

<b>St Mary's CE Primary School, Slough</b>	
<b>Terms of Reference for the Governing Body</b>	
<p>The Governing Body has resolved to conduct all its business as a full Governing Body, and to work without committees.</p> <p>The main responsibilities to be managed by the Governing Body are outlined below:</p> <p><b>Items in bold cannot be delegated.</b></p>	
<b>Operational</b>	<ul style="list-style-type: none"> <li>• <b>Draw up the Instrument of Government and any amendments thereafter.</b></li> <li>• <b>Draw up the Governing Body procedures where not set out in law, and document these as Standing Orders.</b></li> <li>• <b>Approve the Standing Order for election of the Chair and Vice Chair including the length of the term of office.</b></li> <li>• <b>Elect (or remove) the Chair and Vice Chair.</b></li> <li>• <b>Appoint (or dismiss) the Clerk to the Governing Body.</b></li> <li>• <b>Hold at least six (6) Governing Body meetings each year. Appoint and remove Co-opted Governors and any Associate Members.</b></li> <li>• <b>Suspend or remove a Governor.</b></li> <li>• <b>Decide which functions of the Governing Body will be delegated and to whom. Receive reports from any group or individual to whom a delegation has been made and consider whether any further action by the Governing Body is necessary.</b></li> <li>• <b>Review the delegation arrangements annually.</b></li> <li>• <b>Implement and maintain a Governor Recruitment, Induction and Training Plan.</b></li> <li>• <b>Recruit new Governors as vacancies arise.</b></li> <li>• <b>Arrange mentoring for newly appointed or elected Governors.</b></li> <li>• <b>Determine individual and collective development needs of Governors and promote appropriate training.</b></li> <li>• <b>Set up and publish a register of Governors' Business Interests.</b></li> <li>• <b>Approve and set up a Governors' Allowances (Expenses) Scheme.</b></li> <li>• <b>Delegate functions to the Headteacher as appropriate.</b></li> <li>• <b>Assign individuals or pairs of Governors to monitor the priorities of the School Development Plan.</b></li> <li>• <b>Ensure the Headteacher provides such reports as requested by the Governing Body to enable it to undertake its role.</b></li> <li>• <b>Receive reports on bullying, homophobic and racial incidents.</b></li> </ul>
<b>General</b>	<ul style="list-style-type: none"> <li>• <b>Regularly review the vision and values of the school and ensure that these are shared with all stakeholders.</b></li> <li>• <b>Take an active role in School Self Evaluation identifying successes and areas requiring improvement.</b></li> <li>• <b>Update and review regularly the School Development Plan identifying monitoring opportunities for the Governing Body.</b></li> <li>• <b>Regularly review how the school is regarded by pupils and parents.</b></li> <li>• <b>Ensure the school has in place all statutory policies and keep these under regular review, consulting with representative stakeholders as appropriate.</b></li> <li>• <b>Review and approve policies.</b></li> <li>• <b>Approve all school trips involving an overnight stay away from home.</b></li> <li>• <b>Ensure that the school does not discriminate against pupils, job applicants or staff based on race, religion, gender, age, disability or sexual orientation.</b></li> <li>• <b>Discharge duties in respect of pupils with special needs by appointing a 'Special Educational Needs and Disability' (SEND) Link Governor'.</b></li> </ul>

