



Committee Model

Terms of Reference and Standing Orders

2025-2026

Every day we gather as a community of learners and leaders, recognising and nurturing each individual and their gifts. Following Jesus' example, we aspire to be inclusive, compassionate and caring, valuing curiosity and embracing challenge to prepare our children for an ever-changing world. We are guided by our values of Love, Faith and Hope. From our first day, all and one are nourished: spiritually, emotionally, academically and physically

The governing board will always operate in accordance with the requirements of the Education Act; the School Governance Regulations; the Local Authority Scheme for Financing Schools; the Local Authority Financial Regulations and Procedures and other relevant legislation.

These terms of reference will be reviewed at least annually.

These documents were agreed by the Board at their meeting held on

Date: 2 October 2025

Review date: October 2026

Whilst the governing body (known as the board) as a whole remains responsible for the governance function, in this model there are two distinct areas of work delegated by them to a curriculum and learning committee and finance, resources and personnel committees.

An annual planner and agenda for each meeting will include the tasks which either the full board or committee is to consider.

The Learning & Development and Finance & Resources committees focus on the delivery of the annual school improvement plan in their respective areas, they may liaise and consult together where necessary, undertake monitoring and evaluation activities against these priorities and report to the full board. In each case where a function has been delegated there is a statutory duty to report any findings, actions, or recommended decisions to the board at its next meeting. These reports will in turn inform collective strategic decision making by the board.

The board may consider additional committees i.e., church school boards may want to consider how they ensure the Christian distinctive character of the school is maintained, as part of its annual self-evaluation. When deciding on the number of committees required for the board to be able to undertake its work effectively the wellbeing and workload of staff, headteachers and governors attending meetings must be considered by referring to the DfE guidance - [Improve workload and wellbeing for school staff](#).

In addition to committees, the board to ensure its core functions are fulfilled, will delegate monitoring responsibilities for the DfE identified individual roles and those focused on the priorities of the School Plan.

Terms of Reference (TORs) must be drafted and agreed for any additional committees and incorporated within this document.

The board may assign activities arising from the business of the meeting, which will be recorded in the minutes. Any work assigned to individuals will have an outline, or working groups will have board drafted agreed terms of reference and will report any findings, required actions or recommended decisions to the board at its next meeting. These reports will in turn, inform collective strategic decision making by the board.

The board must meet at least three times each year to consider reports, committee minutes and recommendations, make decisions and conduct routine business.

This document has been prepared in such a way that tasks may be referenced for delegation purposes.

Please note where some actions are required more than once during the academic year the board must manage how tasks are fulfilled.

This document includes guidance for the statutory/link governor roles e.g. SEND, safeguarding, finance (KCC), health & safety (KCC).

Terms of Reference for Ramsgate Holy Trinity CE Primary School

The purpose of governance is to provide confident, strategic leadership and to create robust accountability, oversight and assurance for educational and financial performance. The board has resolved to conduct its business by adopting the committee model structure and to delegate statutory functions to:

- a Learning & Development (curriculum) Committee and
- a Finance & Resources Committee

In addition, the board will appoint the DfE identified individual delegated governor roles of:

- Safeguarding, which includes online safety and cyber security
- SEND

And Local Authority identified delegated governor roles for:

- Finance
- Health and safety

It is recommended by The Education People Governor Services that boards also carefully consider the following link governor positions:

- Pupil Premium – as identified in DfE PP statement
- Attendance – as identified in the DfE [attendance guidance](#)
- Cybersecurity - as identified in DfE [meeting digital and technology standards in schools](#)
- Training and development – DfE recommended for focus on the development needs of the board
- Whole school wellbeing
- Early years

Having delegated governors does not reduce the collective accountability of the board for all its functions. The board will need to ensure that its agenda and reporting mechanisms enables all board members to have a collective strategic overview for all delegated monitored areas to enable accountability and effective informed decision making.

The maintained board has three strategic core functions:

1. that the vision, ethos and strategic direction of the school are clearly defined
2. that the headteacher performs their responsibilities for the educational performance of the school
3. the sound, proper and effective use of the school's financial resources

All governors are required to abide by the Board's Code of Conduct and must indicate their acceptance via GovernorHub

The main responsibilities to be managed by the board are outlined below

1 Governing body operational business

- 1.1 To ensure focus on the three strategic core functions/purposes.
- 1.2 To review and revise Instrument of Government at full governing body (FGB) for approval by LA and/or foundation trust.
- 1.3 To review the standing order for election of the chair and vice chair including the length of the term of office – *the end of term of office dates must be recorded in the FGB minutes.*
- 1.4 To consider and record in the FGB minutes if the board wish to elect co-chair or co-vice chair positions and how the responsibilities will be distributed.
- 1.5 Elect (or remove) the chair and vice chair.
- 1.6 To appoint (or remove) the chair for all committees, or delegate to committee to elect the chair.
- 1.7 To appoint (or dismiss) the clerk/governance professional to the full board and its committees.
- 1.8 To hold at least three board meetings each year for school business.
- 1.9 To appoint any associate members to committees, agreeing any voting rights for such committees, and ensuing details are published on the school website.
- 1.10 To nominate and appoint (after Local Authority approval) the Local Authority (LA) governor
- 1.11 To suspend or remove/recommend removal of a governor. (*Foundation governors can only be removed by their appointing body; LA governors can only be removed by the LA.*)
- 1.12 To decide monitoring priorities linked to the School Development Plan (SDP).
- 1.13 To assign governors to monitor the priorities of the School Development Plan in accordance with the attached terms of reference.
- 1.14 To appoint the DfE identified individual delegated governor roles of safeguarding, SEND and LA required roles of finance and recommended health & safety role based on skill set and expertise.
- 1.15 To consider appointment of additional link governor roles, such as pupil premium, attendance, whole school wellbeing, early years.
- 1.16 To ensure at least one member of the governing body to have undertaken basic cyber security [training meeting digital and technology standards in schools and colleges guidance](#)
- 1.17 To receive written reports from individuals to whom a delegated or monitoring function has been made and to consider whether any further action or decision by the board is necessary (statutory duty).
- 1.18 To annually review the delegation arrangements.
- 1.19 To annually review and approve the board governor monitoring visits policy and monitoring schedule.
- 1.20 To appoint a recruitment selection panel for headteacher/executive leader/deputy headteacher and ensure social media checks are undertaken as appropriate; ensure at least one member of the panel has completed Safer Recruitment Training.
- 1.21 To approve decisions of appointed selection panel.
- 1.22 To recruit, for board approval, new governors as vacancies arise ensuring the board has all the necessary skills to be effective.

