



Terms of Reference

Governing Body

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Section 1

Full Governing Body

Terms of Reference

Membership	As per the Instrument of Government (IOG)
Attendees	SBM
Election of chair/joint chairs and vice chair	Appointed annually by the FGB.
Quorum	One half of the number of Governors in post
Meetings	At least five times per annum
Agendas/Papers	To be distributed seven days in advance
Administration	Governance Professional appointed by the FGB
Reporting	Minutes to go to next FGB meeting
Review process	Terms of reference to be reviewed annually
Voting rights	Members, as listed in the IOG, have full voting rights. Attendees have no voting rights. The Chair will have a second or casting vote where there is an equal division of votes.

Responsibilities and delegated powers

Strategic matters

- To determine a vision and strategic priorities for the school, including devising a long-term strategic plan based on stakeholder feedback and monitoring performance against the plan on an annual basis.
- To set and model the school culture, ethos, and values for the school.

Process of governance

- To establish and keep under review a protocol (Standing Orders) for the Governing Body
- To determine the size and composition of the Governing Body (recorded in the Instrument of Government)
- To appoint a chair/joint chair and vice chair of governors
- To establish committees of the Governing Body and to determine their terms of reference
- To review the skills base of the Governing Body (using the NGA skills' audit) and to recruit (based on skills gaps) as and when vacancies arise.
- To provide a welcome letter and induction pack for new governors outlining expectations
- To maintain a record of governors' business interest declarations per annum, for publication on the school's website
- To publish details of the Governing Body's structure, individual governors' appointments, and responsibilities on the school's website
- To co-ordinate and plan work of the FGB and its committees via an annual planner
- To appoint a Safeguarding Governor (statutory requirement)
- To appoint a SEND Governor and Health and Safety Governor
- To appoint a Digital Standards Governor
- To appoint a governor for medical conditions and allergens safety
- To appoint a Headteacher Performance Management Panel of three governors
- To monitor individual governors' attendance at meetings and address any under-performance.
- To publish governors' individual annual attendance on the school's website.
- To ensure the DfE's database for governors (Get information about schools) is up to date

- To ensure all governors have access to the DfE's Maintained Schools Governance Guide and any other relevant reference documents
- To ensure governors adopt the West Berkshire code of Conduct annually
- To review the scheme of delegation for the Governing Body and headteacher annually
- To circulate all agendas and papers at least seven days in advance (as per *School Governance (Roles, Procedures and Allowances) (England) Regulations 2013*)
- To determine governor training needs, to identify appropriate providers and agree an annual training budget.
- To set up working groups, as necessary
- To ensure at least one member of the Governing Body has completed safer recruitment training
- To appoint a Governance Professional and share their job description with the Governing Body.
- To provide annual performance management for the Governance Professional (Chair to discharge this as line manager)
- To receive reports from any individual or committee to whom a decision has been delegated, to monitor the progress of work, and to consider whether any further action by the Governing Body is necessary.
- To complete an annual review of the Governing Body's performance using an audit tool.
- To complete annual safeguarding for governance training
- To ensure the Safeguarding governor undertakes Preventing Radicalisation training.

Policies

- To create a mechanism for timely policy review and to monitor all school policies (as advised by the Governance Professional)

School self-evaluation and performance

- To work with the Headteacher to determine the content of the HT's report to the FGB and frequency of reporting
- To prepare with the Headteacher the school's self-evaluation report for Ofsted and school improvement purposes.
- To consider recommendations from external reviews of the school (e.g., Ofsted or local school improvement advisers), agree actions as a result of reviews and evaluate regularly the implementation of the plan.
- To review the school's performance against schools nationally using external data sources (Analyse School Performance, Ofsted Inspection Summary Data Report (IDSR))
- To review emerging developments from the DfE, Ofsted and other agencies and model the impact on the school
- To review and approve the School's Development Plan, and to monitor and evaluate progress made against priorities.
- To monitor progress against the Ofsted areas for improvement (***Infants Feb 2023, Juniors July 2023***)
- To set targets for pupil performance for Year 6, Year 4 MTC, Year 2, EYFS and Year 1 and 2 phonics screening
- To agree a programme of governor visits linked to key priorities in the School Development Plan (SDP)
- To receive written reports from governors following a governor visit to be used as part of the strategic evaluation of school improvement
- To review pupil exclusions data identifying any trends or patterns.
- To review pupil attendance data identifying any trends or patterns

Curriculum

- To review and monitor curriculum provision to ensure the school provides a broad and balanced curriculum that meets the needs of all children.
- To oversee arrangements for educational visits, including the appointment of a named co-ordinator
- To ensure that school's RSE Curriculum is compliant with statutory guidance Relationships Education, Relationships and Sex Education and Health Education guidance (Section 38, page 18).

