



**TERMS OF REFERENCE FOR THE
FEDERATED GOVERNING BODY
AND
COMMITTEES
FOR
KENMORE PARK SCHOOLS**

The terms of reference have been reviewed in light of the federation of the Governing body's of Kenmore Park School from September 2025.

**Ratified by the Federated Governing Body : Wednesday
15th October 2025.**



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Terms of Reference of the Federated Governing Body

The Federated Governing Body must act with integrity, objectivity and honesty in the best interest of the schools and be open about the decisions it makes and the actions it takes. In particular, the Federated Governing Body must be prepared to explain its decisions and actions to interested persons (though this does not mean the Federated Governing Body is required to disclose information it has decided should be confidential).

The Role of the Federated Governing Body

The Federated Governing Body fulfils a largely strategic role in the running of the schools.

The Federated Governing Body will establish a strategic framework for the school by:-

- Setting aims and objectives of the schools
- Setting policies to achieve those aims and objectives
- Setting targets to achieve those aims and objectives

The Federated Governing Body will monitor and evaluate progress towards achievement of its aims and objectives and regularly review the strategic framework for the school in light of that progress.

In establishing and monitoring the strategic framework the Federated Governing Body it considers any advice given by the Headteachers of the two schools (Infants and Nursery and the Junior School) and must comply with any trust deed relating to the school.

The Federated Governing Body will act as a critical friend to the Headteachers and will support the Headteachers and offer constructive feedback.

Each Committee will have specific decision making powers which have been delegated to them on behalf of the full Federated Governing Body.

Governors will be required to make a declaration of business interest prior to all full governing body and Committee meetings. Where a declaration of business interest is made the following procedures to be taken: The individual will be excluded from the process which may include having access to any paperwork or decision making. There should be a clear audit trail of actions taken with details of the individual concerned.

Other roles of the Full Federated Governing Body is:

- To determine the strategic direction of the schools
- To monitor and evaluate the performance of the schools by receiving reports from the Headteachers
- To agree constitutional matters, including procedures where the Federated Governing Body has discretion
- To delegate items to the appropriate Committee
- To receive reports and ratify recommendations from Committees or from individual governors
- To consider business provided by the LA
- To investigate financial irregularities (head suspected)



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- To agree selection panel for Headteachers and Deputy Heads appointments
- To suspend or end suspension of Headteacher
- To draw up the instrument of government and any amendments thereafter
- To appoint or remove the Chair and Vice Chair
- To appoint or dismiss the Clerk
- To hold at least 6 Federated Governing Body meetings a year
- To set up a register of Governor's business interests and to ensure that all Governors have declared any known interests at every meeting.
- To consider whether or not to exercise delegation of functions to individuals or Committees
- To recruit new members as vacancies arise and to appoint new governors where appropriate
- To establish the Committees of the Federated Governing Body and their terms of reference
- To appoint the Chair of any Committee (*if not delegated to the Committee itself*)
- To suspend a Governor
- To monitor and ratify the school budget, consider the annual budget plan, consider and approve any proposed revisions to the budget plan
- Decide whether to delegate power to spend the delegated budget to the head teacher and if so establish financial limits of delegated authority
- To ensure a policy review cycle is in place
- Any items which individual governing bodies may wish to include
- Carry out their statutory duties, such as safeguarding, and understand the boundaries of their role as governors
- The Chair is responsible for reporting on the SCR, validating that the document has been correctly completed and validated by the respective HTs and their delegated personnel
- Ensure that they and the schools promote tolerance of and respect for people of all faiths (or those of no faith), cultures and lifestyles; and support and help, through their words, actions and influence within the school and more widely in the community, to prepare children and young people positively for life in modern Britain
- Ensure clarity of vision, ethos and strategic direction, including long-term planning (for example, succession)
- Contribute to the school's self-evaluation and understand its strengths and weaknesses, including the quality of teaching, and reviewing the impact of their own work
- Understand and take sufficient account of pupil data, particularly their understanding and use of the school's data dashboard
- Assure themselves of the rigour of the assessment process
- Are aware of the impact of teaching on learning and progress in different subjects and year groups
- Provide challenge and hold the headteachers and other senior leaders to account for improving the quality of teaching, pupils' achievement and pupils' behaviour and safety, including by using the data dashboard, other progress data, examination outcomes and test results; or whether they hinder school improvement by failing to tackle key concerns or developing their own skills.
- Use the pupil premium and other resources to overcome barriers to learning, including reading, writing and mathematics
- Ensure solvency and probity and that the financial resources made available to the school are managed effectively
- Provide support for an effective headteacher/s