- 1.23 To ensure all governors have an enhanced Disclosure and Barring Service (DBS) and section 128 check. *For new LA maintained governors, applications must be submitted to the DBS within 21 days of election or appointment.*
- 1.24 To approve the board Code of Conduct and ensure all governors abide by its principles.
- 1.25 To approve and set up a governors' allowances policy.
- 1.26 To regulate and agree the board's procedures where not set out in legislation and record these as standing orders.
- 1.27 To delegate to the headteacher the functions as described in the Delegation of Functions to Headteacher
- 1.28 To agree and arrange a suitable induction process and mentoring for newly appointed or elected governors which includes safeguarding and child protection (and online safety) and [PREVENT duty](#) training.
- 1.29 To consider the DfE recommended appointment of a training and development governor to audit individual and collective development needs and from evaluation, promote appropriate training.
- 1.30 To regularly audit and evaluate the impact of governance to inform the structure of the board.
- 1.31 To ensure the headteacher provides such reports as requested by the board to enable it to undertake its role.
- 1.32 To ensure the relevant governor information is published on the school website, [GIAS](#) and LA database (GovernorHub) as required under DfE statutory duties.

2 General

- 2.1 Regularly review the vision and values of the school and ensure that these are shared with all stakeholders.
- 2.2 To take an active role in school self-evaluation identifying success and areas requiring improvement.
- 2.3 To annually approve the costed School Development Plan for priority accuracy; regularly holding the leaders to account against the milestones and monitoring against an agreed board monitoring schedule.
- 2.4 To regularly review the impact of additional funding eg, Pupil Premium, Sports Premium etc.
- 2.5 To regularly receive data/reports on areas suggested in the [Maintained Governance Guide](#) including: progress, attainment, attendance, behaviour, suspensions/exclusions.
- 2.6 To review regularly how the school is regarded by pupils and parents.
- 2.7 To ensure the school has in place all *statutory policies* and to keep these under regular review, consulting with representative stakeholders as appropriate. (*Some policies may be delegated for review to committees for recommendation to board for approval*).
- 2.8 To approve *statutory policies* (including those, as instructed by the DfE, delegated to committees) for recommendation or approval as appropriate ensuring their impact and compliance.
- 2.9 To approve procedures for: [regulation of conduct and discipline of staff and any grievance process](#)

- 2.10 To ensure there is a process in place for the approval of school trips and the school's procedures for educational visits to ensure the safety and welfare of the pupils, staff and volunteers.
- 2.11 To approve any school trips overseas; trips involving travel by air or by sea and trips involving one night's absence or more.
- 2.12 To ensure the school has a board approved, up to date, complaints policy published on the school website, with stakeholders knowing how to raise concerns and make a complaint.
- 2.13 To have regard to the professional advice given by the clerk as the governance professional.
- 2.14 To ensure that the board complies with all other legal duties placed upon them as shown and updated within the Governance Guides.
- 2.15 In VA and foundation schools, to be aware of additional responsibilities eg. employment, premises, and admissions.
- 2.16 To ensure the [school food standards](#) are being met.

3 Inclusion and equality

- 3.1 To establish and approve a special educational needs (SEND) policy.
- 3.2 To publish and update at least annually a SEND information report, meeting requirements set out in the Special Educational Needs and Disability Regulations.
- 3.3 To ensure the board comply with statutory duties from the SEND code of practice and most recent edition of Keeping Children Safe in Education (KCSIE) in respect of pupils with special needs, and having appointed a SEND governor, receive monitoring reports from link governor.
- 3.4 To abide by the [Equality Act 2010](#) and ensure the school complies with statutory guidance. *As public bodies LA maintained schools must comply with the public sector equality duty. This means you must publish:*
 - *details of how your school complies with the public sector equality duty - you must update this every year*
 - *your school's equality objectives - you must update this at least once every 4 years*
- 3.5 To abide by the Human Rights Act 1998.
- 3.6 To receive reports on bullying, homophobic and racial incidents.
- 3.7 To ensure the school adheres to [statutory guidance](#) in relation to school uniform.
- 3.8 To ensure the accessibility plan is fit for purpose.

4 Safeguarding

- 4.1 To ensure statutory compliance with the most recent edition of KCSIE and its associated policies including adopting and reviewing annually the most recent edition of the LA child protection policy and relevant procedures.
- 4.2 To ensure the board comply with statutory duties from the most recent edition of KCSIE, and having appointed (as DfE required) identified safeguarding, and SEND governors, receive link governor reports.

- 4.3 To ensure all governors have read and understood the most recent edition of KCSIE and have regard to its guidance.
- 4.4 To receive confirmation that every member of school staff has read and understood the most recent edition of [KCSIE](#) part 1 or Annex A, as determined by the board in consultation with the headteacher.
- *Governing bodies should ensure that those staff who do not work directly with children read either Part one or Annex A.*
- 4.5 To have due regard to the need to prevent people from being drawn into terrorism and to oversee the incorporation of the necessary procedures and practices outlined in the PREVENT duty within the child protection policy.
- 4.6 To ensure all governors have undertaken strategic safeguarding training, including Child Protection and PREVENT training regularly to equip them in their strategic role.
- 4.7 To receive regular safeguarding reports from the executive leaders in addition to the [annual safeguarding report](#) to the board.
- 4.8 To ensure the governing board are aware of their roles and responsibilities regarding monitoring and filtering and cyber security within school/s.

