Billing Brook

GOVERNING BODY
TERMS OF REFERENCE

2026-27

Full Governing Body Terms of Reference

Chair of Governors	*Matthew Lister*
Vice Chair	Michael Thompson
Clerk:	*Graham Lampard – Syzygy Leisure Ltd*
Membership:	*Matthew Lister - Parent* *Micheal Thompson* *Phil Spokes* *Gemma O'Reilly* *Gurdeep Sembhi - Parent* *Sarah Ryall - Parent* *Ian Barber – Staff* *Tina Abraham – Staff*
Quorum:	4
Meetings:	6 Meetings within the academic year

The main responsibilities to be managed by the governing body are outlined below. Items in bold cannot be delegated.

- To agree constitutional matters, including procedures where the Governing Body has discretion.
- To hold at 6 Governing Body meetings a year.
- To appoint or remove the Chair and Vice Chair.
- To appoint or remove a Clerk to the Governing Body.
- To recruit new members as vacancies arise and to appoint new governors where appropriate.
- To agree the programme of work and calendar of meetings for the Governing Body based on known cycles of school improvement, financial management, staffing issues and communicating with parents.
- To decide which functions of the Governing Body will be delegated and to whom.
- To receive reports from any pair or individual to whom a delegation has been made and to consider whether any further action by the Governing Body is necessary.
- To review the delegation arrangements annually.
- To declare pecuniary interest and ensure this is published on the school website.
- To approve Governors' Allowances Policy.
- To arrange a suitable induction process and mentoring for newly appointed governors.
- To audit individual and collective development needs and promote appropriate training.
- 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 update and review regularly the School Development Plan identifying monitoring opportunities for the governing body.

- To ensure the school has in place all statutory policies and to keep these under regular review, consulting with representative stakeholders as appropriate.
- To approve policies on review.
- 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 ensure the school has a Complaints Procedure and that parents know how to raise concerns and make a complaint.
- 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 monitor the school's publicity, public presentation and relationships with the wider community.
- 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.

Resource Committee: Finance, Personnel & Premises

Chair of Committee	*Matthew Lister -*
Clerk:	*Graham Lampard – Syzygy Leisure Ltd*
Membership:	*Phil Spokes* *Gurdeep Sembhi* *Simon Philp* *Ian Barber – Staff* *Nikki Kennedy – Accounting Officer* *Tracey Carter – Chief Finance Officer - Advisor*
Quorum:	*3*
Meetings:	*4 Meetings within the academic year*

- To agree a scheme of delegation and ensure spending decision including service level agreement represent value for money as set out in the accounting policy.
- Approve a balanced budget each financial year and submit to the ESFA
- To review the management accounts monthly which will include income ad expenditure, variation to Annual budget, cashflows and balance sheets.
- To ensure that the school is staffed sufficiently for the fulfilment of the school's development plan and the effective operation of the school.
- To establish and oversee the operation of the school's Performance Management / Appraisal Policy - including the arrangements and operation of the school's appraisal procedures for the Headteacher.
- To establish a Pay Policy for all categories of staff.
- To be responsible for the review of the Pay Policy(s).
- To ensure that staffing procedures (including recruitment procedures) follow equalities legislation.
- To monitor approved procedures for staff discipline and grievance and ensure that staff are kept informed of these.
- To establish the annual and longer-term salary budgets and other costs relating to personnel, e.g. training. To establish a governor panel to hear staff appeals against dismissal, redundancy or grievances.

- To ensure that there is a whistleblowing procedure and this is published on school website
- To provide support and guidance to the headteacher on all matters relating to the maintenance and development of the premises and grounds, including Health and Safety.
- To ensure that an annual inspection of the premises and grounds takes place and a report is received identifying any issues.
- To agree a proposed 3-year Estate Vision & Strategy plan subject to competitive tendering process being completed.
- The headteacher is authorised to commit expenditure without the prior approval of the committee in any emergency where delay would result in further damage or present a risk to the health and safety of pupils or staff. In this event the headteacher would normally be expected to consult the committee chair at the earliest opportunity.
- To commission a project working group where necessary to oversee any major developments.
- To establish and keep under review an Accessibility Plan.
- To review, adopt and monitor a Health and Safety policy.
- To ensure that the governing body's responsibilities regarding litter, refuse and dog excrement are discharged according to Section 89 of the Environmental Protection Act 1990, so far as is practicable.
- To effectively monitor the redevelopment of Billing Brook Hub which includes successfully gaining planning permission, ensuring project milestones are completed and the main contractor is appointed.

Audit & Risk Committee

Chair of Committee	*Gurdeep Sembhi*
Clerk:	*Graham Lampard – Syzygy Leisure Ltd*
Membership:	*Matthew Lister* *Phil Spokes* *Simon Philp* *Nikki Kennedy – Accounting Officer* *Tracey Carter – Chief Finance Officer - Advisor*
Quorum:	*2*
Meetings:	*4 Meetings within the academic year*

- Advise the board on the effectiveness and resources of the external/internal auditors or scrutineers to provide a basis for their reappointment, dismissal, retendering, or remuneration. Which will include:
    - The auditor's/scrutineer's sector expertise
    - Their understanding of the trust and its activities
    - Whether the audit process allows issues to be raised on a timely basis at the appropriate level
    - The quality of auditor/scrutineer comments and recommendations in relation to key areas
- Ensure there is co-ordination between internal audit/scrutiny and external audit and any other review bodies that are relevant.
- Consider the reports of the auditors/scrutineers and, when appropriate, advise the Trust Board of material control issues.

