



**PEN GREEN CENTRE FOR CHILDREN
AND THEIR FAMILIES**

FULL GOVERNING BOARD

AND

COMMITTEE STRUCTURES

Effective from 16th September 2026

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Section 1 – Standing Orders – (for the procedural workings of the Full Governing Board)

The Full Governing Board of Pen Green Centre for Children and their Families reconstituted on 1st September 2015 in line with the Centre Governance (Constitution) (England) Regulations 2012.

The following are the procedures adopted herewith:

Meetings of the Full Governing Board

The Full Governing Board notes the requirement to meet at least three times in each Centre year. Meetings will be scheduled as part of an annual timetable and the Governance Professional in consultation with the Chair and the Head of Centre, will draw up the agenda. Signed minutes will be kept by Pen Green and are available for inspection.

Terms of Office

The Full Governing Board resolves that both the Chairperson and Vice-Chairperson of Governors will have a term of office of one year. The annual election will take place at the first FGB meeting of the academic year.

Election of Chairperson and Vice-Chairperson

The Full Governing Board resolves that the following process will apply to the election of Chairperson and Vice-Chairperson:

- Governors will be able to submit written nominations ahead of the first meeting of the academic year.
- A Governor can nominate him/herself for office.
- Nominees will be asked to leave the room whilst the election process by show of hands takes place.
- If there is a tie, Governors should discuss the strengths of the nominees further and another vote will be taken.
- Nominees will return to the meeting and the Governance Professional will announce the result.

Terms of Office for each category of Governor

The Full Governing Board resolves to have the same term of office for all categories of Governor, the agreed term is four years.

Appointment of Clerk

The Full Governing Board resolves that Angela Corbyn acts as the Executive Assistant to Governors (Governance Professional) to the Full Governing Board.

Quorum

The quorum for any Full Governing Board meeting and vote must be one half (rounded up to a whole number) of the complete membership of the Full Governing Board, excluding vacancies. For example, if the full membership is 9 and if there are 5 vacancies then the quorum for a Governing Board meeting is 5 Governors (one half of 9).

Committees and Working Parties

Committees are set up with delegated powers by the Full Governing Board (reported at Full Governing Board meetings). The establishment, terms of reference, constitution and membership of committees will be reviewed annually.

Working Parties may be set up by the Full Governing Board but do not have any delegated powers and cannot make any decisions.

A working party can only bring recommendations to the Full Governing Board.

Membership of Committees

Terms of Reference

Quorum for all committee meetings is 3 Governors unless explicitly stated in the terms of reference for a Committee.

Each committee will use the FGB's Governance Professional (this cannot be the Chair).

Committee minutes will be taken of each committee meeting and circulated to the Full Governing Board. A strategic summary will be produced to provide an overview of each Committee meeting at the FGB.

Delegation of Function

The Full Governing Board agrees the delegation of the functions as described in the Terms of Reference for each committee in Section 6.

Declaration

The Full Governing Board, at its meeting on the 16th September 2026 resolved to adopt this document.

Section 2 – Instrument of Government

INSTRUMENT OF GOVERNMENT: COMMUNITY AND COMMUNITY SPECIAL SCHOOLS & MAINTAINED NURSERY SCHOOLS

1. The name of the school is **Pen Green Centre for Children and Families**
2. The school is a community school
3. The name of the governing body is **"The governing body of Pen Green Centre for Children and Families"**
4. The governing body shall consist of:
 - a. **1** Head teacher
 - b. **2** Parent governors to be elected
 - c. **1** Staff governor to be elected
 - d. **1** Local Authority governor
 - e. **9** Co-opted governors
5. Total number of governors **14**
6. This instrument of government comes into effect on **8 December 2021**
7. This instrument was made by order of North Northamptonshire Council on **26 January 2022**



ANNMARIE DODDS
INTERIM DIRECTOR FOR CHILDREN'S SERVICES



**North
Northamptonshire
Council**

Section 3 – Scheme of Delegation (Full Governing Board Decision Planner)

THIS PLANNER SHOWS TO WHICH LEVEL THE FGB MAY LEGALLY DELEGATE FUNCTIONS

KEY:

Level 1: Full Governing Board

Level 2: A Committee of the Full Governing Board

Level 3: An individual Governor

Level 4: Head of Centre

Column blank: Action could be undertaken by this level.