5 Curriculum

- 5.1 Ensure national curriculum is taught to all pupils.
- 5.2 To ensure the curriculum is ambitious and designed for all learners particularly the most disadvantaged and those with SEND or high needs to give them the knowledge and cultural capital they need to succeed in life.
- 5.3 To ensure the curriculum is broad and balanced by understanding the intent, implementation, and impact.
- 5.4 To ensure the British values are embedded within the curriculum, preparing pupils for life in modern Britain.
- 5.5 To consider recommendations from external reviews of the school (eg, Ofsted, school improvement advisers, Governor Services, safeguarding), reviewing and evaluating any agreed actions to ensure impact.
- 5.6 To undertake any training (in or out of school) that is necessary to enable effective monitoring of the agreed school development plan and its targets.
- 5.7 To evaluate the extent of success at the end of the set and agreed timescale.
- 5.8 To identify and celebrate success

6 Budget

- 6.1 To ensure all financial decisions in addition to those delegated by the board to the headteacher are agreed at board meetings.
- 6.2 To ensure compliance with:
- [LA Scheme for Financing Schools](#)
- 6.3 To operate within the LA's Financial Regulations, [Controls](#) and Procedures.
- 6.4 To annually analyse and approve a three-year budget which shows clear links to the School Development Plan.
- 6.5 To approve, monitor and submit to the LA a recovery plan where revenue deficit rises above 5% on 31 March of any year.
- 6.6 To approve and review for impact and delivery, a costed school development plan.

- 6.7 To annually in the autumn term, approve and then regularly review the LA [financial risk register](#) (template on Kelsi).
- 6.8 To annually review and approve the [finance policy](#) and LA recommended levels of delegation.
- 6.9 To undertake [financial benchmarking](#) and report back to the board.
- 6.10 To approve and annually review the charging and remissions policy.
- 6.11 To enter into contracts following agreed financial limits and processes with board approval (in finance policy):
- for purchases up to £24,999 (ex VAT) it is considered good practice to hold one written quotation
 - for purchases of £25,000 (ex VAT) and up to the current public procurement threshold, three written quotations are obtained and submitted to the Finance & Resources Committee or FGB or approval according to the TOR responsibilities
 - for purchases above the public procurement threshold for goods and services, or above £1m for works, a tendering procedure compliant with public procurement regulations is required.
- 6.12 To approve virements as set out and agreed in the finance policy
- 6.13 To approve any assets to be written off and disposed of, at a board meeting and document within the minutes.
- 6.14 To approve debts up to £1000, which are required to be written off, after every effort has been made by the headteacher and governors to recoup the monies, with the decision made and documented in minutes.
- 6.15 To make decisions in respect of service agreements following agreed delegation of financial limits and insurance limits and document in minutes (scheme for financing schools).
- 6.16 To draft, approve and submit the Schools Financial Value Standard (SFVS) by 31 March and ensure remedial actions are cleared within specific deadlines.
- 6.17 To receive six separate budget monitoring reports at board or committee meetings with commentary from the operational business lead, which will include the impact of any change, both positive and negative to the three-year budget plan. ([SFVS Q3 requirement](#)). *Any recovery plan for budget with a deficit must be monitored for implementation and impact.*
- 6.18 For the chair and chair of finance to receive monthly budget reports.
- 6.19 For board to receive regular written committee reports.
- 6.20 To effectively manage and review resources for financial efficiencies and maximise pupil outcomes ensuring value for money.
- 6.21 To monitor, audit and evaluate all school policies and procedures related to fraud, gifts and hospitality, KCC Cash awards guidance for schools and document compliance in board minutes.
- 6.22 To agree the annual [Pupil Premium](#) statement/strategic action plan for the pupil premium spend, monitor how funding is spent and the impact for pupils and ensure annual statement is uploaded to school website by 31 December.
- 6.23 To receive regular reports on the spending and impact of the primary [Sports Premium](#) funding, including a copy of the annual online reporting form and ensure a copy is uploaded to the school website by 31 July.

- 6.24 To appoint a finance governor with financial skills.
- 6.25 To ensure financial succession planning within the board.
 - Ensure annual governor skill audit/financial skills audit is undertaken and evaluated.
- 6.26 To review and take account of any consultations to change the LA Scheme for Financing Schools.
- 6.27 To receive the school asset plan annually.

7 Staffing, appraisal and performance management

- 7.1 To annually determine the staff structure in consultation with the headteacher.
- 7.2 To annually review and approve the appraisal policy, recruitment policy and ensure the statutory guidance [Induction of Early Career Teachers](#) is followed.
- 7.3 To ensure the school meets its statutory and contractual obligations with regards to pay.
- 7.4 To review and annually approve the appraisal and pay policies, ensuring they match the Terms of Reference, including the criteria and framework for pay decisions in line with the most recent edition of the School Teachers Pay and Conditions Document.
- 7.5 To determine the annual budget for pay and any uplift to be applied to the school's pay scales for teachers and support staff.
- 7.6 To determine which functions are to be delegated to the pay panel/headteacher.
- 7.7 To appoint the headteacher performance management panel (HTPM) (best practice of three skilled and trained governors, to include the chair of the board. The chair of the full board must not be appointed as the chair of the panel. The vice chair does not sit on this panel alongside the chair).
- 7.8 To appoint in order to assist the panel, an external adviser for advice and support, on the headteacher's appraisal, and to consult that adviser on setting objectives for the headteacher (statutory duty, [The Education \(School Teachers' Appraisal\) \(England\) Regulations 2012](#)).
- 7.9 To ensure that the HT handover documentation is completed by the outgoing HT and the chair receives a copy.
- 7.10 To undertake the headteacher appraisal (best practice before 31 December each year).
- 7.11 To take into account the [headteacher standards for excellence](#)
- 7.12 To appoint the pay panel to undertake the pay panel process (best practice, three skilled and knowledgeable governors, ensuring different governors serve on the pay panel to those that serve on HTPM panel).
- 7.13 To agree total staff pay award following recommendation from pay panel.
- 7.14 To agree any pay award for the headteacher following recommendation from the headteacher performance management panel.
- 7.15 To monitor the application and effectiveness of the pay policy, ensuring pay decisions are linked to evidence of performance and the criteria for pay progression are applied consistently, fairly and objectively.
- 7.16 To consider structural solutions upon resignation/retirement of the headteacher.
 - Boards should seek the advice and support of the LA prior to decision making.
- 7.17 To establish a selection panel of governors for a [headteacher/deputy headteacher recruitment](#) panel and follow agreed policy and procedure.
 - For voluntary aided (VA) and foundation schools – governors should decide whether the director of education/diocesan authority and LA should have advisory rights.