Statutory duties

- To ensure governors' statutory duties are discharged and the school is compliant.
- To ensure all statutory requirements for reporting and publishing information are met and the school website content is fully compliant and presented in an accessible way
- To ensure that senior leaders check the Single Central Record regularly.
- To review and approve an annual safeguarding audit (section 175 self-assessment (Education Act 2002)) using the NSPCC tool and action plan before submission to LA
- To devise a Climate Action Plan by 2025 Sustainability leadership and climate action plans in education - GOV.UK

Compliance

- To review and monitor the PE and sports premium grant funding plan for publication on the school's website
- To monitor the impact of the Pupil Premium funding to ensure money is spent on improving outcomes and publish an impact report.
- To review and approve a Pupil Premium Strategy (typically for three years), in line with DfE guidance, for publication on school's website.
- To review and approve an Inclusion Strategy
- To ensure the school meets its Public Sector Equality Duty (Equality Act 2010) including setting and publishing Equalities Objectives, and reporting annually on progress made with the objectives
- To review annual equalities information for publication which demonstrates how the school meets its Public Sector Equality Duty (Equality Act 2010)
- To ensure all governors undertake annual safeguarding for governance training.
- To receive and review the external auditor's annual report on safeguarding and ensure that actions arising are addressed.

Parental & community engagement

- To promote communication and engagement with parents, staff, and the wider community
- To receive reports from the Headteacher/senior leaders on actions to improve parental engagement and to determine actions as appropriate.
- To ensure that the views of pupils, staff, parents, and the wider community are sought as appropriate and that action is taken where necessary.
- To receive reports on the provision of before school, lunchtime and after school clubs

Finance & Risk

- To review and approve an annual budget before submission to the local authority
- To maintain a Risk Register for review at least three times per annum making recommendations
- To determine the appropriate group size for the school and appropriate pay range for all staff

Staffing matters

- To take the lead in the appointment of the Headteacher, Deputy Headteacher and Assistant Headteacher. *Appointments for all other members of staff are delegated to the Headteacher*
- To review and approve the school's staff structure, including management structure, on an annual basis.
- To keep under review staff work / life balance, working conditions and well-being, including the monitoring of absence.
- To review the Teachers' Pay policy. A copy of the approved policy must be shared with all staff following governor review.

Section 2

Finance, Health & Safety and Premises (FHSP) Committee

Terms of Reference

Membership	At least 3 governors (including the Headteacher and Governor Leading on Health and Safety)
Attendees	SBM
Election of chair	Appointed annually by the FGB.
Quorum	Three governors of whom the Headteacher, or their nominated representative, must be one. Associate members do not count for a quorum.
Meetings	Five times per annum
Agendas/Papers	To be distributed seven days in advance
Administration	Governance Professional appointed by the FGB
Reporting	Minutes to go to next FGB meeting
Review process	Terms of reference to be reviewed annually by FGB
Voting rights	Members listed above have full voting rights. Attendees have no voting rights. The Chair will have a second or casting vote where there is an equal division of votes.

The following responsibilities and powers have been delegated by the Governing Body:

Purpose of Committee

- to regularly review the school's Strategic Risk Assessment from a financial perspective and advise the Full Governing Body accordingly.
- regularly review the school's Strategic Plan from a financial perspective and advise the Full Governing Body accordingly.
- advise the Headteacher on general financial matters relating to The Calcot Schools
- to review and agree the schools' proposals for their budgets and make recommendations to the Full Governing Body
- to review the school fund accounts and review and monitor expenditure
- to ensure that the physical buildings and other physical and supporting resources support teaching and learning at the school
- review the school's health and safety management and procedures.
- ensure that a governor from the committee (carrying the Health & Safety and Premises references) accompany the school's health and safety lead on a health & safety walk of the school and review of health and safety records on a regular basis.

