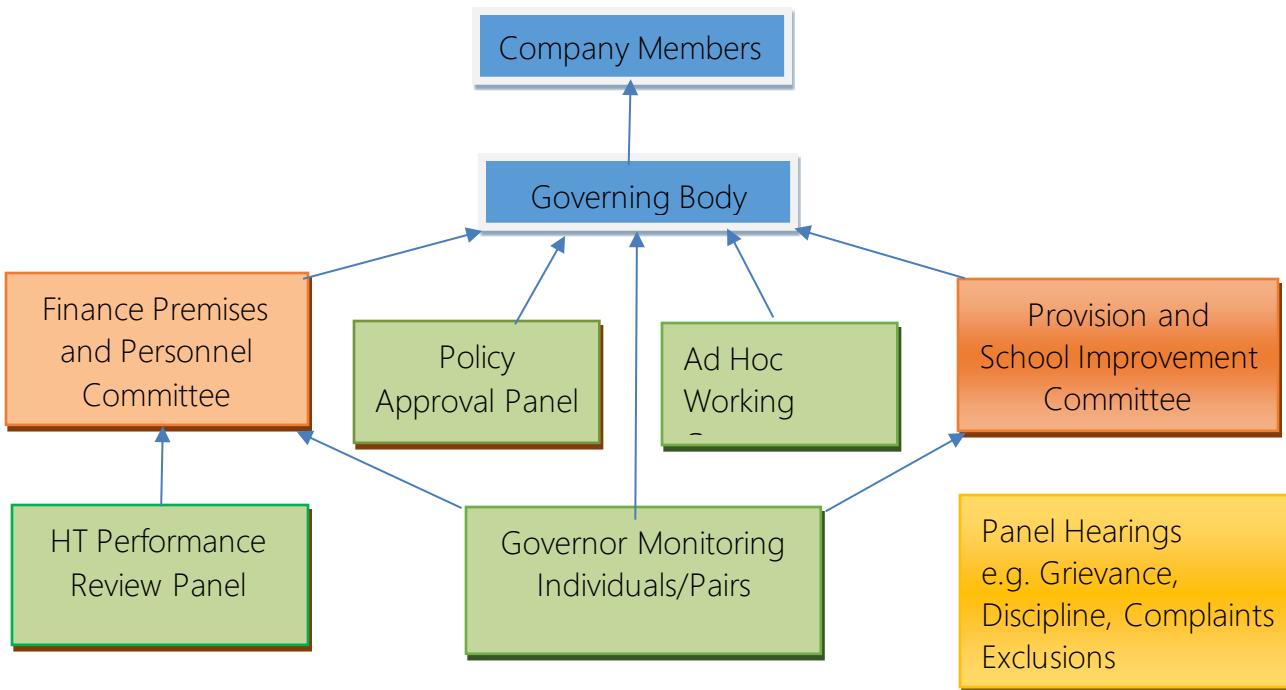




Approved November 2025

Governance Structure



Terms of Reference Governing Body

The Governing Body and its Committees will act strategically by:

- Setting the vision, aims and objectives for the school
- Setting the strategy and targets by which progress towards the aims and objectives can be achieved
- Putting in place policies, systems and procedures to enable the delivery of those aims and objectives
- Monitoring and evaluating progress to targets
- Measuring the impact of decisions and actions.

In all of the above, the Governing Body and its Committees will act in accordance with relevant legal and regulatory requirements, and will consider any advice given by the Headteacher.

The Governing Body and its Committees will act as a 'critical friend' offering an external perspective to the Headteacher and the school: monitoring its work, offering support and advice, providing externally focussed opinions, asking challenging questions and offering constructive criticism when appropriate.

1. Ensure and co-ordinate the development of the school's vision, values and aims.
2. Ensure that the School's Christian ethos and values are reflected in its vision, values and aims.
3. Ensure that there is an effective strategy in place to achieve the school's vision, values and aims, and co-ordinate its development.
4. Approve key strategic documents including school improvements plans and budgets and audit reports.
5. Ensure that the academy remains viable through active monitoring of budgets.
6. Decide on functions of Committees and delegate responsibilities to Committees, working groups and individuals.
7. Monitor and evaluate school achievements in particular, attendance, pupil attainment and progress.
8. Consider recommendations made by Committees, working groups or individuals to whom a decision or area of work has been delegated and consider whether further actions are needed.