- 7.18 To approve headteacher and deputy headteacher appointments and starting salary, subject to necessary checks, following recommendations from the board approved selection panel.
- 7.19 In VA schools, agree staffing policies which provide for governor involvement in the interests of preserving the school's religious character.
- 7.20 To ensure and review procedures for addressing staff discipline, conduct, grievance, bullying and harassment, and pay, ensuring that staffing procedures follow equalities legislation.
- 7.21 To establish a governor panel to hear staff appeals against dismissal, redundancy, grievances, bullying and harassment and pay in accordance with the relevant policy.
- 7.22 To dismiss the headteacher.
- 7.23 To end the suspension of staff or headteacher as determined within the policy.
- 7.24 To determine dismissal payments/settlement agreements/early retirement.
- 7.25 To monitor the CPD budget against the school development plan and staff needs to ensure staff development, progression and raised pupil outcomes.

8 Discipline/suspension and exclusion

- 8.1 To establish a statement of behaviour principles on which the school can produce a behaviour policy.
- 8.2 To review the use of suspension and permanent exclusion and consider via an exclusion panel all permanent exclusions and suspensions where a pupil is either excluded for more than 15 days in total in a term or would lose the opportunity to sit a public exam. This may be delegated to the chair/vice chair in cases of urgency - see DfE Guidance [Suspension and Permanent Exclusion from maintained schools, academies and pupil referral units in England, including pupil movement](#)
- 8.3 To direct the reinstatement of excluded pupils via the delegated appointed exclusions panel.
- 8.4 To consider the findings of any Independent Review Panel.
- 8.5 To receive regular updates on attendance, behaviour, suspensions and exclusions.

9 Premises and insurance

- 9.1 To approve and monitor a school buildings strategy taking into consideration risks and priorities.
- *With consideration to the most recent [LA Asset management planning](#).*
- 9.2 To procure and maintain buildings, including a properly funded maintenance plan.
- 9.3 To review and approve business continuity plan.
- 9.4 To review and approve accessibility plan to ensure inclusion.
- 9.5 To review and approve the lettings policy (see *KCSIE*).
- 9.6 To seek advice from the LA, diocese or foundation trust, where appropriate to ensure adequate levels of buildings and personal liability insurance.
- 9.7 To receive an annual site report.

10 Health and Safety (H&S)

- 10.1 To review and approve a H&S policy.

- 10.2 To ensure that H&S regulations are followed and appropriately prioritised.
- 10.3 To receive confirmation of completion of compliance checks from operational lead as per H&S policy
- 10.4 To receive an annual H&S Inspection report and agree and monitor actions.
- 10.5 To confirm all risk assessments are regularly reviewed and updated.
- 10.6 To appoint a H&S governor.
- 10.7 To receive written H&S governor monitoring reports in a timely manner.

11 Admissions

- 11.1 To follow The School Admissions Code statutory guidance when carrying out duties relating to school admissions. (For VA Schools, the Board acts as the admissions authority)
- 11.2 To set an admissions policy, notify the LA and publish the arrangements on the school website in accordance with the [School Admissions Code](#). (VA, foundation schools only).
- 11.3 Set a clear published admission number (PAN), which states the number of applicants they will admit where enough applications are received.
- 11.4 To establish an Admissions policy
- 11.5 To establish an admissions committee to consider all admissions as per the [Schools Admissions code](#)
- 11.6 Admissions appeals: To ensure an independent panel is set up in line with the [School Admission Appeals Code](#).

12 Collective worship

- 12.1 To ensure that the school provides teaching of religious education for all pupils in accordance with the agreed syllabus and has informed parents of their right to withdraw their child.
- 12.2 To ensure the school provides a daily act of Christian collective worship in accordance with the religious designation of the school.
- 12.3 To ensure the religious character of the school is maintained and SIAMS requirements are fulfilled.

13 School organisation

- 13.1 To set [the time of the school sessions](#) and the dates of school terms and holidays.
 - For best practice, VA and foundation schools could follow LA guidelines.
- 13.2 To publish proposals to change category of school.
- 13.3 To propose to alter or discontinue voluntary, foundation or special school status.
- 13.4 Membership of the board to comply with:
 - Maintained – agreed Instrument of Government (IoG)
 - Quorum: one half of the number of governors in post (rounded up)
 - Ensure current governors in post are published on the school website, GIAS and GovernorHub.

14 Information for parents

- 14.1 To ensure that the school keeps parents and prospective parents up to date with school information.

15 Collaborations and consideration of federation and academisation

- 15.1 To consider collaborating with another school to aid school improvement or leadership capacity of either school.
- 15.2 To consider forming or joining a group of schools.
- 15.3 To consider forming a federation or joining an existing federation, seeking LA advice and support before completing due diligence.
- 15.4 To consider requests from other schools to join an existing federation and seeking LA advice and support before completing due diligence.
- 15.5 To leave a federation, seeking LA advice and support.
- 15.6 To consider approach and time scale to academy conversion.
- 15.7 To consider forming or joining an existing multi-academy-trust (MAT) and undertake due diligence.

16 Extended services

- 16.1 To decide to offer additional activities and agree what form these should take.
- 16.2 To cease providing extended services provision.

