



Thorns Community



Infant School

Park Hill Thorns Federation Governing Body

Terms of Reference

Updated: October 2025

Written: October 2016

Successful, confident learners. Responsible, compassionate individuals.

The Full Governing Body	
The role of the governing body	The Full 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, evaluate and review policies, targets and priorities.
Quorum	The quorum for a full governing body meeting and vote must be one half (rounded up to the nearest whole number) of the membership of the governing body when complete excluding any government vacancies, with staff members not in the majority.
Reporting arrangements	Reporting arrangements <u>must</u> be established between the governing body and its standing committee which ensures a proper flow of information accounting for the work and decisions of those committees on behalf of the governing body
Terms of Reference	<i>*These matters below cannot be delegated to either a committee or an individual</i>
	To agree constitutional matters*, including procedures when the governing body has discretion
	To appoint new governors where appropriate* and recruit new members as vacancies arise
	To hold at least eleven governing body meetings a year*
	To appoint or remove the Chair and Vice Chair*
	To appoint or remove the Clerk to the governing body*
	To establish the committees of the governing body and their terms of reference*
	To suspend a governor*
	To appoint or remove the Executive Head teacher and Heads of Teaching and Learning.
	To decide which functions of the governing body will be delegated to committees, groups and individuals*
	To receive reports from any individual, group 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 Special Education Needs Policy and to approve revisions where appropriate*
	To approve the first formal budget plan of the financial year
	To approve the Health and Safety Policy and to approach revisions where appropriate*
	To review the delegation arrangements annually*
School Improvement	To agree, monitor and evaluate the application and impact of the Federation Learning Improvement Plan (FLIP) and recommend changes where necessary
	To ensure that the school's self-evaluation processes are regularly reviewed and updated
Curriculum	To consider standards and other matters relating to the school's curriculum, including statutory requirements and the School's Curriculum Policy and Teaching and Learning Policy
	To monitor and evaluate the impact of governing body policies including the statutory Sex Education Policy , religious education, collective worship and drug education
	Monitor and evaluate the application and impact of how the school promotes the pupils' spiritual, moral, social and cultural development

	To monitor and evaluate pupil achievement against a range of targets (school, local, national)
	To review SEN policy and monitor and evaluate the application, impact of activities relating to education, assessment, funding and review of children with Special Educational Needs and have regard to the SEN Code of Practice
	To decide which subject options should be taught having regard to resources, and implement provision for flexibility in the curriculum (including activities outside the school day)
Pupils, parents and community	To approve and review the school information published on a website and ensure that it meets legislative requirement
	To review Admissions arrangements – currently through done through Warwickshire Admissions.
	To adopt the school behaviour policy , including the school anti-bullying policy . To approve and review the Written Statement of Behaviour Principles
	To monitor and evaluate periodically the application and impact of the school's role in the community, including the school's public relations
	To adopt the school equal opportunities policy (Equality Information and Objectives Statement every 3 years) and to monitor and review the impact regularly
	To review, at least annually, the overall pattern and use of exclusions within the school
	To monitor and evaluate the governing body's other policies to ensure inclusion (in regard to gender, social disadvantaged, race equality and disability discrimination)
	To regularly monitor and review pupil attendance and where necessary review strategies for improving attendance
	To monitor and evaluate the application and impact of provision for children looked-after by the local authority
	To monitor and evaluate the school's compliance with the welfare requirements of the Early Years Foundation Stage.
Finance	In consultation with the Executive Headteacher, to draft any budget plans for the financial year
	To draw up a plan on the use of school balances linking this to the schools FLIP looking at the overall direction of the school, ensuring the most effective use of resources to achieve a high standard of education for pupils in line with the Federation Learning Improvement Plan (FLIP)
	Establish and maintain an up to date three year financial plan with particular reference to the school's FLIP
	To monitor income and expenditure against budgeted plans and report on a regular basis to the governing body drawing attention to significant anomalies from the anticipated position.
	To ensure that the school complies with the legal requirements of the Fair Funding Framework, Financial Regulations and Contract Standing Orders for Schools.
	To review and approve annually the details and applications of the school's Financial regulations, Scheme of Delegation, Asset Register, Asset Management Plan, Best Value Statement and Financial Risk and Control
	To review the school's financial systems and practices against the standards set out in the 'Scheme for the financing of schools' (Section 48 Statement) and make recommendations to the governing body on any changes required.

