



## Leadership & Governance Terms of Reference

The Governing Board will operate at all times in accordance with the requirements of the Education Act, the School Governance Regulations, the Local Authorities Scheme for Financing Schools and all other relevant legislation, and will review these Standing Orders at least annually.

In addition to the requirements set out in legislation, the following procedures will apply to the operation of the Governing Board.

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

Date .....30 September 2025

Review Date .....First meeting in Autumn term 2026.....

Kindness



Courage



Humility



Hope



## Leadership & Governance Terms of Reference

### Circle Model – Whole Governing Board Approach

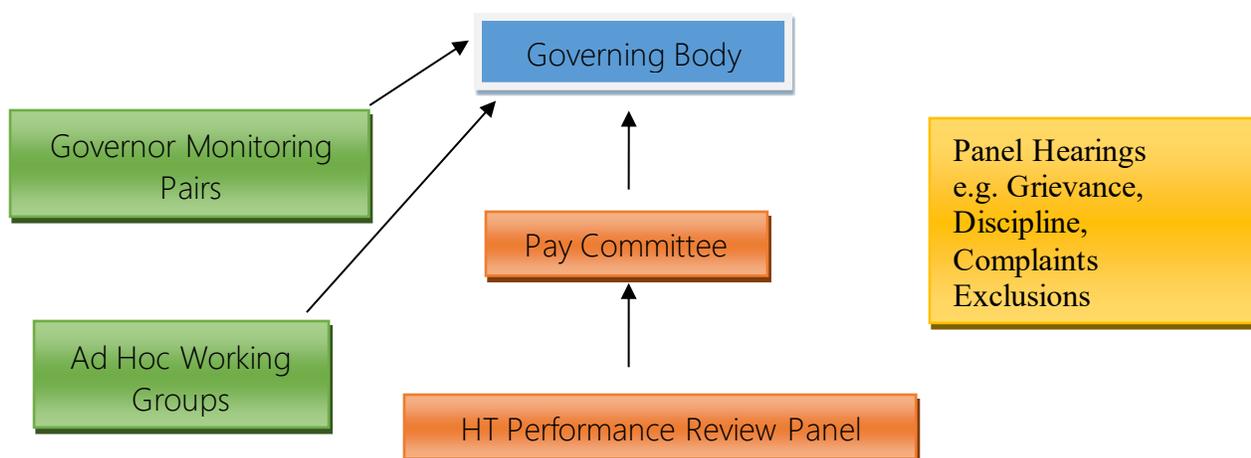
#### Outline

The Governing Board works as a 'whole team', meeting 6 times per year, once in each term, without any separate committees. An annual planner and agenda for each meeting will include all the tasks which the Governing Board is required to consider, and the Governing board will 'commission' assignments or activities arising from the business of the meeting, which will be recorded in the minutes.

Any 'commissioned' working groups will have Governing board drafted agreed terms of reference. In addition to 'commissioning' activities or actions on their behalf, the Governing board, in order to ensure its core functions are fulfilled, will delegate monitoring responsibilities to 'monitoring pairs'.

In each case where a function has been delegated there is a statutory duty to report any action or recommended decision to the Governing board at the next meeting.

#### Governance Structure





## Leadership & Governance

### Terms of Reference

#### Terms of Reference for the Governing Board

The purpose of governance is to provide confident, strategic leadership and to create robust accountability, oversight and assurance for educational and financial performance. The Governing Board has resolved to conduct all its business as a full Governing Board, and to work collectively without committees.

The Board has three strategic core functions:

- Ensuring clarity of vision, ethos and strategic direction;
- Holding executive leaders to account for the educational performance of the organisation and its pupils, and the performance management of staff; and
- Overseeing the financial performance of the organisation and making sure its money is well spent.

In all of the above, the Governing Body and its Committees will act in accordance with Education Law, and will consider any advice given by the Headteacher.

The Governing Body and its Committees will act as a 'critical friend' offering an external perspective to the Headteacher and the school: monitoring its work, offering support and advice, an external opinion, asking challenging questions and offering constructive criticism when appropriate.

Membership: 9 Governors. A chair and vice-chair will be elected.

Quorum: One half of the current membership of the governing board. If there is an odd number for membership, then the number will be rounded up.

Meetings: The board will meet at least 6 times a year.