Terms of reference for Learning & Development committee

The Learning and Development committee is expected to work within the following terms of reference with a focus on monitoring the School Development Plan. Governors should meet with the lead professionals within the school to gain an understanding of the scope of the curriculum targets and the activities the school is conducting to achieve success.

General

- To act on matters delegated by the board.
- To consider safeguarding, SEND, inclusion and equalities implications when undertaking all committee functions, ensuring all pupils have equal opportunities.
- To undertake monitoring visits to the school relevant to the committee's role and comply with governor visits policy.
- Meet regularly, with consideration for timing of board meetings, wellbeing of staff and governors, and timetabled relevant to school data analysis timescales e.g. 3 times per academic year.
- To ensure minutes and reports are included in FGB papers in a timely manner.
- To monitor the schools' policies in relation to the curriculum, pupil welfare and behaviour.
- Take an active role in school self-evaluation, monitoring success in all areas and identifying areas requiring improvement.
- To regularly monitor the relevant areas and milestones within the School Development Plan.
- To advise the Finance & Resources committee on the relative funding priorities necessary to deliver the curriculum.

Curriculum

- To monitor how the agreed curriculum is ambitious and designed for all learners particularly the most disadvantaged and those with SEND or high needs to give them the knowledge and cultural capital they need to succeed in life.
- To ensure the curriculum is broad and balanced by understanding the intent, implementation and impact; ensuring a full curriculum is delivered.
- To ensure the British values are embedded within the curriculum.
- To understand the performance data for the school including the vulnerable groupings.
- To ensure the specialist funding for pupil premium and PE/sports premium have impact.
- To undertake any training (in or out of school) that is necessary to enable effective monitoring of the agreed School Development Plan and its targets.
- To evaluate the extent of success at the end of the set and agreed timescale.
- To identify and celebrate success.

Expectations and outcomes

- To monitor pupil achievement and progress against expectations, predicted outcomes and school improvement milestones and targets.
- To monitor the impact of any extended services provided to pupils against pupil progress and achievement

Membership of the Learning & Development committee

Quorum:	3		
Chair:	Andrena Tyler		
Vice Chair (optional):	Robert Goddard		
Governors	1.Rod Thomas	2. Abigail Lawrence	3. Erin Price (HT)
:	4	5.	6.
Governance Professional:	Ann Harley		
Co-opted to the meeting	Steffi Egan (Deputy HT)		

Terms of reference for Finance & Resources Committee

The Finance & Resources Committee is expected to work within the following terms of reference with a focus on monitoring.

General

- To meet at least three times each year in terms pertinent to the [SFVS](#) and budget.
- To be strategically actively engaged in monitoring value for money and report back any recommendations to the board to ensure effective financial resources and efficiencies to maximise pupil outcomes.
 - To regularly monitor the impact of the costed school development plan in relation to the budget spend.
 - To undertake monitoring visits to the school.
 - To make regular reports to the board, in addition to the chair of the board being in receipt of a monthly finance report.
 - To annually, in the autumn term, review and recommend to the board the financial risk register and regularly review.
 - To monitor the school asset plan annually.
 - To keep in-school financial procedures under review.
- Review compliance audit reports, ensuring the board follows recommendations and actions.
- To consider safeguarding, SEND, inclusion and equalities implications when undertaking all committee functions.
- To ensure that the school is working within the SFVS recommended guidelines ([SFVS](#))
- To ensure compliance with the [LA Scheme for Financing Schools](#) and report to the board.
- To act on matters delegated by the board.

Budget

- To annually evaluate and recommend the budget for board approval.
- To maintain an up to date 'balanced' three-year budget plan, which shows clear links to the 'school improvement' and 'staffing' plans.
 - Reporting any rollover to the board highlighting any significant variances and their impact on the three-year budget plan.
 - Evaluating the school budget monitoring sheets in discussion with the school's operational finance lead and reporting to the board, ensuring this is completed six times per year ([SFVS Q3 requirement](#))
 - *Any recovery plan for budget with a deficit must be monitored for implementation and impact.*
- To approve any virement recommendations as set out and agreed in the finance policy documented in minutes and report decisions to the board.
- Analyse and report on tenders for contract services, ensuring three written quotations in line with Scheme for Financing School.
 - *for purchases up to £24,999 (ex VAT) it is considered good practice to hold one written quotation*

- *for purchases of £25,000 (ex VAT) and up to the current public procurement threshold, three written quotations are obtained and submitted to the Finance & Resources Committee or FGB or approval according to the TOR responsibilities*
- To produce, with support from the school's operational finance lead, a draft SFVS return for board approval for submission to the LA before the annual deadline.
- Monitor and report to the board any SFVS remedial actions to ensure they are cleared within specified deadlines.
- To produce a report for the board to show the benchmark of school financial performance against similar schools.
- To make regular reports to the board and ensure that key financial decisions are recorded correctly in the minutes.
- To monitor the spend of extra funding such as pupil premium and sports premium, ensuring its use has impact.
- To monitor, review and evaluate all school policies and procedures related to anti-fraud, bribery and corruption, finance, lettings, whistleblowing, governor allowance, charging and remissions, gifts and hospitality and the KCC Cash award guidance for schools, and report to the board with recommendations.
- Ensure governor financial skills audit is undertaken and evaluated at least every two years or when there is a change of membership

Premises and insurance

- To seek advice from the Local Authority, diocese, or foundation trust, where appropriate to ensure adequate levels of buildings insurance and personal liability.
- To monitor the implementation of the school buildings strategy plan informing the board of the proposed order of priorities.
- To review the business continuity plan and make recommendation to the board.
- To review and approve the accessibility plan and ensure inclusion.
- To receive the school asset plan annually.
- To monitor the maintenance plan.

