</b>
Check that the school has an ICT Acceptable Use policy in place for staff and that all staff have been made aware of their responsibilities and have signed to accept them.	<b>D</b>
Verify that the school has a process in place to seek and record consent where required from staff, parents (and pupils where appropriate), governors and associate members.	<b>D</b>

The GDPR lead and other members of the board may wish to refer to the GDPR Q-card on the Governance Consultancy team website

<https://www.babcockldp.co.uk/improving-schools-settings/governance-consultancy/q-cards>

and the DfE Data Protection Toolkit for schools

<https://www.gov.uk/government/publications/data-protection-toolkit-for-schools>