



Governors' Terms of Reference 2025-26

The purpose of governance is to provide confident, strategic leadership and to create robust accountability, oversight and assurance for educational and financial performance.

The Board has three strategic core functions:

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

The Governing Board will always operate 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. These Terms and Standing Orders will be reviewed at least annually.

1. Responsibilities of the Governing Board	2
2. Delegation of Functions to Headteacher	6
3. Roles	8
4. Capability Governors	9
5. Hearings Panel	9
6. Appeals Committee	9
7. Finance and Premises Committee	10
8. Pay Panel	11
9. Monitoring Governors	13
10. Headteacher's Performance Review Group	14
11. Meetings for the academic year	14

Situated within the school premises is the **Little Otters** (Playgroup), overseen by the Governing Board who delegate all day-to-day responsibilities to the Headteacher.

This document was agreed by the Governing Board at their meeting held on

Date: 24 September 2025

Review Date: September 2026

1. Responsibilities of the Governing Board

The main responsibilities to be managed by the Governing board are outlined below:
Items in bold may be delegated and reported back to the Board.

GB Operational Business	• To draw up the Instrument of Government and any amendments thereafter • To review the standing order for election of the Chair and Vice Chair including the length of the term of office. • Elect (or remove) the Chair and Vice Chair. • To appoint (or dismiss) the Clerk to the Governing Board. • To hold at least 3 Full Governing Board meetings each year and others as required to ensure the smooth operations of the school. • To appoint Co-opted governors and any Associate members. • To appoint the LA nominated governor • To suspend or remove/recommend removal of a governor. (LA governors can only be removed by their appointing body. • To decide which functions of the Governing Board will be delegated to individuals and to appoint into the roles. • To appoint the statutory individual required roles of Safeguarding, SEND, Health & Safety and Finance based on skill set and expertise. • To receive reports from individuals or Committees to whom a delegation has been made and to consider whether any further action or decision by the Governing Board is necessary. • To review the delegation arrangements annually. • Appoint selection panel for Headteacher / Deputy Headteacher • To ratify or reject decisions of appointed selection panel • To recruit new governors as vacancies arise ensuring the board has all the necessary skills to be effective. • To ensure that statutory requirements for information are published on the school website, including details of governance arrangements, and updated as necessary. • To approve and set up a Governors' Allowances Scheme. • To regulate the Governing Board procedures where not set out in law and record these as Standing Orders. • To delegate to the Headteacher the functions as described in the Delegation of Functions to Headteacher Standing Order • To arrange a suitable induction process for approval and mentoring for newly appointed or elected governors. • To consider the DfE recommended appointment of a training and development governor to audit individual and collective development needs and from evaluation promote appropriate training. • To regularly audit and evaluate the impact of governance to inform the structure of the Governing Board • To ensure the Headteacher provides such reports as requested by the Governing Board to enable it to undertake its role.
--------------------------------	---

General	• Regularly review the vision and values of the school and ensure that these are shared with all stakeholders. • To take an active role in School Self Evaluation identifying success and areas requiring improvement. • To annually approve the School Improvement Plan for priority accuracy; regularly holding the leaders to account against the milestones; monitoring against an agreed Governing Board monitoring schedule. • To review regularly how the school is regarded by pupils and parents. • To ensure the school has in place all <i>statutory policies</i> and to keep these under regular review, consulting with representative stakeholders as appropriate. • To approve statutory policies, ensuring impact and compliance upon review. • To ensure the school has a Governing Board approved Complaints Procedure for Parents, published on the school website with parents knowing how to raise concerns and make a complaint. • To have regard to the professional advice given by the Clerk • To ensure that the Governing Board complies with all other legal duties placed upon them as shown and updated within the Governance Handbook.
Inclusion and Equality	• To establish and approve a special educational needs (SEN) policy. • To publish and update at least annually a SEN information report (meeting requirements set out in the Special Educational Needs and Disability Regulations 2014, modified 2017). • To comply with statutory duties from the SEND code of practice and KCSIE in respect of pupils with special needs by appointing a SEND governor. • To ensure that the school does not discriminate against pupils, job applicants or staff on the basis of race, religion, gender, age disability or sexual orientation. • To receive reports on bullying, homophobic and racial incidents.
Safeguarding	• To ensure statutory compliance with Keeping Children Safe in Education and its associated policies including adopting and reviewing annually the Safeguarding policy and relevant procedures • Ensure Annual Safeguarding Training is carried out • To comply with statutory duties from KCSIE by appointing Safeguarding, SEND and Health & Safety governors • To have due regard to the need to prevent people from being drawn into terrorism and to oversee the incorporation of the necessary procedures and practices outlined in the Prevent duty within the child protection policy • To complete an annual Safeguarding Review ensuring any follow up actions are monitored and completed.

