



Full Governing Body Terms of Reference 2024 – 2025

The Terms of reference will be reviewed annually

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 set out 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 Full Governing Body as a whole 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 are two committees:

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

The proposal (in **Appendix A**) is that there are three fixed meetings in a school year for the FR&P Committee and also Finance will be part of every agenda for the three FGB meetings. There will be three meetings per academic year for the LS&QE Committee.

4. The key responsibilities of each committee are shown 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 open to the FGB to co-opt additional members to individual committees.
7. All Governors will, in liaison with the Headteachers of School of Ifield School and King's Farm Primary School, develop a link within each school. The nature of the link to 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 how and when 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.

Budgetary Timetable

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 sections 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 sections of the Ifield School and King's Farm Primary Schools' School Plans. When the Local Authority has informed the schools of the funds delegated for the Current Year, the FR&P, at the Budget Meeting, considers 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 (Ifield School and King's Farm Primary School) school budget by virement or other procedures authorised by the FGB.

The Full Governing Body – Operating Arrangements

The body 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 making sure its money is well spent

The main responsibilities to be managed by the Full Governing Body (FGB) are outlined below:

- To ensure focus on the three strategic core functions.
- To draw up the Instrument of Government and any amendments thereafter.
- 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 Clerk to the Governing Body.
- To hold at least three FGB meetings each school year.
- To appoint and remove Co-opted Governors to the Governing Body.
- To appoint Associate Members to committees and any voting rights for that committee ensuring details are published to school website.
- To appoint the Local Authority (LA) nominated Governor.
- To suspend or remove / 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 is trained in Safer Recruitment.
- To review delegation arrangements annually.
- To approve the board 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 (and online safety) and PREVENT training.
- To regularly audit and evaluate the impact of governance to inform the structure of the Governing Body.
- To ensure the 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 a year and Finance will be 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 call 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 Full Governing Body determine 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 as specified by the Chair of the Committee.
- A senior member of the school staff from Ifield School and King's Farm Primary School., and appointed by the Headteachers, will join a 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 of each school. Each section will be considered and approved by the appropriate Committee on an annual basis and taking account of the overarching Federation Strategy.
- 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, Woodland, and Offsite educational visits.

15. Specific Governor Responsibilities

Governor Responsibility	Governor	Staff Link at School
SEND	Dot Marshall-Gent	Susan High – Ifield School Wayne Matthias- King's Farm Primary School
Safeguarding & Child Protection	Brian Williams	Maddie Arnold-Jones– Ifield School Wayne Matthias – King's Farm Primary School
Behaviour and Wellbeing	Iwan Davies	Paul Jackson – Ifield School Wayne Matthias – King's Farm Primary School
Early Years	Kehinde Otegbayo-Awodeyo	Mandy Braisted – Ifield School Jane Lazarus- King's Farm Primary School
Finance and Resources	Keith Abbott	Suzanne Hayward – Ifield School Chris Jackson King's Farm Primary School
Health and Safety	Kehinde Otegbayo-Awodeyo	Paul White – Ifield School Paul Jackson - King's Farm Primary School
Sixth Form	Dot Marshall-Gent	Sam Hargood – Ifield School
Pupil Premium	Stephen Humphries	Paul Jackson – Ifield School and King's Farm Primary School

Careers Guidance	Dot Marshall-Gent	Sue Mason – Ifield School
Training for Governors	Governance Professional	Rachel Tadhunter – Ifield School and King’s Farm Primary School
Staff Wellbeing & Retention	Amy Jones	Emily Baker – Ifield School Jane Lazarus- King’s Farm Primary School
Artsmark	Iwan Davies	Hannah Stevens – Ifield School

Staff Governors without specific Governor Responsibilities in School

Mr Chris Jackson

Mrs Maddie Arnold-Jones

Headteacher Performance Management Committee

Three Governors are required to be appointed from the panel agreed as:
Dot Marshall-Gent, Stephen Humphries and Keith Abbott

If there are only two Governors available, the process can proceed with two.

Appeals Panel

Can be made up of any Governors from the Full Governing Body.

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 one monitoring visit will be made during the year, with two other visits or discussions about a focused issue. Other forms of communication such as telephone calls, emails may be substituted for a visit. A 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 areas/subject.
- Monitor the progress of school activities towards the target or duty.
- Evaluate the extent of success at the end of the set timescale.

18. A visit to the schools will be arranged with reference to the Headteachers and in accordance with the Governor Visits policy. A report will be no more than one side of A4 in length (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 then be lodged 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

<p style="text-align: center;">Full Governing Body Minimum of 3 meetings each school year</p>
<p style="text-align: center;">Leadership, Strategy and Quality of Education Minimum of 3 meetings each school year</p>
<p style="text-align: center;">Finance, Resources and Pay Minimum 3 meetings each school year</p> <p style="text-align: center;">Finance will feature as an agenda item at every Full Governing Body meeting</p>

Meeting Dates

Dates of Meetings 2024 - 2025

Full Governing Body

Tuesday 10 Sep 2024

Thursday 09 January 2025

Thursday 10 July 2025

Leadership Strategy and Quality of Education

Wednesday 02 October 2024

Wednesday 05 February 2025

Wednesday 11 June 2025

Finance, Resources and Pay Committee

Monday 04 November 2024

Tuesday 04 March 2025

Tuesday 13 May 2025

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 as a whole.

