

THE CEDAR FEDERATION – GOVERNANCE FOR 2016-17

Terms of Reference

General

1. The Federation 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 structures and operating arrangements set out in this document will be reviewed annually by the FGB. They are underpinned by the specific policies; standing orders; codes of practice and other delegations of Ifield and King's Farm Schools (I&KFSs).

Governance Structure and Membership

3. The Governance structure and number of meetings each school year is set out at **Annex A**. In addition to the main FGB are three main committees of the FGB :
 - Leadership, Strategy and School Improvement
 - Finance & Resource Management
 - Teaching, Learning & Assessment

The proposal (**in Annex A**) is that there are “up to” six meetings in a school year for the Finance & Resource Management and Teaching, Learning & Assessment Committees in recognition of the increased workload associated with covering two schools. The reality of course may be that these Committees are able to effectively conduct business with less than six meetings.

4. The key responsibilities of each committee are shown at **Annex B** and membership of each committee at **Annex 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 Executive Headteacher and Head of Schools of I&KFSs, develop a link with classes in each school. The nature of the link to be agreed between the Governor and each Head of School.
8. In addition to the School Plans for I&KFSs there should be an overarching Federation Strategy. The Federation Strategy should be a high level document 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. Preparation of a Federation Strategy, for approval by the FGB, should be a first order priority for the Leadership, Strategy and Improvement Committee.

Appointment of Governors to Committees

9. Governors will be asked to indicate which individual responsibilities they are prepared to take on to be presented to the FGB for approval at the Autumn meeting.
10. The Federation Executive Headteacher (FEH), and Leadership, Strategy and School Improvement 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 or amendment at the Autumn meeting.
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 I&KFSs and follows the Financial Year Planner :

- **Autumn and Spring Meetings**
Committees consider areas of expenditure taking into account the relevant sections of the I&KFSs Plans. Costed proposals will be presented to the Finance & Resource Management Committee, who will recommend affordable proposals to the FGB.
- **Summer**
Committees consider areas of expenditure taking into account the relevant sections of the I&KFSs Plans. When the Local Authority has informed the Schools of the funds delegated for the Current Year, the Finance and Resource Management Committee, at the Budget Meeting, consider areas of expenditure taking into account these and other items of recurrent income and expenditure for the preparation and approval of each Schools Budget for that Year and adoption by the FGB.

13. Subsequent changes to funding or costed expenditure proposals will be taken into account by the Finance & Resource Management Committee by adjustments to the relevant (I or KF) School Budget by virement or other procedures authorised by the FGB.

Committees – Operating Arrangements

14. The following arrangements will apply :

- The Committees, except Leadership, Strategy and School Improvement, will meet up to six times a year, between FGB meetings
- The Finance & Resource Management Committee will, where possible be the last in the cycle of Committee meetings to allow recommendations from other committees
- Committee Chairs, as necessary, may call additional meetings
- The Leadership, Strategy and School Improvement Committee will meet as required but not less than three times a year. A representative from each of the other committees should attend each meeting of the Leadership, Strategy and School Improvement Committee
- All Committee meetings should take place in good time for draft minutes to be provided in advance to the FGB meeting so as to allow decisions and recommendations to be reported
- The Committee Chair, or in their absence another member, will report back to the FGB
- The Chair of Governors and the Federation Executive Headteacher (FEH) are ex-officio voting members of all Committees.
- If the FEH is unable to be present at a meeting, a member of the Leadership team will be nominated to attend
- The quorum for any Committee meeting and for any vote is three Governors who are members of the Committee including the Chair of Governors and FEH.
- Each Committee will elect a chair annually, at the Autumn meeting.
- All Committee members who are Governors have voting rights
- Associate Governors have no voting rights
- The Committee has the right to co-opt up to two additional members on an annual basis.
- 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 issues discussed in a committee as specified by the chair of the committee.
- A senior member of the school staff (drawn from I&KF staff), and appointed by the FEH, will service each Committee
- The clerk will minute all Committees
- The Committee Chair and the servicing member of school staff, with the support of the clerk, will draft Committee agendas. The clerk 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 (I&KF) is managed by the Executive Headteacher and Head of School 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 have a role in the work of the Nursery, Sixth Form Centre, Post 19, Woodland, and Off-site visits.