	Make sure all spending represents value for money and follows 'Best Practice' principles
	Ensuring that the school has segregation of duties in place to avoid fraud and corruption.
	To review the supporting evidence and approve annually the school's statement under the Schools Financial Value Standards (SFVS)
	To make appropriate enquiries about any matter that could have significant financial implications for the school to satisfy themselves that all arrangements are appropriate
	To ensure economy, efficiency and effectiveness of resources
	To monitor and evaluate the impact of the Pupil Premium Funding
	Research and keep under review the opportunities (and challenges) from developing as an Extended School.
	To review periodically appropriate financial benchmarking data, in order to compare the schools with others, and make recommendations
	Approving the writing off debts up to £500 – any debts over this amount to be referred to the County Solicitor for advice.
	To approve the disposal of surplus and damaged equipment.
	Delegating their powers to spend the delegated budget and any other funds to the head teacher and the amount to be delegated. SBM / Head of School and AH
	In consultation with the Head teacher to agree any transfer of funds between budget areas up to £2,999 ; higher amounts only to be approved by the governing body
	In consultation with the Head teacher, and in accordance with the Schools Contract Standing Order, to approve contracts to be entered into up to the value of £2,999 whether for goods, services or works.
	Petty cash - £100 individual amount agreed by Governors for cash £300 individual amount agreed by Governors for cheques – all staff are encouraged to ask the office to order products
	To monitor and evaluate periodically the application and impact of the Charging and Remissions Policies ; to approve changes to the policies
	To monitor and evaluate periodically the Governor Allowance Policy
	To keep an up-to-date register that lists for each member of the governing body, the head teacher and any member of school staff with budget management responsibility, any business interests held by them or any member of their immediate family.
	To ensure that any pecuniary interests are declared at each meeting by everyone present.
	To receive and respond to reports from Auditors
Staffing	To ensure that the financial implications of staffing decisions as recommended by the Personnel Committee are explicitly identified, understood and budgeted for by the governing body. For example, the appointment of new staff, re-grading and pay increments to existing staff
	To monitor all voluntary funds kept on behalf of the governing body in accordance with the constitutions and management arrangements of the funds and monitor and approve the audit reports
	To monitor and evaluate annually the application and impact of the performance management policy including for the whole school; to approve changes to the Teacher Appraisal Policy
	To review the Pay Policy, Staff Capabilities Policy and Staff Discipline Conduct and Grievance Policy annually