Column blocked off: Function cannot be legally carried out at this level.

Governors must remember that although decisions may be delegated, the Full Governing Board as a whole remains responsible for any decision made under delegation

Key Function	No	Tasks	Decision Level			
			1	2	3	4
Finance	1	To approve the first formal budget plan each financial year	X			
	2	To monitor monthly expenditure.		X		X
	3	To establish a charging and remissions policy	X			
	4	To enter into contracts (GB may wish to agree financial limits)	X			
	5	Approve the schools financial value standard (SFVS)		X		
	6	Monitor and oversee the impact of EY Pupil Premium and other target funding streams		X		
Attendance	7	Regularly review pupil attendance data and patterns	X			
Complaints	8	Ensure complaints procedure is compliant, fit for purpose and easily accessible	X			
	9	Review of complaints in certain cases	X			
Data Protection	10	Ensure that the school complies with the General Data Protection Regulation (GDPR) when handling information	X			
Equalities	11	Ensure that the school complies with The Equality Act 2010 by setting equality objectives at least once every four years	X			
	12	Approve an accessibility plan	X			

Key Function	No	Tasks	Decision Level			
			1	2	3	4
Staffing	13	Head recruitment and appointment (including deputy	X			
	14	Appoint the Head's performance management panel and appoint an external advisor to the panel	X			
	15	Conduct the Head's appraisal	X			
	16	Employment decisions, including recruiting and managing staff, below headteacher/deputy				X
	17	Agree a pay policy	X			
	18	Pay discretions	X			
	19	Establishing disciplinary/capability procedures	X			
	20	Head suspension, reinstatement or dismissal	X			
	21	Dismissal of other staff	X			X
	22	Determine the Centre staffing structure	X			
	23	Monitor staff workload and wellbeing		X		
	24	Determining dismissal payments/ early retirement	X			
Curriculum	25	Ensure that the Centre has a broad and balanced curriculum that covers the national curriculum and (where applicable) delivers the EYFS statutory framework	X			X
	26	Monitor and evaluate pupil progress and attainment	X			
	27	To establish a curriculum policy				X
	28	To implement curriculum policy				X
	29	To agree or reject and monitor curriculum policy	X			
	30	Responsible for standards of teaching				X
	31	To decide which subject options should be taught having regard to resources, and implement provision for flexibility in the curriculum (including activities outside Centre day)				X
	32	Responsibility for individual child's education				X
	33	To prohibit political indoctrination and ensuring the balanced treatment of political issues	X			X
	34	To establish a charging and remissions policy for activities (non NC based)	X			
Pupils with SEND	35	Ensure that provision for pupils with special educational needs and disability (SEND) is in place and monitor effectiveness	X			
	36	Ensure a suitably qualified Special Educational Needs and Disabilities Coordinator (SENCO) is appointed	X			

Key Function	No	Tasks	Decision Level			
			1	2	3	4
Performance Management	37	To formulate a performance management policy	X			
	38	To establish a performance management policy	X			
	39	To implement the performance management policy	X			X
	40	To review annually the performance management policy	X			
Target Setting	41	To set and publish targets for pupil achievement	X			
Behaviour/Discipline / Exclusions	42	To establish a discipline policy	X			
	43	Make/review a written statement of behaviour principles	X			
	44	Review the head's decision to suspend or exclude pupils in certain cases	X			
	45	Monitor data on behaviour including pupil suspension and exclusion)	X			
Safeguarding & pupil welfare	46	Comply with the DfE's statutory guidance on Keeping Children Safe in Education and the Prevent duty	X			
	47	Ensure a suitably qualified Designated Safeguarding Lead (DSL) is appointed	X			
	48	Ensure that arrangements are in place to support pupils with medical conditions including allergies	X			
	49	Monitor pupils' wellbeing and how this is actively supported	X			
School food	50	Monitor school food provision and ensure that school food standards are being met				
Admissions	51	To renew annually before setting an admissions policy (but in community and controlled Centres only where the LA has delegated this power to the Full Governing Board)	X			
Premises & Insurance	52	Buildings insurance and personal liability– FGB to seek advice from LA, diocese or trustees where appropriate (it is suggested that the FGB as a whole should be involved in this decision)	X			
	53	Developing Centre buildings strategy or master plan and contributing as required to LA Asset Management Planning arrangements (it is suggested that the FGB as a whole should undertake this decision)	X			
	54	Procuring and maintaining buildings, including developing properly funded maintenance plan	X			
Health & Safety	55	Monitor the effectiveness of the school's health and safety policy and procedures	X			

