



GOVERNING BOARD MEMBERSHIP AND TERMS OF REFERENCE

Revised and Adopted: January 2023

Governing Board Membership - 2022/2023 Academic Year

LA (1)	End of Office
Lesley Ward	31 October 2024
Parents (2)	End of Office
Katie Howard	16 th September 2026
Chris Ridge	16 th September 2026
Head Teacher (1)	End of Office
Cath Rindl	N/A
Staff Governor (1)	End of Office
Paula Shackell	21 September 2025
Co-opted (5)	End of Office
Samantha Hagerman	13 October 2025
Sara Morris	6 th July 2026

Chair: Mrs Lesley Ward **Vice Chair:** Mrs Samantha Hagerman

Meeting Dates 2022 – 2023

	<u>Autumn Term</u>	<u>Spring Term</u>	<u>Summer Term</u>
Full Governing Board Starts at 5.30pm	14 th September 19 th October 7 th December	25 th January 22 nd March	10 th May 28 th June
Finance and Buildings Committee 4.00pm	19 th October 7 th December	25 th January 22 nd March	10 th May 28 th June
Pay Committee 2.30pm	9 th November	25 th January	

In all types of schools, governing boards should have a strong focus on three core strategic functions:

- a) Ensuring clarity of vision, ethos and strategic direction
- b) Holding the executive leaders to account for the educational performance of the organisation and its pupils, the performance management of staff; and
- c) Overseeing the financial performance of the organisation and making sure its money is well spent.

Governance Handbook/Competence Framework for Governance

Please refer to the Governance Handbook and Competence Framework for Governance published by the Department of Education. The latest versions are available below:

[Governance Handbook October 2020](#)

[Competence Framework for Governance January 2017](#)

Review of Committees and Delegation

The governing board must review the committee structure, terms of reference for each committee and the membership of each committee on an annual basis.

Terms of Reference

The following committees established by the governing board comply with The School Governance (Role, Procedures and Allowance) (England) Regulations 2013.

The head teacher can attend all meetings of any committee established by the governing board but in some instances this may only be in an advisory capacity. When an issue is being discussed which directly affects the head teacher they must, as with any other governor in a similar position, declare an interest and physically withdraw from the meeting.

In maintained schools the quorum for a meeting of the full governing board and for any vote on any matter as such meeting, is one half (rounded up to a whole number) of the membership of the governing board at the time of the meeting **not including any vacant positions**.

Committees

The legal minimum quorum for committee meetings is three voting governors. The quorum for committees will only include associate members where a voting right has been granted by the governing board.

In maintained schools the governing board can appoint associate members to serve on one or more committees of the board. Associate members can attend full board meetings but may be excluded from any part of a meeting where the business being considered concerns a member of school staff or an individual pupil. They can be appointed for a period of between one and four years and can be re-appointed at the end of their term. Associate members are not governors and they are not recorded in the instrument of government (*Extract from Governance Handbook January 2017 – Page 64, paragraph 53*).

NB: Associated members are not governors and therefore do not have a vote in full governing board decisions, but may be given a vote on decisions made by committees to which they are appointed.

No vote on any matter can be taken at a committee meeting unless the majority of members present are members of the governing board.

The appointed clerk will undertake the clerking of the committee.

The committee minutes shall be included as an agenda item for consideration/information at the next meeting of the full governing board where appropriate.

All decisions made by committees with delegated powers should be reported to the full meeting of the governing board. If the minutes are not finalized a brief statement of the conclusions reached should be given.

The chair of the committee will be appointed at the first full governing board/committee meeting of the academic year. Governors who are employed by the school are not eligible to be appointed as chair.

Committees will be delegated powers to approve policies as relevant to that committee.

The governing board cannot delegate any functions relating to:

- The constitution of the governing board (unless otherwise provided by the constitution regulations),
- The appointment or removal of the chair and vice chair/clerk,
- The appointment or removal of governors,
- The suspension of governors,
- The delegation of functions and establishment of committees,
- Change of school name or status,
- Salary range for the head teacher and deputy.