- Provide minutes of all Audit and Risk Committee meetings for review at board meetings

External Audit

- Review the external auditor's plan each year
- Review the annual report and accounts
- Review the auditor's findings and actions taken by the trust's SLT in response to those findings
- Produce an annual report of the committee's conclusions to advise the board of trustees and members.

Internal Scrutiny

- Take delegated responsibility on behalf of the board of trustees for examining and reviewing all systems and methods of control both financial and otherwise including risk analysis and risk management; and for ensuring the Trust is complying with the overall requirements for internal scrutiny, as specified in the Academies Financial Handbook.
- Agree an annual programme of internal scrutiny / audit, which is objective and independent, covering systems, controls, transactions, and risks.
- Advise the trustees on the adequacy and effectiveness of the trust's systems of internal control, governance, and risk management processes,
- Consider the appropriateness of executive action following internal audit/internal scrutiny reviews and to advise the board on any additional or alternative steps to be taken
- Oversee the annual review of the trust's risk register

Quality of Education

Chair of Committee	*Michael Thompson*
Clerk:	*Minutes recorded digitally and checked by chair*
Membership:	*Gemma O'Reilly* *Sarah Ryall* *Nikki Kennedy – Headteacher* *Nicola Holland – Quality of Education Lead*
Quorum:	*2*
Meetings:	*3 Meetings & 3 visits within the academic year*

- To consider and advise the governing body on standards and other matters relating to the school's curriculum, including statutory requirements.
- To ensure that the requirements of children's SEND are met, as laid out in the Code of Practice.
- To advise the Resources committee, through the Headteacher, on the relative funding priorities necessary to maintain aspirational standards with regard to Quality of Education.
- To review, monitor and evaluate the curriculum offer; to include face to face and remote learning.
- To monitor and evaluate the impact of quality of teaching on rates of pupil progress and standards of achievement.
- To monitor and evaluate rates of progress and standards of achievement by pupils, including any underachieving groups.

- To monitor and evaluate the impact of continuing professional development on improving staff performance.
- To monitor and evaluate provision for specifically identified groups of vulnerable children (e.g. looked after children) and ensure all their needs have been identified and addressed, and to evaluate their progress and achievement.
- To regularly review and develop the Assessment Policy and to ensure that the policy is operating effectively.
- To review, adopt and monitor overall curriculum policy and plans; also Collective Worship.
- To review and adopt the Children In Care policy.
- To monitor and review Pupil Premium and Sports Grant spending.
- To plan strategies to collect and consider pupil voice.
- To review Home-School Agreement and Parent Handbook.
- To identify and celebrate pupil achievements.
- To oversee arrangements for educational visits, including the appointment of a named co-ordinator.
- To set attendance targets and monitor attendance data. To consider, as appropriate, penalty notices.
- To review extended school provision in terms of pupil learning, resources and premises.
- To contribute to the School Development Plan.

Suggested agenda Items		
	FGB	**Resource including Audit and Risk**
Term 1	Elect chair and vice chair Sign Governors code of conduct and pecuniary interests Decide / review scheme of delegation – publish on school website Agree Governor roles Safeguarding Review pupil outcomes including PP, Sports Grant Review policies in accordance with review cycle Review School Self Evaluation and approve School Development Plan	Visit
Term 2	External Auditors presentation and management report Review pupil welfare Safeguarding Governor visit reports HT report Review policies in accordance with review cycle Review School Self Evaluation and School Development Plan	Review main changes in the academies handbook Review of last management accounts in preparation for full audit Performance Management outcomes for all staff incl. HT Pay Policies Review Financial management information
Term 3	Review and approve any changes to staffing Structure Safeguarding Governor visit reports Review policies in accordance with review cycle Review School Self Evaluation and School Development Plan	Visit
Term 4	Safeguarding Governor visit reports HT report Review policies in accordance with review cycle Review School Self Evaluation and School Development Plan	Review Risk register Internal scrutiny report Estate Vision & Strategy Review Financial management information Complete and submit the school resource management self-assessment tool for DoE
Term 5	Safeguarding Governor visit reports Review policies in accordance with review cycle Review School Self Evaluation and School Development Plan	Internal scrutiny report Review Financial management information Risk Register
Term 6	Safeguarding Governor visit reports HT report Approve 3 Year Budget Forecast Conduct a Governing Board self-evaluation/Skill audit Review policies in accordance with review cycle Review School Self Evaluation and School Development Plan Set meeting dates for 2026-27	Review and recommend 3-year budget forecast to FGB Financial insight report Review Financial management information

Delegated responsibilities

General Terms

- To act on matters delegated by the full governing body.
- To liaise and consult with other governors where appropriate
- To contribute to the School Development Plan.
- To consider safeguarding and equalities implications when undertaking all delegated functions

Decision making

- Billing Brook Scheme of Delegation clearly outlines who may carry out a task or function.
- Where the Scheme of Delegation states that a task has been delegated to a committee there must quorum.
- Any decisions taken must be determined by a majority of votes of committee members present and voting – but no vote can be taken unless a majority of those present are governors.

