



The Governing Body

Terms of Reference

Adopted by Governing Body: 13.10.15

Reviewed by Governing Body: 15.09.2020

Amendments made: 03.11.2020; 20.11.2020; 12.01.21 due to new appointments

Next Review Date: September 2021

Statutory Document: Yes

Structure and Remit

The Governing Body needs to take a strategic role, act as a critical friend to the school and be accountable for its decisions. It should set aims and objectives and agree, monitor and review policies, targets and priorities.

The Full Governing Body meets 4 times during each academic year. There are also Sub-Committees which consist of Curriculum, Finance & Premises and Staffing which meet once every term. The Pay Panel Committee meets twice a year. As well as meetings Governors are expected to undertake at least 3 visits to the school each academic year to formally report to the Full Governing Body on their Key Stage responsibility as well as any other monitoring visits that have been assigned. Governors may also report on activities such as enrichment activities, trips and extra-curricular activities.

The Governing Body has clear aims and objectives and there is a clear strategy in place to monitor and review policies, targets and priorities. Invited guests to Governing Body meetings include Mrs Baker (Deputy Head). Invited guests do not have voting rights. Key Stage Leaders and Subject Leaders may also be invited to provide presentations on their relevant area.

All Governors are attached to subjects, departments and statutory areas of responsibility. For the academic year 2020-21 the following Governors are attached:

Name of Governor	Curriculum Area	Department	House
Steve Turner	ICT & Governor Mark	EYs	Rowan
Terry Miller	Literacy	Parent/ pupil voice	Cherry
Doug Mills	Science & Eco-School	KS4	Pine
Joshua McNamee	Communication	Curriculum	Rowan
Michael Wright	Well-being and workload	-	-
Kavita Sharma	PSHE & Anti-Bullying Award	KS3	-
Julie Hick	Maths	KS5	Oak

Name of Governor	Statutory Area of Responsibility	Liaising With	Reporting To
Julie Hick	Safeguarding	Deputy	FGB
Doug Mills	Health & Safety/ Behaviour	SBL	Finance & Premises
Kavita Sharma	SFVS/ PPG	Assistant Head	FGB
Joshua McNamee	Looked After Children	Assistant Head	FGB

The Governor Code of Conduct is reviewed annually and retained by the Clerk.

Details of membership of the Full Governing Body:

All Governors have a 4-year term of office at Pitcheroak School.

Name	Responsibility	Category of Governor	Date Appointed	Date Role Ended
Joe Hearn		Co-opted	01.04.14	11.10.15
Anna Bridges		Staff	23.03.13	20.03.16
Jim Gale		Co-opted	19.04.12	18.04.16
Maxine Johnson		Parent	06.10.14	11.10.18
Peter Charles		Parent	18.07.12	31.08.19
Jo Hooper		Co-opted	25.03.16	24.04.20
Helen-Clare Paul		Co-opted	19.04.16	17.07.20
Lesley Harvey		Co-opted	15.09.20	14.10.2020
Lorraine Doyle		Co-opted	08.05.18	02.11.2020
Nicola Habgood		Parent	20.09.19	19.11.2020
Sheila Holden	Headteacher	Headteacher	01.09.13	-----
Terry Miller	Chair of Staffing	LA	02.06.14 (2 nd term)	-----
Steve Turner	Chair	Co-opted	19.04.16 (2 nd term)	-----
Michael Wright		Staff	25.03.16 (2 nd term)	-----
Doug Mills	Vice Chair; Chair of Finance; H & S;	Parent	12.10.18	-----
Kavita Sharma	SFVS	Co-opted	18.05.2020	-----
Joshua McNamee	LAC/ P-LAC	Co-opted	02.11.2020	-----
Julie Hick	Safeguarding	Parent	20.11.2020	-----

Lynda Watkins is the clerk to the Governing Body and was appointed on the 01.09.14.

Quorum for FGB – one half of the number of Governors currently appointed i.e. 5 x Governors.