Staffing

- As part of budget monitoring, to annually determine the staff complement/structure in consultation with the headteacher and recommend to the board.
- To review the pay policy for approval by the board.
- To annually review the appraisal policy, recruitment policy and compliance with the statutory guidance on [Induction of Early Career Teacher \(ECT\)](#).
- To ensure that staffing procedures follow equalities legislation.
- To annually review procedures for dealing with staff discipline and conduct and grievances and make recommendations to the board for approval.
- To monitor the CPD budget against the School Development Plan and staff needs to ensure staff development, progression and raised pupil outcomes.

Health and safety (H&S)

- To review and recommend the H&S policy to the FGB for approval and adoption.

- To monitor the H&S policy.
- To receive confirmation of completion of compliance checks from operational lead as per H&S policy.
- To monitor FGB agreed actions from H&S Inspection Reports. .
- To ensure H&S governor appointed and monitoring visits take place as agreed within the monitoring schedule.
- To receive the written H&S governor monitoring reports in a timely manner.

Membership of the finance and resources committee

Quorum:	3		
Chair:	Kay Sinden		
Vice Chair (optional):	Val Woodin		
Governors	1.Rod Thomas	2. Mary Somers-James	3.Dave McGrory
(insert names in spaces):	4.Erin Price (HT)	5.Lorraine Lewis	6.
Governance Professional:	Ann Harley		
Co-opted to the Committee:	Lisa Perrot (Business Manager)		

Terms of reference for individual delegated/link governors

Any individual to whom a governor monitoring responsibility has been delegated is expected to work within the following terms of reference in conjunction with the protocols and procedures set out in the governor monitoring visits and the board code of conduct. It is a statutory duty in legislation to report back at the next meeting following a monitoring visit.

All link governors have a statutory duty to report to the full governing body their findings for further discussion and/or decision. There are no delegated decision-making powers for link governors.

Having delegated governors does not reduce the collective accountability of the board for all its functions. The board will need to ensure that its agenda and reporting mechanisms enables all board members to have a collective strategic overview for all delegated monitored areas to enable accountability and effective informed decision making.

Guiding principles

Before undertaking any monitoring, governors will read the monitoring visits policy and board code of conduct. Written reports will be submitted for factual check and comment by the headteacher within one week of the visit and then be lodged with the clerk/governance professional for distribution as soon as possible, at least seven **clear** days before the next board or committee meeting as appropriate.

It is expected that three monitoring visits will be completed during the year unless school circumstances necessitate more. Not all visits necessarily have to take place during the time when students/pupils are in school and could be just as effective as a meeting between governor(s) and the lead professional at the end of the day as mutually agreed.

Responsibilities

- To ensure full understanding of the delegated role.
- To be properly prepared for each visit by reading relevant policies and paperwork.
- To meet with the lead professional within the school to gain an understanding of the scope of the area/target and the activities the school is conducting to achieve success.
- To ensure key questions are asked and collective constructive challenge is enabled at the board or committee meetings to hold leaders to account.
- To ensure any board meeting follow up actions are completed and documented.
- To undertake any necessary training (in or out of school) to enable effective monitoring.
- To monitor the progress of school activities towards the priority milestone or statutory duties.
- To evaluate the extent of success at the end of the set timescale.
- To ensure all visits to the school are arranged with reference to the headteacher and in accordance with the agreed Governor Monitoring Visits policy.

The board have appointed the following KCC delegated governors

Statutory roles:	
Safeguarding (including child protection)	Lorraine Lewis supported by Andrena Tyler
SEND	Val Woodin/Dave McGrory
LA required/recommended roles:	

Health and safety	Robert Goddard
Finance governor	Kay Sinden
Non statutory/best practice:	
Training and development governor	
Pupil premium/other targeted funding	
Whole school wellbeing	
Early years	
Attendance	
Any other governor monitoring roles in accordance with school priorities, add as rows below	
Agreed by the board: 2 October 2025	
Review date: October 2026	

Guidance SEND link governors

The role of the SEND governor is to ensure the board are aware of their statutory responsibilities and to monitor on behalf of the board and report back to the board for further discussion and decision.

This guidance is to support SEND link governor fulfilling their role..

- To undertake monitoring visits.
- To ensure monitoring visit reports are included in FGB papers in a timely manner.
- To monitor the relevant areas and milestones within the school development plan relating the pupils with SEND.
- To monitor and report to the FGB how the agreed curriculum is ambitious and inclusive, designed for all learners particularly the most disadvantaged and those with SEND or high needs to give them the knowledge and cultural capital they need to succeed in life. (In cooperation with the relevant committee).
- To monitor the impact of high needs funding and progress of pupils with SEND.
- To review the special educational needs policy for approval at board level.
- To liaise with the SENCo to ensure the SEND information report is reviewed and updated at least annually.
- To monitor compliance with the statutory duties from the SEND code of practice and report back to the board.
- To monitor pupil group achievement and progress against expectations, predicted outcomes and school improvement milestones and targets regarding pupils with SEND (*in cooperation with the relevant committee*).
- To ensure the accessibility plan is considered and approved. (*in collaboration with the H&S link governor*).
- To keep up to date with legislative and local guidance in relation to pupils with SEND and inclusion, attending training where necessary and ensure the board is made aware of any changes to their statutory responsibilities.

Guidance for the safeguarding link governor

The role of the safeguarding governor is to ensure the board are aware of their statutory responsibilities, take strategic leadership responsibility for the safeguarding arrangements and report back to the board in a timely manner.

This guidance is to support safeguarding link governor fulfilling their role.

- To undertake monitoring visits to the school.
- To meet with the Designated Safeguarding Lead (DSL) regularly to review safeguarding arrangements.
- To monitor compliance with the statutory duties from the most recent KCSIE and report back to the board.
- To have read and understood the most recent KCSIE in its entirety.
- To ensure own knowledge of relevant guidance and policy is up to date, ensuring the board is made aware of any changes to their safeguarding responsibilities.
- To monitor the Child Protection policy and associated policies to ensure safeguarding is effective and report to the board.
- To monitor the online safety policy to ensure the school's monitoring and filtering systems are effective.
- To undertake cyber training as per guidance.
- To confirm the lettings policy safeguarding checks are completed.
- To undertake annual/regular strategic safeguarding training in relation to the role.
- In collaboration with the operational lead, annually review the Safeguarding Review toolkit for submission to the full board and monitor follow up actions.
- To monitor the schools' policies in relation to behaviour.

