



Full Governing Body Terms of Reference 2026- 2027

THE CEDAR FEDERATION – GOVERNANCE FOR 2026 - 2027

Terms of Reference

DATE	Amendments		Page
05/09/2023	Reviewed. Point 7 on page amended from Head of School to Headteacher.	RT	2
05/09/2023	Last bullet point – Removed Post 19 from list.	RT	4
05/09/2023	Table under section 15 updated to reflect change in DSL at Ifield School.	RT	5
05/09/2023	Meeting dates updated for 2023 – 2024.	RT	7
05/09/2023	Changed from Headteacher appraisal to Performance Management and also number of Governors on this committee from three to two	RT	8
05/09/2023	Removed the reference to COVID-19 in Teaching, Learning and Assessment key responsibilities list.	RT	10 and 11
19/10/2023	Committee members changed after review of Skills Audits.	RT	12
19/10/2023	Dates have changed for Full Governing Body meetings.	RT	7
02/09/2024	Terms of Reference reviewed as per annual agreement but also due to restructuring of the Full Governing Body.	RT	Throughout
02/09/2024	Section 3 has been updated to reflect the restructuring and number of meetings to be held in the school academic year.	RT	4
16/09/2024	Federation Governing Body – Operating Procedures - Bullet point 8 added: To appoint Associate Members to committees and any voting rights for that committee ensuring details are published to school website.	RT	5
16/09/2024	Federation Governing Body – Operating Procedures Bullet point 14 added: 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 to reflect change in guidance.	RT	6
16/09/2024	Federation Governing Body – Operating Procedures Bullet Point 26 added: To ensure all Governors have an enhanced Disclosure and Barring Service (DBS) and Section 128 Check	RT	6
16/09/2024	Federation Governing Body – Operating Procedures Bullet point 27 added: 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 training.	RT	6
16/09/2024	Federation Governing Body – Operating Procedures Bullet point 28 Added: To regularly audit and evaluate the impact of governance to inform the structure of the body.	RT	6

16/09/2024	Federation Governing Body – Operating Procedures Bullet point 29 added: To ensure the headteacher provides such reports as requested by the board to enable it to undertake its role.	RT	6
16/09/2024	Appeals Panel added.	RT	8
16/09/2024	Committee duties added as per restructuring of the Governing Body.	RT	10
16/09/2024	Updated Committee memberships.	RT	14
14/08/2025	Updated number of FGB meetings to 4 as discussed at FGB meeting July 2025	RT	9
14/08/2025	Added dates for 2025 – 2026 meetings	RT	9
12/01/2026	Added note to Headteacher Performance Management Committee to reflect that Governors will have undertaken relevant training and that an external consultant will provide guidance for the panel.	RT	8
12/01/2026	Updated meeting dates meeting, due to a change to the FGB in March 2026	RT	9
12/01/2026	Updated Link Governors	RT	7
12/01/2026	Updated Committee Members list	RT	14

General

1. The Full Governing Body (FGB) will operate at all times in accordance with the requirements of the Education Acts, the School Governance Regulations, the Local Authorities Scheme for Financing Schools and all other relevant legislation.
2. The Governance structure and operating arrangements detailed in this document will be reviewed annually by the FGB. They are underpinned by specific policies, standing orders, codes of practice and other delegations of Ifield School and King's Farm Primary School.

Governance Structure and Membership

3. Whilst the FGB remains responsible for the Governance function of The Cedar Federation, there are two distinct areas of work delegated by them.

The Governance structure and number of meetings each school year is set out in **Appendix A**.

In addition to the FGB, there are two committees:

- Leadership, Strategy and Quality of Education Committee (LS&QE)
- Finance, Resources and Pay Committee (FR&P)

The proposal in **Appendix A** has three scheduled meetings in a school year for the FR&P Committee and also Finance will be part of every agenda for the four FGB meetings. There will be three meetings per academic year for the LS&QE Committee.

