

Ashleigh Primary School and Nursery

Governing Body Structure and Terms of Reference



**These Terms of Reference for Governance are adopted by Ashleigh Primary School and Nursery.
The functions of the committees will be carried out by the Full Governing Body.**

Date Established: 8 December 2015
Updated May 2018 with new governors

Date to Review: May 2019

Roles within the Governing Body

The Role of The Chair of the Governing Body

- To ensure the business of the Governing Body is conducted properly, in accordance with legal and Norfolk County Council delegation requirements.
- To ensure meetings are run effectively, focusing on priorities and making the best use of time available, and to ensure that all members have an equal opportunity to participate in discussion and decision-making
- To establish and foster an effective relationship with the Headteacher based on trust and mutual respect for each other's roles. The Chair has an important role in ensuring that the Governing Body acts as a sounding board to the Headteacher and provides strategic direction

Disqualification - Headteacher, Staff Governors, Pupils, Staff Members

The Role of the Clerk to the Governing Body

- To work effectively with the Chair of Governors, the other Governors and the Headteacher to support the Governing Body
- To advise the Governing Body on Constitutional and Procedural Matters, duties and powers
- To convene meetings of the Governing Body
- To attend meetings of the Governing Body and ensure minutes are taken
- To maintain a register of members of the Governing Body and report vacancies to the Governing Body
- To give and receive notices in accordance with relevant regulations
- To perform such other functions as may be determined by the Governing Body from time to time

Disqualification – Governors, Associate Members, the Headteacher

The Governing Body

The Governing Body takes a strategic role, acts as a critical friend to the School and is accountable for its decisions. It sets aims and objectives and agrees, monitors and reviews policies, targets and priorities.

Terms of reference:

- **To agree constitutional matters***, including procedures where the Governing Body has discretion
- To recruit new members as vacancies arise and **to appoint new governors*** where appropriate
- **To hold at least three Governing Body meetings a year***
- **To appoint or remove the Chair and Vice Chair***
- **To appoint or remove a Clerk to the Governing Body***
- **To establish the committees of the Governing Body and their terms of reference***
- To appoint the Chair of any committee (*if not delegated to the committee itself*)
- **To appoint or remove a Clerk to each committee***
- **To suspend a governor***
- **To decide which functions of the Governing Body will be delegated to committees, groups and individuals***
- **To receive reports from any individual or committee to whom a decision has been delegated and to consider whether any further action by the Governing Body is necessary***
- To approve the first formal budget plan of the financial year
- To keep the Health and Safety Policy and its practice under review and to make revisions where appropriate
- To meet soon after the LA's termly briefings for Chairs and Headteachers to agree the work of the Governing Body and its committees for that term and beyond
- To agree, by early in the autumn term, the programme of work and calendar of meetings for the Governing Body and its committees for the school year, based on known cycles of school improvement, financial management, staffing issues and communicating with parents
- To monitor the progress of work being undertaken by committees and individuals
- To establish and keep under review Critical Incident policy and procedures
- To consider recommendations made by committees with regard to the working of the Governing Body
- To establish and keep under review a protocol for the Governing Body
- To establish and keep under review arrangements for Governors' visits to school
- To oversee arrangements for Governor involvement in formulating and monitoring the School Improvement Plan
- To make recommendations to the Governing Body to establish exceptional working arrangements where particular circumstances arise e.g. a joint committee to oversee a building project or a special committee to oversee an Ofsted inspection
- To be available and respond to matters of particular difficulty, sensitivity or emergency and offer advice to the Headteacher
- To undertake tasks delegated to them by the Governing Body
- **To review the delegation arrangements annually***

***these matters cannot be delegated to either a committee or an individual**

Name	Governor Type	Term From	Term To	Roles
Johanne Bolver	Other			Clerk
Mrs Lisa Bramford	Co-opted governor	26 Jan 2016	25 Jan 2020	Premise & Safety Committee. Curriculum Maths.
Carolyn Ellis-Gage	Co-opted governor	16 Jul 2018	17 Jul 2022	Vice-Chair Vulnerable Groups
Danni Lacey	Co-opted governor	11 Nov 2015	10 Nov 2019	Finance & Personnel Committee.
Mrs Melissa Marfleet- Collins	Parent governor	06 Feb 2017	5 Feb 2021	Chair School Improvement Committee.
Miss Hayley McRobbie	Staff governor	25 Jul 2018	24 Jul 2022	Premise & Safety Committee.
Becky Mizon	Co-opted governor	03 Dec 2018	4 Dec 2022	Finance & Personnel Committee.
Sam Nixon	Headteacher			School Improvement Committee.