Key Responsibilities

- To act on matters delegated by the Full Governing Body.
- To consider safeguarding and equalities implications when undertaking all committee functions.
- Recommend and monitor the structure of the Governing Body (including its Committees).
- Review the effectiveness of the Governing Body.
- To 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.
- Have 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 development 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 senior staff at Deputy/Assistant 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
- Keep under review the admissions policies for Ifield School and King's Farm Primary School.
- Actively look at links with other schools as part of continuous improvement (sharing best practice) and as a means of strengthening The Cedar Federation.
- To 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.
- To 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 Pay Policy.
- To consider and approve the recommendations of the Headteacher in relation to the Performance Management in line with The Cedar Federation Pay Policy.
- To consider and approve any uplift to be applied to the Schools' pay scales for teachers and support staff.
- To review, monitor and evaluate the curriculum offer ensuring that it is broad and balanced by understanding the intent, implementation and impact.
- To advise the Finance, Resources and Pay Committee on the relative funding priorities necessary to deliver the curriculum.
- To monitor, evaluate and consider the impact of areas of the School Plans pertinent to the Committee and agree recommendations for approval by the FGB as required.
- To monitor and evaluate the effectiveness of leadership and management.

- To monitor and evaluate the impact of continuing professional development on improving staff performance.
- To take an active role in the school self-evaluation identifying success and areas requiring improvement.
- To monitor the schools' publicity, public presentation and relationships with the wider community.
- To ensure an annual evaluation of Governor skills.
- Any decisions taken must be determined by a majority of votes of committee members present and voting.
- Support the Headteachers and staff of Ifield School and King's Farm Primary School in their aim to enable all pupils to make good progress by providing a wide range of high quality, barrier-free challenging learning experiences and opportunities. These include:
 - 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.
 - v. Ifield Woodland Teaching and Learning
 - vi. Resolving complaints about the curriculum.
- 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, on the education and wellbeing of pupils at both schools consider these as appropriate.
- Review policies in relation to statutory requirements to ensure they are 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.
- To consider elements of the School Plans pertinent to the committee and agree recommendations for approval by the FGB.
- To agree priorities for improvement, and monitor and evaluate the impact of improvement plans which relate to the Committee's area of operation.
- To monitor and evaluate the impact of the quality of teaching and learning 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.
- To advise the Finance, Resources and Pay Committee on the relative funding priorities necessary to deliver the curriculum.
- To monitor and evaluate provision, rates of progress and standards of achievement by pupils, including any vulnerable groups.
- To 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 as a whole.

Key Responsibilities

- To act on matters delegated by the Full Governing Body.
- To consider safeguarding and equalities implications when undertaking all committee functions.
- Produce and approve, on behalf of the FGB, the Annual Budget in accordance with the Federation Strategy and Ifield School and King's Farm Primary School School Plans.
- To consider and approve the 'balanced' three-year budget plans for each school, which shows clear links to the School Plans.
- To monitor the income and expenditure throughout the year of all delegated and devolved funds against the annual budget plan.
- To consider and approve for submission to the LA, a recovery plan where revenue deficit rises above 5% at 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.
- To 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.
- To review, complete and submit the School Financial Value Standard (SFVS) and undertake any remedial action identified as part of the SFVS.
- To ensure the schools are working within the guidance of the Schools Financial Value Standard (SFVS) recommendations.
- To approve and review the annual school financial risk registers.
- To undertake financial benchmarking and report back to the Governing Body.
- Be responsible 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, be responsible for monitoring the upkeep and maintenance of the school's 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. The Woodland
 - ii. The Smile Centre
 - iii. Nursery
 - iv. Post 16 provision
- 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 inspection of Ifield School and King's Farm Primary School. school sites twice a year.
- 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 School policies including The Cedar Federation Pay Policy.
- In conjunction with Headteachers of School of Ifield School and King's Farm Primary School, review and agree policy 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.
- To 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 summary finance and resources report to the FGB three times a year.
- To receive and act upon any issues identified by a Local Authority audit.
- To consider elements of the School Plans pertinent to the committee and agree recommendations for approval by the FGB.
- To agree priorities for improvement, and monitor and evaluate the impact of improvement plans which relate to the Committee's area of operation.
- To 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.
- To 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:	Dot Marshall-Gent
Members:	Chris Jackson
	Maddie Arnold-Jones
	Paul Jackson
	Brian Williams
	Kehinde Otegbayo

Finance, Resources and Pay Committee (FR&P)

Chair:	Stephen Humphries
Members:	Chris Jackson
	Maddie Arnold-Jones
	Keith Abbott
	Amy Jones
	Vacancy

Financial Information

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