4. The key responsibilities of each Committee are detailed in **Appendix B** and membership of each committee in **Appendix C**.

General Principles

5. All matters which can legally be delegated to Committees should be delegated.
6. Governors should be able to indicate their preferences for Committee membership, as described in paragraphs 9-11 below, but agreement of membership will be a function of the FGB. It is permitted for the FGB to co-opt additional members to individual Committees.
7. All Governors will, in liaison with the Headteachers of Ifield School and King's Farm Primary School, develop a link within each school. The nature of the link will be agreed between the Governor and each Headteacher.
8. In addition to the School Plans for Ifield School and King's Farm Primary School there should be an overarching Federation Strategy. The Federation Strategy will form part of each of the School Plans which sets out the Federation's overall vision, aims, and objectives for both schools along with actions and timescales these will be achieved and associated responsibilities for delivery.

Appointment of Governors to Committees

9. Governors will be asked to indicate which individual responsibilities they wish to fulfil. These will be presented to the FGB for approval.

10. LS&QE Committee will produce a recommendation, based on overall FGB needs, for membership of individual Committees. This is to be presented to the FGB for approval.

11. The Chair of Governors can appoint new Governors to Committees between annual meetings, after discussion on preferences.

Budget Schedule

12. The budget is driven by the Federation Strategy and School Plans for Ifield School and King's Farm Primary School and follows the Financial Year Planner:

- **Autumn and Spring Term Meetings**

Committees consider areas of expenditure taking into account the relevant areas of Ifield School and King's Farm Primary School's Plans. Costed proposals will be presented to the FR&P Committee, who can make a decision on behalf of the FGB.

- **Summer Term Meetings**

Committees consider areas of expenditure taking into account the relevant areas of Ifield School and King's Farm Primary School's School Plans. When the Local Authority has informed the schools of the funds delegated for the current academic year, the FR&P Committee members consider areas of expenditure taking into account these and other items of recurrent income and expenditure for the preparation and approval of each schools' budget for the current financial year and adoption by the FGB.

13. Subsequent changes to funding or costed expenditure proposals will be taken into account by the FR&P Committee through adjustments to the relevant school budget by virement or other procedures authorised by the FGB.

The Full Governing Body's Operating Arrangements

The FGB has three strategic core functions:

- Ensuring clarity of vision, ethos and strategic direction
- Holding leaders to account for the educational performance of the organisation and its pupils, and the effective and efficient performance management of staff
- Overseeing the financial performance of the organisation and ensuring funds are used efficiently and appropriately

The main responsibilities to be managed by the FGB are outlined below:

- To ensure focus on the three strategic core functions.
- To produce the Instrument of Government and any subsequent amendments.
- To review the standing order for the election of the Chair and Vice Chair of Governors, including the length of the term of office.
- To elect (or remove) the Chair or Vice Chair of Governors.
- To appoint (or dismiss) the Governance Professional.
- To hold at least three FGB meetings each school year.
- To appoint and remove Co-opted Governors.
- To appoint Associate Members to committees and any voting rights for that committee ensuring details are published on both schools' website.
- To appoint the Local Authority (LA) nominated Governor.
- To suspend, remove or recommend removal of a Governor.
- To decide which functions of the Governing Body will be delegated and to whom.
- To appoint individual Governors to roles with specific responsibilities, for example, Safeguarding, SEND, Careers, Health and Safety.

