



GRANGE PRIMARY SCHOOL

FULL GOVERNING BODY TERMS OF REFERENCE 2026/27

The Governing Board is to carry out its functions with the aim of taking a largely strategic role in the governance of the school. This includes setting up a strategic framework for the school, agreeing its aims and objectives in line with the School Development Plan and reviewing progress. The Governing Board must act as a corporate board.

The core functions of the governing body are as set out in *The School Governance (Roles, Procedures and Allowances) (England) Regulations 2013, regulation 6(2)* and include, but are not limited to

- ensuring clarity of vision, ethos and strategic direction
- holding the headteacher to account for the educational performance of the school and its pupils, and effective and efficient performance management of staff
- overseeing the financial performance of the school and making sure its money is well spent.

The full governing body must fulfil its statutory and contractual responsibilities.

A governing body and its governors **must**, as required by *Regulation 6(2)*:

- act with integrity, objectivity and honesty and in the best interests of the school
- be open about the decisions they make and the actions they take and shall be prepared to explain their decisions and actions to interested parties

The governing body also has legislative responsibility and strategic oversight for the school's safeguarding arrangements

Delegation

The Governing Board is to determine which functions are to be delegated to committees, groups and individuals, to receive reports from any individual or committee to whom a decision has been delegated and to consider whether any further action is necessary.

Headteacher

As 'lead professional' the headteacher will be responsible for formulating and implementing the policies, for leading the school towards the set targets and for discharging many responsibilities imposed directly on him or her.

Headteachers should provide to the Governing Board enough information for the governors to feel confident that those delegated responsibilities, and the

headteacher's own responsibilities, have been met. The Governing Board should make sure that they have enough information to allow them to check on the school's achievements and progress, over time and through comparison with similar schools.

Membership shall adhere to the school's current Instrument of Government.

Quorum 50% of the number of governors in post rounded up.

Voting In the event of a tied vote, the chair of the meeting shall have a second or casting vote. The majority vote shall be deemed the decision of the collective governing body.

Disqualification Under Regulation 17 and Schedule 4 of The School Governance (Constitution) (England) Regulations 2012, a person is disqualified from holding or continuing to hold office as a school governor or associate member in England under three broad categories.

The full governing body must appoint a clerk to keep a record of each meeting in the form of meeting minutes. In the absence of this clerk, the governing body shall choose a clerk for the meeting from among its members, who is not a school staff member.

Functions of the Governing Board

To undertake **matters reserved* to the Governing Board** which cannot be delegated to either a committee or individual:

To **agree constitutional matters*** including procedures where the Governing Board has discretion

- each year, reviewing and agreeing its instrument of government
- each year, requiring all governors to complete a skills audit to determine gaps in skills needing to be filled
- agreeing and implementing an appointment process for co-opted governors
- adhering to the local authority process for appointing a local authority governor
- ensuring all staff and parents are advised of elected staff and parent governor vacancies (respectively), and supporting the school in implementing local authority procedures for their recruitment
- deciding the term and voting rights of any associate governors and carrying out their selection.

To recruit new members as vacancies arise and to **appoint new governors*** as set out in the Instrument of Governance.

To conduct its business with due regard for the Department for Education's (DfE's) *The Governance Handbook* and statutory legislation.

To ensure that all statutory policies and procedures are in place and that these are reviewed and approved in-line with DfE and other statutory requirements, making revisions where appropriate.

To hold at least three Governing Board meetings a year*. Additional full governing body meetings shall be arranged to ratify the budget and to address emergency matters, as set out in *The School Governance (Roles, Procedures and Regulations (2013)*

1. The chair and headteacher, in collaboration with the governing body clerk and governors, shall determine dates of full governing body and committee meetings for an academic year and publish them to all governors before the start of this year.
2. The meeting chair with the clerk must ensure that the agenda and relevant papers are available to governors seven days before a scheduled meeting.
3. Approved copies of meeting minutes must be retained in the school governing body minutes file.

To elect or remove the chair / co-chairs and the vice chair*.

To appoint or remove a clerk to the governing body*.

To establish the committees of the Governing Board and their terms of reference*.

To appoint the chair of any committee (if not delegated to the committee itself)
To appoint or remove a clerk to each committee*.

To suspend or remove a governor as set out in regulations.

To decide which functions of the Governing Board will be delegated to committees, groups and individuals*.

To receive reports from any individual or committee to whom a decision has been delegated and to consider whether any further action by the Governing Board is necessary*.

To approve the first formal budget plan of the financial year.

To review the delegation arrangements annually*.

Oversee the financial performance of the school and make sure its money is well spent by

1. each year, reviewing and determining the scheme of financial delegation to a Resources Committee and school senior leaders
2. delegating the day-to-day management and organisation of the school's finances to the headteacher
3. analysing and approving a balanced budget at the beginning of each financial year which supports the school aims and school development plan (SDP), and monitoring expenditure thereafter

4. each year, approving a 3-year budget which supports the school aims and SDP
5. reviewing, approving and signing off any spending and virements in line with the requirements of the school's scheme of financial delegation
6. reviewing, approving and signing off contracts in line with the requirements of the school's scheme of financial delegation
7. each year, approving the schools financial value standard (SFVS) and ensuring compliance
8. each year, approving the school's statement of internal control that accompanies the school's consistent financial reporting returns
9. agreeing action plans and monitoring the spending and outcomes of grant funding including pupil premium grants
10. each year, establishing and approving the school's statutory pay policy, complying with the current DfE School Teachers' Pay and Conditions document and the Ealing terms and conditions for support staff (which are based on national policy).