Specific Governor Responsibilities

15. Will be as follows :

SEND Governor:	Clare Stoddart
Safeguarding & Child Protection:	Hazel Sheehan
Children in Care:	Hazel Sheehan
Early Years:	Hazel Sheehan
Sixth Form:	Peter Read
Pupil Achievement:	Tony Smith
Pupil Premium:	Peter Read
Responsibility for training:	Mandy Cartwright
Induction of new Governors:	Peter Read
Performance Management of Executive Headteacher:	David Williams, Andrew Sparks, Peter Read & Susan Scholefield

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, etc may be substituted for a visit. 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.

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.

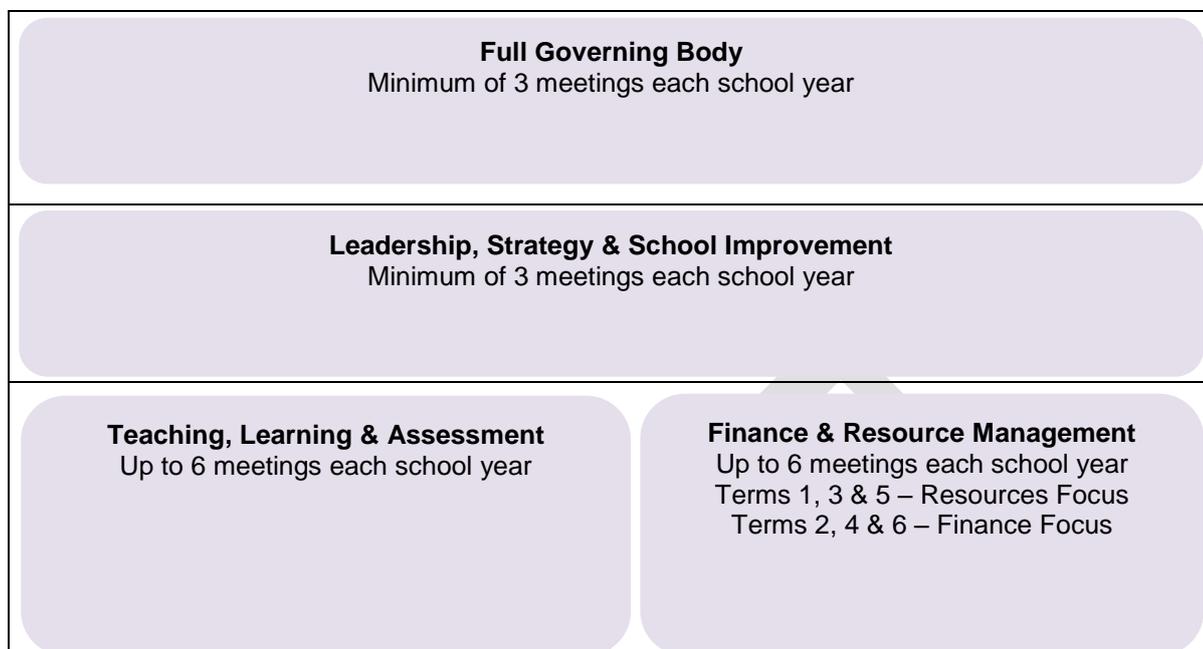
18. A visit to the schools will be arranged with reference to the Executive Headteacher and Head of School and in accordance with the Governor Visits policy. A report will be no more than 1 side of A4 in length (not including any data), be submitted for approval by the Head of School and/or any lead professional within the school within 2 weeks of the visit, and then be lodged with the clerk of governors for distribution as soon as possible.