- To receive reports from any Committee or individual Governor to whom a delegation has been made and to consider whether any further action by the Governing Body is necessary.
- To ensure at least one member of the Governing Body has undertaken basic cyber security training in line with the Department for Education, digital and technology standards in schools and colleges guidance.
- To ensure that at least one member of the Leadership, Strategy and Quality of Education Committee is trained in Safer Recruitment.
- To review delegation arrangements annually.
- To approve the Governing Body's Code of Conduct and ensure all Governors abide by its principles.
- To regulate Governing Body procedures which are not set out in law and record these as Standing Orders.
- To recruit Governors as vacancies arise.
- To maintain a register of Governors' Business Interests.
- To annually approve both School Plans.
- To assign individuals to monitor specific priorities of the School Plans.
- To ensure compliance with Keeping Children Safe in Education (KCSIE).
- To ensure the schools have in place all statutory policies and that these are kept under regular review.
- To comply with the requirements of the Governance Handbook.
- To approve the Governing Body Terms of Reference annually.
- To ensure all Governors have an enhanced Disclosure and Barring Service (DBS) and section 128 check.
- To agree and arrange a suitable induction process and mentoring for newly appointed or elected Governors which includes safeguarding and child protection, online safety and Prevent training.
- To regularly audit and evaluate the impact of Governance to inform the structure of the Governing Body.
- To ensure Headteachers provide such reports as requested by the Governing Body to enable Governors to undertake their role.
- To ensure the relevant Governor information is published on both schools' website, GIAS and LA database, as required under statutory duties.

Committees – Operating Arrangements

14. The following arrangements will apply:

- The FR&P Committee will meet at least three times per academic year and Finance will be an item on every FGB meeting agenda, which occurs three times per academic year.
- The LS&QE Committee will meet at least three times per academic year.
- Committee Chairs, as necessary, may convene additional meetings.
- All draft minutes of meetings will be uploaded onto GovernorHub within 10 working days of the meeting taking place.
- The Committee Chair, or in their absence another member, will report back to the FGB.
- The Chair of Governors are ex-officio voting members of all Committees.
- The quorum for any Committee meeting and for any vote is three Governors who are members of the Committee, including the Chair of Governors.
- Each Committee will elect a chair annually.
- All Committee members who are Governors have voting rights.
- The FGB determines if Associate Governors have voting rights.
- Any Governor may attend any Committee meeting as an observer and, with the approval of the Committee, may contribute to discussion but not vote. A Governor attending as an observer will be required to strictly honour the confidentiality and sensitivity of any matters discussed in a Committee meeting, as specified by the Chair of the Committee.
- The Governance Professional will minute all Committee meetings.

- The Committee Chair and the Headteachers, with the support of the Governance Professional, will draft Committee agendas. The Governance Professional will circulate the written agenda, in advance of meetings, together with all relevant papers.
- Each Committee has a responsibility to ensure that all statutory matters, including review of policies, are carried out at the appropriate time. The chair of each Committee will arrange for each Committee member to be provided with a list of the statutory matters relevant to the responsibilities of the Committee.
- The School Plan for each school (Ifield School and King's Farm Primary School) is managed by the relevant Headteacher. Each section will be considered and approved by the appropriate Committee annually and taking account of the overarching The Cedar Federation's Priorities.
- School Policies are allocated by the FGB to an individual Committee for monitoring and review.
- All Committees will play a strategic role in the Nursery, Sixth Form, Woodlands, and offsite educational visits.

15. Specific Governor Responsibilities

Governor Responsibility	Governor	Staff Link at School
SEND	Andrew Watson	Kirsty Jewell – Ifield School Kate Mackle- King's Farm Primary School
Safeguarding & Child Protection	Brian Williams	Maddie Arnold-Jones– Ifield School Jane Kubacki– King's Farm Primary School
Behaviour and Wellbeing	Iwan Davies	Serina Lindsay – Ifield School Kate Mackle – King's Farm Primary School
Early Years	Vacancy / TBA	Mandy Braisted – Ifield School Jack Harker- King's Farm Primary School
Finance and Resources	Keith Abbott	Tony Seath – Ifield School and King's Farm Primary School
Health and Safety	Kehinde Otegbayo-Awodeyo	Paul White – Ifield School Paul Jackson - King's Farm Primary School
Sixth Form and careers Guidance	Vacancy / TBA	Sam Hargood and Serina Lindsay– Ifield School