Finance Functions

- To agree the draft school budget plans each year in consultation with the Headteacher, and with reference to the School Development Plan (SDP), for the final approval of the Full Governing Body.
- To review the School Business Manager's 3-year financial forecast, incorporating any planned changes to the school's PAN.
- To monitor the budget, reviewing regular reports from the Headteacher and/or Finance Team, and report to the Full Governing Body, as appropriate.
- To consider issues having a financial implication presented to it by the Full Governing Body or by other Committees of the Full Governing Body and make appropriate decisions, or recommendations to the Full Governing Body, in accordance with its delegated powers.

- To monitor and review the performance of the schools in relation to financial management standards and to ensure that the schools are compliant. This includes preparation of WBC Internal Audit Report action plans, overseeing the preparation for independent financial assessments and reviewing, evaluating, and monitoring any outcomes of such audits and assessments to ensure that recommendations are acted upon.
- To monitor and review the processes by which the schools achieve best value in their use of funding, including overseeing the decisions whether to 'buy-back' into Local Authority service provisions or to choose alternative providers.
- To regularly benchmark the schools' income and expenditure, establishing action plans based on the results to improve effectiveness in fund usage.
- To monitor and review the management of private school funds and appoint a suitably competent and independent auditor and receive the audited accounts of the School Fund.
- To agree policies delegated to the Finance, Health, Safety and Premises Committee for recommendation to the Full Governing Body.
- To establish and review the principles and objectives of the approach to cases of hardship and ensure they are accurately reflected in the relevant Policies (e.g. Charging and Remission).
- To evaluate school practice and procedures through a recognised risk assessment process and to prepare on a timely basis as required the annual Schools Financial Values Standard (SFVS) for approval by the Governing Body before publication.
- To agree any expenditure or virement beyond the powers delegated to the Headteacher.

Budget

- To plan to ensure the Budget includes sufficient funds to cover any predicted pay reviews recommended by the Headteacher.

Health, Safety & Premises Function

- To conduct Health & Safety visits/reviews three times per year in accordance with a rolling programme School Governor visits.
- To review the Health & Safety Policy, Organisation and Arrangements, the Asbestos Register and Fire Evacuation Plans (as appropriate)
- To monitor the school's practice of risk assessment of all school activities to assess whether potential risks to health and safety are appropriately identified and actions are taken to eliminate, reduce and control such risks.
- To receive and review reports from the school to assess whether all internal and external aspects of the school premises are regularly inspected to identify areas in need of improvement and/or repair
- To champion any such areas identified for inclusion within the 5-year building plan and rolling programmes of redecoration and refurbishment for key areas
- To receive reports on accidents and incidents (near misses) reported via the local authority's CREST system, to assess whether these are appropriately investigated by the school
- To review procedures to assess whether the school appropriately consults with employees on all matters relating to their health and safety whilst at work
- To review and receive reports on training provided to enable staff to carry out specific roles e.g. First Aid, emergency procedures, administration of medication, etc
- To assist with the Development, introduction and maintenance of appropriate emergency response procedures (Critical Incident Plan)
- To develop and maintain links with local authority, government, commercial and private organisations and individuals, in order to promote and facilitate the development of the

school premises and facilities including identifying and introducing ways of saving energy to conserve and protect the school environment

- To monitor and if applicable support the school to raise awareness of any issues or concerns posing significant risks to the health, safety, and welfare of the school community with the local authority to ensure that appropriate remedial action is taken
- To review the school's Accessibility Plan
- To receive reports to assess whether the security of the site is regularly reviewed, and identified remedial action is taken as necessary
- To receive periodic reports on serious incidents and "near misses" and consider potential areas for improvement re allergens safety.
- To provide strategic oversight of school estates management in line with DfE expectations

Section 3

Curriculum Committee

Terms of reference

Membership	At least three governors including the Headteacher
Election of chair	Appointed annually by the FGB.
Quorum	Three governors. The Headteacher would normally attend but can nominate a representative.
Meetings	Three times per annum
Agendas/Papers	To be distributed seven days in advance
Administration	Governance Professional appointed by the FGB
Reporting	Minutes to go to next FGB meeting
Review process	Terms of reference to be reviewed annually
Voting rights	Members listed above have full voting rights. Attendees have no voting rights. The Chair will have a second or casting vote where there is an equal division of votes.