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- Monitor performance management systems and understand how the school makes decisions about teachers' salary progression, including the performance management of the headteachers, to improve teaching, leadership and management
- Engage with key stakeholders
- Are transparent and accountable, including in terms of recruitment of staff, governance structures, attendance at meetings, and contact with parents and carers.
- Ensure a full Federated Governing Body meeting & Committee meetings are able to proceed when at least 50% of Governors in post are present (Quorum)

Review/Ratify/Approve

Ensure a full Federated Governing Body meeting & Committee meetings are able to proceed when at least 50% of Governors in post are present (Quorum)

- To ratify the Schools Profile & Prospectus
- To approve staff development dates
- To review and approve the Governor Code of Conduct
- To approve the Statement of Internal Control
- To review delegated spending limits
- To approve the first formal budget plan of the financial year.
- To ratify policies from the various Committees.
- To annually review and formally ratify the terms of reference of the Federated Governing Body and delegations to Committees.

Associate Members:

In accordance with The School Governance (Roles, Procedures and Allowances) (England) Regulations 2013 Part 5, provision 24 and Procedure 27 of The School Governance (Roles, Procedures and allowances) (England) Departmental Advice 2013; Associate members will have voting rights at Committee Meetings. The Governance Handbook October 2020 states: The governing body of a maintained school can appoint associate members to serve on one or more committees of the board. Associate members can attend full board meetings but do not vote and may be excluded from any part of a meeting where the business being considered concerns a member of school staff or an individual pupil. They are appointed for a period of between one and four years and can be reappointed at the end of their term of office. Associate members are not governors and they are not recorded in the instrument of government.

Virtual Approval of Documents:

In accordance with The School Governance (Roles, Procedures and Allowances) (England) Regulations 2013 Part 4, provision 14 (3) and The School Governance (Roles, Procedures and allowance) (England) Department Advice 2013, Procedure 28, virtual agreement of documents or actions will not be permitted

The Role of the Committees

The Federated Governing Body has established a Committee structure to enable detailed work to take place. The Committees have delegated responsibility to consider, make recommendations and act on issues within their remit. Each Committee will consider, review and approve policies relevant to their Committee.

Each Committee has delegated power to make its own decision on behalf of and without referral to the full Federated Governing Body, except where the subject matter requires full



Federated Governing Body members' consideration by law or in accordance in the Schools establish scheme of delegation.

Responsibilities: all Committees have the following responsibilities:

- To receive reports from members of staff about matters relating to any of the issues listed in their terms of reference.
- To contribute to, monitor and evaluate the school development plan and the policies allocated to them, reporting or making recommendations to the full Federated Governing Body.
- To consider recommendations from relevant external reviews for example audit, Ofsted or local authority review, to agree the actions needed to address any issues identified and to monitor and evaluate regularly the implementation of any plan agreed, reporting or making recommendations to the full Federated Governing Body.
- To take appropriate action on any other relevant matter referred by the Federated Governing Body.
- Each Committee is to report to each meeting of the full Federated Governing Body.

Head and Deputy Head Teacher Appointments

- To shortlist, interview and recommend to the full Federated Governing Body for appointment, one of the applicants interviewed.
- To attend training were appropriate.

Staff governors can participate in appointments but they may be deemed to have a vested interest and therefore may be asked not to participate in senior team appointments.

The Role of the Headteachers

The Headteachers are responsible for the internal organisation, management and control of the schools and for the implementation of the Federated Governing Body's strategic framework.

The Headteachers will advise the Federated Governing Body in determining and reviewing its strategic framework for the schools. In particular the Headteachers will formulate for consideration by the Federated Governing Body aims and objectives for the schools, policies to achieve their aims and objectives and targets for achievement of the Federated Governing Body's aims and objectives.

The Headteachers must at least once a year report to the Federated Governing Body on progress towards achieving their aims and objectives, in particular towards meeting specific targets set.

Delegation of the Federated Governing Body's Functions

In deciding how to delegate its functions, the Federated Governing Body must have regard to its overall strategic purpose and the responsibility of the Headteachers for the operational management of the schools.

The Headteachers will comply with any reasonable direction made by the Federated Governing Body in performing any function it delegates to them.



Performance Management Policy

The Federated Governing Body must agree and implement a Staff Appraisal Policy setting out how teacher appraisal at the schools is to be implemented. This includes Headteachers appraisal. The Federated Governing Body may request the Headteachers to formulate a Staff Appraisal Policy for consideration and adoption, with or without modification. The Federated Governing Body must review the Staff Appraisal Policy annually and amend it as it sees fit.