	<ul style="list-style-type: none"> <li>• <b>Ensure the school follows the statutory SEND Code of Practice.</b></li> <li>• <b>Ensure the school has a Complaints Procedure for Parents and that parents know how to raise concerns and make a complaint.</b></li> <li>• <b>Ensure that the Governing Body complies with other applicable legal duties.</b></li> <li>• <b>Promote the school's ethos, which is founded on Christian values, and support the school in preserving and developing its religious character in accordance with the principles of the Church of England and in partnership with the Church at Parish and Diocesan levels.</b></li> </ul>
<b>Budget</b>	<ul style="list-style-type: none"> <li>• <b>Approve the first formal budget plan each year.</b></li> <li>• <b>Engage in strategic planning.</b></li> <li>• <b>Agree a three-year budget.</b></li> <li>• <b>Review and approve the annual budget.</b></li> <li>• <b>Annually review and approve the Finance Regulations and recommend levels of delegation.</b></li> <li>• <b>Annually review and approve the Charging and Remissions policy.</b></li> <li>• <b>Make decisions in respect of service agreements and insurance</b></li> <li>• <b>Ensure the school complies to the Schools' Financial Value Standard (SFVS) guidelines.</b></li> <li>• Review and take account of any consultations to change the Local Authority (LA) Finance Scheme.</li> </ul>
<b>Staffing</b>	<ul style="list-style-type: none"> <li>• <b>Ensure safer recruitment procedures are applied.</b></li> <li>• <b>Appoint the Headteacher.</b></li> <li>• Agree staffing policies which provide for Governor involvement in preserving the school's religious character, such as appointment of senior management, pastoral staff or chaplain.</li> <li>• Determine the staff complement.</li> <li>• <b>Agree a pay policy and pay discretions.</b></li> <li>• Annually review the impact of and implementation of the Pay Policy.</li> <li>• <b>Establish a Governor panel to hear staff appeals against dismissal, redundancy or grievances.</b></li> <li>• <b>Suspend or dismiss the Headteacher.</b></li> <li>• <b>End the suspension of the Headteacher.</b></li> <li>• Determine dismissal / early retirement payments.</li> </ul>
<b>Curriculum</b>	<ul style="list-style-type: none"> <li>• Ensure the National Curriculum is taught to all pupils</li> <li>• Monitor the curriculum policy if there is one in place.</li> <li>• Establish a charging and remissions policy for activities.</li> </ul>
<b>Appraisal and Performance Management</b>	<ul style="list-style-type: none"> <li>• <b>Establish and review and approve annually the Appraisal Policy.</b></li> <li>• <b>Determine the timing of the Headteacher appraisal review cycle and appoint two Governors to act as reviewers alongside an external advisor.</b></li> </ul>
<b>Discipline/ Exclusions</b>	<ul style="list-style-type: none"> <li>• <b>Establish a statement of behaviour principles on the basis of which the school can produce a behaviour policy.</b></li> <li>• <b>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, or would lose the opportunity to sit a public exam. (This may be delegated to the Chair/Vice Chair in cases of urgency)</b></li> <li>• <b>Direct the reinstatement of excluded pupils.</b></li> </ul>
<b>Premises &amp; Insurance</b>	<ul style="list-style-type: none"> <li>• Establish a statement of behaviour principles on the basis of which the school can produce a behaviour policy.</li> <li>• Review the use of exclusion and decide whether or not to confirm all permanent exclusions and fixed term exclusions where a pupil is either</li> </ul>

	<p>excluded for more than 15 days in total in a term, or would lose the opportunity to sit a public exam. (This may be delegated to the Chair/Vice Chair in cases of urgency)</p> <ul style="list-style-type: none"> <li>• <b>Direct the reinstatement of excluded pupils.</b></li> </ul>
<b>Health &amp; Safety</b>	<ul style="list-style-type: none"> <li>• <b>Institute and maintain a Health &amp; Safety policy.</b></li> <li>• Ensure that Health &amp; Safety regulations are followed and appropriately prioritised.</li> <li>• <b>Receive an annual Health &amp; Safety Inspection Report and agree any actions.</b></li> </ul>
<b>Safeguarding</b>	<ul style="list-style-type: none"> <li>• Ensure that the school complies with statutory guidance on safeguarding</li> <li>• Ensure that safeguarding arrangements take into account the procedures and practice of the LA, as part of inter-agency safeguarding procedures set up by the Local Safeguarding Children Board.</li> <li>• <b>Ensure a member of the Governing Body (usually the Chair) is nominated to liaise with the designated officer(s) from the relevant LA and partner agencies if allegations are made against the Headteacher.</b></li> <li>• <b>Monitor the implementation of the child protection policy.</b></li> <li>• <b>Ensure a member of staff is appointed as the Designated Safeguarding Lead.</b></li> </ul>
<b>Admissions</b>	Set the school's Admissions policy.
<b>Collective Worship</b>	<ul style="list-style-type: none"> <li>• Ensure that the school provides religious education for all pupils in accordance with the agreed syllabus or has informed parents of their right to withdraw their child.</li> <li>• <b>Ensure that the school provides an act of daily collective worship in accordance with the denominational nature of the school.</b></li> </ul>
<b>School Organisation</b>	<ul style="list-style-type: none"> <li>• <b>Publish proposals to change the category of the school.</b></li> <li>• <b>Propose to alter or discontinue voluntary, foundation or special school status.</b></li> </ul>
<b>Information for Parents</b>	<ul style="list-style-type: none"> <li>• Ensure that the school keeps parents and prospective parents informed by publishing a nursery and reception year school prospectus.</li> <li>• Keep parents informed through the school website.</li> <li>• Adopt and review home school links and inform via school newsletter.</li> </ul>
<b>Federations</b>	<ul style="list-style-type: none"> <li>• <b>Consider forming a federation or joining an existing federation.</b></li> <li>• <b>Consider requests from other schools to join a federation.</b></li> <li>• <b>Decide to leave a federation.</b></li> </ul>
<b>Extended Services</b>	<ul style="list-style-type: none"> <li>• Decide to offer additional activities and agree what form these should take</li> <li>• <b>Cease providing extended services.</b></li> </ul>
<b>Agreed by the Governing Body (Date)</b>	
<b>Review Date</b>	