The following responsibilities and powers have been delegated by the Governing Body:

- To ensure that a broad and balanced curriculum is maintained and obligations under any National Curriculum are met.
- To ensure quality provision for all pupils, particularly vulnerable groups, including SEN, more able and PPG children.
- To ensure high quality, challenging monitoring of the curriculum through a variety of methods using a School Improvement focus and liaison with Subject Leaders.
- To monitor lines of communication with parents concerning the curriculum and ensure opportunities for parents to be involved in all aspects of their children's learning.
- To monitor the progress and achievement of all pupils, including the analysis of pupil performance data by vulnerable group.
- To ensure assessment procedures are robust, and to be aware of target setting and the review of attainment.
- To monitor and review the School Development Plan.
- To support the Headteacher in the monitoring of teaching and learning.
- To ensure that robust safeguarding measures are in place.
- To review policies as delegated by the Full Governing Board
- To receive updates from the Headteacher on staff wellbeing.

Section 4
Personnel Committee
Terms of reference

Membership	Four governors and the Headteacher
Attendees	SBM
Election of chair	Appointed annually by the FGB.
Quorum	Three governors. The Headteacher would normally attend but can nominate a representative.
Meetings	Three times per annum
Agendas/Papers	To be distributed seven days in advance
Administration	Governance Professional appointed by the FGB
Reporting	Minutes to go to next FGB meeting
Review process	Terms of reference to be reviewed annually
Voting rights	Members listed above have full voting rights. Attendees have no voting rights. The Chair will have a second or casting vote where there is an equal division of votes.

Purpose statement

To ensure the school staffing complement supports the schools' aims and ethos and is affordable

The following responsibilities and powers have been delegated by the Governing Body

- To determine staffing levels and management structure.
- To provide support, guidance and accountability for the Headteacher on all personnel matters.
- To review the school's Teacher's Pay Policy and its implementations in line with government and local authority regulations and guidelines. Authority is delegated to the Personnel Committee, to ensure that the Teacher's Pay Policy is implemented fairly with reference to staffing and financial budget plans.
- To receive reports and monitor the decisions delegated to the Headteacher on temporary appointments (in accordance to the local authority's general policy on the employment of school teachers on fixed term contracts).
- To report to the Governing Body on decisions taken by the committee in the exercise of any delegated powers.
- To review the Teacher Appraisal Policy and its implementation in line with the DfE and local authority regulations and guidelines and report back to the Governing Body.
- To ensure robust Safeguarding measures are in place and that all recruitment checks as per the latest DfE Keeping Children Safe in Education document are completed satisfactorily.
- To oversee the appointment procedure for all staff.
- To review the Headteacher's performance management for the academic year taking account of reports from the Headteacher's Performance Management Panel.
- To review policies and standards relating to staff and Safeguarding that are in place.
- To keep under review staff work-life balance, working conditions and well-being, including the monitoring of absence.

Section 5

Headteacher's Performance Management Panel

Terms of reference

Membership	Three governors including the Chair of Governors. The Headteacher is in attendance The external advisor is an attendee at the annual review meeting. Staff governors are precluded. Governors to have received appropriate training
Election of chair	Appointed annually by members of the panel
Quorum	Two governors excluding the Headteacher
Meetings	Annual review meeting to be convened before 31 December. Up to two interim review meetings during the year prior to the annual review
Minutes	External advisor
Reporting	Reports to FGB
Terms of reference	Reviewed annually at the start of the academic year by the FGB

The following responsibilities and powers have been delegated by the Governing Body:

- To discuss and agree the annual headteacher's performance management targets
- To review performance for previous year to assess completion of targets
- To attend training as appropriate

Section 6
Governors' Discipline Committee (GDC)
Terms of reference

Membership	Three Governors. Staff Governors are precluded. Headteacher must attend the hearing. Parent Governors cannot sit on the panel if they know the pupil/family involved.
Election of Chair	Appointed each time by members of the panel
Quorum	All three governors are required
Meetings	To be convened when required by the Governance Professional, in consultation with the Headteacher and Chair. The Governance Professional will circulate a pack (provided by the school) for the panel and parents at least seven days in advance of the hearing
By invitation	Governance Professional to invite representatives of WBC LA, Social Worker and Virtual School Head (as appropriate)
Administration	Governance Professional
Reporting	None. Minutes and letter to parents/carers to be approved by all members of the panel. Governance Professional to distribute letter to parents/carers. Governance Professional to inform parent/carers and headteacher of panel outcome within 24 hours of meeting by email and outcome letter and minutes to be sent within 7 days of hearing. Copies of minutes and letters to be held by Governance Professional
Terms of reference	Reviewed annually at the start of the academic year by FGB