Pupil Premium	Stephen Humphries	Paul Jackson – Ifield School and King’s Farm Primary School
Training for Governors	Governance Professional	Rachel Tadhunter – Ifield School and King’s Farm Primary School
Staff Wellbeing & Retention	Rachael Odufisan	Emily Baker – Ifield School Jade Midson- King’s Farm Primary School
Artsmark	Iwan Davies	Hannah Stevens – Ifield School

Staff Governors without specific Governor Responsibilities

Mrs Maddie Arnold-Jones

Headteacher Performance Management Committee

Governors appointed to the panel for the Headteacher Performance Management will have completed relevant training through the National Governance Association (NGA) training link. An external consultant will attend the meeting and provide support to the panel.

The panel will consist of three Governors, if there are only two Governors available, the Performance Management process may still proceed.

Appeals Panel

An appeals panel consists of any Governors from the FGB.

Monitoring Governors and Governors with Specific Responsibilities

16. To monitor an identified target or statutory function of the Governing Body and report to the Governing Body. It is expected that at least two monitoring visits will be made during the academic year. Other forms of communication such as telephone calls, emails may be substituted for a visit. A monitoring visit does not necessarily have to take place during the time when pupils are in school and could be just as effective as a meeting between Governor(s) and the relevant staff member at the end of the day, as mutually agreed.

17. The purpose will be to:

- Gain an understanding of the scope of the activities the schools are conducting to achieve success.
- Undertake any necessary training (in or out of school) to enable effective monitoring of the area or subject.
- Monitor the progress of school activities towards the school priorities.
- Evaluate the extent of success at the end of the set timescale.

18. A monitoring visit to either school will be arranged in liaison with the Headteachers and in accordance with the Governor Visits Policy. The monitoring visit report (not including any data), be submitted for

approval by the Headteacher and/or a member of the Leadership Team within the school within two weeks of the visit, and will be recorded with the Governance Professional for distribution as soon as possible.

Signed..... Date.....

Chair of the Governing Body

Appendix A

The Cedar Federation
Ifield School & King's Farm Primary School
Governance Structure

Full Governing Body Minimum of 4 meetings each academic year
Leadership, Strategy and Quality of Education Minimum of 3 meetings each academic year
Finance, Resources and Pay Minimum 3 meetings each academic year Finance will feature as an agenda item at every Full Governing Body meeting

Dates of Governors Meetings 2026 – 2027

Full Governing Body

Thursday 10 September 2026

Thursday 14th January 2027

Wednesday 26 May 2027

Wednesday 07 July 2027

Leadership Strategy & Quality of Education Committee

Wednesday 07 October 2026

Wednesday 03 February 2027

Wednesday 09 June 2027

Finance, Resources and Pay Committee

Wednesday 04 November 2026

Wednesday 17 March 2027

Wednesday 19 May 2027

Appendix B – Key Responsibilities of FGB Committees

Leadership, Strategy and Quality of Education Committee (LS&QE)

The Leadership, Strategy and Quality of Education Committee is a small group of Governors, to develop strategies and plans for The Cedar Federation and School Improvement. They will also focus on the delivery of the annual School Plans and the Quality of Education Reports to undertake monitoring and evaluation activities against School Plan priorities and report to the FGB.

