



## THE CEDAR FEDERATION – GOVERNANCE FOR 2022-2023

### 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&KF).

#### Governance Structure and Membership

3. Whilst the Federation Governing Body as a whole remains responsible for the Governance function of the Federation, in The Cedar Federation Model there are three 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 main FGB are three committees:

- Leadership, Strategy and School Improvement Committee
- Finance & Resource Management Committee
- Teaching, Learning & Assessment Committee

The proposal (**in Appendix 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 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 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 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&KF 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 are prepared to take on to be presented to the FGB for approval at the Autumn meeting.

10. 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&KF 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&KFS 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, 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 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 through adjustments to the relevant (I or KF) School Budget by virement or other procedures authorised by the FGB.

### **Federation Governing Body – Operating Arrangements**

The board 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 Federation 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
- 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 (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 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 the School Development 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 school has 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

## 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 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, 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 Headteachers, 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 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 have a role in the work of the Nursery, Sixth Form, Post 19, Woodland, and Off-site visits.

### **Specific Governor Responsibilities**

15. Will be as follows:

Governor Responsibility	Governor	Link at School
SEND	Andrew Sparks	
Safeguarding & Child Protection	Clare Espline/Kim Mitten	Mandy Braisted – Ifield Wayne Matthias – King’s Farm
Children in care	Andrew Sparks	
Early Years	Sue Bates	Louise Rimes
Health and Safety	Sue Bates/Kim Mitten	Paul White/ Paul Jackson
Sixth Form	Dot Marshall-Gent	Sam Hargood
Pupil Premium	Stephen Humphries	Paul Jackson
Careers Guidance	Dot Marshall-Gent	Sue Mason
Training for Governors	Clerk to Governors	Rachel Tadhunter
Artsmark	Iwan Davies	Hannah Stevens

### **Staff Governors without specific Governor Responsibilities in School**

Mr Chris Jackson

Mr Paul Jackson

Mrs Maddie Arnold-Jones

### **Headteacher Performance Management Committee**

Three governors required to be chosen from the panel agreed as:  
Andrew Sparks, Dot Marshall-Gent, Iwan Davies, Susan Bates

### **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.

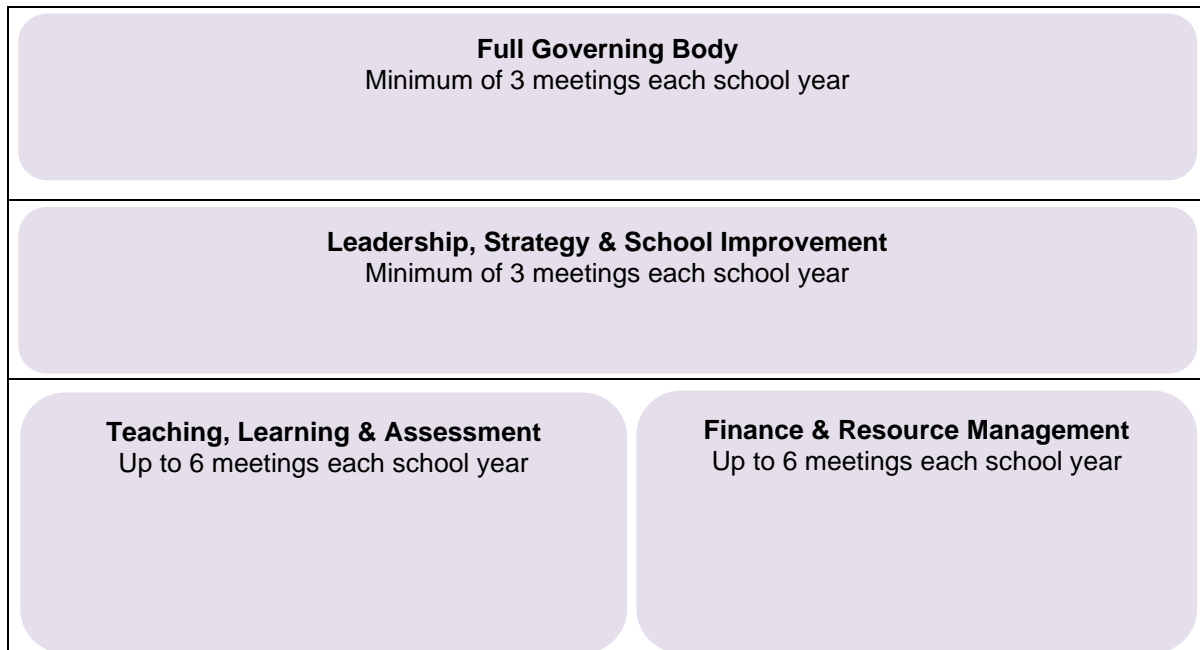
18. A visit to the schools will be arranged with reference to the Headteachers and in accordance with the Governor Visits policy. A report will be no more than one side of A4 in length (not including any data), be submitted for approval by the Headteacher and/or any lead professional within the school within two weeks of the visit, and then be lodged with the clerk of governors 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**



### Meeting dates

#### **Full Governing Body**

Wednesday 14<sup>th</sup> September 2022  
Wednesday 23<sup>rd</sup> November 2022  
Wednesday 22<sup>nd</sup> March 2023  
Wednesday 05<sup>th</sup> July 2023