Mrs Tara Riddle	Local Authority Governor	27 Jun 2016	26 Jun 2020	Policies & Equalities Premise & Safety Committee.
Joanna Satterley	Parent governor	20 Oct 2017	20 Oct 2021	Premise & Safety Chair. Safeguarding.
Gavin Tash	Co-opted governor	05 Mar 2018	6 Mar 2022	Finance & Personnel Chair.
Mrs Kate Wood	Co-opted governor	03 Jun 2015	2 Jun 2019	HR and Literacy Finance & Personnel Committee.

Membership – *As per the Instrument of Government*

Disqualification – *as per Schedule 4 of the School Governance (Constitution) (England) Regulations 2012.*

Chair of Governors: Melissa Marfleet-Collins

Vice Chair of Governors: Kate Wood

Clerk to the Governing Body: Joanna Bolver

Quorum One half of the number of Governors in post, minimum of three governors.

These Terms of Reference Agreed: May 2018

School Improvement Committee

Terms of reference:

- To consider and advise the governing body on standards and other matters relating to the school's curriculum, including statutory requirements and the school's Curriculum Policy
- To consider curricular issues which have implications for Finance and Personnel decisions and to make recommendations to the relevant committees or the Governing Body
- To make arrangements for the Governing Body to be represented at School Improvement discussions with the LA and for reports to be received by the Governing Body
- To oversee arrangements for individual governors to take a leading role in specific areas of provision, eg SEN, Literacy, Numeracy. To receive regular reports from them and advise the Governing Body.
- To oversee arrangements for educational visits, including the appointment of a named co-ordinator
- To monitor the standards and progress relating to pupils and their learning
- To use attainment and achievement data provided by the school to evaluate the impact of teaching and learning on the levels of attainment
- To analyse performance trends that might be present within the school and nationally
- To map progress and performance data onto set national standards
- To have knowledge of the educational needs of pupils within the school and monitor pupil performance data of specific groups
- To understand the targets that have been set within the school and challenge underperformance
- To ensure the school's curriculum is balance, broadly based and effective using a variety of different sources (such as attainment data, monitoring visits)

- To review school policies which relate to standards e.g. behaviour, feedback and attendance policies, and recommend amendments to the board
- To monitor and advise the FGB on school improvement work, leadership standards and governance effectiveness
- To use post-Ofsted action plans and any other formal evaluation reports relating to the quality and effectiveness of learning within the school, to further inform and develop the school's improvement plans and strategies
- To ensure effective procedures are in place for quality assurance of learning and teaching, the curriculum, inclusion and sharing of good practice across the school
- To ensure the highest standards are set, achieved and maintained across the school
- To identify areas of concern regarding performance and standards within the school, implementing action plans with the consultation of the FGB where necessary
- To review its own progress on a regular basis, taking into account its own performance, constitution and terms of reference to make sure the committee is operating at its full potential
- To monitor and advise the FGB on the achievements of the school's improvement strategies and plans

Membership

- The committee is appointed by the FGB (Full Governing Board) on an annual basis
- The minimum number should be three so that there are enough members to hold a majority
- The quorum will be one half of the number of the committee rounded up to the nearest full number
- The chair of the committee shall be elected by the FGB on an annual basis

Finance & Personnel Committee.

Terms of reference:

- In consultation with the Headteacher, to draft the first formal budget plan of the financial year
- To establish and maintain an up to date 3 year financial plan
- To consider and approve all budgets and revisions
- To consider a budget position statement including virement decisions at least termly and to report significant anomalies from the anticipated position to the Governing Body
- To ensure that the school operates within the Financial Regulations of the County Council
- To monitor expenditure of all voluntary funds kept on behalf of the Governing Body
- To annually review charges and remissions policies and expenses policies.
- To make decisions in respect of service agreements
- To make decisions on expenditure following recommendations from other committees
- To ensure, as far as is practical, that Health and Safety issues are appropriately prioritised
- To determine whether sufficient funds are available for pay increments as recommended by the Headteacher
- In the light of the Headteacher Performance Management Group's recommendations, to determine whether sufficient funds are available for increments
- To draft and keep under review the staffing structure in consultation with the Headteacher and the Finance Committee
- To establish a Salary Policy for all categories of staff and to be responsible for its administration and review
- To oversee the appointment procedure for all staff
- To establish and review a Performance Management policy for all staff*
- To oversee the process leading to staff reductions
- To keep under review staff work/life balance, working conditions and well-being, including the monitoring of absence
- To make recommendations on personnel related expenditure to the Finance Committee

- To consider any appeal against a decision on pay grading or pay awards
- To review school policies which relate to finance and personnel, and recommend amendments to the board
- To oversee the appropriate management of any financial risks and issues ensuring awareness of these are raised at Full Governing Board (FGB)
- To ensure that the terms of reference for the finance committee are appropriate the committee must keep them under review and any required changes to scope must be discussed/approved by FGB