Key Responsibilities

- Act on matters delegated by the FGB.
- Consider safeguarding and equalities implications when undertaking all committee functions.
- Recommend and monitor the structure of the Governing Body (including its Committees).
- Consider recommendations from external reviews of the schools, for example recommendations from Ofsted and Local Authority School Improvement Partners, agree actions as a result of reviews and evaluate regularly the implementation of the School Plans for Ifield School and King's Farm Primary School.
- Oversight of cross Committee responsibilities in order to ensure effective strategy and delivery.
- Ensure the dissemination of information to relevant Committees.
- Determine the overall staff complement for Ifield School and King's Farm Primary School for agreement by the FGB, ensuring that the schools are staffed sufficiently for the fulfilment of the School Plans and the effective operation of the schools.
- In conjunction with the Headteachers of Ifield School and King's Farm Primary School, contribute to agreeing the structure of the Leadership Team in each school, taking account of and authorising any subsequent changes to costed expenditure with support from the Director of Finance and Resources.
- In conjunction with the Headteachers, be involved in the recruitment of Assistant Headteacher or Deputy Headteacher level in each school.
- Determine the Complaints Procedure for Ifield School and King's Farm Primary School for approval by the FGB and dissemination to parents/carers.
- Review the Admissions Policies for Ifield School and King's Farm Primary School.
- Actively resource links with other schools as part of continuous improvement (sharing best practice) and as a means of strengthening The Cedar Federation.
- Establish and oversee the implementation of the school's Appraisal Policy, including the arrangements and implementation of the schools' appraisal procedures for the Headteacher of Ifield School and the Headteacher of King's Farm Primary School.
- Determine the timing of the Headteacher Performance Management Review cycle and appoint a minimum of two Governors to act as reviewers alongside an external advisor forming the Headteacher Performance Management Committee in line with The Cedar Federation's Pay Policy.
- Consider and approve the recommendations of the Headteacher in relation to the Performance Management, in line with The Cedar Federation Pay Policy.
- Consider and approve any uplift to be applied to the schools' pay scales for Teachers and Support Staff.
 - i. Access to the full statutory National Curriculum and progress against agreed targets and objectives
 - ii. Religious Education in accordance with the Kent Agreed Syllabus
 - iii. Relationships & Sex Education and Health Education
 - iv. Learning and development requirements of the Early Years Foundation Stage and Sixth Form provisions
 - v. Ifield School's Woodlands
 - vi. Resolving complaints related to the quality of education.

- Monitor pupil achievement and outcomes.
- Monitor pupil data including Statutory and Additional Target Setting, Safeguarding, Exclusions Children in Care, Bullying and Racial incidents.
- Evaluate and monitor pupils' personal development, behaviour and wellbeing.
- Monitor pupil attendance.
- Recognise the impact of others, such as families and relations with the world outside Ifield School and King's Farm Primary School and the education and wellbeing of pupils at both schools.
- Review policies in relation to statutory requirements to ensure they are appropriate/fit for purpose and make recommendations to the FGB, as appropriate.
- Review acknowledged good practice in other schools and consider whether and how this can be applied to Ifield School and King's Farm Primary School as part of driving continuous improvement in teaching, learning and assessment.
- Consider elements of the School Plans pertinent to the committee and agree recommendations for approval by the FGB.
- Agree priorities for improvement, and monitor and evaluate the impact of School Plans which relate to the Committees' area of operation.
- Monitor and evaluate the impact of the quality of education in relation to the rate of pupil progress and standards of achievement.
- Review, monitor and evaluate the curriculum offer ensuring that it is broad and balanced by understanding the intent, implementation and impact.
- Advise the Finance, Resources and Pay Committee on the relative funding priorities necessary to deliver the curriculum.
- Monitor and evaluate provision, rates of progress and standards of achievement by pupils, including any vulnerable groups.
- Monitor the impact of specialist funding, for example, Primary PE and Sports Premium and Pupil Premium.
- Any decisions taken must be determined by a majority of votes of Committee members present and voting.

Finance, Resources and Pay Committee (FR&P)

The FR&P Committee focus on the delivery of the annual School Plans, undertake monitoring and evaluation activities against School Plan priorities and report to the FGB.

Key Responsibilities

- Act on matters delegated by the FGB.
- Consider safeguarding and equalities implications when undertaking all Committee functions.
- Produce and approve, on behalf of the FGB, the Budget in accordance with The Cedar Federation Priorities and Ifield School and King's Farm Primary School's School Plans.
- Consider and approve the 'balanced' three-year budget plans for each school, which shows clear links to the School Plans.
- Monitor the income and expenditure throughout the year of all delegated and devolved funds against the annual budget plan.
- Consider and approve for submission to the LA, a recovery plan where revenue deficit rises above 5% on 31 March of any year, where applicable.
- Review Ifield School and King's Farm Primary School financial policies and strategic plans, and the management of resources and financial position, as necessary.