Curriculum	• Ensure NC is taught to all pupils • To ensure the curriculum is broad and balanced • To monitor the curriculum policy if there is one in place. • To establish a charging and remissions policy for activities. • To ensure the British Values are embedded within the curriculum, preparing pupils for life in modern Britain
Budget	• To approve the first formal budget plan each year. • To engage in strategic decision making. • To approve a 3-year budget which shows clear links to the School Improvement Plan. • To analyse and recommend the annual budget. • To annually review and approve the Finance Policy and recommend levels of delegation. • To undertake financial benchmarking. • To annually review and approve the Charging and Remissions policy. • To enter into contracts following agreed financial limits. • To make decisions in respect of service agreements following agreed delegation of financial limits and insurance. • To ensure the school complies to the SFVS guidelines. • To agree annual action plans and monitor how school premiums are spent (i.e. PE and sports premium). • To appoint a finance governor or monitoring pair. • To review and take account of any consultations to change the LA Finance Scheme.
Staffing	• To make Headteacher appointment (ratify or reject) following recommendations from the board approved selection panel. • To annually determine the staff complement. • To annually agree a pay policy and any pay discretions • To annually review the impact of and implementation of the Pay and Reward policy. • To establish and review procedures for addressing staff discipline, conduct and grievance. • To establish a governor panel to hear staff appeals against dismissal, redundancy or grievances. • To dismiss the Headteacher. • To end the suspension of staff or Headteacher • To determine dismissal payments/early retirement.
Appraisal and Performance Management	• To establish and review and approve the Appraisal Policy. • To determine the timing of the Headteacher appraisal review cycle. • To appoint the Headteacher Performance management group • To appoint the pay panel of 3 skilled or trained governors. • To appoint the external advisor. • To take into account the Headteacher Standards for Excellence. • To agree total pay award following recommendation from Pay panel. • To agree any pay award for the Headteacher/ Executive Leader following recommendation from the Headteacher performance management panel

Discipline/ Exclusions	- To establish a statement of behaviour principles on which the school can produce a behavior policy. - To review the use of exclusion and decide whether or not to confirm all permanent exclusions and fixed term exclusions where a pupil is either excluded for more than 15 days in total in a term, to direct the reinstatement of excluded pupils.
Premises & Insurance	- To develop and approve a school buildings strategy or master plan and contribute to LA Asset Management Planning arrangements. - To procure and maintain buildings, including a properly funded maintenance plan. - To receive annual site report.
Health & Safety	- To establish and approve a Health & Safety policy and review annually. - To ensure that Health & Safety regulations are followed and appropriately prioritised. - To receive annually the Health & Safety Inspection Report and agree any actions. - To appoint a Health and Safety governor
Admissions	- To follow The School Admissions Code statutory guidance when carrying out duties relating to school admissions. - Set a clear published admission number (PAN), which states the number of applicants they will admit where enough applications are received
Collective Worship	To ensure that the school provides teaching of religious education for all pupils in accordance with the agreed syllabus or has informed parents of their right to withdraw their child.
School Organisation	- To set the time of the school sessions and the dates of school terms and holidays - To publish proposals to change category of school.
Collaborations	To consider forming or joining a group of schools
Federations	- To consider forming a federation or joining an existing federation. - To consider requests from other schools to join a federation. - To leave a federation.
Academies	- To consider approach and time scale to academy conversion. - To consider forming or joining an existing Multi-academy-trust (MAT).
Extended Services	- To decide to offer additional activities and agree what form these should take. - To cease providing extended services provision.