* The Headteacher Performance Review Group could be formed from this committee, but its members should have received the appropriate training

Membership

- The committee is appointed to by the FGB on an annual basis or at a point in time where personnel changes necessitate a review
- The chair of the committee shall be elected by the FGB on an annual basis
- The minimum number in attendance to achieve quorate is three (with a minimum of one Governor) so that there are enough members to hold a majority and review/challenge appropriately any decisions that are made
- Additional members may be added to the committee at any stage through the financial year. This may be to discuss specific financial expenditure
- Current membership is detailed in appendix A (Finance Committee Membership)

Frequency

- The committee is delegated authority by the FGB (Full Governing Board) on an annual basis or at a point in time where personnel changes necessitate a review
- The committee will meet as a minimum once per school term
 - One of these meetings will act as a budgetary setting meeting for next school year (last meeting of previous school year)

- The schedule of meetings will enable output from the Finance Committee to be fed to the FGB for peer review and assurance. (output of the meetings will be documented on the standard “Governors Visit Record Form”
- Members of the committee may call ad-hoc finance meetings to review financial items. The information from these meetings will feed the Finance Committee directly (and as such the FGB).

Additional terms:

- Review the costs that included in the School Development plan (up to 3 years) and ensure they are included in the 3 year budget plan.
- Ensure completion of Statement of Internal Controls (SIC) and implement any resulting action plan.
- Ensure preparation is made for Financial Management Standards.

Disqualification –*Any relevant person employed to work at the school other than as the headteacher, when the subject for consideration is the pay or performance review of any person employed to work at the school*

Premises & Safety Committee

Terms of reference:

- To advise the Governing Body on priorities including Health and Safety, Safeguarding, Equalities, GDPR, and Site for the maintenance and development of the school's premises
- To oversee arrangements for repairs and maintenance
- To make recommendations to the Finance Committee on Premises (Safeguarding, Equalities and Site) -related expenditure
- In consultation with the Headteacher and the Finance Committee, to oversee premises-related funding bids
- To oversee arrangements, including Health and Safety, for the use of school premises by outside users, subject to governing body policy
- To establish and keep under review a Building Development Plan
- To establish and keep under review an Accessibility plan
- To review school policies which relate to Premise (Safeguarding, Equalities and Site) and recommend amendments to the board
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Membership

- The minimum number should be three so that there are enough members to hold a majority
- The quorum will be one half of the number of the committee rounded up to the nearest full number

Head Teacher's Performance Review

This function is carried out by the Chair of Governors and one or two other governors nominated by the full governing body.

Terms of reference:

- To arrange to meet with the External Adviser to discuss the Headteacher's performance targets
- To decide, with the support of the External Adviser, whether the targets have been met and to set new targets annually
- To monitor through the year the performance of the Headteacher against the targets
- To make recommendations to the Finance Committee in respect of awards for the successful meeting of targets set

Membership – 2 or 3

Disqualification – *The Headteacher and Staff Governors*

Hearings Committee

Terms of reference:

- To make any determination to dismiss any member of staff (unless delegated to the headteacher)
- **To make any decisions under the Governing Body's personnel procedures e.g. disciplinary, grievance, capability where the Headteacher is the subject of the action***
- To make any decisions relating to any member of staff other than the Headteacher, under the Governing Body's personnel procedures (unless delegated to the Headteacher)
- To make any determination or decision under the Governing Body's General Complaints Procedure for Parents and others
- To make any determination or decision under the Governing Body's Curriculum Complaints Procedure, in respect of National Curriculum disapplications, and the operation of the Governing Body's charging policy:

**cannot be delegated to an individual*

Membership – *not less than 3 members of the Governing Body (NB. The number appointed to this committee directly affects the number required for an Appeal Committee)*

Disqualification – The Headteacher

(It is suggested that only experienced governors be appointed to this committee and that the Chair of Governors, due to probable prior knowledge, should not be a member)

Members

Governors will be appointed as need arises and selected appropriate to the issue.

Date Appointed to Committee

Chair of Committee

Clerk to the Committee

Quorum (see membership)

3

Committee Established

Terms of Reference Agreed

Terms of Reference Reviewed

Appeals Committee

Terms of reference:

- To consider any appeal against a decision to dismiss a member of staff made by the Hearings Committee*
- To consider any appeal against a decision short of dismissal under the Governing Body's personnel procedures e.g. disciplinary, grievance, capability*
- To consider any appeal against selection for redundancy*

*cannot be delegated to an individual

Membership – *no fewer members than the Hearings Committee*

Disqualification – *The Headteacher and any members of the Hearings Committee*

(It is suggested that only experienced governors be appointed to this committee and that the Chair of Governors, due to probable prior knowledge, should not be a member)

Members

Governors will be appointed as need arises and selected appropriate to the issue.

