



JOY SERVE ACHIEVE

'I will praise you because I am fearfully and wonderfully made' Psalm 139:14

The Full Governing Board

The Governing Board 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.

Membership:

As per 'Instrument of Government'. The clerk to the governors should keep a record of all governor terms of office and when their term is due to expire

Disqualification:

As per [Regulation 21 and Schedule 6 of the School Governance \(England\) Regulations 2007](#)

Quorum:

To be half agreed membership (50%)

Chair and Vice-chair:

To be elected for a 4-year term with a mid-point review.

Meetings:

To meet at least once every term

Terms of reference:

- To agree constitutional matters*, including procedures where the governing board has discretion.
- To agree any work of the governing board and its committees following recommendations from the LA.
- To recruit new governors as vacancies arise and to appoint new governors* where appropriate, giving full consideration to desirable skills.
- To appoint or remove the chair and vice chair.*
- To appoint or remove a clerk to the governing board and committees.*
- To appoint an external adviser for the HTPM.
- To establish the committees of the governing board and their terms of reference* (including delegation and responsibilities) and reviewing same annually.
- To suspend a governor.*
- To receive the Headteacher's Report (three per year in total).
- To decide which functions of the governing board will be delegated to committees, groups and individuals.*
- To receive written reports from any individual, group or committee to whom a decision has been delegated and to consider whether any further action by the governing board is necessary.*
- To review the School Development Plan including the section for governors (ongoing).
- To establish and review the Critical Incident Policy and Procedures.
- To establish and review arrangements for governor visits to the school.
- To approve the first formal budget plan of the financial year and keep a Statement of Financial Control (annually through Resources Team).
- 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 board.



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- To keep the Health and Safety Policy and its practice under review and to make revisions where appropriate.
- To ratify safeguarding arrangements/policy annually.
- To review the terms of reference and delegation arrangements annually.*
- To abide by the 'Code of Conduct for Governors of Blakedown CE Primary School'.
- To monitor the school's website.

* Cannot be delegated.

Terms of reference agreed by the governing board on: 17th September 2025

Chair of the governing board: Freda Griffith

Vice-chairs of the governing board: Karen Canham & Richard Thomas

Clerk to the governing board: Hannah Coleman

Quorum: One half of the number of governors currently appointed, rounded up.

Review date: September 2026



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Strategy Team

To take a strategic and co-ordinating role to increase the effectiveness of the work of the governing body as a whole.

Membership:

To consist of no fewer than three governors plus the Headteacher, with other invited members as necessary, in a non-voting capacity

Quorum:

Three governors

Chair:

To be elected annually at the first Full Governing meeting of the academic year

Meetings:

To meet at least once every term

Terms of reference:

Finance:

- To consider the programme of work and calendar of meetings for the governing body and its committees for the school year, based on known cycles of school improvement, financial management, staffing issues and communicating with parents
- To monitor the progress of work being undertaken by committees and individuals
- To establish and keep under review a protocol of 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 and School Development Plan
- To make recommendations to the governing body to establish exceptional working arrangements where particular circumstance arise eg working groups to oversee a building project or to oversee an OfSTED inspection
- To be available and respond to matters of particular difficulty, sensitivity or emergency and offer advice to the Headteacher (including immediate staffing issues), discuss any issues and report back to FGB
- To undertake tasks delegated to them by the governing body
- Any decisions to be brought back to the full governing body or the appropriate committee for final approval

Risk:

- To review and monitor the risk register and to recommend to FGB as appropriate.

Terms of reference agreed by the governing board on: 17th September 2025

Name	Governor/Associate Member	Voting rights
Helen Beckford-Bond	Governor	Yes
Freda Griffith	Governor	Yes
Shane Kitching-Miller	Governor	Yes



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Richard Thomas	Governor	Yes
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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.