#### **Teaching, Learning and Assessment (Quality of Education)**

Tuesday 11<sup>th</sup> October 2022  
Tuesday 07<sup>th</sup> February 2023  
Tuesday 23<sup>rd</sup> May 2023

#### **Leadership strategy and school improvement**

Tuesday 27<sup>th</sup> September 2022 – Leadership Pay Progression and UPS Applications to be agreed.  
Tuesday 17<sup>th</sup> January 2023  
Tuesday 02<sup>nd</sup> May 2023

#### **Finance, resources management**

Thursday 10<sup>th</sup> November 2022  
Thursday 9<sup>th</sup> March 2023  
Thursday 18<sup>th</sup> May 2023  
Thursday 22<sup>nd</sup> June 2023

## **Appendix B – key responsibilities of FGB Committees**

### **Leadership, Strategy and School Improvement Committee**

The Leadership, Strategy and School Improvement Committee is a small group of Governors, including the Chair and Vice Chair, working more closely with the senior management of the school who know the school well through school self-evaluation (SEF), to develop strategies and plans for Federation and School Improvement.

#### **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 Development Plans for I&KF
- 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&KFs 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 I&KFs, 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 (Ifield) or Finance Manager (King's Farm).
- In conjunction with the Headteachers, be involved in the recruitment of senior staff at Deputy/Assistant Head Teacher level in each school.
- Lead the Disciplinary Review Panels for I&KF as necessary
- Determine the Complaints procedure for I&KF for approval by the FGB and dissemination to parents
- Keep under review the admissions policies for I&KF
- 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 appraisal review cycle and appoint three Governors to act as reviewers alongside an external advisor forming the Headteacher Performance Management Committee in line with the Federation pay policy.
- To consider and approve the recommendations of the Headteacher in relation to the performance management of the leadership team in line with the Federation pay policy.
- To consider and approve any uplift to be applied to the Schools' pay scales for teachers and support staff.
- To 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.
- In collaboration with the Teaching, Learning and Assessment committee, 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 and Resource Management Committee on the relative funding priorities necessary to deliver the curriculum
- To monitor, evaluate and consider the impact of areas of the School Development 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 have oversight of the work of the Thames Teaching Alliance and Ifield school's involvement with other teaching schools
- 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.

### **Teaching, Learning & Assessment Committee**

The Teaching, Learning and Assessment 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
- Support the Headteachers and staff of I&KF 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 and Health Education
  - iv. Learning and development requirements of the Early Years Foundation Stage, Sixth Form and options available Post 19
  - v. Ifield 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 and Exclusions
- 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 – 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 I&KFSs – as part of driving continuous improvement in teaching, learning and assessment
- To consider elements of the school developments 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 in relation to the rate of pupil progress and standards of achievement
- In collaboration with the Leadership, Strategy and School Improvement committee, 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 and Resource Management 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 and those pupil groups impacted by COVID-19 to ensure a rapid pace of improvement is achieved
- To monitor the impact of specialist funding, for example, Primary PE and sports premium, Year 7 catch up premium (not 2020/21) and the Pupil Premium and COVID-19 Catch up premium
- Any decisions taken must be determined by a majority of votes of committee members present and voting.

### **Finance & Resource Management**

The Finance & Resource Management 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 I&KF School Plans
- To consider and approve the 'balanced' three-year budget plans for each school, which shows clear links to the School Development 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 I&KF 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&KFs 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 board
- Be responsible for the write off of no longer required or serviceable assets above a specified value as delegated to the I&KF Headteachers from time to time
- In collaboration with the I&KF 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
- Keep an overview of the I&KF Voluntary Funds
- Monitor all aspects of Health and Safety within I&KFSs to ensure compliance with Health and Safety legislation and regulations
- Review and approve the 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 I&KF school sites three times a year.
- Consider, in cooperation with the Headteachers of I&KF and relevant School staff, improvements and innovations to the school premises
- Monitor all aspects of staffing within I&KF including the application and update of the relevant School policies including the federation pay policy
- In conjunction with Headteachers of School of I&KF, 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 report on finance and resource management 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 developments 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, year 7 catch up premium (not 2020/21) and the Pupil Premium and COVID-19 Catch up premium
- Any decisions taken must be determined by a majority of votes of committee members present and voting.

## **Appendix C – Membership of FGB Committees**

### Leadership, Strategy and School Improvement Committee

Chair :	Mr Andrew Sparks
Members :	Mrs Dot Marshall-Gent
	Mr Iwan Davies
	Miss Clare Espline
	Mr Chris Jackson
	Mrs Maddie Arnold-Jones
	Mr Paul Jackson

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### Teaching, Learning & Assessment Committee

Chair :	Ms Suzanne Fitzsimons
Members :	Mrs Sue Bates
	Mr Stephen Humphries
	Mr Chris Jackson
	Mr Paul Jackson
	Mrs Maddie Arnold-Jones
	+ 1 Parent Governor (to be elected)

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### Finance & Resource Management

Chair :	Mr Andrew Sparks
Members :	Mr Iwan Davies
	Mr Chris Jackson
	Mrs Maddy Arnold-Jones
	Mrs Dot Marshall-Gent
	Mrs Kim Mitten
	Mr Keith Abbott

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