- Monitor the application and effectiveness of The Cedar Federation Pay Policy, ensuring pay decisions are linked to evidence of performance and the criteria for pay progression are applied consistently, fairly and objectively.
- Monitor the revenue and capital budgets to ensure compliance under the Ifield School and King's Farm Primary School internal financial controls.
- Review, complete and submit the School Financial Value Standard (SFVS) and undertake any remedial action identified as part of the SFVS.
- Ensure both schools are working within the guidance of the Schools Financial Value Standard (SFVS) recommendations.
- Approve and review the annual school financial risk registers.
- Undertake financial benchmarking and report back to the Governing Body.
- Take responsibility for the write off of no longer required or serviceable assets above a specified value as delegated to the Headteachers when required.
- In collaboration with the Ifield School and King's Farm Primary School Headteachers and relevant school staff, take responsibility for monitoring the schools' assets and, where required, recommending appropriate measures to the FGB to rectify inadequacies.
- Consider recommendations from other Committees and submit comments to the FGB on financial feasibility of the recommendations.
- Monitor the School Governors Allowances Policy.
- Monitor all aspects of Health and Safety within Ifield School and King's Farm Primary School to ensure compliance with Health and Safety Legislation and Regulations.
- Review and approve The Cedar Federation Health and Safety and Lettings policies in line with all current legislation, to include:
 - i. Ifield School Woodlands
 - ii. The SMILE Centre
 - iii. Nursery
 - iv. Sixth Form
- Take regular measures as necessary to encourage the correct practice of Health and Safety regulations on the part of all school personnel.
- Undertake a Health and Safety monitoring visits of Ifield School and King's Farm Primary School. school sites twice a year. This can be delegated to any Governor, whilst ensuring all written reports are shared with the Committee.
- Consider, in cooperation with the Headteachers of Ifield School and King's Farm Primary School and relevant School staff, improvements and innovations to the school premises.
- Monitor all aspects of staffing within Ifield School and King's Farm Primary School including the application and update of the relevant policies, including The Cedar Federation Pay Policy.
- In conjunction with Headteachers of Ifield School and King's Farm Primary School, review and agree policies and procedures for the pay and reward of staff, staff discipline and conduct procedures, grievance procedures and the management of absence and special leave.
- In collaboration with other Committees as appropriate, 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.
- Ensure sufficient funds are set aside for pay increments as set out in the Pay Policy and as recommended through the Performance Management process.
- Provide a Finance and Resources update to the FGB three times per academic year.
- Receive and act upon any issues identified by a Local Authority audit.
- Consider elements of the School Plans pertinent to the committee and agree recommendations for approval by the FGB.

- Agree priorities for improvement, and monitor and evaluate the impact of School Plans which relates to the Committees' area of operation.
- Monitor how all specialist funding is spent, for example, Primary PE and Sports Premium, and Pupil Premium.
- Any decisions taken must be determined by a majority of votes of Committee members present and voting.
- Consider and approve any uplift to be applied to the schools' pay scales for Teachers and Support Staff.

Appendix C – Membership of FGB Committees

Leadership, Strategy and Quality of Education Committee (LS&QE)

Chair:	Brian Williams
Members:	
	Maddie Arnold-Jones
	Paul Jackson
	Kehinde Otegbayo-Awodeyi
	Rachael Odufisan

Finance, Resources and Pay Committee (FR&P)

Chair:	Stephen Humphries
Members:	
	Maddie Arnold-Jones
	Keith Abbott
	Andrew Watson
	Vacancy

Financial Information

School employees with a gross annual salary of £100,000 or more	1
---	---