Chair of the team: Freda Griffith

Clerk to the team: Hannah Coleman

Date of review by governing board: September 2026



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Resources Team (Finance, Staffing and Buildings)

Membership:

To consist of no fewer than five governors including the Headteacher, with other invited members as necessary, in a non-voting capacity

Quorum:

Three governors (of which 2 should not be staff members)

Chair and vice-chair:

To be elected annually at the first Full Governing meeting of the academic year

Meetings:

To meet at least once every term

Terms of reference:

Finance:

- In consultation with the Headteacher, to draft the formal budget plan of the financial year.
- At least termly, to consider budget position and report anomalies from the anticipated position to the governing body and to ensure corrective action is taken accordingly.
- To ensure that the school operates within the financial regulations and guidance of the local authority.
- To report monitoring and rollover to the full governing body, highlighting any significant variances
- To annually review Charges and Remissions Policy and Expenses policies.
- To make decisions in respect of Service Level Agreements.
- To determine whether sufficient funds are available for pay increments as recommended by the Headteacher.
- To ensure that priorities in the School Development Plan are appropriately financed.
- To agree use of the pupil premium and to monitor pupil premium and sports premium spend and impact thereof.
- To make decisions on any SP carry forward.
- To monitor the 'School Fund' account and agree audited accounts.
- To ensure that the school has, or is working towards achievement of the Schools Financial Value Standard in School (SFVS).
- To determine the extent of financial delegation to the Headteacher (in line with the Finance Policy).
- To benchmark school financial performance against similar schools.
- To consider any relevant virement decisions, at least termly.

Staffing:

- To keep under review the staffing structure in consultation with the Headteacher.
- To review a Pay Policy for all staff and be responsible for its administration and review.
- To oversee the recruitment process of all staff with appropriate delegation to the Headteacher.
- To review the Teacher Appraisal Policy for all staff as delegated to the Headteacher.
- To keep the Health and Safety Policy and its practice under review and make revisions where appropriate.



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- To operate redundancy procedures should they become necessary.

Buildings and Health & Safety:

- To agree on priorities, including Health and Safety for the maintenance and development of the school's premises and grounds and to contribute to the LA Asset Management Planning arrangements.
- To oversee arrangements, including Health and Safety, for the use of school premises by outside users, subject to governing policy.
- To seek advice from the LA or diocese where appropriate to ensure adequate levels of buildings insurance and personal liability
- To establish and keep under review the Critical Incident Policy and procedures.
- To receive a copy of the Health & Safety Inspection report and to assist with the annual H&S audit.

General:

- To ensure that the school has in place all statutory policies and to keep these under review on a regular basis, consulting with representative stakeholders as appropriate
- Risk review
- To report back to the full governing board

Terms of reference agreed by the governing board on: 17th September 2025

Name	Governor/Associate Member	Voting rights
Robbie Turner	Governor	Yes
Helen Beckford-Bond	Governor	Yes
Freda Griffith	Governor	Yes
Laura Lench	Governor	Yes
Christine Rostron	Governor	Yes
Doug Wood	Governor	Yes

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.

Chair of the team: Robbie Turner

Clerk to the team: Hannah Coleman

Date of review by governing board: September 2026



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Learning & Development Team (Curriculum, Standards & General Purposes and School Improvement)

Membership:

To consist of no fewer than five governors plus the Headteacher with appropriate members of the teaching staff invited as necessary, in a non-voting capacity

Quorum:

Three governors (of which 2 should not be staff members)

Chair and Vice-chair:

To be elected annually at the first Full Governing meeting of the academic year

Meetings:

To meet at least once every term

Terms of reference:

Curriculum:

- To review the School Development Plan.
- To act as a critical friend for curriculum development and monitoring progress against annual statutory targets.
- To review, analyse and question data to ensure that the required attainment and progress is being achieved in all year groups.
- To ensure that assessment procedures are in place and monitor their implementation and effectiveness.
- To evaluate SATs and progress throughout the school.
- To monitor progress of Pupil Premium pupils and other groups.
- To review all curriculum and assessment policies to ensure they correspond with the wellbeing and statutory requirements.
- To ensure equality of opportunity for all pupils within the school's curriculum provision.
- To agree annual attendance targets.
- To work closely with the school's senior managers in all aspects of their work to ensure appropriate progress.
- To consider curricular issues which have implications for finance and personnel decisions and to make recommendations to the relevant committees or the full governing board, to include use of Pupil Premium.
- To approve all school trips involving an overnight stay away from home.