Key Function	No	Tasks	Decision Level			
			1	2	3	4
Estates	56	Undertake health and safety inspections and audits		X		X
	57	Agree premises management documents, including estate vision and strategy, and review asset management plan		X		
	58	Monitor school estates to ensure they are safe and well-maintained		X		
Policies	59	Draft school policies				X
	60	Ensure that the policies required by law are in place, have been formally approved (by the governing body/committee) and are readily accessible	X	X		
Risk Management	61	Maintain a risk register				X
	62	Understand the main areas of risk associated with the board's strategic priorities, ensuring these are captured within a risk register which is regularly reviewed	X	X		
Strategic direction	63	Set the strategy for the Centre (based on a clear vision, with strategic priorities and a plan to monitor progress)	X			
Centre self evaluation	64	Use evidence gathered from data and surveys to inform a process of self-evaluation that identifies what the Centre does well, and what areas require improvement				X
Environmental Sustainability	65	Ensure that the Centre is taking action on environmental sustainability and agree on a climate action plan	X			
Stakeholder engagement	66	To prepare and publish the Centre prospectus				X
	67	To prepare and publish the Centre profile	X			
	68	Adoption and review of home-Centre Agreements documentation	X			
	69	Regularly report to parents on governance	X			
	70	Have regard to the views of pupils, parents, staff and other relevant stakeholders when decision-making	X			
School website	71	Ensure that required information is published on the Centre website and that school leaders have effective systems and routines to remain compliant	X			
FGB Procedures	72	To draw up instrument of government and any amendments thereafter	X			
	73	To appoint (and remove) the chair and vice-chair of a permanent or a temporary governing Board	X			

Key Function	No	Tasks	Decision Level			
			1	2	3	4
	74	To appoint and dismiss the clerk to the governors	X			
	75	To hold a Full Governing Board meeting at least three times in a Centre year or a meeting of the temporary governing Board as often may require	X			
	76	To set up a Register of Governors' Business Interests and published	X			
	77	To consider whether or not to exercise delegation of functions to individuals or committees	X			
	78	Ensure that the Centre and governance information is correct on Get Information about Schools	X			
	79	To regulate the FGB procedures (where not set out in law)	X			
	80	Appoint and agree responsibilities of link governors for safeguarding, SEND	X			
	81	Adopt a code of conduct	X			
	82	Complete skills and diversity audits (and create action plans)	X			
	83	Conduct governing body self-evaluation	X			

*Although these tasks are open to delegation under the Education (Central Government) (Terms of Reference) (England) Regulations 2000, the expectation would be that these decisions would be undertaken by the Full Governing Board.

Section 4 – Membership of the Governing Board / Terms of Reference

The Role of the Chair of the Full Governing Board

The Chair of a Full Governing Board is faced with an interesting challenge. As ‘first among equals’ he/she is elected to lead the team of Governors.

However, his/her individual authority extends no further than that delegated by the Full Governing Board. The Chair may act alone only in the case of an urgent matter, where to delay would be “seriously detrimental to the interests of the Centre, a pupil at the Centre or their parents, or a person who works at the Centre.” (DfE’s Statutory Guidance 2017). When such action has been taken, the chair must report his/her actions to the Full Governing Board at the earliest opportunity.

Terms of reference:

- To ensure the business of the Full Governing Board is conducted properly, in accordance with legal and North Northamptonshire 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 Head of Centre based on trust and mutual respect for each other’s roles. The Chair has an important role in ensuring that the Full Governing Board acts as a sounding board to the Head of Centre, provides strategic direction and accountability and effective use of the Centre’s finances.