Signed..... Date.....2016

Chair of the Governing Body

Annex A

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



Meeting Dates

Full Governing Body

Thursday 1st December 2016, 4pm for 4.30pm start
Thursday 23rd March 2017, 4pm for 4.30pm start
Thursday 29th June 2017, 4pm for 4.30pm start

Leadership, Strategy & School Improvement

Wednesday 5th October 2016, 4.30pm
Thursday 12th January 2017, 4.30pm
Thursday 27th April 2017, 4.30pm

Teaching Learning & Assessment

Thursday 17th November 2016, 4.30pm
Thursday 9th March 2017, 4.30pm
Thursday 22nd June 2017, 4.30pm

Finance & Resource Management

Thursday 13th October 2016, 4.30pm
Tuesday 22nd November 2016, 4.30pm
Thursday 2nd February 2017, 4.30pm
Tuesday 14th March 2017, 4.30pm
Thursday 4th May 2017, 4.30pm (Budget)
Wednesday 17th May 2017, 4.30pm
Thursday 13th June 2017, 4.30pm

King's Farm School Improvement Group

Wednesday 5th October 2016, 4.30pm
Thursday 17th November 2016, 4.30pm
Thursday 19th January 2017, 4.30pm
Thursday 9th March 2017, 4.30pm
Wednesday 10th May 2017, 4.30pm
Thursday 22nd June, 2017, 4.30pm

Annex B – key responsibilities of FGB Committees

Leadership, Strategy and School Improvement Committee

Key responsibilities

- Preparation of a Federation Strategy for approval of the FGB – to include the vision, aims and objectives of the FGB and its Committees
- Recommend and monitor the structure of the Governing Body (including its Committees)
- Review the effectiveness of the Governing Body
- Review and Update the School Improvement Plans for I&KFSs taking account of Ofsted recommendations; the KFS school improvement partner and acknowledged good practice
- Have oversight of cross committee responsibilities in order to ensure effective join up and delivery
- Ensure the dissemination of information to relevant committees
- Determine the overall staff complement for I&KFSs for agreement by the FGB
- In conjunction with the Executive Headteacher and Head of Schools of I&KFSs, contribute to agreeing the structure of the School 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 Executive Headteachers, be involved in the recruitment of senior staff at Head of School & Assistant Head Teacher level in each school.
- Lead the Discipline Committees and Discipline Review Panels for I&KFSs
- Determine the Complaints procedure for I&KFSs for approval of the FGB and dissemination to parents
- Keep under review the admissions policies for I&KFSs
- Actively look at links with other schools as part of continuous improvement (sharing best practice) and as a means of strengthening the I&KFSs Federation

Teaching, Learning & Assessment Committee

Key responsibilities

- Support the Executive Headteacher and Head of Schools of I&KFSs and staff 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,
 - ii. Religious Education in accordance with the Kent Agreed Syllabus,
 - iii. Relationships & Sex Education
 - iv. Learning and development requirements of the Early Years Foundation Stage, Sixth Form, Post 19 and Foundation Learning,
 - v. Woodland Teaching & Learning,
 - vi. Resolving complaints about the curriculum.
- Monitor pupil achievement & outcomes

- Monitor Pupil Data including Statutory & Additional Target Setting, Children in Care, Bullying incidents, Racial incidents, Safeguarding, Exclusions, and PTFA
- 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 I&KFSs and, on the education and wellbeing of pupils at both schools – considering these as appropriate
- Review policies in relation to statutory requirements to ensure they are fit for purpose
- Review acknowledged good practice in other schools and consider whether and how this can be applied to I&KFSs – as part of driving continuous improvement in teaching, learning and assessment