	To assess the resource implications of proposed staffing arrangements
	To agree, monitor and evaluate periodically the application and impact of the arrangements for the appointment of all members of staff
	To approve applications for early retirement, secondment and leave of absence not covered by local arrangements
	To agree, monitor and evaluate periodically the application and impact of the policy on the management of staff absence
	To review periodically the provision for the support of ECTs and receive general reports about the progress of ECTs
	To monitor and evaluate periodically the application and impact of the schools' statement of procedures for dealing with allegations of abuse against staff
	To be involved in the appointment of all teachers with a governor part of the selection and interview panel.
Health and Safety	To monitor and evaluate periodically the application and impact of Health and Safety Policy (including First Aid in schools) and procedures
	To approve off-site visits and activities of more than 24 hours or which involve hazardous pursuit or journey by air or sea and to ensure that the school follow the procedures as laid down in the Local authority's Off-Site Activities guidelines
Premises	To monitor and review periodically the adequacy, application and impact of premises and asset management and associated documents
	To agree, monitor and review periodically the application and impact of the hiring/lettings policy
	To agree the Accessibility Plan and monitor its application and impact
	To monitor and evaluate the application and impact of out of school provision (Brambles and The Hub)
Headteacher's Performance Review	To carry out the Governing Body's functions relating the performance review of the Executive Headteacher
Data Protection	To monitor and evaluate the Data Protection Policy and the Freedom of Information Publication scheme
Safeguarding	To monitor and review annually the adequacy, application and impact of the Safeguarding policy, Child Protection Policy and procedures (including Dealing with Allegations of Abuse Against Staff) ; to approve changes to the policy and procedures; to report annually to the LA including the Central Record or recruitment and vetting checks
	To monitor and review annually the Designated teacher for looked-after and previously looked-after children (government guidance)
	To monitor and review annually the Supporting Pupils With Medical Conditions Policy and Children With Health Needs Who Cannot Attend The School.
Complaints	To monitor and evaluate periodically the application and impact of the schools' complaints and appeals policies and procedures; to approve changes to the policies and procedures including the Complaints Procedure statement
Other	To carry out any other premises-related tasks as delegated by the governing body
	Governors will follow the NGA Code of Conduct (Appendix 1)

Finance Responsibilities Delegated by the Full Governing Body

Head teacher

The financial role and responsibilities of the Head teacher are as agreed by the governing body and include:

- Managing the overall school budget and funds under the relevant CFR headings as delegated by the governing body.
- Ensuring that sound systems of internal control are in place.
- Monitoring the budget – reviewing reports on a regular basis. Reporting the budget situation to the Finance/Resources committee at least once a term.
- Authorise spending in line with the improvement plan up to **£2,999**.
- Getting approval from the Full governing Body for spending above **£2,999**.
- Complying with Contract Standing Orders and the Procurement Code of Practice for schools. Acting as the Contracts Officer.
- Disposal of unused or damaged equipment should be agreed with the governing body.
- Authorising the appointment of new staff, re-grading and pay increments to existing staff.

Head of School / Assistant Head

The role of the Head of School and the Assistant Head includes responsibilities for:

- Authorise spending in line with the improvement

plan up to **£1,999**. **School Business Manager**

The role of the School Business Manager includes responsibility for:

- Authorise spending in line with the improvement plan up to **£1,999**.
- Assisting in the preparation of the annual school budget and estimates for the governing body.
- Preparing financial updates, as required, for the governors and Head teacher.
- The day-to-day management of the school's finances, of finance staff, financial systems and procedures.
- Monitoring all accounting procedures and resolving problems from these as they arise.
- Preparing financial returns for the LA and DfE to comply with timetables.
- To chase up outstanding debt and report these to the Head teacher.
- Maintaining the school's Asset Register and formally checking it once a year.
- Notification to the LA the appointment of new staff, re-grading and pay increments to existing staff.
- Check that new appointments, re-grading and pay increments have been actioned.

School Administrators

The role of the School Administrator includes responsibility for:

- Processing of orders, deliveries and invoices.
- Payment of invoices.

- Petty Cash processing.
- Receipt of income and preparation of monies for banking.

<u>Task</u>	<u>Governors</u>	<u>Head</u>	<u>HoS/ Assistant Head</u>	<u>SBM</u>	<u>School Administrator</u>
Managing the budget					
Budget Preparation				✓	
Prepare Draft Budget	✓	✓		✓	
Approve Budget	✓				
Day to Day Budget Management				✓	✓
Responsibility for Staffing		✓			
Responsibility for Premises		✓			
Responsibility for Admin. Exp				✓	
Responsibility for Curriculum		✓			
Virements (transferring funds between areas of the budget)				✓	
Up to Approved Limit		✓	✓	✓	
Above Approved Limit	✓	✓			
Reporting on the Budget		✓		✓	
Monitoring Monthly spending				✓	
Purchasing					
Raising Orders				✓	✓
Receiving Goods					✓
Authorising Spending		✓	✓	✓	
Up to Approved Limit (1)		✓	✓	✓	
Above Approved Limit (2)	✓	✓	✓	✓	
Opening Tenders (always 2 people)	✓	✓	✓	✓	
Imprest / Bank Accounts					
Signing to Authorise Payments		✓		✓	
Keeping cheque books safe				✓	✓
Checking the accuracy of the account				✓	
Income					
Receipt of Dinner Money					✓
Receipt of Other Income					✓
Paying into Bank					✓
Write off Debts	✓				
Paying Staff					
Approving appointments	✓	✓			
Informing LA of staff changes				✓	
Approving supply cover		✓			