1.1. Membership: as per the Instrument of Government

1.2. Disqualification: as per Regulation 20 and Schedule 6 of the Constitution Regulations

Co Chairs of the Governing Body	
Vice Chair of the Governing Body	
Clerk to the Governing Body	
Quorum:	One half of the number of governors in post

2. Delegation of Functions to Headteacher

The delegation to the Headteacher ensures a clear separation between strategic non-executive oversight and operational executive leadership. The Headteacher is expected to work within the following terms of reference, and to provide the Governing Board with such reports in connection with his or her functions as the Governing Board requires. This includes the Little Otters (Playgroup) facility.

Budget	• To make miscellaneous financial decisions up to an agreed limit of £1000 as set out in the school finance policy. • To enter into contracts above that amount with the agreement of the governing body. • To monitor monthly expenditure. • To make payments. • Ensure the viability of Little Otters (Playgroup)
Staffing	• To appoint teachers and non-teaching staff. • To establish disciplinary, capability and grievance procedures. • To suspend staff. • To initially dismiss staff. • To produce and maintain a central record of recruitment and vetting checks • Ensure correct ratios of staff for LO provision
Curriculum	• To ensure the National Curriculum is taught to all pupils and consider disapplication for pupils as appropriate. • To establish and implement a Curriculum policy. • To decide which subject options should be taught. • To be responsible for standards of teaching. • To be responsible for each individual child's education. • To agree the content of any Sex and Relationship Education and to keep up to date a written policy for its delivery. • To ensure the balanced treatment of political issues and to prohibit political indoctrination. • To promote British values.
Appraisal and Performance Management	• To formulate and implement an Appraisal policy. • To make pay decisions in line with the pay policy and legal requirements • To carry out appraisal of other teachers (or delegate to line managers in the school)
Standard Setting	• To set standards and predictions for pupil achievement and progress.
Religious Education	• To provide Religious Education in line with school's basic curriculum.
Collective worship	• To ensure that the school provides teaching of religious education for all pupils in accordance with the agreed syllabus or has informed parents of their right to withdraw their child.
Health & Safety	• To ensure that Health & Safety regulations are followed.
Discipline/ Exclusions	• To draft the content of the school behaviour policy and publicise it to staff, students and parents.
Inclusion and Equality	• To designate a qualified teacher to be responsible for co-ordinating SEN provision (the SEN co-ordinator or SENCO) • To appoint a designated teacher for looked-after children

School Organisation	• To ensure that the school meets for 380 sessions in a school year. • Where determined by the Governing Board, to ensure that school lunch nutritional standards are met. • To draft and implement a data protection policy which complies with GDPR and review it at least every two years and register with the Information Commissioner's Office • To ensure the statutory required information is uploaded to the school website. • Maintain a register of pupil attendance. • To publish on the website the drafted structure and remit of the Governing Board, including governor appointment details, term of office and attendance record • To submit governor information to the DfE database of governors (GIAS)
Information for Parents	• To ensure that the school keeps parents and prospective parents up to date with school information. • To ensure that free school meals are provided to those pupils meeting the criteria. • To ensure that parents are aware of their rights to withdraw their child from collective worship, RE and Sex and Relationship education. • To ensure that a report on each child's educational achievement is forwarded to parents /guardians.
Breakfast & After School Clubs	• To put into place the additional services provided. • To ensure delivery of services provided.