Faith, SIAMS, and the Community:

- To monitor all policies relating to collective worship & faith and the delivery of the curriculum within the Christian ethos.
- To ensure that the school provides teaching of religious education for all pupils in accordance with the agreed syllabus or has informed parents of their right to withdraw their child.
- To ensure the school provides an act of daily collective worship in accordance with the denominational nature of the school.

General:



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- To ensure that the school has in place all statutory policies and to keep these under review on a regular basis, consulting with representative stakeholders as appropriate.
- To report back to the full governing board.

Terms of reference agreed by the governing board on: 17th September 2025

Name	Governor/Associate Member	Voting rights
Helen Beckford-Bond	Governor	Yes
Karen Canham	Governor	Yes
Catherine Parry	Governor	Yes
Andy Hewines	Governor	Yes
Shane Kitching-Miller	Governor	Yes
Richard Thomas	Governor	Yes

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.

Chair of the team: Shane Kitching-Miller

Clerk to the team: Hannah Coleman

Date of review by governing board: September 2026



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Headteacher's Performance Review Panel (statutory)

It is a statutory requirement for boards to have a Headteacher's Performance Review panel established early on in the academic year. It is best practice for governors to have received training before undertaking the role.

Membership:

To consist of no fewer than three governors (excluding Headteacher and Staff Governor). As a Church school there must be at least one foundation governor serving on the HTPM panel; therefore, it is suggested as best practice to appoint 2 Foundation Governors to sit on the panel, plus one additional governor of another category.

Quorum:

Two (two thirds of panel membership in attendance), at least 1 must be a foundation governor

Meetings:

Annually with a mid-year review

Disqualification:

The Headteacher and any governor paid to work at the school

Terms of reference:

- To appoint a Chair of the Panel.
- To arrange a date for the HTPM.
- To review the previous HTPM statement in preparation for the meeting.
- To refer to the key policies - Pay, Performance Management and Finance.
- To arrange to meet with the External Advisor to discuss the Headteacher's performance objectives.
- To review annually the overall performance of the Headteacher with the support of an External Advisor before 31st December in line with statutory requirements.
- To decide, with the support of the External Advisor, 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.
- To make recommendations to the Resources Team in respect of awards as a result of judgments of the overall performance of the Headteacher and for the successful meeting of objectives set.
- Chair to write to the LA informing them of any pay award.
- To set date for mid-year review.

Terms of reference agreed by the governing board on: 17th September 2025

Name of governor
Freda Griffith
Christine Rostron
Andy Hewines

Chair of the panel:

Date of review by governing board: September 2026



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Other statutory Panels

The following panels are a statutory requirement and should be arranged as needed. The membership of each panel should be determined when required and consideration should be given to declarations of interest, governor availability and which of your current governors have the relevant skills and training to undertake the role in order to follow due process. Governors should also have an awareness of the relevant policy whilst undertaking the role.

Hearings Panel (statutory)

This is the type of panel that would be formed to hear the following:

- school complaints
- staff grievance
- ill-health dismissal
- staff conduct/capability, staff disciplinary, etc.

Membership:

To consist of three or five governors with members appointed as and when required (excludes Headteacher, Staff Governor and Chair of Governors). It is suggested that only experienced governors be appointed to this panel.

Quorum:

Minimum of three - panel can determine a higher number

Chair:

To be elected at each meeting

Meetings:

As and when required

Disqualification:

The Headteacher. It is suggested that neither the chair of the governing board or a member of staff sit on the panel due to probable prior knowledge/involvement.

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's personnel procedures eg disciplinary, grievance, capability where the Headteacher is the subject of the action (cannot be delegated to an individual).
- To make any decisions relating to an individual's performance related pay.
- To make any decisions relating to any member of staff, other than the Headteacher, under the governing's personnel procedures (unless delegated to the Headteacher).
- To make any determination or decision under the governing's Complaints Procedure for parents/carers and others.
- To make any determination or decision under the governing's Curriculum Complaints Procedure, in respect of National Curriculum disapplications and the operation of the governing board's Charging and Remissions Policy.