Sub-Committee Membership

Curriculum:	T Miller (Chair), S Holden, S Turner, J Hick, J McNamee
Staffing:	T Miller (Chair), S Holden, S Turner, J Hick, J McNamee
Pay Panel:	S Turner (Chair), S Holden, T Miller
Finance & Premises:	D Mills (Chair), K Sharma, S Holden, M Wright

Attendance Records of Meetings attended (01.09.19-31.08.20)

	FGB Meetings	Extra-ordinary meetings	Committee Meetings			
		25.05.20 & 01.06.20	Curriculum	Finance & Premises	Staffing	Pay Panel
Sheila Holden	4 (4)	2 (2)	1 (2)	2 (2)	1 (2)	1 (1)
Terry Miller	4 (4)	2 (2)	2 (2)	-	2 (2)	0 (1)
Jo Hooper	2 (2)		2 (2)	-	-	-
Helen-Clare Paul	4 (4)	2 (2)	-	1 (2)		
Steve Turner	4 (4)	2 (2)	1 (1)	2 (2)	1 (1)	1 (1)
Michael Wright	4 (4)	2 (2)	-	2 (2)	-	-
Lorraine Doyle	1 (4)	0 (2)	1 (2)		1 (2)	
Doug Mills	4 (4)	2 (2)	-	2 (2)	-	1 (1)
Nicola Habgood	1 (3)	0 (2)	2 (2)		2 (2)	
Kavita Sharma	1 (1)	-	-	-	-	-

NOTES:

- Nicola Habgood: Appointed 20.09.19; Resigned 19.11.2020
 - Kavita Sharma: Appointed 18.05.2020
 - Lesley Harvey: Appointed 15.09.2020; Resigned 14.10.2020
 - Joshua McNamee: Appointed 02.11.2020
 - Jo Hooper: Term of Office ceased 18.04.2020
 - HelenClare Paul: Term of Office ceased 17.07.2020
 - Lorraine Doyle: Term of Office ended 02.11.2020
 - Julie Hick: Appointed 20.11.2020
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- Spring Term Pay Panel was not required.
 - Full Governing Body meeting – 4 scheduled for academic year
 - Finance meetings - 3 scheduled for academic year. Meetings on the 17.03.2020 and 09.06.2020 did not take place. Extra meeting held on 7th July 2020
 - Curriculum & Staffing meeting - 3 scheduled for academic year - 21st May 2020 did not take place – school closure.

Business and Pecuniary Interests & Declarations of Interest

The Governing Body and school staff have a responsibility to avoid any conflict between their business and personal interests and affairs and those of the school. There is a legal duty on all Governors to declare an interest likely to lead to questions of bias when considering any item of business at a meeting and for the Governor concerned to withdraw, if necessary, whilst the matter is considered.

To help put this duty into practice, a Governing Body is required to establish and maintain a register of pecuniary interests indicating, for all Governors and the Headteacher, any business interests. Declarations of Interest forms have been filed as at 15th September 2020. There are currently no relevant details to publish.

During the academic year 2020-2021 Lesley Harvey was also a Governor at St Mary's School in Henley in Arden.

Terms of Reference of the Governing Body

- To agree early in the autumn term the programme of work and calendar of meetings for the Governing Body and its committees and planned visits for the school year, based on known cycles of school improvement, financial management, staffing issues and communicating with parents.
- **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 monitor the progress of work being undertaken by committees and individuals
- **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 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 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 review the delegation arrangements annually***
- ***these matters cannot be delegated to either a committee or an individual**

Governor Development Plan

Terms of reference

- To ensure the GDP and the SDIP are aligned.
- To coordinate all Governor (formal) visits outside of committees for best overall effect in delivering our responsibilities.
- To meet in the first half of the Autumn Term and publish GDP and visit plans before the end of term.

Members

Steve Turner (Chair)
Sheila Holden (Head)
Doug Mills

Quorum – minimum of 3.

The Role of the Chair of the Governing Body

Terms of Reference

- To ensure the business of the Governing Body is conducted properly, in accordance with both legal and Worcestershire 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.
- To liaise with the Clerk of the Governing Body to prepare the agenda at least two weeks prior the Full Governor's meetings.

Disqualification from being Chair - The Headteacher, Staff Governors, Pupils, Staff Members

The Role of the Clerk to the Governing Body

Terms of Reference

- 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 from being Clerk - Governors, Associate Members, the Headteacher

The Role of the Clerk to Committees

Terms of Reference

- To advise the Committee on procedural and legal obligations.
- To convene meetings of the Committee.
- To attend meetings of the Committee and ensure minutes are taken.
- To perform such other functions with respect to the Committee as may be determined by the Governing Body from time to time.