Before establishing or amending the Staff Appraisal Policy, the Federated Governing Body must ensure that all teachers are consulted. The Federated Governing Body may ask the Headteachers to do this.

The Federated Governing Body must make a copy of the policy available at the schools for inspection by staff, anyone involved in operation of the appraisal system and the School Improvement Partner.

Finance & Premises Committee (with elements of health and safety)

The Finance and Premises Committee looks at the school's budget and financial matters as well as the maintenance and general appearance of the school.

The committee meets a minimum of three times per academic year and its main responsibilities include:

1. Ensuring a strategic approach to budget planning that reflects the schools' educational objectives
2. Reviewing and ensuring that the schools premises are in a good condition.
3. Ensuring the school has a risk management programme and appropriate insurance arrangements in place and all health and safety regulations are adhered to.

Finance

4. To provide guidance to the Federated Governing Body in all matters relating to budgeting and finance, with reference to 'Keeping Your Balance – standards for financial administration in schools' (Ofsted/Audit Commission).
5. To review regularly the detail of the financial procedures agreed by the Federated Governing Body.
6. Review financial policy statements, including consideration of long-term planning and resourcing.
7. To consider each year's School Development Plan (or post-Ofsted action plan) priorities, and to draw up an annual budget plan for approval by the full Federated Governing Body.
8. To monitor income and expenditure of all funds and to report the financial situation to the full Federated Governing Body each term.



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9. To monitor the key investments over £2,000 upon educational achievement in the school.
10. Review and agree a Charging Policy for the school for be formally ratified by the full Federated Governing Body.*
11. To recommend for approval by the Federated Governing Body the level of delegation to the Headteacher for the day-to-day financial management of the schools.*
12. To recommend the amount which can be vired between budget headings by the Headteachers without prior agreement of the Finance Committee. *
13. To review and approve the annual National Pay Awards for teaching staff before the 31st of October in line with the School Teachers Pay & Conditions Document and present to the FFGB for formal ratification. *

***NB decisions from 10 & 13 must be recorded in the full Federated Governing Body minutes.**

14. The Headteachers to bring reports to the Committee of the audit of unofficial school funds.
15. Delegated powers to approve orders in line with best value practice to avoid a delay in works being carried out and orders placed. All decisions should then be brought to the full Federated Governing Body for formal ratification and recorded in the minutes.

Premises

16. To provide support and guidance for the Headteachers and Site staff on all matters relating to the maintenance, security and enhancement of the school premises, and health and safety matters.
17. To advise the Federated Governing Body on priorities for the maintenance and development of the school's premises, to include an annual inspection of premises and drafting of a statement of priorities for the forthcoming year.
18. To review regularly the condition of the school buildings and prepare an appropriate annual maintenance plan to ensure they are kept in good order, having full regard to the 'Property Condition Survey'/Asset Management Plan/advice of the Local Authority.
19. To oversee implementation and costing of maintenance, repairs and redecoration within the budget allocation, to include overseeing the preparation and implementation of major contracts.
20. To keep under review, the Accessibility Plan for the schools and to report to Governors on its implementation.
21. To make recommendations to the Finance Committee/ Federated Governing Body for any development works necessary, so that these can be identified in the Financial Plan.



22. To liaise with the Headteachers and Site Staff to ensure that an efficient and effective cleaning and grounds maintenance programme is in operation.
23. To ensure necessary tendering arrangements are carried out. To approve the award of tenders. To make recommendations to the Federated Governing Body on the award of contracts. To ensure that Financial Regulations are adhered to. To report and have minuted explaining the rationale for the decision to the Full Federated Governing Body should a quote other than the lowest be accepted. As required by the Audit Department this should be ratified by the whole Federated Governing Body and minuted as appropriate. These should be made available to the LA on request.
24. To be responsible for the maintenance and care of the site upon which the school buildings are situated
25. To monitor the general conditions of the buildings and to make recommendations to the Full Federated Governing Body.
26. To ensure that all areas of the site, buildings, fixtures and fittings are secure, safe and correctly maintained according to current regulations fit for purpose.
27. To oversee the installation and maintenance of environmental facilities as may be required. To ensure that the schools grounds and facilities are aesthetically pleasing and environmentally friendly where possible.
28. To approve the costs and arrangements for repairs, maintenance and redecoration within the budget allocation.
29. To make arrangements for Governors to inspect the premises on a regular basis.
30. To review and approve a programme of repairs and maintenance.
31. Review and approve a level of maintenance service the school will buy from service providers.
32. Review the Asset Management Plan and Accessibility Plan for the schools.
33. Regularly review opportunities (and challenges) for developing as an Extended School.