<u>Task</u>	<u>Governors</u>	<u>Head</u>	<u>HoS / Assistant Head</u>	<u>SBM</u>	<u>School Administrator</u>
Assets					
Keeping an inventory of school property				✓	
Disposing of assets (depending on value)	✓	✓			
Updating of inventory each year				✓	
Insurance					
Providing Insurance (voluntary-aided and foundation schools)	✓				
Approving changes in insurance cover	✓	✓			
Reporting accidents and losses				✓	
Voluntary Funds					
Authorise the raising of funds for specific purposes, whether by voluntary donation, fundraising event, grant or other means	✓				
Examine the income and expenditure accounts of any such funds	✓				
Agree the membership fee for school clubs	✓				

Hearings Committee

Terms of reference:

- To make any determination to dismiss any member of staff (*unless delegated to the Executive Head Teacher*)
- To make any decisions under the governing body's personnel procedures e.g. disciplinary, grievance, capability where the Executive Headteacher is the subject to action*
- To make any decisions relating to any member of staff other than the Executive Headteacher, under the governing body's personnel procedures (*unless delegated to the Executive Head Teacher*)
- 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
- *Additional items which individual governing bodies may wish to include*

***cannot be delegated to an individual**

Membership – Not less than 3 members of the governing body plus 2 reserves
(NB. The number appointed to this committee directly affects the number required for an Appeal Committee)

These terms of reference agreed by the governing body
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17/09/25

Quorum (minimum of 3 full governors, committee can determine higher number)
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The 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**
- *Additional items which individual governing bodies may wish to include*

***cannot be delegated to an individual**

Membership – No fewer members than the Hearings Committee including 2 reserves

Disqualification – The Executive Headteacher
 Any members of the Hearings Committee

NOTE: 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

These terms of reference agreed by the governing body
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17/09/2025

Quorum (minimum of 3 full governors, committee can determine higher number)
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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*)* *There is now no requirement to meet parents*
- 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 within 50 school days of 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 within 15 school days after receiving notice of the exclusion*)
- To ensure that the guidance contained in the "Exclusion from Maintained Schools, academies and Pupil Referral document is practised in the school, with specific reference to the role assigned to the governing body
- Liaise with the governing body, and make recommendations on changes to the behaviour policy

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 Executive Headteacher
 Any governor with prior knowledge of the pupil or the incident

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

These terms of reference agreed by the governing body	17/09/2025
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Quorum	3
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Date of review:	
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Pay Committee

Terms of reference:

The Pay Committee will have full delegated powers from the Governing Body/Academy Trust Board to take all decisions relating to pay in accordance with the approved school pay policy. Specifically this will include:

- i. Ensuring that the whole school pay policy observes all statutory and contractual obligations, notable including compliance with the School Teachers' Pay and Conditions Document, Appraisal Regulations 2012 and Equalities Legislation (as outlined in the Pay Policy)
- ii. Reviewing the whole school pay policy and making recommendations to the full Governing Body/Academy Trust Board for amendment where necessary
- iii. Reviewing the school pay structure on an annual basis to consider the impact of any changes to nationally recommended pay rates and reporting to the Governing Body/Academy Trust Board as appropriate
- iv. Ensuring that the policy and performance assessment criteria is applied equitably and consistently for all staff
- v. Ensuring that pay decisions are fair and equitable, link with the school Appraisal policy and take account of the recommendations of the Executive Headteacher and where appropriate other members of the school leadership team
- vi. In accordance with the pay policy, determine appropriate pay for all staff employed in the school, including allowances and temporary recruitment and retention payments where appropriate
- vii. Review the school staffing structure specifically in respect to pay relativities of posts in the structure. Maintain an up to date staffing structure as an appendix to the pay policy
- viii. Recommend the annual pay budget, including pay progression to the governing body
- ix. Ensure that external advice is sought where appropriate, particularly in respect of salary matters relating to the Executive Headteacher
- x. Ensure accurate and up to date person specifications and job descriptions are maintained in school to inform pay decisions where necessary
- xi. To minute clearly the reasons for all pay decisions and report the fact of these decisions to the next meeting of the full Governing Body/Academy Trust Board

Committee Membership

The Pay Committee will consist of at least 4 governors, elected by the Governing Body. Normally, wherever possible, the Pay Committee will not include any member of staff employed by the Governing Body at the school. The quorum for this committee will be 3 governors.

These terms of reference agreed by the governing body	17/09/2025
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<i>Name of Governor</i>	<i>Date Appointed to the Committee</i>
Rachael Jenkinson	17/09/2025
Claire Bound	17/09/2025
Joules Permanyer Craner	17/09/2025
Simon Bucknole	17/09/2025

<i>Chair of the Committee</i>	
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Terms of Reference for the Head teacher Appraisal Group

- To meet annually before the 31st December with the Governing Board appointed external advisor and Head teacher.
- To review, with the support of the independent advisor, the performance of the head teacher against the agreed appraisal objectives and determine the recommendation on pay progression.
- To consult with an independent external advisor to determine the head teacher appraisal objectives for the coming year ensuring they are SMART.
- Inform the Head teacher of the standards against which their performance will be assessed.
- To prepare and agree the Head teacher appraisal review statement, and report to the Governing Board.
- To monitor through the year, including a mid-year review meeting, the performance of the Head teacher against the agreed objectives and to ensure that appropriate support and development opportunities are provided.
- To make recommendations to the Governing Board in respect of pay progression.

Membership: Recommended best practice is for 3 governors, including the Chair of the Governing Board, though not the Vice Chair as well. The Chair of the panel to not be the Chair of the Governing Board.

In voluntary Aided / Controlled Schools at least one member must be a foundation governor. In Aided Schools, if the membership is three, at least 2 must be foundation governors.

Neither the Head teacher nor staff governors may serve on this group.

Claire Bound

Rachael Jenkinson

Simon Bucknole

Agreed by the Governing Body on

17

09

2025

Review Date

09

09

2026



Park Hill Thorns Federation Code of Conduct

Once this code has been adopted, all governors agree to faithfully abide by it.

We will abide by the Seven Nolan Principles of Public Life:

Selflessness

We will act solely in terms of the public interest.

Integrity

We will avoid placing ourselves under any obligation to people or organisations that might try inappropriately to influence us in our work. We will not act or take decisions in order to gain financial or other material benefits for ourselves, our family, or our friends. We will declare and resolve any interests and relationships.

Objectivity

We will act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

Accountability

We are accountable to the public for our decisions and actions and will submit ourselves to the scrutiny necessary to ensure this.

Openness

We will act and take decisions in an open and transparent manner. Information will not be withheld from the public unless there are clear and lawful reasons for so doing.

Honesty

We will be truthful.