Disqualification – Headteacher

The Role of the Chair of a Committee

Terms of Reference

- To ensure the business of the Committee is conducted properly, in accordance with legal 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 liaise with the Clerk of the Governing Body to prepare the agenda at least two weeks prior to the committee meetings.

Disqualification – none

Curriculum 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 review the School Behaviour and Disciplinary Policy, and make recommendations on changes to the Governing Body.
- To consider curricular issues which have implications for finance and staffing decisions and to make recommendations to the relevant committees or the Governing Body.
- To make arrangements for the Governing Body to be represented by either the Chair of Governors or Chair of the Curriculum Committee, 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, e.g. Safeguarding Literacy and Numeracy.
- To review the LAC and PLAC report and make recommendations to the FGB.
- To receive regular reports from the above and advise the Governing Body.
- To oversee arrangements for educational visits.
- To act as a critical friend for curriculum development.
- To report back to the Governing Body.

Members

Terry Miller (Chair)
Sheila Holden (Head)
Steve Turner
Julie Hick

Quorum – minimum of 3.

Clerk to the Committee – Lynda Watkins

Staffing Committee

Terms of Reference

- To draft and keep under review the staffing structure in consultation with the Headteacher and the Finance Committee.
- To establish a Pay Policy for all categories of staff and to be responsible for its administration and review.
- To oversee the appointment procedure for all staff with appropriate delegation to the Headteacher.
- Wherever possible the following interview panels should assist in the interview process:-
 - Deputy Head Appointments: School Improvement Partner
Headteacher
Chair of Governors
Chair of Staffing Committee
 - Teacher Appointments: School Improvement Partner if available
Headteacher
Chair of Governors
Chair of Staffing Committee or Governor of Staffing Committee
Senior Member of Staff
 - AT Appointments: Headteacher
Chair of Governors or Chair of Staffing Committee
Deputy Head
Direct Manager, if possible
 - Site Manager: Headteacher
Chair of Governors or Chair of Premises Committee
Governor from Premises Committee
Governor from Staffing Committee
Business School Leader
 - Non-Teaching Staff: Headteacher
Governor depending on post
Business School Leader
- To establish and review a Performance Management policy for all staff.

- To receive a written report from the Headteacher on the impact of Performance Management and the needs for staff training and development. To make recommendations to appropriate committees and the Governing Body.
- 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 report back to the Governing Body.

Members

Terry Miller (Chair)
Sheila Holden (Head)
Steve Turner
Julie Hick

Quorum minimum of 3.

Clerk to the Committee – Lynda Watkins

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.

Finance Committee

Terms of Reference

- In consultation with the Headteacher and Business School Manager, draft the first formal budget plan of the financial year.
- To establish and maintain an up to date 3-year financial plan.
- 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 school 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 and Pay Panel.
- In the light of the Headteacher Performance Management Panel recommendations determine whether sufficient funds are available for increments.
- To ensure that priorities in the school development plan are appropriately financed
- To report back to the Governing Body

Members

Doug Mills (Chair of Finance)
Kavita Sharma
Sheila Holden (Head)
Michael Wright

Quorum – minimum of 3.

School Business Leader - whose role is to update and advise when necessary. Clerk to the Committee

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 Committee

Terms of Reference

- To advise the Governing Body on priorities, including Health and Safety, for the maintenance and development of the school's premises.
- To monitor arrangements for repairs and maintenance.
- To make recommendations to the Finance Committee on premises-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 report back to the Governing Body.

Members

Doug Mills (Chair of Finance)

Sheila Holden (Head)

Kavita Sharma

Michael Wright

Quorum – minimum of 3.

School Business Leader - whose role is to update and advise when necessary. Clerk to the Committee

Headteacher's Performance Management Panel

Terms of Reference

- To arrange to meet with the external adviser to discuss the Headteacher's performance objectives.
- To review annually the overall performance of the Headteacher with the external adviser.
- To decide, with the support of the external adviser, whether the targets have been met and to set new objectives annually.
- To monitor through the year the overall performance of the Headteacher and performance set against the objectives. The Chair of Governors will have regular meetings with the Headteacher and will report back to the Headteacher's Performance Management Panel.
- To make recommendations to the Pay Panel and Finance Committee in respect of awards as a result of judgements of the overall performance of the Headteacher and for the successful meeting of objectives set.
- To report back to the Governing Body.