**Quorum: one half of the number of Governors in post (rounded up)**

<b>Membership of the Governing Body</b>	<b>Role</b>	<b>Appointment Date</b>
Rezaul Nuru	Chair & Co-opted	09 09 2024
Sarah Chaudhry	Vice Chair & Parent Governor	21 03 2023
Saba Khan	Headteacher Ex-officio	01 09 2024
Father Scott Lamb Foundation	Governor Ex-officio	19 12 2021
Father Andrew Wickens	Governor Ex-officio	21 01 2025
Musa Ali	Staff Governor	11 12 2024

Saba Waqas	Parent Governor	09 09 2024
Katryna Welsh	Parent Governor	09 09 2024
Asima Sabat	Associate Member	15 10 2024
Rupa Sidpara	Associate Member	14 03 2022

Signed:

Chair of Governor

Date:

<b>St Mary's CE Primary School</b>	
<b>Terms of Reference for Individuals or Monitoring Pairs</b>	
<b>Any individual to whom responsibility has been delegated is expected to work within the following terms of reference.</b>	
<ul style="list-style-type: none"> <li>● To monitor an identified objective on the School Development Plan or a statutory function of the Governing Body and report back to the Governing Body. It is expected that a minimum of three monitoring visits will be made to the school during the year. 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 lead professional at the end of the day as mutually agreed.</li> <li>○ Meet with the lead professional within the school to gain an understanding of the scope of the objective and the activities the school is conducting to achieve success.</li> <li>○ Undertake any necessary training (in or out of school) to enable effective monitoring of the areas/subject.</li> <li>○ Monitor the progress of school activities towards the objective or duty.</li> <li>○ Evaluate the extent of success at the end of the set timescale.</li> <li>● All visits to the school will be arranged with the agreement of the Headteacher and in accordance with the Governor Visits policy.</li> <li>● Reports should be submitted to the "Link Governors' Reports" at least one week before the next Full Governing Body meeting.</li> <li>● The Headteacher must be notified when a report has been submitted.</li> </ul>	
<b>Link Governors</b>	
Leadership and management	Rezaul Nuru and Sarah Chaudhry
Curriculum	All Governors
Pupil Premium Grant/Access to Learning	Sarah Chaudhry
Special Educational Needs and Disabilities	Sarah Chaudhry
Data & Assessment	
Attendance	Saba Waqas
Church Schools/SIAMS	Father Scott Lamb
SHCE/Health and Wellbeing	Father Scott Lamb
Premises, Health and Safety	Saba Waqas
Finance	Finance Working Party (Chair:) Rezaul Nuru
Safeguarding (including Child Protection)	Katryna Welsh
Behaviour and Attitudes	All Governors
<b>Agreed by the Governing Body on</b>	08 09 2025
<b>Review Date</b>	September 2026

<b>St Mary's CE Primary School</b>	
<b>Terms of Reference for the Monitoring of the School Budget (Finance Working Party)</b>	
<ul style="list-style-type: none"> <li>• A finance working party of Governors are assigned to monitor the financial management of the school on behalf of the Governing Body.</li> <li>• A minimum of three monitoring visits should be made each year by a member or members of the finance working party.</li> </ul> <p>The objectives are to:</p> <ul style="list-style-type: none"> <li>• Maintain an up to date 'balanced' three-year budget plan, which shows clear links to the 'School Development' and 'Staffing' plans.</li> <li>• Report monitoring and rollover to the Governing Body, highlighting any significant variances.</li> <li>• Evaluate any virement recommendations and report to the Governing Body.</li> <li>• Analyse and report on Tenders for Contract Services.</li> <li>• Keep in-school financial procedures under review.</li> <li>• Actively engage in LM Scheme consultations.</li> <li>• Benchmark school financial performance against similar schools and report to the Governing Body.</li> <li>• Evaluate proposed expenditure following recommendations from the Headteacher and present to the Governing Body.</li> <li>• Ensure that the school is working within the guidance of the Schools Financial Value Standard and Assurance (SFVS) recommendations.</li> <li>• Ensure that all spending provides 'Value for money' in terms of raising standards in education.</li> <li>• Monitor and evaluate the management of the Voluntary Fund and to receive the audited accounts.</li> <li>• Make regular reports to the Governing Body and ensure that key financial decisions are recorded correctly in the minutes.</li> </ul>	
<b>Name Link Governor as Chair of Finance working party</b>	
<b>Rezaul Nuru</b>	
<b>Agreed by the Governing Body on</b>	08 09 2025
<b>Review Date</b>	