3. Roles

3.1. Role of the Chair of the Governing Body

- To ensure the business of the Governing Body is conducted properly, in accordance with legal and delegation requirements.
- To ensure meetings are run effectively, focusing on priorities and making the best use of time available, and to ensure that all members have an equal opportunity to participate in discussion and decision-making
- To establish and foster an effective relationship with the headteacher based on trust and mutual respect for each other's roles.

The chair has an important role in ensuring that the Governing Body acts as a sounding board to the headteacher and provides strategic direction

There may be an occasion when the Chair will need to use a "chair action" to make an urgent decision on behalf of the board, This will only be used for urgent duties that can't wait or where it is not possible for the board to meet (either in person or virtually).

Disqualification: Headteacher, Staff Governors, Staff Members

3.2. Role of the Clerk to the Governing Body

- To work effectively with the Chair of Governors, the other governors and the headteacher to support the Governing Body
- To advise the Governing Body on Constitutional and Procedural Matters, duties and powers
- To convene meetings of the Governing Body
- To produce agendas for the meetings working with the Chairs/Headteacher
- To attend meetings of the Governing Body and ensure minutes are taken
- To maintain a register of members of the Governing Body and report vacancies to the Governing Body
- To give and receive notices in accordance with relevant regulations
- To ensure the requirements for governors to publish information online is adhered to
- To maintain a register of attendance to be published on the school website and report non-attendance to the Governing Board.
- To perform such other functions as may be determined by the Governing Body from time to time

Disqualification: Governors, Associate Members, the Headteacher

3.3. Role of the Chair of a Committee

- To ensure the business of the committee is conducted properly, in accordance with legal requirements
- To ensure meetings are run effectively, focusing on priorities and making the best use of time available, and to ensure that all members have an equal opportunity to participate in discussion and decision-making
- Appoint a Clerk for each meeting and ensure minutes are taken, produced and circulated to Governors.

Disqualification: none

4. Capability Governors

4.1. Terms of reference:

- To attend (one governor) formal staff capability meetings and formal review meetings in accordance with the school's appraisals and capabilities policies
- One or more governors to make any determination, with the head teacher, or Chair of Governors in the case of the head teacher, to dismiss a member of staff in accordance with the school's appraisals and capabilities policies

4.2. Membership: 2 Governors identified

4.3. Disqualification: Headteacher and any person employed at the school

Name of Governor	Date identified
To be appointed when need arises	

5. Hearings Panel

- To make any determination or decision under the Governing Body's General Complaints Procedure for Parents and others
- To make any determination or decision under the Governing Body's Curriculum Complaints Procedure, in respect of National Curriculum disapplications, and the operation of the Governing Body's charging policy

5.1. Membership: 3 Governors

5.2. Disqualification: Any Governor with prior knowledge of issues (e.g. as parent or teacher)

Name of Governor	
To be appointed when need arises	

6. Appeals Committee

6.1. Terms of reference:

- To consider any appeal made by a member of staff during the school's capability process
- To consider any appeal against selection for redundancy