Health and Safety

34. To ensure that the Schools comply with prevailing Health and Safety Regulations and relevant Codes of Practice, and responsibilities of the Federated Governing Body



35. and the Local Authority in relation to premises, including adherence to Disability Discrimination Act.
36. To ensure that the Schools have a risk management programme and appropriate insurance arrangements in place.
37. To ensure that the committee completes an annual Health and Safety Audit, receive regular updates from the Site Staff on health and safety issues and liaise with the Headteachers about appropriate action.
38. To approve off-site visits and activities of more than 24 hours or which involve a hazardous pursuit or journey by air or sea and to ensure that the school follow the procedures as laid down in the Local Authority's Off-Site Activities guidelines.
39. To ensure that the schools are following any relevant procedures, including incident and emergency management systems as recommended by the DfE/LA or Federated Governing Body.
40. To carry out the Federated Governing Body's responsibilities in relation to Health & Safety, including recommending a draft Health and Safety policy statement.
41. To carry out the Federated Governing Body's responsibilities in relation to the security of schools premise and equipment.
42. To take due regard of Health & Safety issues and regulations to the school site, and ensure that risk assessments are undertaken and action taken to minimise risk.
43. To ensure an external, annual safety and security audit of the premises is carried out and report on the same to the federated governing body.
44. To ensure that the school complies with health and safety regulations and to prepare and annually review a Health & Safety Policy and ensure any necessary liaison with the relevant authorities.

Lettings

45. To approve the charges specified in the Lettings Policy for the approval of the Federated Governing Body and to monitor and evaluate the implementation of the policy. To monitor and approve any lettings and agree and set appropriate charges.
46. To oversee arrangements for the use of school premises by outside users, to include preparation and annual review of the lettings, the Charges policies and safeguarding procedures.



Insurance

47. To approve risk management and insurance arrangements with regard to premises and other matters.
48. To monitor and ensure that the school's insurance cover acknowledges any enhancements made to the premises such as installation of solar panels or legal duties such as compliance to GDPR 2018.

General

49. To discuss, monitor and review related policies procedures on a regular basis and to make any subsequent recommendations to the whole Federated Governing Body.
50. To maintain and develop the school's Travel Plan.
51. To attend or commission appropriate governor training.
52. To report to the full Federated Governing Body at each of its meetings following the Finance & Premises Committee meeting.
53. The Finance and Premises Committee must seek the Full Federated Governing Body approval for any financial and premises issues.
54. The Site staff to inspect the premises and grounds and prepare a report on any issues identified and a proposed order of priorities for maintenance and development. The report is to be presented at each Committee meeting for approval of any works to be carried out and ratification at the next appropriate Full Federated Governing Body meeting.
55. The Federated Governing Body has given the Finance & Premises Committee the authority to make decisions and approve expenditure on their behalf.

PAD & Staffing Committee

The PAD (Pupil Achievement & Development) & Staffing Committee covers all areas of human resources, curriculum, teaching and learning.

The aims of the staffing aspect of the Committee are to:

- Recruit teaching and non-teaching staff of quality.
- Retain and motivate staff to ensure the best possible standards of learning and teaching.
- Maintain high staff morale.
- Monitor the implementation of the School Development Plans successfully.

The Committee will develop the whole school staffing policies and procedures by:

- Consulting with members of staff through staff meetings or at PAD Staffing and Curriculum Committee meetings to which staff representatives would be invited.
- Considering advice given by the LA.
- Considering the views of Trade Unions and Professional Associations.



- Considering any practice or policy common to the majority of Governing Bodies in Harrow.

The PAD & Staffing Committee will:-

- Approve the number of staff employed at the schools.
- Agree the staffing structure according to the needs of the curriculum and the priorities of the School Development Plan.

- Ensure equality of opportunity in all appointments.
- Ensure training on staffing issues for Governors and staff.
- Take account of relevant legislation.
- Ensure that all agreed staffing policies and procedures are made available to all staff and governors via the school website.
- Regularly monitor and annually review the agreed staffing policy, procedures and delegations.
- If need be any financial issues should be reported to the Finance, Pay and Review Committees before seeking formal ratification by the Full Federated Governing Body.