Guidance for the health and safety (H&S) link governor

The role of the H&S link governor is to ensure the board are aware of their statutory responsibilities regarding health & safety and to monitor on behalf of the board and report back to the board for further discussion and decision. The H&S link governor **will not** conduct any health and safety checks themselves.

The guidance is to support the health & safety link governor fulfilling their role.

- To undertake monitoring visits to the school.
- To review the business continuity plan and report recommendations to the board.
- To monitor the accessibility plan and review for approval. *This could be in collaboration with SEND link governor.*
- To monitor the school building strategy/maintenance plan and update board via monitoring report.
- To review and recommend the H&S policy to the FGB for approval and adoption.
- To monitor the H&S policy.
- To monitor FGB agreed actions from H&S reports.
- To ensure H&S monitoring visits take place as agreed within the monitoring schedule and report to the board.

Terms of reference for panel hearings

- To make any decisions under the board's personnel procedures e.g., disciplinary, grievance, capability, bullying and harassment unless delegated to the headteacher.
- To consider any appeals against a decision to dismiss a member of staff or to a decision short of dismissal e.g., disciplinary, grievance or capability.
- To make any determinations on behalf of the board in relation to staff redundancy and redundancy appeals.
- To make any determinations on behalf of the board in relation to any pay appeal.
- To make any determination or decision under the board's School Complaints Procedure.
- To consider any representations by parents in the case of an exclusion (in accordance with the Statutory DfE Exclusions Guidance).
- To consider the appropriateness of any permanent exclusion or fixed term suspension which totals 15 days or more in one term or where a pupil is denied the chance to take a public examination (in accordance with the [Statutory DfE Exclusions Guidance](#)).
- All panels are to be convened by the clerk/governance professional.
- All panels will follow the relevant board approved policy, procedure, and guidance.
- All panellists will undergo training to understand their roles and responsibilities.
- All panellists will be unbiased and understand the remit of their decision making as described within the relevant policy.

Membership: any three governors from a pool of governors from the full board who are:

Suitably knowledgeable and objective to undertake the role, and are not tainted, and are available on the date specified.

Please note:

- *The headteacher is disqualified from serving in this role.*
- *Any governor having a connection with either a pupil, a member of staff or the incident in question which could affect their ability to act impartially should not serve on the panel.*
- *Any governor who has participated on a panel for a staffing decision, cannot sit on the appeal panel.*
- *Staff governors and any members of staff should not sit on panels in their home school.*

Terms of reference for headteacher performance management (HTPM)

Guiding principles:

- In following best practice, the headteacher's appraisal will be the first staff appraisal performed to enable headteacher objectives to be reflected within other whole school staff performance management objectives to drive the school forward.
- Is it a statutory requirement that the board appoint an independent external adviser to assist the panel with the headteacher's appraisal, and to consult on setting objectives for the headteacher; this person should be suitably experienced and knowledgeable in school improvement and leadership matters.
- Where serious weaknesses are identified in the headteacher's performance then the process should cease, and the issues will be managed within the school's formal capability procedure. The appraisal process will be recommenced when the headteacher's performance has reached the required standard.

Responsibilities:

- To meet annually with the headteacher and a *board appointed*, independent external adviser
- Inform the headteacher of the standards against which their performance will be assessed.
- To review, in consultation, with the external advisor, the performance of the headteacher against the agreed appraisal objectives.
- To consult with the external advisor to set challenging but achievable objectives for the coming year ensuring they are specific, measurable, attainable, relevant, and time-bound (SMART).
 - Objectives should as far as possible be reached by agreement. However, where a joint determination cannot be made the HTPM panel will make the determination, following consultation with the external adviser, with the provision for the headteacher to record any disagreement if required.
- To prepare and agree the headteacher appraisal review statement, and report to the board the completion of the process.
- To determine the recommendation on pay progression for approval by the full board in line with the latest [School teachers pay & conditions document](#)
 - Note the procedure required in determination of leadership pay ranges (section 9) for increases outside of the headteacher group size, including *seeking external independent advice before providing such agreement and support its decision with a business case* when appropriate.
- To monitor through the year, including a mid-year review meeting, the performance of the headteacher against the agreed objectives and to ensure appropriate support and development opportunities are provided.

Membership: three governors, including the chair of the board, though not the vice chair as well

The chair of the board will not take the role of the panel/committee chair.

Please Note:

- Neither the headteacher nor staff governors or staff may serve on this group.

- In voluntary aided/controlled/trust schools, consideration for best practice, for at least one member to be a foundation governor.
- Consideration may need to be given to situations where governors serve on both HTPM and the pay panel.

Governor 1 and chair of panel: Rod Thomas
Governor 2: Mary Somers-James
Governor 3: Kay Sinden
Date agreed for HTPM: <i>(best practice before staff and before 31 December)</i>
Date agreed for mid-year review: <i>(usually March/April)</i>

Terms of reference for the pay panel/committee

The board will delegate all pay decisions in accordance with the school's pay policy the pay panel will act in accordance with the pay policy. It is the role of the pay panel:

- To observe all statutory and contractual obligations.
- To determine the pay progression to be awarded to individuals as delegated within the pay policy, having regard for the most recent publication of the School Teachers Pay and Conditions Document.
- To apply the criteria set out in the school's pay policy and consider fully the recommendations made by the headteacher regarding an individual's pay.
 - Where pay decisions are made by a pay panel - the headteacher may provide professional advice and guidance to the panel to assist with decision making.
 - To ensure the achievement of all the pay policy objectives and principles in a fair, reasonable and equitable manner.
- To ensure all employees are made aware of the outcome of their individual pay review in writing within ten days of the decision making.
- To maintain an accurate written record of all meetings, recording the reasons for the pay decisions taken and having due regard to confidentiality.
- To report summary information regarding annual total budget for pay decisions to the board for approval in line with agreed school policies.
- To recommend to the board changes to the policy and to consult with staff and recognised unions on those proposed changes.
- To seek advice from the school's HR provider where appropriate.