Finance and General Purposes Committee

Main Functions

- To draft the annual budget, monitor expenditure and recommend further expenditure during the year
- To monitor plans for costing the School Improvement Plan
- To review the implications of pay and conditions legislation on the school budget
- To receive annual audit reports on school voluntary funds
- To oversee the financial management of the school its systems and reports in line with LEA standing orders and Audit Commission advice
- To supervise the school premises and health and safety issues
- To receive reports from the Head Teacher on all aspects of personnel including staffing structures, appointment of new staff and reviewing of personnel policies and procedures.
- To look at the economic efficiency and investment in staffing.
- To undertake benchmarking exercises
- To continually review the pupil teacher ratio.
- To have an overview of performance related pay
- To assess the impact of non-teaching staff.

Finance

- To monitor the monthly reports on the school budget and to ensure that spending is in line with annual plans.
- To review spending at the end of a financial year and draft the next budget.
- To approve all virements.
- To ensure that all delegated powers are carried out properly, including purchasing, spending and virements.
- To give the head teacher responsibility for:
 - Day to day control of spending
 - Purchase of any single item up **to £15,000 with 3 quotes**
 - To follow standing orders and obtain quotes
 - Awarding contracts
 - To maintain school inventories.
- Expenditure of £15,000 - £25,000 must go to Finance & General Purposes Committee with 3 quotes.
- Expenditure above £25,000 to Full Governing Body for approval
- To review implications for the budget of any pay and conditions legislation.
- To monitor the keeping of the school asset and inventory registers.
- To receive audited accounts of the school's voluntary funds.
- To ensure that the principles of 'Best Value' are followed and that the school obtains value for money in all its financial dealings.
- To ensure that additional income is generated where possible.
- To ensure that the school's register of pecuniary interests is kept up to date.
- To agree lettings charges.
- To recommend to the Governing Body a policy for charging and remissions.
- Ensuring that there are agreed procedures for signing cheques, reconciling bank statements and keeping accurate records for ordering and purchasing.
- Review internal audit reports.
- To monitor the maintenance of the school buildings and grounds and to see that all risk assessments have been carried out.
- To agree a rolling programme for the refurbishment of the fabric of the school.
- To review site security and to monitor policy and procedures for visitors, fire drills, maintenance of portable electrical appliances and other health and safety issues.

- To arrange a termly report on all serious accidents on site and review actions taken.
- Benchmarking

Personnel

- To establish and review the staffing structure for the school in order to meet the aims of the School Improvement Plan, and to review the structure whenever a vacancy occurs, and at least annually in relation to the school's leadership team.
- To ensure that all staff have agreed Job Descriptions which are regularly reviewed.
- To advertise, shortlist, and interview candidates for appointment, in accordance with safer recruiting and equal opportunities practice, and to ensure that all contractual arrangements are in place.
- To establish and review as necessary, a range of relevant personnel policies and procedure, which should include:
 - Consultation - To establish and keep under review a policy statement on staff consultation for approval by the Governing Body, and to undertake any formal consultations on personnel matters.
 - Discipline/Grievance - To review and recommend for adoption the procedures for dealing with discipline and grievances and ensure that the staff are informed of them.
 - Redundancy - To establish and review, in consultation with staff, criteria for approval by the governing body.
 - Staff Absence - To agree a policy on sickness management, to monitor staff absence, and to recommend a policy on supply cover to the Governing body.
 - Performance Management - To establish and review a Performance Management policy to ensure that the needs of staff and of the school are met.
 - Wellbeing

Membership: 4 governors with the power of co-option.

Quorum: 3 members of the governing body.

Meetings: Every half term.

Appointed Governors

Lesley Ward
Samantha Hagerman
Sara Morris
Cath Rindl

Chair of Committee

Lesley Ward

Clerk

Dudley Governor Support Team

Pay Committee

Main Functions

To oversee the programme for Performance Management in school, and carry out an annual audit of staffing, including the review of pay for each member of staff.