Date Appointed to Committee

Chair of Committee

Clerk to the Committee

Quorum (see membership)

3

Committee Established

Terms of Reference Agreed

Terms of Reference Reviewed

Pupil Discipline Committee

Terms of reference:

- To consider representations from parents in the case of exclusions of 5 days or less (*Committee may not re-instate*)
- To consider representations from parents in the case of exclusions totalling more than 5 but not more than 15 school days in one term (*meeting to be held between 6th and 50th school days after receiving notice of the exclusion*)
- To consider the appropriateness of any permanent exclusion or any exclusion where one or more fixed period exclusions total more than 15 school days in one term or where a pupil is denied the chance to take a public examination (*meeting to be held between 6th and 15th school days after receiving notice of the exclusion*)
- To ensure that the guidance contained in the 'Improving Attendance and Behaviour' document is practised in the school, with specific reference to the role assigned to the Governing Body.
- To review the School Behaviour and Discipline Policy, and make recommendations on changes to the Governing Body or relevant

Membership – 3 or 5 NB. *The Governing Body may nominate a pool of governors from which three or five will serve as the Discipline Committee to consider particular exclusions. If a governor has a connection with the pupil or the incident that could affect their ability to act impartially they should not serve at the hearing. If, through non-attendance of a governor, four members consider an exclusion, the chair has the casting vote.*

Disqualification – *The Headteacher and any Governor with prior knowledge of the pupil or the incident.*

(It is suggested that neither the Chair of Governors nor a member of staff, due to probable prior knowledge, should be a member)

Members

Governors will be appointed as need arises and selected appropriate to the issue.

Date Appointed to Committee

Chair of Committee

Clerk to the Committee

Quorum (see membership)

3

Committee Established

Terms of Reference Agreed

Terms of Reference Reviewed

Delegation of Responsibility to Individuals

Any individual to whom responsibility has been delegated is expected to work within the following terms of reference.

Terms of reference:

- To liaise with the appropriate member(s) of staff
- To visit the school with the purpose of gathering information concerning their area of responsibility and to increase their knowledge of the School
- To regularly report to the Governing Body, the School Improvement Committee or the relevant Committee whichever the Governing Body deems most appropriate, on developments and progress within their area of responsibility
- To raise the profile of the area of responsibility when related matters are considered by the Governing Body
- To attend training as appropriate

Disqualification – *The following functions **CANNOT** be delegated to an individual:*

Functions relating to:

- The alteration, closure or change of category of maintained schools
- The approval of the first formal budget plan of the financial year
- School discipline policies
- Exclusions of pupils (except in an emergency when the chair has the power to exercise these functions)
- Admissions

Area of Responsibility

Governor

Staff Liaison

Please see areas of responsibility on next page.

Terms of Reference Agreed

Terms of Reference Reviewed

GOVERNORS' MONITORING RESPONSIBILITIES

May 2018

Monitoring is detailed in the school SIDP (school actions, resources, timescales, monitoring and evaluation).

Priority	Area	Staff	Governor
Ofsted	Develop the curriculum further through: providing more regular opportunities for pupils to use ICT across the curriculum.		School Improvement Committee
	Develop the curriculum further through: using writing skills more frequently across all subjects		English Link Governor: Kate Woods
	Develop the curriculum further through: providing more opportunities for pupils to learn about different cultures		School Improvement Committee
	Provide greater challenge for the more able pupils by: making sure tasks are sufficiently challenging.		Vulnerable Groups Governor: Carolyn Elis- Gage
	Provide greater challenge for the more able pupils by: showing pupils clearly how to improve when marking their work.		Vulnerable Groups Governor: Carolyn Elis- Gage

Priority	Area	Staff	Governor
SIDP April 2018- Sept 2019	To Develop Outstanding Year 6 practice.		School Improvement Committee
	To implement a whole school, consistent, high quality Maths Mastery programme.		Maths Link Governor: Lisa Bramford
	To create a self-improving school culture		Full Governing Board
	To ensure teachers' time is used efficiently and effectively by removing unnecessary demands and improving teachers' approaches		Full Governing Board

Priority	Area	Staff	Governor
Core subjects	Literacy		Kate Woods
	Mathematics		Lisa Bramford

Priority	Area	Staff	Governor
Statutory	Safeguarding/CP	Headteacher / Louise Carolan	Jo Satterley
	H&S	Headteacher	Health & Safety Committee
	Finances (including pupil premium / PE/ SFVS)	Headteacher / Finance Officer	Finance & Personnel Committee

Priority	Area	Staff	Governor
Other	Premises	Headteacher / School Support Manager	Health & Safety Committee
	Personnel	Headteacher / School Support Manager	Finance & Personnel Committee
	Policies & Equalities	Headteacher / School Support Manager	Tara Riddle