Vision, Values and Aims	<ol style="list-style-type: none"> <li>1. Ensure the development of the school's vision, values and aims.</li> <li>2. Ensure that the School's Christian ethos and values are reflected in its vision, values and aims.</li> <li>3. Ensure that there is an effective strategy in place to achieve the vision, values and aims.</li> <li>4. Agree, monitor and evaluate the School Development Plans.</li> <li>5. Have oversight of progress on all key issues for action pre and post-Ofsted and Diocesan visits.</li> <li>6. Agree the Self Evaluation Form.</li> </ol>
Pupil Well Being	<ol style="list-style-type: none"> <li>7. Oversee home/school links.</li> <li>8. Ensure that arrangements for reporting to parents meet statutory requirements.</li> <li>9. Appoint a named governor(s) with safeguarding responsibilities.</li> <li>10. Be responsible for all matters of pupil health and welfare having due regard for matters relating to access.</li> <li>11. Ensure that pupil attendance arrangements meet statutory requirements.</li> <li>12. Ensure that the requirements for children with special educational needs are met.</li> <li>13. Appoint a named governor(s) with special education needs responsibilities.</li> </ol>
Finance	<ol style="list-style-type: none"> <li>14. Agree the annual budget and financial plan, ensuring the longer-term viability of the school.</li> <li>15. Ensure the budget reflects the school's priorities as defined in the School Improvement Plan.</li> </ol>



## Leadership & Governance Terms of Reference

	<p>16. Monitor the budgets and voluntary funds and ensure expenditure stays within agreed limits.</p> <p>17. Appoint a named governor(s) with finance responsibilities.</p> <p>18. Ensure that the school operates within the financial regulations of the County Council</p> <p>19. Monitor compliance with approved financial procedure and consider actions required as a result of internal/external audit reports.</p> <p>20. Delegate to designated members of staff the authority to spend to an agreed limit</p> <p>21. Ensure, as far as is practical, that health and safety issues are appropriately prioritised</p> <p>22. Agree and monitor service agreements.</p>
Staffing	<p>23. Approve the staffing structure.</p> <p>24. Ensure that every member of staff has a job description.</p> <p>25. Ensure selection and screening of staff complies with all regulations and good practice guidance.</p> <p>26. Oversee and advise on the training and development of staff and the Governing Body</p> <p>27. Observe all statutory, regulatory and contractual obligations.</p> <p>28. Take primary responsibility for matters concerning staff welfare</p>
Premises and Health and Safety	<p>29. Ensure that the school complies with standards for health and safety on school premises.</p> <p>30. Appoint a named governor(s) with health and safety responsibilities.</p> <p>31. Oversee the use of school premises both during and outside the school day.</p> <p>32. Ensure that maintenance, decoration, and equipment/furniture renewal is planned and budgeted for.</p> <p>33. Plan for longer term premises improvements</p> <p>34. Audit and review the use of premises, equipment and resources.</p> <p>35. Consider and determine the need for capital works at the school liaising with interested parties, as appropriate and making prudent use of the school's devolved capital budget.</p> <p>36. Oversee site management, cleaning and grounds maintenance.</p> <p>37. Oversee site security arrangements and practice and review them periodically.</p>
Provision	<p>38. Monitor targets for pupil performance and ensure that those targets are set and published in accordance with relevant regulations and guidance.</p> <p>39. Monitor the implementation of provision, and ensure the statutory curriculum is taught to all pupils.</p> <p>40. Be aware of the school's data tracking and analysis system and consider regular pupil attainment and progress reports.</p> <p>41. Ensure that the requirements for children with special educational needs and those classified as vulnerable are met.</p> <p>42. Ensure that the education needs for children eligible for pupil premium are met.</p> <p>43. Consider testing and assessment arrangements.</p>
Marketing Communications	<p>44. Ensure that there are ambitious but realistic marketing and communication strategies in place.</p> <p>45. Monitor and review the effective implementation of the marketing and communication strategies.</p> <p>46. Raise a positive school profile and promote the school to all interested parties and stakeholders within the community.</p>