Leadership

We will exhibit these principles in our own behaviour. We will actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

We will focus on our core governance functions:

1. ensuring there is clarity of vision, ethos and strategic direction
 2. holding executive leaders to account for the educational performance of the organisation and its pupils and the performance management of staff
 3. overseeing the financial performance of the organisation and making sure its money is well spent
- NGA recognises the following as the fourth core function of governance:*
4. ensuring the voices of stakeholders are heard

As individual board members, we agree to:

Fulfil our role & responsibilities

1. We accept that our role is strategic and so will focus on our core functions rather than involve ourselves in day-to-day management.
2. We will develop, share and live the ethos and values of our school.
3. We agree to adhere to school policies and procedures as set out by the relevant governing documents and law.
4. We shall fully cooperate with individual requests that are necessary to ensure organisational compliance, such as disclosure and barring checks.
5. We will work collectively for the benefit of the school.
6. We will be candid but constructive and respectful when holding senior leaders to account.
7. We will consider how our decisions may affect the school and local community.
8. We will stand by the decisions that we make as a collective.
9. Where decisions and actions conflict with the Seven Principles of Public Life or may place pupils at risk, we will speak up and bring this to the attention of the relevant authorities.
10. We will only speak or act on behalf of the board if we have the authority to do so.
11. We will fulfil our responsibilities to school staff, ensuring a safe working environment, support for their wellbeing, and acting fairly and without bias.
12. When making or responding to complaints we will follow the established procedures.
13. We will strive to uphold the school's reputation in our private communications (including on social media).
14. We will have regard to our responsibilities under [The Equality Act](#) and will work to advance equality of opportunity for all.

Demonstrate our commitment to the role

1. We will involve ourselves actively in the work of the board, and accept our fair share of responsibilities, serving on committees or working groups where required.
2. We will make every effort to attend all meetings and where we cannot attend explain in advance why we are unable to.
3. We will arrive at meetings prepared, having read all papers in advance, ready to make a positive contribution and observe protocol.
4. We will get to know the school well and respond to opportunities to involve ourselves in school activities.
5. We will visit the school and when doing so will make arrangements with relevant staff in advance and observe school and board protocol.
6. When visiting the school in a personal capacity (for example, as a parent or carer), we will continue to honour the commitments made in this code.
7. We will participate in induction training, prioritise training in required areas (such as safeguarding) and commit to developing our individual and collective skills and knowledge on an ongoing basis.

Build and maintain relationships

1. We will develop effective working relationships with school leaders, staff, parents and other relevant stakeholders from our local community.
2. We will respect the remit of, and engage constructively with, relevant authorities and other schools.

3. We will express views openly, courteously and respectfully in all our communications with board members and staff both inside and outside of meetings.
4. We will work to create an inclusive environment where each board member's contributions are valued equally.
5. We will support the chair in their role of leading the board and ensuring appropriate conduct.

Respect confidentiality

1. We will observe complete confidentiality both inside and outside of school when matters are deemed confidential or where they concern individual staff, pupils or families.
2. We will not reveal the details of any governing body vote.
3. We will ensure all confidential papers are held and disposed of appropriately.
4. We will maintain confidentiality even after we leave office.

Declare conflicts of interest and be transparent

1. We will declare any business, personal or other interest that we have in connection with the board's business, and these will be recorded in the [register of business interests](#).
2. We will also declare any conflict of loyalty at the start of any meeting should the need arise.
3. If a conflicted matter arises in a meeting, we will offer to leave the meeting for the duration of the discussion and any subsequent vote.
4. We accept that the Register of Business Interests will be published on the school's website.
5. We will act as a governor; not as a representative of any group.
6. We accept that in the interests of open governance, our full names, date of appointment, terms of office, roles on the governing body, attendance records, relevant business and pecuniary interests, category of governor and the body responsible for appointing us will be published on the school website.
7. We accept that information relating to board members will be collected and recorded on the DfE's national database (Get Information about Schools), some of which will be publicly available.

We understand that potential or perceived breaches of this code will be taken seriously and that a breach could lead to formal sanctions.

Adopted by: [Governing body] on [date]

Signed:

[chair of board]

We agree that this code of conduct will be reviewed annually endorsed by the full governing body.