All decisions made by the pay panel will take due account of the written appraisal statement and all relevant information available from an appraisal or other review of an employee's skills, abilities, performance and any other factors deemed to be relevant. This will include any written recommendation made by an employee's appraiser.

All decisions regarding pay progression for teachers, including the leadership group should be made without undue delay. These should be completed prior to or on 31 October for teaching staff.

Membership [three governors]

- Membership of the pay panel will not be open to anyone who could benefit financially, directly or indirectly from such membership or any of the decisions of the panel.

Please Note:

- Neither the headteacher nor staff governors or staff may serve on this group.

Carefully consider the membership of the panel and appeals panels to ensure the right composition. Avoid both the chair and vice chair being members of the pay panel as this will inhibit one of these key senior roles being available for any pay appeals that may arise. Consideration should be given to situations where governors serve on both HTPM and the pay panel.

Governor 1 and chair of panel: Val Woodin
Governor 2: Kay Sinden
Governor 3: Rod Thomas

Delegation of functions to headteacher

The delegation to the headteacher ensures a clear separation between strategic non-executive oversight and operational executive leadership. The headteacher is expected to work within the headteacher's standards and the following terms of reference, and to provide the board with such reports in connection with their functions/purposes as the board requires and to ensure all policies, procedures and documentation requiring board approval are presented.

Budget

- To make miscellaneous financial decisions up to an agreed limit of £8000 as set out in the school finance policy.
- To make virements as set out and agreed in the school's finance policy
- To monitor monthly expenditure.
- To make payments.
- To ensure the board receives six separate budget monitoring reports every year.
- To ensure monthly budget reports are sent to the chair of governors and chair of finance committee.

Staffing, appraisal and performance management

- To appoint teachers and non-teaching staff.
- To establish disciplinary, capability and grievance procedures.
- To suspend staff.
- To initially dismiss staff.
- To produce and maintain a central record of recruitment and vetting checks, to also include those involved in school governance.
- To formulate and implement an appraisal policy, recruitment policy.
- Ensure that statutory guidance for [Induction of Early Career Teachers](#) is followed.
- To make pay decisions in line with the pay policy and legal requirements.
- To carry out appraisal of other teachers (or delegate to line managers in the school) and ensure mid-year reviews are undertaken.
- To undertake moderation of pay recommendations to ensure consistency and fairness across staff groups.

Curriculum

- To ensure the national curriculum is taught to all pupils and consider disapplication for pupils as appropriate.
- To establish and implement a curriculum policy.
- To decide which subject options should be taught.
- To be responsible for standards of teaching.
- To be responsible for each individual child's education.
- To agree and review the content of any [Relationships Education \(primary\)/Relationships and Sex Education and Health Education](#) to ensure it meets statutory requirements, and to approve a written policy for its delivery.
- To ensure the balanced treatment of political issues and to prohibit political indoctrination.

- To promote British values.

Standard setting

- To set standards and predictions for pupil achievement and progress.
- To annually deliver the costed School Development Plan for approval at FGB.

Religious education and collective worship

- To provide religious education in line with school's basic curriculum.
- In line with the school's religious character, to provide religious education to the agreed syllabus.
- To ensure, after consultation with the board, that all pupils take part in a daily act of collective worship.
- In schools with a religious character, to provide collective worship of a denominational character.

Health and safety, premises and insurance

- To ensure rigorous approaches to identifying, managing and mitigating risk.
- To ensure that health and safety regulations are followed.
- To ensure the health and safety policy is adhered to and to carry out regular health and safety inspections (at least three times a year) and take remedial action as appropriate.
- To ensure emergency evacuation is practiced at least three times a year and records retained.
- To report to the board at FGB or committee level that compliance checks have been completed.
- To ensure that all risk assessments are regularly reviewed and updated and reported to the board.
- To ensure the board receives the school buildings strategy for approval.

Discipline/suspension and exclusions

- To draft the content of the school behaviour policy (Relationships and Behaviour Policy) and publicise it to staff, students and parents.

The board of a maintained school must make, and from time-to-time review, a written statement of principles to help the head teacher determine the measures that make up the school's behaviour policy (which must include measures to prevent all forms of bullying among pupils). This duty cannot be delegated. The board must consult the headteacher, other appropriate members of staff, parents, carers and all registered pupils before making or changing this statement of principles.

Inclusion and equality

- To designate a suitably qualified teacher to be responsible for co-ordinating SEND provision (SENCO).
- To appoint a designated teacher for looked after children.
- To ensure that Public Sector Equality Duty (PSED) statements are compliant and available on the website.

School organisation

- To ensure that the school meets for 380 sessions in a school year and the expected 32.5 hours per week within the [DfE Length of the School week](#)
- To ensure that the [national school food standards](#) are met.
- To draft and implement a data protection policy which complies with GDPR and review it at least every two years and register with the Information Commissioner's Office.
- To ensure the statutory required information is uploaded to the school website.
- Maintain a register of pupil attendance.
- To publish on the [website](#) the drafted structure and remit of the board, including governor appointment details, term of office and attendance record.
- To ensure governor information is uploaded to the DfE database of governors (GIAS).

Information for parents

- To ensure that the school keeps parents and prospective parents up to date with school information.
- To ensure that free school meals are provided to those pupils meeting the criteria.
- To ensure that parents are aware of their rights to withdraw their child from collective worship, RE and sex and relationship education.
- To ensure that a report on each child's educational achievement is forwarded to parents/guardians.
- To ensure the school meets the [statutory requirements in regard to school uniform](#)

Extended schools

- To put into place the additional services to be provided.
- To ensure delivery of services provided.