## Leadership & Governance Terms of Reference

Effective Governance and Impact	<p>47. Agree a programme of work and calendar of meetings based on known cycles of school improvement, financial management, staffing issues and communicating with parents.</p> <p>48. Consider the findings and recommendations of external inspections and ensure that actions are taken to address any shortfalls identified.</p> <p>49. Ensure that the governing body membership has the necessary skills and expertise to execute its duties as a collective body.</p> <p>50. Ensure appropriate governor induction, training and professional development is provided.</p> <p>51. Establish and keep under review arrangements for governors' monitoring visits.</p> <p>52. Review relevant policies as agreed on an annual basis and determine schedule for policy reviews by committees and individuals.</p> <p>53. Elect Chair(s) and Vice Chair(s).</p> <p>54. Appoint or remove the Secretary.</p> <p>55. Review individual governor attendance, involvement and evaluate governor feedback.</p> <p>56. Establish exceptional working arrangements where particular circumstances arise.</p> <p>57. Decide on function of Committee and delegate responsibilities to Committees, working groups and individuals.</p> <p>58. Consider recommendations made by Committees, working groups or individuals to whom a decision or area of work has been delegated and consider whether further actions are needed.</p> <p>59. Ensure risks are evaluated, monitored and mitigation plans in place.</p> <p>60. Ensure a rigorous programme of governance review and agree constitutional matters.</p> <p>61. Establish and keep under review a code of conduct for the Governing Body, and ensure that there is a published register of interests.</p> <p>62. Be available and respond to matters of particular difficulty, sensitivity or emergency and offer advice to the Headteacher.</p> <p>63. Ensure that there is a rigorous programme of school self-review and receive progress reports.</p> <p>64. Monitor the impact of the governing body.</p>

### Terms of Reference for the Pay Committee

The Governing Board will delegate all pay decisions with the exception of decisions relating to the pay of the Leadership team to the Headteacher. All decisions relating to the pay for members of the Leadership team, including the Headteacher will be taken by a Committee of the Governing Board.

- To ensure the achievement of all the pay policy objectives and principles in a fair, reasonable and equitable manner
- To undertake an annual pay review for all staff and reach decisions through the application of any relevant criteria measured by the School's performance appraisal process



## Leadership & Governance Terms of Reference

- To consider fully all recommendations for pay progression and any other relevant information made available
- To ensure all members of staff are informed individually of the outcome of the annual pay review in writing within ten working days of the decision being made
- To observe all statutory and contractual obligations
- To recommend to the Governing Board changes to the policy and to consult with staff and recognised unions on those proposed changes
- To seek advice from the Local Authority where appropriate
- To maintain an accurate written record of all meetings and, having due regard to confidentiality, to report its decisions to the Governing Board
- To recommend to the Governing Board the annual budget for pay and to ensure that sources of external funding for pay are accessed to maximum effect.

All decisions made by the Pay Committee will take due account of the 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 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 31st October for teaching staff.

### Membership [3 governors]

Membership of the Pay Committee will not be open to anyone who could benefit financially, directly or indirectly from such membership or any of the decisions of the committee.

### Terms of Reference for the Headteacher Performance Review Panel

- To meet annually before the 31<sup>st</sup> December with an independent advisor to discuss and determine the headteacher appraisal objectives for the coming year (the planning meeting).
- To review, with the support of the independent advisor, the performance of the headteacher against the agreed appraisal objectives and determine the recommendation on pay progression (the review meeting).
- To prepare and agree the Headteacher appraisal review statement, and report to the Governing Board.
- To monitor through the year, including a mid-year review meeting, the performance of the Headteacher against the agreed objectives and to ensure that appropriate support and development opportunities are provided.
- To make recommendations to the Governing Board in respect of pay progression.

### Membership [2 or 3 governors]

*Neither the Headteacher nor staff governor may serve on this group.*

## Leadership & Governance

### Terms of Reference



#### Terms of Reference for the Monitoring of the Finance and Funds Impact

A pair of governors or an individual will be assigned to strategically monitor the financial management of the school on behalf of the Governing Board.

Three monitoring visits should be made each year, ensuring all financial questions and answers are captured within the subsequent report to enable collective decision making. The visits and reports should include monitoring of the following:

- To maintain an up-to-date 'balanced' five year budget plan, which shows clear links to the 'School Improvement' and 'Staffing' plans.
- To report monitoring and rollover to the full Governing Board, highlighting any significant variances.
- To evaluate any virement recommendations and report to the Governing Board.
- Analyse and report on Tenders for Contract Services in accordance with board delegated limits.
- To keep in-school financial procedures under review.
- To benchmark school financial performance against similar schools and report to the Governing Board.
- To evaluate proposed expenditure as set out within the delegated limits following recommendations from the headteacher and present to the Governing Board.
- To draft the **Schools Financial Value Standard**, following discussions with the SBM/bursar/SA, using the support tools, for Governing Board approval before the end of the Autumn Term.
- To ensure that the school is working within the guidance of the **SFVS** recommendations.
- To ensure that all spending provides 'Value for money' in terms of raising standards in education and is wisely spent.
- To monitor benchmarking both locally and nationally and report to the Governing Board.
- To monitor and evaluate the management of the Voluntary Fund and to receive the audited accounts.
- To monitor the spend of extra funding (eg. Pupil premium, sports premium, year 7 literacy and numeracy catch up) ensuring its use has impact.
- Review finance policy; lettings policy; Whistle blowing policy; Governor allowance policy; making recommendations to the board
- Ensure annual Governor financial skills audit is undertaken and evaluated
- Review the business continuity plan making recommendations to the Governing Board
- Review compliance audit reports, ensuring the board follows recommendations and actions
- To make regular reports to the Governing Board and ensure that key financial decisions are recorded correctly in the minutes.

*Any additional items which individual Governing bodies may wish to include*



## Leadership & Governance Terms of Reference

### Terms of Reference for Individuals or Monitoring Pairs

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 Circle Monitoring Visit Policy

To monitor an identified area on the School Plan or a statutory function of the Governing Board and report to the Governing Board, ensuring the challenge and support of the committee the monitoring is replacing is captured. It is expected that 3 monitoring visits will be made to the school during the year, unless school circumstances necessitate more. A visit does not 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.

#### SKILL SET

- 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 holding to account by the questions which would have been asked as part of a committee meeting are undertaken within the visit with the answers documented.
- To undertake any necessary training (in or out of school) to enable effective monitoring of the areas/subject.
- To monitor the progress of school activities towards the priority milestone or duty.
- To evaluate the extent of success at the end of the set timescale.

All visits to the school will be arranged with reference to the Headteacher and in accordance with the Governor Visits policy.

Reports will be submitted within one week of the visit, and then be lodged with the Clerk of governors for distribution as soon as possible, at least seven days before the next Governing board meeting.

The following designated statutory governor roles need to be appointed by the Governing board.

- Safeguarding
- SEND
- Health & Safety
- Finance

Having designated/ 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 strategic overview and responsibility to enable effective decision making

### Template for Terms of Reference for Working Parties

Membership: At least three governors

Membership to be recorded in minutes on approval of specific terms of reference

Quorum: two governors with the majority of those attending being governors.



## Leadership & Governance

### Terms of Reference

The purpose of each working group is to assist the governing body in the execution of its duties. This may be to prepare an action plan for a project or to provide oversight to a major project. Each working group will tackle a specific issue, or set of issues, or the needs and opportunities facing a specific group of people within the community.

Remit include:

- Set out its purpose.
- Outline how it will gather information and carry out consultations.
- Outline responsibilities of working group in dealing with external parties.
- Outline how the working group will work with staff.
- Set out the timescale and estimated costs.
- Produce an action plan setting out:
  - What is proposed.
  - Why the action is needed.
  - Who will be responsible for taking the action.
  - When will the action be taken forward.
  - How the action will be implemented and how much it will cost.
- Each working group will appoint at least one, but preferably two members who will report back to the governing body at each governing body held during the lifetime of the working group.
- Each working group will be responsible for organising its own meetings.
- Financial expenditure in excess of any agreed budget for the business of the working group must be approved by the governing body.

#### Terms of Reference for Panel Hearings

- To make any decisions under the Governing Board's personnel procedures e.g. disciplinary, grievance, capability, where the Headteacher is the subject of the action.
- To make any decisions under the Governing Board's personnel procedures e.g. disciplinary, grievance, capability, unless delegated to the Headteacher.
- To make any determination or decision under the Governing Board's Complaints Procedure for Parents.
- 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 Governing Board in relation to staff redundancy and redundancy appeals.
- To consider any representations by parents in the case of an exclusion (parents/guardians do not have to be invited).



## Leadership & Governance Terms of Reference

- To consider the appropriateness of any permanent exclusion or fixed term exclusion which totals 15 days or more in one term or where a pupil is denied the chance to take a public examination (parents/guardians must be invited).
- All panels are to be convened by the Clerk to the Governing Board.

### Membership [not less than 3]

Any three governors from a pool of governors [comprising the whole Governing Board], who are:

1. Suitably qualified to undertake the role, and
2. Available on the date specified

NB Any governor who has participated on a panel for a staffing decision, cannot sit on the appeal panel

*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.*