Terms of Reference

- To review, update and implement the School Pay Policy with appropriate consultation as required.
- To work with the Head Teacher to ensure that the appraisal process for all teaching staff is implemented effectively.
- To ensure the effective appraisal of the Head Teacher is carried out in accordance with current regulations and appraisal policy.
- To determine the salaries of all teaching staff employed at the School in accordance with statutory and contractual obligations, including annual pay awards.
- To notify, in writing, teaching staff of their annual performance related pay review, which will be effective from 1st September.
- To establish fair procedures for addressing pay discrepancies for teaching staff.
- To ensure that appropriate salary ranges are determined, recorded and advertised through the recruitment process.
- To ensure that recruitment to a teaching post has been duly considered in terms of relevant pay in relation to the candidates skills, experience and competence.
- To formally record all decisions relating to pay.
- To clearly minute the rationale for all decisions and report these to the full Governing Body.
- To ensure the right to raise a pay grievance in relation to pay decisions following the annual salary review, is complied with in a fair, consistent and transparent manner.
- To annually review the terms of reference of the Pay Committee.

Membership: Membership to be established by the governing board.

The committee will comprise 3 governors each of whom shall have voting rights.

The Head Teacher or anyone who is not a governor may not be a member of the committee.

Staff will not be a member of this committee.

Quorum: The quorum shall be 3 governors.

Meetings: To be arranged as required.

Appointed Governors

Lesley Ward
Samantha Hagerman
Plus one other Governor

Plus 1 member of the Governing Body without a declaration of interest

Chair of Committee

Lesley Ward

Clerk

Dudley Governor Support Team

Pay Appeal Committee

Main Functions

To consider any appeals in respect of staff pay.

Terms of Reference

- Consider any appeal against a decision of the Pay Committee in relation to pay matters.
- In all matters the Committee will have due regard to the procedures laid down in the School Pay Policy.

Membership:

Membership to be established by the governing board.

The committee will comprise 3 governors each of whom shall have voting rights.

The Head Teacher or anyone who is not a governor may not be a member of the committee.

Staff will not be a member of this committee.

Quorum:

The quorum shall be 3 governors.

Meetings:

To be arranged as required.

Appointed Governors

Any three non-staff Governors without a declaration of interest who were not involved in the deliberations of the original Committee(s)

Chair of Committee

To be elected at the meeting

Clerk

Dudley Governor Support Team

Staffing Disciplinary Committee

Main Functions

To consider staff disciplinary matters, from misconduct to dismissal.

Terms of Reference

- On behalf of the Governing Body the Committee shall consider any staff disciplinary matters which it is considered by the Head Teacher as misconduct up to and including dismissal.
- In all matters the Committee will have due regard to the procedures laid down in the Dudley LA 'Model Procedures for Teaching and Non-Teaching Staff in Schools - July 2017.

Membership:

The Committee will comprise at least 3 governors, each of whom shall have voting rights, unless it is not reasonably practical for the Committee and Appeals Committee to comprise 3 governors each when the committee shall comprise 2 governors only.

The Head Teacher may not be a member of the Committee but will normally be in attendance to present the case to the Committee.

Quorum:

The quorum for the Committee, to be determined by the Governing Body, shall be not less than two thirds of the voting membership.

Non-governors may be members so long as governor members are in the majority but only governor members shall have voting right.

Meetings:

To be arranged as required.

Appointed Governors

Any three non-staff Governors without a declaration of interest

Chair of Committee

To be elected at each meeting

Clerk

Dudley Governor Support Team

Staffing Dismissal Appeals Committee

Main Functions

To consider any appeals in respect of staff dismissal.

Terms of Reference

- On behalf of the Governing Body the Committee shall consider any appeal against a decision of the Staff Dismissal Committee
- In all matters the Committee will have due regard to the procedures laid down in Dudley LA 'Model Disciplinary Procedure for Teaching and Non-Teaching Staff in Schools' October 2000 (Administrative Procedure D22 refers)

Membership:

The Committee will comprise the same number but different governors to the Staff Dismissal Committee which shall normally be 3 governors, each of whom shall have voting rights.