Members

Steve Turner (Chair)
Doug Mills
School Improvement Partner

Quorum – minimum of 2 Governors.

Disqualification – The Headteacher and Teacher / Staff Governors.

If the Headteacher disagrees with the findings of the Headteacher's Performance Review Panel, they can request a meeting with the Review Officer who will then investigate the situation further.

Disciplinary/ Complaints 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 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:
- To report back to the Governing Body.

***cannot be delegated to an individual.**

Membership

Terry Miller
Kavita Sharma
Doug Mills

Quorum – minimum of 3, committee can determine higher number.

Clerk to the Committee – Lynda Watkins

Disqualification – The Headteacher. It is suggested that only experienced Governors should be appointed to this committee. The Chair of Governors should not be a member due to probable prior knowledge.

DISMISSAL OF STAFF (OTHER THAN HEADTEACHERS)

In accordance with Regulation 4 (1) a (or b if foundation or voluntary aided) of the School Staffing (England) Regulations 2009, the Governing Body hereby delegates its power to dismiss such staff to the **Headteacher**, subject to paragraphs i) and ii) below. All staff will have the right to appeal against a decision to dismiss to the Appeals Panel of the Governing Body.

i. In certain circumstances, it would not be appropriate for the Headteacher to take the initial dismissal decision, for example where he/she has been directly involved in disciplinary procedures leading to dismissal, has instigated a proposal to dismiss or is a witness of particular conduct giving grounds for the dismissal in question. A determination on who should take the initial dismissal decision will be made by the Chair of Governors (or Vice-Chair in their absence).

ii. In circumstances where the Chair of Governors has determined that it would not be appropriate for the Headteacher to take the initial dismissal decision, the power to dismiss will rest with the Staff Dismissal Committee of the Governing Body, which will be constituted of 3 governors taken from the Staffing and Curriculum Committee. The member of staff will continue to have the right to appeal to the Appeals Panel of the Governing Body.

Staff Dismissal Committee Membership

Julie Hick
Doug Mills

DISMISSAL OF HEADTEACHER

In accordance with Regulation 4 (1) a (or b if foundation or voluntary aided) and 4 (4) of the School Staffing (England) regulations 2009, the Governing Body hereby delegates its power to dismiss the Headteacher to the Staffing Dismissal Committee, which will be constituted of 3 governors taken from the Staffing and Curriculum Committee. The Headteacher will have the right to appeal to the Appeals Panel of the Governing Body.

Headteacher Dismissal Panel Membership

Doug Mills
Kavita Sharma

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 15th schools 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 report back to the Governing Body.
- To ensure that the guidance contained in the documents below are practised in school, with specific reference to the role assigned to the Governing Body.

2016 – Behaviour and discipline -

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/488034/Behaviour_and_Discipline_in_Schools_-_A_guide_for_headteachers_and_School_Staff.pdf

2018 – Mental health and behaviour in schools -

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/755135/Mental_health_and_behaviour_in_schools_.pdf

Members – 3 or 5

Steve Turner
Doug Mills
Kavita Sharma

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 exclusion, the chair has the casting vote.

Quorum - 3

Clerk to the Committee – Lynda Watkins

Disqualification – Headteacher. Any Governor with prior knowledge of the pupil or the incident.

Note: It is advisable that neither the Chair of Governors nor a member of staff, due to probable prior knowledge, should be a member.

Pay Panel

Terms of Reference

- To meet in November to consider recommendations from the Headteacher with regard to pay grading or pay awards for teaching staff.
- To meet in May to consider recommendations from the Headteacher with regard to pay grading or pay awards for non-teaching staff.

Members

Doug Mills
Kavita Sharma
Steve Turner

Quorum – minimum of 3.

Clerk to the Committee – Lynda Watkins

Appeals Committee

Terms of Reference

- To consider any appeal against a decision made by either the:-
 - Disciplinary / Complaints Committee
 - Pupil Disciplinary Committee
 - Pay Panel

- To report back to the Governing Body.

Members

3 x governors to be assembled from the Governing Body dependent on the nature of the appeal.

Quorum – minimum of 3, committee can determine higher number.

Clerk to the Committee – Lynda Watkins

Disqualification – The Headteacher, any Governor who attended the decision making meeting. It is suggested that the Chair of Governors does not sit on this committee due to probably prior knowledge).

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, or appropriate committee 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 reminder – 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