Meetings

- Any meetings will not be open to the public but minutes shall be made available. Information relating to a named person or any other matter that the committee considers confidential does not have to be made available for inspection.
- In the absence of the chair, the committee shall choose an acting chair for that meeting from among their number.
- In the absence of the clerk the committee shall choose a clerk for that meeting from among their number (someone who is not the headteacher).
- The draft minutes of each meeting will be circulated with the agenda for the next ordinary meeting of the full governing body and will be presented at that meeting by the chair (or in his/her absence another member of the committee).

The Role of the Chair of the Governing Body

Strategic and leadership responsibilities

The chair provides strategic leadership that allows governors/trustees to fulfil their functions by:

- ensuring that there are transparent and effective processes for recruiting and inducting a new headteacher
- ensuring appropriate governor involvement in the recruitment of senior leaders
- ensuring the board has good knowledge of the school and has mechanisms in place to obtain and listen to the views of parents, pupils and staff
- ensuring that the governing board sets a clear vision and strategy for the school
- ensuring that the governing board and headteacher have a shared vision and sense of purpose
- leading the board in monitoring the headteacher's implementation of the strategy
- setting the culture of the governing board, balancing and valuing both the support and challenge responsibilities
- ensuring the board acts as a team
- ensuring that there is a succession plan for the chair, vice chair and any committee chairs

Wider leadership responsibilities

The chair has wider leadership responsibilities associated with the role and status of lead governor on the board, such as:

- being a first point of contact and playing a leading role in employment matters as required by the adopted procedures of the school e.g. grievance, disciplinary, capability
- where required, acting as a first point of contact and respondent in matters raised with the school by external bodies e.g. LA, DfE, ESFA
- where required, representing the governing board in its dealings with external partners and be an advocate for the school
- attend school events as appropriate and encourage other governors to do so

Developing the team

Governing boards needs a range of skills and knowledge to carry out their functions effectively. It is the responsibility of the board's chair to:

- ensure the board has the required skills and commitment to govern well, and that appointments made fill any identified skills gaps and ensure a diverse team
- ensure all members of the board have a thorough understanding of their role and receive appropriate induction and ongoing development as required
- ensure that board members are involved, feel valued and encourage their development
- ensure members of the board act reasonably and in line with the board's agreed code of conduct
- develop a good working relationship with the vice chair, keeping them fully informed and delegating tasks as appropriate

Working with school leaders

Chairs and school leaders (headteachers in schools) must develop effective working practices which are mutually supportive. It is the responsibility of chair to:

- ensure that the governing board fulfils its duty of care to the headteacher including ensuring a safe and secure working environment, a reasonable work-life balance, and support for their wellbeing
- ensure all board members concentrate on their strategic role and hold the headteacher to account
- build and encourage a professional relationship with the headteacher which allows for honest conversations, acting as a sounding board and ensuring there are no surprises at meetings
- meet regularly (normally monthly) with the headteacher
- oversee and participate in the headteacher performance review, ensuring that appropriate continuing professional development (CPD) is provided

- ensure that the headteacher provides staff with an understanding of the role of the governing board and acts as link between the two

Influencing improvement and achieving outcomes

The board's activities should be focused on school improvement and achieving the best outcomes for pupils. The chair of the board is expected to:

- ensure the board is involved at a strategic level in the school's self-evaluation process and that this feeds into its key priorities
- ensure the board's business is focused on the strategic priorities
- collaborate with school leaders to ensure the board has the information it needs to monitor the implementation of policies; pupil attainment and progress and the financial health and sustainability of the school
- evaluate and question information in order to identify appropriate actions, modelling this approach for other board members
- take the lead in representing the governing board at relevant external meetings with agencies such as Ofsted, the DfE and the local authority

Leading governing board business

Chairs are responsible for the smooth and effective running of board meetings and so are required to:

- ensure that the governing board appoints a professional clerk capable of advising the board on its functions and relevant procedure
- ensure that a development and appraisal process is in place for the clerk that includes a conversation about the pay and remuneration they receive
- work with the clerk and the headteacher to plan for board meetings, ensuring that agendas focus on the board's key responsibilities and strategic priorities and reduce unnecessary paperwork
- chair meetings effectively and promote an open culture on the governing board that allows ideas and discussion to thrive while ensuring clear decisions are reached as quickly as possible
- collaborate with the clerk to establish effective working procedures and sound committee structures
- ensure that decisions taken at the meetings of the governing board are implemented
- ensure that complaints made to the governing board are dealt with in a timely and effective manner through the adopted complaints procedure