The Head Teacher may not be a member of the committee but will normally be in attendance to present the case to the Committee.

The quorum of the Committee, to be determined by the Governing Board, shall be not less than two thirds of the voting membership.

Quorum:

The quorum for the Committee, to be determined by the Governing Body, shall be not less than two thirds of the voting membership.

Non-governors may be members so long as governor members are in the majority but only governor members shall have voting right.

Meetings:

To be arranged as required.

Appointed Governors

Any three non-staff Governors without a declaration of interest who were not involved in the deliberations of the original Committee(s)

Chair of Committee

To be elected at each meeting

Clerk

Dudley Governor Support Team

Pupil Disciplinary Committee

Main Functions

To receive reports from the Head Teacher and attend to matters concerning exclusions attendance and pupil discipline.

To receive and consider complaints when matters cannot be resolved informally.

Pupil Disciplinary

- The Pupil Discipline Committee shall have delegated authority from the Governing Body to deal with all matters on their behalf, for which they have responsibility, in relation to pupil discipline.
- In so doing the Committee shall at all times act in accordance with the School Pupil Discipline Policy.
- In particular, the Committee shall have delegated authority to consider pupil exclusions as outlined in the Secretary of State's guidance 'Exclusion from maintained schools, Academies and pupil referral units in England 2012'
- The Committee shall have delegated authority to decide whether to uphold the decision of the Head Teacher or whether to reinstate the pupil in the case of any exclusion of five days or more in the light of the evidence presented before them¹.
- The Head Teacher shall inform the Committee and the LA immediately of all permanent exclusions and all exclusions which result separately or in total in the pupil missing more than five school days in any one term, or which deny pupils the chance to take a public examination. Short fixed term exclusions of one to five school days shall be reported termly.
- In considering the case, the Committee shall take evidence from all parties concerned as set out in DfE guidance 'Exclusion from maintained schools, Academies and pupil referral units in England 2012'
- The Local Authority, in the case of a maintained school or the Academy Trust, in the case of an Academy must at their own expense, arrange for an independent review panel hearing to review the decision of the governing body not to reinstate a permanently excluded pupil.

Procedures

- At the first meeting of each academic year, the Committee shall elect a Chair² and appoint a Clerk.
- The Committee shall meet as and when required to consider matters for which they have delegated authority.

¹ In relation to exclusion matters, only the Head Teacher may exclude a pupil. Members of the Pupil Discipline Committee should not be consulted about the original decision.

² The Chair may not be a person who is employed at the school; a registered pupil nor anyone who is not a member of the governing body.

Procedures for Hearing a Pupil Exclusions

- The Committee shall meet as follows to consider pupil exclusions.
- In the event of any fixed period pupil exclusion between 6 - 15 days the Committee shall meet within 50 school days, if the parent requests such a meeting.
- In the event of any fixed period pupil exclusion of between 16 - 45 days, or permanent exclusion, the Committee shall meet as soon as possible within 15 days from their receiving notice of the exclusion.
- The Head Teacher shall notify the LA Exclusion Officer.
- The school clerk shall convene the meeting, giving all members 7 days notice in writing.
- The school clerk will minute the meeting.
- In the case of a maintained school the LA Exclusion Officer will attend the meeting to offer advice in the case of permanent exclusion. In the case of an Academy the LA Exclusion Officer will only attend the meeting by invitation.
- If the period of an exclusion would result in a pupil missing a public examination, the Committee shall endeavour to meet before the examination. If it appears to the Chair that it would not be practical to hold a quorate meeting within such a timescale, the Chair may consider the exclusion on behalf of the Committee. In this event the LA should be notified as above.
- The Committee shall notify the parent and the LA of their decision within one school day of the hearing, giving reasons, informing the parents of their right to Independent Review, where appropriate, which must be within 15 school days of the Committee's decision.
- In addition to the right to apply for an independent review panel, if parents believe that the exclusion has occurred as a result of discrimination then they may make a claim under the Equality Act 2010 to the first Tier Tribunal (Special Educational Needs and Disability), in the case of disability discrimination, or the County Court, in the case of other forms of discrimination.