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- To report back to the governing board with any relevant actions whilst retaining confidentiality.

Terms of reference agreed by the governing board on: 17th September 2025

Date of review by governing board: September 2026

Appeals Panel (statutory)

Membership:

To consist of three or five governors with members appointed as and when required (excludes Headteacher, Staff Governor and Chair of Governors). There should be no fewer members than the Hearings Panel and it is suggested that only experienced governors be appointed to this panel.

Quorum:

Minimum of three - Panel can determine a higher number.

Chair:

To be elected at each meeting.

Meetings:

As and when required.

Disqualification:

The headteacher and any members of the Hearings Panel. It is suggested that neither the chair of the governing board or a member of staff, sit on the panel, due to probable prior knowledge/ involvement.

Terms of Reference:

- To consider any appeal against a decision to dismiss a member of staff made by the Hearings Panel (cannot be delegated to an individual)
- To consider any appeal against a decision, short of dismissal, under the governing body's personnel procedures eg disciplinary, grievance, capability (cannot be delegated to an individual)
- To consider any appeal against selection for redundancy
- To consider any appeal concerning an individual's performance related pay
- To report back to the governing

Terms of reference agreed by the governing board on: 17th September 2025

Date of review by governing board: September 2026

Exclusions Panel (Pupil Disciplinary Committee - statutory)

Membership:

To consist of three governors with members appointed as and when necessary. 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.

Quorum:

Three

Chair:

To be appointed by the panel

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Meetings:

As and when required

Disqualification:

The Headteacher and any governor trustee with prior knowledge of the pupil or the incident. It is suggested that neither the chair of the governing board or a member of staff sit on the panel due to probable prior knowledge/involvement.

Terms of reference:

- To review the headteacher's decision. The panel will consider:
 - Parents' representations about a suspension or exclusion
 - Reinstatement of a suspended or excluded pupil

The purpose of the exclusion panel will depend on a number of factors. Please refer to the DfE

[Suspension and permanent exclusion guidance \(publishing.service.gov.uk\)](https://publishing.service.gov.uk)

- To meet within the statutory timeframes.
- Minutes of the panel's meetings will be made available to all parties on request and the record of discussion will state clearly how the decisions have been reached.
- To consider the interests and circumstances of the suspended or excluded pupil, and other pupils, staff, and school community
- To make sure all relevant parties are invited to the panel meeting and allowed to make representations or share information.
- To make sure the pupil or their parents are aware of their right to attend and participate in the meeting, enabling the pupil to make a representation on their own behalf if they wish to do so
- To apply the civil standard of proof 'on the balance of probabilities' rather than the criminal standard 'beyond reasonable doubt' when establishing the facts of the suspension or exclusion
- To decide whether to:
 - Decline to reinstate the pupil, or
 - Direct reinstatement of the pupil immediately or on a particular date

Terms of reference agreed by the governing board on: 17th September 2025

Date of review by governing board: September 2026



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Delegation of responsibility to individuals (link governors)

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 members 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 board or the L&D Team 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 board
- To attend training as appropriate

Terms of reference agreed by the governing board on: 17th September 2025

Area of Responsibility	Name of Governor	Liaising with
Safeguarding	Richard Thomas	DSL
Safeguarding - attendance	Christine Rostron	DSL
Inclusion (SEND, LAC and PP)	Fred Griffith	SENCO/Headteacher
Sports Grant	Richard Thomas	Headteacher
GDPR	Robbie Turner	Headteacher
H&S	Christine Rostron	Headteacher
MHWP	Laura Lench	Headteacher
PSHE/RSE	Karen Canham	Headteacher
EYFS	Shane Kitching-Miller	EYFS Lead
SIAMS	Andy Hewines	RE Lead
SDP priority areas	All governors	

Date delegation agreed: 17th September 2025

Date of review by governing board: September 2026