Selection Procedures for:

Heads and Deputies the Federated Governing Body shall appoint a selection panel which will:-

- Advertise the post as required by law and the needs of the school.
- Prepare job descriptions and person specifications in consultation with the LA.
- Shortlist and interview candidates taking into account the needs of the schools and advice from the LA. Select, if possible, a suitable candidate for the post whose selection should be confirmed by the Federated Governing Body within 24 hours.

Teaching & Learning Responsibility Points (TLRs).

The PAD & Staffing Committee shall:-

- Agree posts and TLRs in consultation with the Headteachers taking into account the needs of the schools and the financial situation.
- Advertise the TLRs internally and, if necessary externally.
- Appoint one or two governors to sit on a selection panel with the Headteachers.

Main Professional Grade Teachers and Non-Teaching Staff:

The appointments shall be delegated to the PAD & Staffing Committee which will fill posts in consultation with the Headteachers. Posts will be advertised appropriately and one governor will normally sit on the selection panel. Clear job descriptions will be drawn up, through consultation, with each member of staff and reviewed as necessary.

ECTs :

The HTs and a members of the school staff will conduct an informal interview to assess their suitability for the vacant post.

This responsibility will be delegated to the Headteachers by the Federated Governing Body.

Pay Review Committee

The Pay Review Committee will have powers to approve recommendations made by the headteachers in line with the pay policy and ensure that their decisions are formally ratified by the Federated Governing Body and recorded within the minutes. Their role is also

- to achieve the aims of the Whole School Pay Policy in a fair and equal manner;
- to apply the criteria set by the whole school pay policy in determining the pay of each member of staff at review;
- to observe all statutory and contractual obligations;
- to minute clearly the reasons for all recommendations and report these to a full meeting of the Federated Governing Body; and
- to advise the Federated Governing Body of relevant budgetary implications to keep abreast of relevant developments and to advise the Federated Governing Body when the school's pay policy needs to be revised.
- To ensure that the schools budget can accommodate any pay increases and seek approval from the Finance and full Federated Governing Body to proceed.

Role of the Pupil Achievement and Development aspect of the committee

The Pupil Achievement and Development Committee will oversee pupil achievement, ensuring the schools provide a high quality learning experience and delivers a broad and balanced curriculum in keeping with the school's aims, all pupil needs and legal requirements.

In particular the Committee will:

- keep under review the school's curriculum policy and statutory obligations in relation to the National Curriculum;
- recommend to the Federated Governing Body the school's pupil performance targets
- monitor school based, local and national performance data and reports (e.g. School Improvement Partner report and Inspection Data Summary Report (IDSR)), evaluating achievement and analysing the performance of different groups and subjects
- keep under review the SEN policy, school SEND Offer, monitoring provision and ensuring that the school fulfils its responsibilities for pupils with special educational needs and with disabilities;
- monitor provision for, progress and attainment of vulnerable groups e.g. looked after children, young carers, and the effectiveness of any intervention strategies;
- monitor the quality of teaching and learning;
- keep under review provision and policies for sex and relationships education, religious education and collective worship and make recommendations to the Federated Governing Body as necessary;
- keep under review the impact of the equality policy (including gender, race, disability) in relation to teaching and learning, curriculum, achievement and progress;
- determine, monitor and evaluate the range and the impact of extended activities on pupil learning;
- monitor the overall effectiveness of the early year's foundation stage, including outcomes, quality of provision and effectiveness of leadership;



- determine and review the charging policy for school activities; and
- agree INSET dates and any changes to school session times.
- The Committee to seek approval from the other Committees with reference to financial matters.

Head Teachers Pay Review Committee.

The Headteachers pay review committee must:

- must ensure that the pay review committee is made up of a minimum of 3 governors who are not members of the school staff.
- must commission the support of an external advisor whose role is to ensure the process operates in line with guidelines set out in the STPCD.
- monitor that the school Headteacher's group is in accordance with paragraph 5.1,6,7,8,9 of the STPCD 2025.
- determine the pay range for the Headteachers and Deputy Headteacher in accordance with paragraph 9.2 to 9.4 STPCD 2025.
- consider annually whether or not to increase the salary of members of the leadership group who have completed a year of employment since the previous pay determination, only decisions made should be in line with para 4.4 and where applicable 5.3 & 9.1 of the STPCD 2025.
- decide how pay progression will be determined subject to the conditions set out in paragraph 11.2 or the STPCD 2025.
- All decisions made must be put in writing and maintained as a part 2 item with the Governing Body minutes when the Headteacher's pay review committee outcomes and recommendations are discussed with the Governing body (excluding all school staff members).

Ratified at the Governing Body Meeting on the 15/10/25