**St Mary's CE Primary School**

**Terms of Reference for Panel Hearings**

**Objectives:**

- Make decisions under the Governing Body's personnel procedures, e.g. disciplinary, grievance, capability, where the Headteacher is the subject of the action.
- Make decisions under the Governing Body's personnel procedures, e.g. disciplinary, grievance, capability, unless delegated to the Headteacher.
- Decide under the Governing Body's Complaints Procedure for Parents.
- Consider any appeals against a decision to dismiss a member of staff or a decision short of dismissal, e.g. disciplinary, grievance or capability.
- Make decisions on behalf of the Governing Body in relation to staff redundancy and redundancy appeals.
- Consider any representations by parents in the case of an exclusion (parents/guardians do not have to be invited).
- Consider the appropriateness of any permanent exclusion or fixed term exclusion which totals 15 days or more in one term or where a pupil is denied the chance to take a public examination (parents/guardians must be invited).

**All panels are to be convened by the Clerk to the Governing Body and will be constituted in accordance with applicable statutory guidance.**

**Any Governor who has participated on a panel for a staffing decision, cannot sit on the appeal panel.**

Membership [not less than three]

Any three Governors who are:

1. Suitably qualified to undertake the role, and
2. Available on the date specified

The Headteacher is disqualified from serving in this role.

Any Governor having a connection with either a pupil, a parent / carer or a member of staff involved in the incident in question, or who has been involved themselves, which could affect their ability to act impartially, will not serve on the panel.

<b>Agreed by the Governing Body on</b>	08 09 2025
<b>Review Date</b>	

<b>St Mary's CE Primary School</b>	
<b>Terms of Reference of the Headteacher Appraisal Group</b>	
<p>Objectives:</p> <ul style="list-style-type: none"> <li>Meet annually with an independent advisor to discuss and determine the Headteacher appraisal objectives for the coming year (the planning meeting).</li> <li>Review, with the support of the independent advisor, the performance of the Headteacher against the agreed appraisal objectives and determine the recommendation on pay progression (the review meeting).</li> <li>Prepare and agree the Headteacher appraisal review statement, and report to the Governing Body.</li> <li>Monitor through the year the performance of the Headteacher against the agreed objectives and to ensure that appropriate support and development opportunities are provided.</li> <li>Make recommendations to the Finance Link Governor in respect of pay progression.</li> </ul>	
<p>Membership [two or three Governors]</p> <p><b>Rezaul Nuru</b> <b>Father Andrew Wickens</b></p> <p>At least one member must be a Foundation Governor.</p> <p>Neither the Headteacher nor staff Governors may serve on this group.</p>	
<b>Agreed by the Governing Body on</b>	08 09 2025
<b>Review Date</b>	

<b>St Mary's CE Primary School</b>	
<b>Terms of Reference of the Pay Committee</b>	
<ul style="list-style-type: none"> <li>School's Pay Policy to be reviewed by the Pay Committee.</li> <li>The committee will have full powers to make recommendations/decisions within the pay policy adopted by the Governing Body.</li> <li>To apply the criteria set by the policy, including linkages with the school appraisal policy, in determining the pay of each member of staff.</li> <li>Apply the criteria of the pay policy consistently when determining pay for each member of staff in the annual review.</li> <li>To observe all statutory and contractual obligations. To ensure that the policy complies with the most recent School Teachers' Pay &amp; Conditions document.</li> <li>To ensure that all pay decisions have regard to the legislation outlined in the introduction to the model school Pay Policy.</li> <li>To make sure the pay and appraisal policy is being applied fairly and consistently and that the policies are designed to tackle under performance robustly and early on.</li> <li>Minutes must clearly give the reasons for all recommendation decisions and these are to be reported to the full Governing Body.</li> <li>Every teacher's salary must be reviewed annually, with effect from 1st September. A written statement of pay must be sent to each teacher by 31st October each year.</li> <li>To ensure that staff know the procedure for making an appeal against pay decisions.</li> <li>No Governor may participate in discussions leading to recommendations/decisions in which he/she has a pecuniary or business interest.</li> </ul>	
<p>Membership [ three Governors]</p> <p><b>Rezaul Nuru</b>  <b>Sarah Chaudhry</b></p> <p>No staff Governors may serve on this group.</p>	
<b>Agreed by the Governing Body on</b>	08 09 2025
<b>Review Date</b>	