Effective Governance

9. Carry out rigorous periodic programmes of governance review.
10. Make recommendations on constitutional matters to Members.



Approved November 2025

11. Consider the findings and recommendations of external inspections and ensure that actions are taken to address any shortfalls identified.
12. Monitor the impact of the Governing Body, its committees and working groups.
13. Ensure that the Governing Body membership has the necessary skills and expertise to execute its duties as a collective body.
14. Ensure appropriate governor induction, training and professional development is provided.
15. Establish and keep under review arrangements for governors' monitoring visits.
16. Elect Chair(s) and Vice Chair(s).
17. Appoint or remove the Secretary.
18. Establish and keep under review a Code of Conduct for the Governing Body.
19. Review individual governor attendance, involvement and evaluate governor feedback.
20. Establish exceptional working arrangements where particular circumstances arise.
21. Be available and respond to matters of particular difficulty, sensitivity or emergency and offer advice to the Headteacher.
22. Ensure risks are evaluated, monitored and mitigation plans in place.

Marketing and Communications

23. Ensure that there are ambitious but realistic marketing and communication strategies in place.
24. Monitor and review the effective implementation of the marketing and communication strategies.
25. Seek and analyse feedback from interested parties and agree actions needed in light of that feedback.
26. Raise a positive school profile and promote the school to all interested parties and stakeholders within the community.

Frequency of meetings: at least once per term and as and when required.

Membership [as stipulated in the Article of Association.

Quorum: three Governors, or, where greater, any one third (rounded up to a whole number) of the total number of Governors holding office at the date of the meeting.

Terms of Reference Provision and School Improvement Committee

Overall

1. Ensure the company complies with all regulatory and legal requirements pertaining to the business of the Committee.
2. Ensure that the company complies with all contractual obligations relating to the business of the Committee.
3. Approve relevant policies.
4. Monitor the implementation of Committee decisions, and the systems and procedures relating Committee business.

School Improvement

5. Monitor the implementation of School Development Plans.
6. Evaluate the impact of the plans.

Curriculum, Data Monitoring and Targets

7. Set targets for the achievement of pupils at the end of each key stage
8. Ensure the agreed curriculum is taught to all pupils.
9. Monitor attainment and progress, including that of specific categories of pupils.
10. With the assistance of staff, analyse information on how the curriculum is taught, evaluated and resourced.
11. Be aware of the school's data tracking and analysis processes.
12. Monitor the implementation of the curriculum including the quality of teaching and assessment.

Pupil Well Being

13. Be ultimately responsible for all matters of pupil welfare having due regard for matters relating to access.
14. Monitor pupil attendance.
15. Ensure that arrangements for reporting to parents meet statutory requirements.



Approved November 2025

16. Authorise the arrangements for and rationale of school visits in line with school policy and legal requirements.
17. Ensure that the requirements for children with special educational needs are met.

Frequency of meetings: at least once per term and as and when required.

Quorum: three members entitled to vote.

Terms of Reference Finance Premises and Personnel Committee

Overall

1. Ensure the company complies with all regulatory and legal requirements pertaining to the business of the Committee.
2. Ensure that the company complies with all contractual obligations relating to the business of the Committee.
3. Approve relevant policies.
4. Monitor the implementation of Committee decisions, and the systems and procedures relating Committee business.

Finance

5. Plan for future income streams and associated expenditure.
6. Identify and consider business cases for new income streams.
7. Approve work plans based on the academy's strategic plan and SDP priorities.
8. Scrutinise benchmarking data and use it when setting the budget.
9. Plan for and recommend the annual budget and medium term finance plan, ensuring that the budget reflects the academy's priorities.
10. Monitor budgets and expenditure, particularly relating to categories of pupils.
11. Agree actions when income/expenditure shows significant variance from budget
12. Agree virement of funds and approve expenditure in line with agreed thresholds.
13. Monitor expenditure of voluntary funds.
14. Ensure that the academy has a current list of certifying officers.
15. Approve and review service and lease agreements, and set charges.
16. Evaluate internal/external audit outcomes and review actions arising from audits.

