

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 October 2023

Date to Review: September 2024

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***
 - In consultation with the Headteacher, to draft the first formal budget plan of the financial year
- To approve 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
 - 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 review all policies and procedures in line with the review period set out in the Governor Policies Reviews Spreadsheet
- To make decisions in respect of service agreements
- To make decisions on expenditure
- 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
- 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 consider any appeal against a decision on pay grading or pay awards
- To oversee the appropriate management of any financial risks and issues
- 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 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 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 individuals
- To establish and keep under review Critical Incident policy and procedures
- 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 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
Jonathan Brophy	Co-opted governor	27 Sept 23	26 Sept 27	Safeguarding Lead
Carolyn Ellis-Gage	Co-opted governor	18 Jul 2022	17 Jul 2026	Vice-Chair Vulnerable Groups Lead
Danni Lacey	Co-opted governor	11 November 2019	10 November 2023	Deputy Head Teacher. SENDCO.
Hayley Dowling	Staff governor	25 Jul 2022	24 Jul 2026	Staff Governor
John McConnell	Headteacher			Head Teacher
Lucy Gooda	Co-opted governor	27 Sept 23	26 Sept 27	Finance Lead
Sam Greenhalgh	Co-opted governor	18 January 2019	17 January 2023	Chair of Governors Chair of Headteachers Performance Panel
VACANT – CURRENTLY RECRUITING	Co-opted governor			Curriculum Lead Website Lead

Maria Cornish	LA Governor	27 Sept 23	26 Sept 27	Vulnerable Groups
Sharon Hill	Co-opted governor	04 Dec 20	03 Dec 24	Policies Lead GDPR Lead
Becs Fletcher-Dungay	Parent governor	04 Dec 20	03 Dec 24	Sports Lead
Sarah Sparke	Parent governor	27 Jan 2022	26 Jan 2026	Premises Lead Health and Safety Lead
Christine Slaughter	Co-opted governor	27 Sept 23	26 Sept 27	Mental health/wellbeing lead

Membership – *As per the Instrument of Government*

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

Chair of Governors: Sam Greenhalgh

Vice Chair of Governors: Carolyn Elis-Gage

Clerk to the Governing Body: Joanne Bolver

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

These Terms of Reference Agreed and subsequently re-agreed:

September 2020, September 2021, September 2022, November 2023

Areas of focus: School Improvement

Terms of reference:

- To consider the 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
 - 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
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- To monitor 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

Area of focus: Premises & Safety

Terms of reference:

- To consider the Governing Body's focus 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 on Premises (Safeguarding, Equalities and Site) related expenditure
- In consultation with the Headteacher and the Finance Lead, 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 Premises (Safeguarding, Equalities and Site) and recommend amendments

Area of focus: 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, Staff Governors, Governors working within the school*

Area of focus: Hearings

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

Date Appointed to Committee

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

Chair of Committee

Clerk to the Committee

Quorum (see membership) 3

Committee Established

Terms of Reference Agreed

Terms of Reference Reviewed _____

Area of focus: 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

Area of focus: 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

Area of focus: 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

November 2023

Monitoring is detailed in the school SIDP (school actions, resources, timescales, monitoring and evaluation) and page 4 of this document.

Priority	Area
Ofsted Priority 1	Quality of Education: <ul style="list-style-type: none">• Ensure that teachers have consistently high expectations for pupils' presentation of their work.
Ofsted Priority 2	Behaviour and Attitudes: <ul style="list-style-type: none">• Swift and effective action in addressing issues of bullying and discrimination, exclusion and alternative strategies.• Learners committed to their learning, know how to study effectively, are resilient to setbacks and take pride in achievements.
Ofsted Priority 3	Personal Development: <ul style="list-style-type: none">• Character development: resilience, confidence, and independence. Discovery, and preparation for life.• British values: democracy; rule of law, individual liberty, mutual respect and tolerance.
Ofsted Priority 4	Leadership and management <ul style="list-style-type: none">• Ambitious and inclusive vision.• CPD focused on training rather than P.M.• Engagement with community.• High levels of safeguarding.

	High levels of support for well-being, including reducing workload (NB. Use of data).
Ofsted Priority – Distinct Phases.	EYFS: <ul style="list-style-type: none"> • Safeguarding, inc. pediatric first-aid. • Aims & Rationale for EYFS curriculum. • Children’s learning, progress, safety and well-being. • Support of staff to promote learning and development of all children.

Priority	Area	Staff	Governor
SIDP 2023-2024	A shared vision, values, culture and ethos, based on the highest expectations of all of the school community.	See SIDP for further detail	Governing Board
	Inspirational leadership at all levels throughout the school.	See SIDP for further detail	Governing Board
	Exceptional teaching, learning and feedback to support the highest levels of attainment and achievement.	See SIDP for further detail	Governing Board
	A relentless focus on engaging and involving students.	See SIDP for further detail	Governing Board
	Personalised and highly effective continuous professional development within a learning community.	See SIDP for further detail	Governing Board
	A stimulating and inclusive environment and climate for learning.	See SIDP for further detail	Governing Board
	A rich and creative curriculum, within and beyond the classroom, fully meeting the needs of individuals and groups of students.	See SIDP for further detail	Governing Board

	High quality partnerships with parents and carers, the community, other schools and networks, locally, nationally and internationally.	See SIDP for further detail	Governing Board
	Robust and rigorous self-evaluation, data-analysis and collective review.	See SIDP for further detail	Governing Board
	Keeping children safe woven through every aspect of the school's work.	See SIDP for further detail	Governing Board

Priority	Area	Staff	Governor
Core subjects	Literacy	Hayley Dowling	David Woozley
	Mathematics	Jack Walker	David Woozley

Priority	Area	Staff	Governor
Statutory	Safeguarding	Danni Lacey	Jonathan Brophy
	H&S	Headteacher	Sarah Sprake
	Finances (including pupil premium / PE/ SFVS)	Headteacher / Finance Officer	Lucy Gooda

Priority	Area	Staff	Governor
Other	Premises	Headteacher / School Support Manager	Sarah Sprake
	Personnel	Headteacher / School Support Manager	Sam Greenhalgh
	Policies & Equalities	Headteacher / School Support Manager	Sharon Hill
	Wellbeing	Headteacher / SLT / K Finch	Christine Slaughter
	Sports Premium	Headteacher / L Greenacre	Becs Dungay
	Vulnerable Groups	Headteacher / D Lacey	Carolyn Ellis-Gage/Maria Cornish