The Role of the Governance Professional to the Full Governing Board

Terms of reference:

- To work effectively with the Chair of Governors, the other Governors and the Head of Centre to support the Full Governing Board.
- To advise the Full Governing Board on constitutional and procedural matters, duties and powers.
- To convene meetings of the Full Governing Board.
- To attend meetings of the Full Governing Board and ensure minutes are taken.
- To maintain a register of members of the Full Governing Board and report vacancies to the Full Governing Board.
- To give and receive notices in accordance with relevant regulations.
- To perform such other functions as may be determined by the Full Governing Board from time to time.

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 (only when quorate).

The Role of the Governance Professional to Committees

Terms of reference:

- To advise the Committee on procedural and legal matters.
- 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 Full Governing Board from time to time.

The Full Governing Board

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

Terms of reference:

- To agree constitutional matters*, including procedures where the Full Governing Board has discretion.
- To recruit new members as vacancies arise and to appoint new Governors* where appropriate.
- To hold at least three Full Governing Board meetings a year*.
- To appoint or remove the Chair and Vice Chair*.
- To appoint or remove a Clerk to the Full Governing Board*.
- To establish the Committees of the Full Governing Board and their terms of reference*
- To appoint the Chair of any committee (*if not delegated to the Committee itself*).
- To appoint or remove a Governance Professional to each Committee*.
- To suspend a Governor*.

- To decide which functions of the Full Governing Board 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 Full Governing Board is necessary*.
- To approve the first formal budget plan of the financial year.
- To review and approve policies as delegated*
- To review the delegation arrangements annually*.

***these matters cannot be delegated to either a Committee or an individual**

Membership – as per the Instrument of Government

Disqualification – as per Regulation 17 and Schedule 4 of the Constitution Regulations

Name of Governor	Term Start	Term End	Type
Angela Prodger	01/09/2016		Head
Adam Cooper	01/09/2015	31/08/2027	Co-opted Governor
Keith Bartley	01/04/2019	31/03/2027	LA Governor
Felicity Dewsbery	26/02/2019	25/02/2027	Co-opted Governor
Karen Royle	26/02/2019	25/02/2027	Co-opted Governor
Sophie Parsons	16/10/2023	15/10/2027	Staff Governor
Tom Beattie	17/05/2023	16/05/2027	Co-opted Governor
Alex Costa	18/09/2024	17/09/2028	Parent Governor
Gregg Nunney	17/07/2024	16/07/2028	Co-opted Governor

Chair of the Full Governing Board	Adam Cooper
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Vice-Chair of the Full Governing Board	Tom Beattie
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Governance Professional to the Full Governing Board	Angela Corbyn
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Nominated Governor/s Safeguarding	Karen Royle
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Quorum: 5	One half of the number of Governors currently in post Full Compliment = 14 Currently = 9
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Terms of Reference for the Pay Committee

Terms of reference:

- To achieve the aims/objectives of the NNC's pay policy in a fair and equal manner.
- To apply the criteria set by the pay policy in determining the pay of each member of staff at the annual review.
- To observe all contractual and statutory obligations.
- To make recommendations to the Full Governing Board about budgetary requirements for pay.
- To take account of the budget position when taking decisions on pay.
- To minute clearly the reasons for all decisions.
- To keep abreast of any developments that may affect the pay policy and to make recommendations.
- To ensure all staff performance reviews are completed in accordance with the policy.
- To make arrangements for an annual review of the policy, including regard for any changes in legislation, or change to the conditions or terms of employment of any group/s of staff.
- To work with the Head to ensure that the Governing Board complies with the appraisal regulations 2012 (teachers).
- To review the criteria for redundancy in line with LA guidelines and make recommendations to the FGB for approval when required.
- To adopt the Local Authority policy on Equality and Diversity and make reference to it as appropriate in relation to staffing and pay conditions.
- Review performance management process with recommendations for pay increases to ensure fair and transparent process.

Additionally the Pay Committee will be responsible for any other Personnel related matters e.g. Job Scales and banding, Honorariums etc.

Decisions on pay are to be communicated, in writing, to each individual by the Head on behalf of the committee. In the case of the Head, the Chair of the Governing Board will communicate, in writing, to the Head, any decision affecting their pay.

The Governing Board will not receive a written report from the Pay Committee however the Chair of the Pay Committee may give a verbal update in the confidential section of the agenda if appropriate.