The following responsibilities and powers have been delegated by the Governing Body:

1. To hear any written representations from parents/carers about fixed period exclusions fewer than 5 school days.
2. To review any suspension resulting in a pupil being excluded for between 5 and 15 days in any one term where the parent/carers has expressed a wish to make representations.
3. To review all permanent exclusions and suspensions resulting in a pupil being excluded for more than 15 days in any one term, or missing a public examination.
4. To be familiar with and to act in accordance with DfE's statutory guidance on Suspension and Permanent Exclusions, July 2026
<https://assets.publishing.service.gov.uk/media/6a63426d9a419980593b2b80/suspension-and-permanent-exclusion-from-maintained-schools-academies-and-pupil-referral-units-in-England-including-pupil-movement-effective-from-26-July-2026.pdf>

Section 7
Employee Matters Committee
Terms of reference

Membership	Three Governors who have no prior knowledge of the staffing matter nor have any connection to the member of staff. The school's HR advisor to attend to provide advice to panel members
Election of chair	Appointed by members of the committee
Type of Committee	Statutory Executive
Voting Rights	Only Governors have voting rights
Meetings	As and when required. Meetings to be convened by the Governance Professional
Administration	Governance Professional
Reporting	Minutes and outcome letters to be retained by Governance Professional
Terms of reference	Reviewed annually at start of academic year by FGB.

The following responsibilities and powers have been delegated by the Governing Body:

1. To consider such staff disciplinary cases as may be referred to the committee by the Headteacher or as members of the committee may decide according to the school's disciplinary procedures.
2. To consider such staff capability and staff ill health capability cases as may be referred to the committee by the Headteacher or as members of the committee may decide according to the school's capability procedures.
3. To consider such staff redundancy cases as may be referred to the committee by the Headteacher or as members of the committee may decide according to the school's redundancy procedures.
4. To suspend any person employed to work at the school, where in the opinion of the committee or the Headteacher, exclusion from the school is required and be informed of such a suspension where it is undertaken by the Headteacher.
5. To determine any suspension including the termination of any suspension where this is considered the appropriate action and inform the Headteacher, or governors in the case where it is the headteacher who has been suspended of this action. In exceptional circumstances, the Chair of Governors, acting on advice from the school's HR advisors, may suspend the Headteacher pending an investigation. The suspension would be duly reviewed by the Staffing Committee in due course.
6. To terminate the employment of any person employed at the school as requested by the Headteacher or as determined by the committee.
7. To hear any grievance from a member of staff in accordance with school grievance procedures.

This committee is to act in accordance with DfE regulations, the School Teachers Pay and Conditions Document (STPCD), the school's staff disciplinary procedures, capability procedures, redundancy procedures and grievance procedures.

Section 8
Employee Matters Appeals Committee
Terms of reference

Membership	Three Governors, none of whom has served on the relevant Employee Matters Committee nor have any connection to the member of staff. It is recommended that only experienced Governors sit on this committee. The school's HR advisor to attend to provide advice to panel members
Election of chair	Appointed by members of the committee
Type of Committee	Statutory Executive
Voting Rights	Only Governors have voting rights
Meetings	As and when required. Meetings to be convened by the Governance Professional
Administration	Governance Professional
Reporting	Minutes and outcome letter to be retained by Governance Professional
Terms of reference	Reviewed annually at start of academic year.

The following responsibilities and powers have been delegated by the Governing Body:

1. To hear any appeal resulting from an Employee Matters Committee hearing.
2. To resolve any grievance which cannot be resolved by the Employee Matters Committee.

This committee is to act in accordance with DfE regulations, the School Teachers Pay and Conditions Document (STPCD), the school's staff disciplinary procedures, capability procedures, redundancy procedures, grievance procedures and staff pay policies.

Section 9
Complaints Committee
Terms of reference

Membership	Three Governors who have no prior knowledge of the complaint nor have any connection to the parent/carer.
Election of chair	Appointed by members of the committee
Type of Committee	Statutory Executive
Voting Rights	Only Governors have voting rights
Meetings	As and when required. Meetings to be convened by the Governance Professional.
Administration	Governance Professional
Reporting	Minutes and outcome letter to be retained by Governance Professional
Terms of reference	Reviewed annually at start of academic year.

The following responsibilities and powers have been delegated by the Governing Body:

To hear any complaint in line with stage 2 of the school's Complaints and Concerns Policy.