Finance & Resource Management

Key responsibilities

- Produce and approve, on behalf of the FGB, the Annual Budget in accordance with the Federation Strategy and I&KFSs School Plans
- Review I&KFSs Financial Policies and Strategic Plans, and the management of resources and financial position as necessary
- Monitor the Revenue and Capital budgets to ensure compliance under the I&KFSs internal financial controls
- Be responsible for the write off of no longer required or serviceable assets above a specified value as delegated to the I&KFSs Head of Schools and Executive Headteacher from time to time
- In collaboration with the I&KFSs Head of Schools 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
- Undertake an inspection of I&KFSs assets 3 times a year in conjunction with a representative from the Teaching, Learning & Assessment Committee and make such recommendations as appropriate and necessary to the FGB
- Consider recommendations from other Committees and submit comments to the FGB on financial feasibility of the recommendations
- Monitor the School Governors Allowances Policy
- Keep an overview of the I&KFSs Voluntary Funds
- Draw up a I&KFSs Best Value Statement for approval of the FGB
- Monitor all aspects of Health and Safety within I&KFSs to ensure compliance with Health and Safety legislation and regulations
- Review and implement the Ifield School's 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 I&KFSs school sites 3 times a year.
- Consider, in cooperation with the Executive Headteacher and I&KFSs Head of Schools and relevant School staff, improvements and innovations to the school premises
- Monitor all aspects of staffing within I&KFSs including the update of the relevant School policies
- In conjunction with the Executive Headteacher and Head of Schools of I&KFSs, review pay and reward of staff, grievance procedures and the management of absence and special leave
- Provide a summary report on finance and resource management to the FGB 3 times a year.

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Annex C – Membership of FGB Committees

Leadership, Strategy and School Improvement Committee

Chair : Mr Duncan Campbell

Members : Mrs Pam Jones OBE
Mrs Hazel Sheehan
Mr Andrew Sparks
Mr Tony Smith

Teaching, Learning & Assessment Committee

Chair : Mrs Hazel Sheehan To Be Confirmed

Members : Mrs Hazel Sheehan
Mr Tony Smith
Mr Paul Jackson
Mr Neil Dipple
Mrs Caroline McIntosh
Rev Richard Martin
Mr Simon Parker

Leadership Team: Miss Maddy Jones, Mr Chris Jackson, Mrs Amanda Braisted

Finance & Resource Management

Chair : Mr Andrew Sparks

Members : Mr Andrew Sparks
Mrs Adel Haholt
Mr David Williams
Miss Mandy Cartwright
Mrs Debbie Todhunter
Dr Stephen Baigent
Mrs Susan Scholefield

Leadership Team: Mrs Pam Jones OBE, Mrs Carole Rough, Mr Sam Kelleher

Kings Farm School Improvement Group

Chair: Mr Duncan Campbell

Members:

**Miss Mandy Cartwright
Mrs Hazel Sheehan
Mr Tony Smith
Mrs Pam Jones OBE
Mr Paul Jackson
Mrs Chris Jackson**

iSparc Project

Mrs Clare Stoddart

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The Cedar Federation Governor Links September 2016/17

Chair of Governors

Duncan Campbell

Key Stage	Governors	Classes	
		Ifield School	King's Farm School
Early Years	Hazel Sheehan Mandy Cartwright	Ifield Nursery Cedar Class	Wagtail Wren Bullfinch Chaffinch
Key Stage 1	Susan Scholefield Caroline McIntosh	Ash Rowan	Barn Owl Blackbird Sparrowhawk Skylark
Key Stage 2	Andrew Sparks Stephen Baigent	Beech Oak Hazel Chestnut Sycamore Willow	Bluejay Woodpecker Kingfisher Robin Magpie Swan Cuckoo Kestrel
Key Stage 3	Adel Haholt Rev. Martin	Woodpecker Robin Magpie Heron	
Key Stage 4	Tony Smith Simon Parker	Hawk Kestrel Owl	
Key Stage 5	Peter Read David Williams	Thames Darent Medway Post 19	

Other Governor Responsibilities

Safeguarding	Hazel Sheehan
Pupil Premium	Peter Read
SEND	Clare Stoddart
Health & Safety	Mandy Cartwright
Training Governor	Mandy Cartwright
Early Years	Hazel Sheehan
Sixth Form	Peter Read

Staff Governors without specific Governor Responsibilities in School

Mrs Pam Jones OBE
Mr Paul Jackson
Mr Neil Dipple
Mrs Debbie Todhunter