Membership: The Committee will comprise of 3 or 5 governors each of whom shall have voting rights.

The Head Teacher or anyone who is not a governor may not be a member of the committee.

Quorum: 3 governors.

Meetings: To be arranged as required.

Appointed Governors

Any three non-staff Governors without a declaration of interest.

Chair of Committee

To be elected at each meeting

Clerk

Dudley Governor Support Team

Head Teacher Appraisal

Membership: Will comprise 2 non-staff Governors

Quorum: The quorum shall be 2 Governors.

Meetings: To be arranged as required.

The committee has responsibility delegated by the governing body:

- a) To take advice from an external adviser
- b) To conduct the Head Teacher's performance review/ appraisal.
- c) To agree targets and objectives with the Head Teacher, relating to the Head Teacher's performance of her/his duties in accord with the applicable legislation.
- d) To make recommendation on the Head Teacher's pay to the Pay Committee.
- e) To ensure that there is a system of performance management for all staff at the school and to review the operation of that system.

Appointed Governors - Appraisal 2022 - 2023

Lesley Ward
Samantha Hagerman

Review Officer:

Russell Newman (until January 2022)
Another Governor to be appointed at that point.

Chair of Committee	To be elected at each meeting
Clerk	Dudley Governor Support Team

Special Responsibility Governors

Safeguarding/Child Protection SEND/LAC	Lesley Ward
Pupil & Parent Voice/SRE	Lesley Ward
Premises	Chris Ridge
Pupil Premium	Sara Morris
EYFS/English/Science	Sara Morris (TBC)
Maths	Paula Shackell
Art/DT/PE	Chris Ridge
RE/PSHE/French	Samantha Hagerman
Geography/History/Humanities	Lesley Ward
Training/Trips & Visits	Katie Howard (TBC)
GDPR/Compliance/Computing	Chris Ridge

**The DfE's statutory guidance on Keeping Children Safe in Education requires governing boards to:*

In accordance with Keeping Children Safe in Education 2018 and Working together to safeguard children 'Governing Bodies and proprietors should have a senior board level (or equivalent) lead to take leadership responsibility for their schools or college's safeguarding arrangements'. The DfE have confirmed that this can be a member of staff, but that person must be a member of the board as well (for example, the Head Teacher or a staff governor) and that this must be a separate person from the DSL, in order to ensure there is sufficient challenge to the organisation's safeguarding arrangements and performance.

Items Delegated to an individual(s)

- Delegation of expenditure and virements
That sums of **£15,000** be delegated to the Head Teacher
- Delegation of surplus stock
Delegated to the Head Teacher with the approval of the Chair of the governing Board.
- Delegation of Suspension
That suspension be delegated to the chair in instances where the Head Teacher is the person in question or involved in the case. That the chair be given delegated powers to lift the suspension after taking advice from S4S or any other organisation providing the service to the school.
- Approval of Expenditure
The chair of governors or chair of staffing and finance committee be given approval for expenditure above the set limit prior to the finance committee meeting - **only in cases of emergency**

➤ **Appointment of Staff** (*Ensure no appointment is carried out by one person alone*)

Lunchtime/Kitchen/Cleaning	<ul style="list-style-type: none"> • Head Teacher or Deputy Head Teacher • Business Manager • Client Catering Lead (SLA)
Teaching Staff and appointment of Educational Support Staff/Administrative Support	<ul style="list-style-type: none"> • Head Teacher • 1 Governor (at least)
Business Manager	<ul style="list-style-type: none"> • Head Teacher • 2 Governors
Senior Management (* <i>Head Teacher and Deputy Head Teacher appointments must be ratified by the relevant body</i>)	<ul style="list-style-type: none"> • Head Teacher • Full Governing Body
Internal Interviews:	No governor is required for interviews unless the roll includes leadership duties.