Pay Policy

- To review the salaries of all staff annually in accordance with existing arrangements.
- To determine whether sufficient funds are available for pay increments as recommended by the Head of Centre.
- In the light of the Head of Centre Performance Management Groups recommendations, to determine whether sufficient funds are available for increments.
- To undertake a salary review at any other time the FGB directs there is a need to do so.
- Make recommendations to the FGB for ratification.

Membership – not less than 3 members of the FGB

Disqualification – None

For an overview of the membership, please see the overview of Committee structures.

Quorum	Minimum of 3 Governors
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Finance, Personnel & Resources Committee Terms of Reference

Health and Safety

- To ensure the Centre complies with the Health and Safety regulations.
- To monitor the effectiveness of the Centre's Health and Safety arrangements.
- To review Health and Safety priorities for the Centre.
- To make periodic inspections of the buildings and equipment within and out of the Centre, and report back to the Board.
- To annually review risk assessments.

Premises

- To assess the requirements necessary to implement the Accessibility Plan.
- To provide support to the Head of Centre on all strategic matters relating to the premises and grounds.
- To review building maintenance and priority areas.
- To monitor the costs and arrangements for maintenance, repairs and re-decorations within the budget allocation.
- To monitor Service Level Agreements with respect to buildings and grounds.
- To ensure any necessary liaison with the Local Authority regarding premises issues.

Staffing and Finance

- To liaise and consult with other Committees where necessary.
- To review the staffing structure as required.
- To keep under review staff work/life balance, working conditions and well-being including the monitoring of absence.
- To assist the Head of Centre in the appointment of staff with due regard to safer recruitment procedures.
- Receive and review a report for the Integrated Centre including Research base on all budgeting and financial matters and to ensure that the Centre operates within the financial regulations. The report must show:
 - Assumptions
 - Risks and how they can be mitigated with control measures identified
- To prepare and review financial policy and procedures.
- Monitoring the effectiveness of financial procedures and controls
- To review agreed priorities of the Centre Development Plan.
- Help to prepare the draft budget by working with the Head and Finance Manager. Presenting a draft of the annual budget to the full board for approval
- Assess how to spend the budget
- Forecast income and spending levels
- Awarding contracts by tender (up to a specified limit)
- Ensure accounts are properly finalised and reported each year
- Consider the content of audit reports and the actions included
- Evaluate financial decisions
- Make sure systems of internal financial control are effective
- Receive and review regular budget monitoring reports.
- To agree the level of delegation to the Head of Centre for the day-to-day financial management of the Centre.
- To monitor the income and expenditure of all funds, to receive and where appropriate, respond to audits of these.
- Moving money between budget headings, i.e. updating the budget
- Oversee annual review of fees

Quorum	Minimum of 3 Governors
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Hearing Committee

Terms of reference:

- To make any determination to dismiss any member of staff (unless delegated to the Head of Centre)
- To make any decisions under the Governing Board's personnel procedures e.g. disciplinary, grievance, capability where the Head of Centre is the subject of the action*
- To make any decisions relating to any member of staff other than the Head of Centre, under the Governing Board's personnel procedures (unless delegated to the Head of Centre)
- To make any determination or decision under the Governing Board's General Complaints Procedure for Parents and others
- To make any determination or decision under the Governing Board's Curriculum Complaints Procedure, in respect of National Curriculum disapplications, and the operation of the Governing Board's charging policy.

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

Membership – not less than 3 members of the Governing Board (NB. The number appointed to this committee directly affects the number required for an Appeal Committee)

Disqualification – Head of Centre, Staff Governor (It is recommended that only experienced governors be appointed to this committee and that the Chairman of Governors, due to probable prior knowledge, should not be a member)

Name of Governor	Date appointed to the Committee
Appointed as required	

Chair of the Committee	Appointed as required
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Clerk to the Committee	Appointed as required
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Quorum	3
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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 Board'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 – Head of Centre, Staff Governor, Any members of the Hearings Committee

Name of Governor	Date appointed to the Committee
Appointed as required	

Chair of the Committee	Appointed as required
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Clerk to the Committee	Appointed as required
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Quorum	3
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