Premises

17. Approve long term plans for premises improvements and maintenance, with a view to ecological impact.
18. Audit the use of premises, equipment and resources.
19. Review site security, and health and safety measures and arrangements.
20. Ensure that the school has appropriate insurance arrangements in place.

Staffing

21. Approve future staffing plans in line with academy's strategic and finance plans.
22. Ensure that every member of staff has a job description.
23. Ensure selection and screening of staff complies with safeguarding good practice.
24. Monitor the training and professional development of staff.
25. Monitor staff absence.
26. Monitor matters of staff health and welfare having due regard for matters relating to access.
27. Consider budget impact of any proposed staff changes/absence, and recommend actions to the Governing Body.
28. Take decisions on staff pay taking into account recommendations in light of performance reviews.
29. Apply the requirements of the academy's pay policy in determining the pay of each employee.
30. Advise the Governing Body on the budgetary requirements of the pay policy and take into account established limits.



Welton St Marys Church of England Academy

Governance Structure and Terms of Reference



Approved November 2025

Frequency of meetings: at least once per term and as and when required.

Quorum: three members entitled to vote.

Terms of Reference for the Headteacher Appraisal Panel

- To meet annually before the 31st December with an independent advisor to discuss and determine the headteacher appraisal objectives for the coming year (the planning meeting).
- To 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).
- To prepare and agree the Headteacher appraisal review statement, and report to the Governing Board.
- To monitor through the year, including a mid-year review meeting, the performance of the Headteacher against the agreed objectives and to ensure that appropriate support and development opportunities are provided.
- To make recommendations to the Governing Board in respect of pay progression.

Membership [2 preferably 3 governors]

Staff governors may not serve on this group.

Terms of Reference for Individuals or Monitoring Pairs

To monitor an identified area on the School Plan or a statutory function of the Governing Board and report to the Governing Board, ensuring the challenge and support of the committee the monitoring is replacing is captured. It is expected that at least 2 monitoring visits will be made to the school during the year, unless school circumstances necessitate more. 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.

- To meet with the lead professional within the school to gain an understanding of the scope of the area/target and the activities the school is conducting to achieve success.
- To ensure holding to account by the questions which would have been asked as part of a committee meeting are undertaken within the visit with the answers documented.
- To undertake any necessary training (in or out of school) to enable effective monitoring of the areas/subject.
- To monitor the progress of school activities towards the priority milestone or duty.
- To evaluate the extent of success at the end of the set timescale.

All visits to the school will be arranged with reference to the Headteacher and in accordance with the Governor Visits policy.

Reports will be submitted within one week of the visit, and then be lodged with the Clerk of governors for distribution as soon as possible, at least seven days before the next Governing board meeting.

The following designated statutory governor roles need to be appointed by the Governing board.

- Safeguarding
- SEND
- Health & Safety
- Finance



Welton St Marys Church of England Academy

Governance Structure and Terms of Reference

Approved November 2025



Having designated/ delegated governors does not reduce the collective accountability of the board for all its functions. The board will need to ensure that its agenda and reporting mechanisms enables *ALL* board members to have strategic overview and responsibility to enable effective decision making

Terms of Reference for Panel Hearings

- To make any decisions under the Governing Board's personnel procedures e.g. disciplinary, grievance, capability, where the Headteacher is the subject of the action.
- To make any decisions under the Governing Board's personnel procedures e.g. disciplinary, grievance, capability, unless delegated to the Headteacher.
- To make any determination or decision under the Governing Board's Complaints Procedure for Parents.
- To consider any appeals against a decision to dismiss a member of staff or to a decision short of dismissal e.g. disciplinary, grievance or capability.
- To make any determinations on behalf of the Governing Board in relation to staff redundancy and redundancy appeals.
- To consider any representations by parents in the case of an exclusion (parents/guardians do not have to be invited).
- To 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 Board.

Membership [not less than 3]

Any three governors from a pool of governors [comprising the whole Governing Board], who are:

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

NB Any governor who has participated on a panel for a staffing decision, cannot sit on the appeal panel

The Headteacher is disqualified from serving in this role.

Any governor having a connection with either a pupil, a member of staff or the incident in question which could affect their ability to act impartially should not serve on the panel.