6.2. Membership: 3 Governors; two from Slimbridge and one from a Tyndale Cluster school

6.3. Disqualification: Headteacher, Capability governor involved in capability procedure

Name of Governor
To be appointed as the need arises

Quorum	3
---------------	---

7. Finance and Premises Committee

7.1. Terms of reference:

Finance

1. review an annual budget, ensuring resources are allocated in line with the school's strategic priorities and curriculum plans
2. maintain a realistic three-year financial plan, which takes into account the school's vision, known risks and opportunities
3. present an annual budget to the full governing body for approval
4. monitor actual income and expenditure at least once a term against the approved budget
5. benchmark income and expenditure against that of similar schools, considering comparative performance and opportunities to improve efficiency
6. ensure that sufficient funds are allocated for staff pay increments
7. report back to each meeting of the full governing body, alerting them to potential problems and significant variations to the approved budget at the earliest opportunity
8. monitor spending of pupil premium, PE and sport premium (and other relevant premiums); ensuring that funding is spent effectively and is having the intended impact on pupil outcomes
9. review and approve any adjustments to the school's approved budget (subject to the local scheme of delegation)
10. approve expenditure and virements of sums over £10,001 up to and including £50,000. Sums below this amount are delegated to the Headteacher up to £5,000, and to the Chair of the Committee of sums between £5,000 and £10,000. Sums over £50,000 must be approved by the Full Governing Board.
11. undertake detailed scrutiny and recommend approval of the Schools Financial Value Standard (SFVS) and undertake actions identified as part of the SFVS
12. ensure local authority financial procedures are complied with
13. receive and act upon any issues identified by a local authority audit
14. ensure that the school follows basic procurement rules and achieves best value for money when acquiring goods and services
15. assess the school's insurance cover to ensure that it provides adequate protection against risks

Staffing

16. review the staffing structure of the school annually, ensuring that it meets the requirements the school development plan, the curriculum and is affordable
17. consider applications from staff for variation to contract (such as secondments, early retirement, leave of absence, reduced working hours and flexible working requests)
18. review staff work-life balance, working conditions and wellbeing, including monitoring staff absence rates
19. oversee the operation of the appraisal policy, including making arrangements for the headteacher's performance management
20. review pay decision data to ensure that pay increments are awarded fairly
21. ensure that staffing procedures (including recruitment procedures) comply with equality legislation and safer recruitment practice
22. monitor the provision of staff training and CPD, ensuring sufficient budget is allocated

Premises, health and safety

23. ensure that safeguarding policies, procedures and training is effective and complies with the law at all times, having regard to statutory guidance Keeping Children Safe in Education
24. ensure appropriate risk assessments are carried out and reviewed on a regular basis, particularly in response to changes in equipment or circumstances
25. monitor the completion of actions and recommendations arising from risk assessments
26. review the school's accessibility plan
27. receive an annual health and safety audit report and monitor any arising actions
28. receive a regular report on accident statistics, near misses, incidents of violence or aggression
29. ensure that a process is in place to approve educational visits, ensuring that health and safety planning and risk assessments have been undertaken for them
30. ensure that inspections of the school site, buildings and equipment take place (annually and at appropriate intervals), and a report is received identifying any issues
31. monitor the health and safety training that staff and governors undertake
32. review, adopt and monitor all policies delegated by the board:
 - Finance
 - Reserves (if and when required)
 - Health and safety
 - Charging and remissions
 - Lettings (if and when required)
 - Governor allowances and expenses
 - Policies that relate to premises management

7.2. Disqualification: Any relevant person employed to work at the school other than as the headteacher, when the subject for consideration is the pay or performance review of any person employed to work at the school

Name of Governor
AM (Chair)
LC
VC
LH
DK
PC
WO

Quorum	3
--------	---

8. Pay Panel

8.1. Terms of reference

- To apply the school Pay Policy on behalf of the Governing Body fairly and equitably.
- To ensure that this policy links effectively with the school's Appraisals policy for teachers and support staff.
- To ensure that staff new to the school are correctly paid.
- Highlights that all members of staff have a current and accurate job description and that this document is regularly reviewed.

- To make appropriate arrangements for the head teacher's performance management, including planning statement, moderation and review as laid down in the schools Performance Management Policy for Teachers.
- To undertake appropriate annual reviews of salary for teaching staff.
- To receive recommendations from Reviewers regarding the performance and pay progression of teachers following moderation as laid down in the school's Appraisals Policy.
- To determine entitlements and approve or withhold annual progression where appropriate whether based on experience or performance using the criteria laid down in this document.
- To make appropriate arrangements for representations from members of staff to be heard on pay related matters including: performance management statements or reviews, salary, grading or annual pay decisions prior to a formal appeal and to seek whatever additional evidence, information or advice is necessary to respond to this request.
- To exercise the governor's discretionary powers as specified in the Pay Policy.
- To periodically undertake a review of the Individual school Range and to report findings and/or make recommendations for change to the Governing Body in relation to the grading of members of the Leadership Group.
- To periodically review the job descriptions for support staff and teachers holding Teaching and Learning Responsibility allowances to ensure that changes are identified and appropriate action is taken in relation to pay and grading.
- To ensure that each teacher in the school has an annual review of their salary and a written salary statement throughout the period of their service.

The Pay Panel will keep its work and the results of individual reviews and decisions confidential. The Chair of the Panel will report to the whole Governing Body regarding progress and the work of the Panel but will not report on the details of decisions reached to ensure that sufficient governors remain available to hear appeals should this be necessary.

Name of Governor	
AM (Chair)	
PC	
WO	

Quorum	3
--------	---

8.2. Pay Appeals Panel

- The Pay Appeals Panel hears appeals relating to pay related decisions on behalf of the Governing Body. This Panel is made up of 3 governors, one of whom will act as Chair of the Panel. None of these governors is employed within the school and none will be a member of the Pay Panel or have been involved in any pay decisions.
- The Appeals Panel will hear formal appeals lodged by members of staff against decisions made by the Pay Panel in the event that the informal procedures mentioned above fail to produce an acceptable result.
- They will also ensure that the terms of the Pay Policy and related procedures have been correctly applied.
- The Appeals Panel will follow the appeals procedure and will:
 - Hear formal appeals lodged by employees against decisions made by the school where the informal processes failed to resolve this matter.
 - Acknowledge receipt of appeals lodged within five working days of receipt indicating the action to be taken.
 - Hear cases as soon as possible, normally within 20 working days of the appeal being lodged, taking into account the need to seek information, additional evidence and advice, and subject to the availability of Panel members, staff and their representative.

- Give a written response to appeals within five working days of the hearing. The decision included in this response will be final and binding in terms of this policy.
- Periodically report to the Governing Body to confirm progress. The workings of the Panel will however be confidential and no details of individual cases will be released. These progress reports will include recommendations for changes to the Pay Policy where this is felt to be necessary.
- The full appeals procedure can be found in Appendix 2 of the school's Pay Policy

9. Monitoring Governors

Any individual to whom a governor monitoring responsibility has been delegated is expected to work within the following terms of reference in conjunction with the protocols and procedures set out in the Monitoring Visit Policy

To monitor an identified subject area and the School Improvement Plan or a statutory function of the Governing Board and report back to the Governing Board, evidenced within the written report. 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 subject lead professional at the end of the day as mutually agreed.

9.1. Terms of reference:

:

- 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 statutory duties.
- 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 for approval by the Headteacher and the Chair 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
- Governor Training and development

Before undertaking any monitoring, governors will read the Monitoring policy, Governing Board code of conduct and the school staff code of conduct

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 a collective strategic overview for all delegated monitored areas to enable accountability and effective decision making.

10. Headteacher's Performance Management Panel

10.1. Terms of reference:

- To arrange to meet with the relevant parties to discuss the headteacher's performance targets (2 governors)
- To decide, with the support as necessary, whether the targets have been met and to set new targets annually (2 governors)
- To monitor through the year the performance of the headteacher against the targets (2 governors)
- To make recommendations to the Pay Panel in respect of awards in exceptional circumstances (2 governors)

10.2. Membership: 3

10.3. Disqualification: Headteacher and Staff Governors

Name of Governor
WO (Chair)
PC
AM - reserve
Advisor: Helen Lockyer

Quorum	2
---------------	---

11. Meeting for the academic year (All meetings commence at 15:45)

FGB	Finance & Premises
Tue 23 Sep 25	
Tue 2 Dec 25	Tue 21 Oct 25
Tue 27 Jan 26	
Tue 24 Mar 26	Tue 10 Mar 26
Tue 19 May 26	Tue 12 May 26
Tue 14 Jul 26	Tue 23 June 26