Ensure effective and efficient performance of staff by

1. each year, reviewing and approving the school's overall staffing structure
2. establishing and reviewing policies and procedures with respect to appointments and dismissals, the conduct of staff, staff absence, general disciplinary matters and redundancy and fulfilling full governing body roles and responsibilities
3. agreeing and implementing a process for appointing the headteacher and deputy headteachers, including ratifying or rejecting decisions of appointment selection panels
4. delegating the appointment of all other staff to the headteacher, participating in the staff recruitment process at the request of the headteacher
5. establishing and reviewing the school's maintenance and monitoring of a central record of recruitment and vetting checks
6. adopting and reviewing the implementation of the school's performance management/appraisal policy, including appointing a panel to consider the school's staff pay performance recommendations
7. appointing the panel to carry out the performance management of the headteacher
8. reviewing and monitoring staff welfare, including staff absence and staff vacancies, ensuring policies and procedures are in place to address staff welfare matters.

To undertake evaluations and reviews as agreed.

Review and monitor pupils' behaviour attitudes and personal development, including:

1. reviewing and monitoring levels of pupil attendance and punctuality
2. reviewing and monitoring pupil exclusions, racist incidents and bullying
3. reviewing and monitoring the school's approach to safeguarding and child protection and its provision for vulnerable pupils, including those at risk of harm.

Ensure publication of statutory information, including:

1. making sure statutory information is published on the school website and submitted to DfE, including details of governance arrangements.

Liaise with the local authority about the school's published admission number and determine admission arrangements for the school's nursery.

Periodically review the school's category and set in motion any conversion proposals, if required.

Note term dates determined by the local authority and agree occasional days.

Ensure governors adhere to a governing body code of conduct, are not disqualified from being a governor and have up-to-date skills, together with availability, to fulfil their roles by:

- each year, approving a governing body code of conduct and requiring every governor to sign that they agree to abide by it
- establishing and implementing a new governor induction policy, reviewed each year
- evaluating governing body effectiveness annually and formulating, implementing and evaluating a governing body compliance training and effectiveness action plan to address areas for development
- recording and publishing on the school's website the business and pecuniary interests of all governors.

Source: NGA template updated July 2026, with Grange-specific tailoring.



GRANGE PRIMARY SCHOOL
TEACHING AND LEARNING COMMITTEE
TERMS OF REFERENCE
2026/27

Date agreed	September 2026. Review due September 2027
Review date	Terms of reference must be reviewed by the governing body annually at the first meeting in the autumn term
Chair of committee	To be appointed by the governing body or committee, as determined by the governing body.
Terms of reference	At the first meeting each year the committee must formally adopt its terms of reference, previously approved by the governing body.
Papers, minutes and reporting	The agenda and any other meeting papers must be circulated to all committee member seven days in advance of the meeting as arranged by the meeting chair working with the meeting clerk. Approved copies of meeting minutes must be retained in the school governing body minutes file. The committee meeting minutes will be made available to the full governing body meeting (these will serve as the report on the work of the committee to the governing body).
Membership	Appointed by the governing body. This may include associate members, provided that a majority of committee members are governors. Associate members will not have voting rights, in accordance with the school's Instrument of Governance. The headteacher shall be an ex officio member of the committee.
Meetings	The committee should meet at minimum once a term.
Other attendees	The headteacher may attend any meeting of the committee regardless of whether they are appointed as a member of the committee. Other members of staff may be invited to attend on a meeting-by-meeting basis. Any governor may attend and take part in committee meetings regardless of whether they are appointed as a committee member as long as they give sufficient notice to the chair and to the governance professional.
Quorum	The quorum to conduct business on behalf of the governing body shall be at least 50% of the governor members of the committee nominated by the Full Governing Board, rounded up.
Voting	Any decisions taken at meetings shall be determined by a majority of votes of committee members present and voting. In the event of a tied vote, the chair of the meeting shall have a second or casting vote.
Clerk	The committee must nominate a clerk to keep a record of each meeting in the form of meeting minutes. In the absence of this clerk, the committee shall choose a clerk for the meeting from among its members, who is not a school staff member.

The committee has delegated responsibility

Curriculum

1. Review the curriculum offer, ensuring that statutory requirements are met, it reflects the school's values and is broad and balanced
2. ensure that the curriculum supports the social, moral, spiritual and cultural development of pupils as well as promotes British values and provides pupils with a global outlook
3. ensure that the curriculum meets the needs of all pupils regardless of ability, age, sex or ethnicity
4. ensure that the requirements of pupils with special educational needs and disabilities (SEND), as laid out in the Code of Practice, are met
5. ensure that the curriculum provides opportunities for pupils to become physically confident in a way which supports their health and fitness
6. ensure that safeguarding is embedded across the curriculum
7. ensure that required information relating to the school's curriculum is published on the school's website
8. ensure that the curriculum meets national requirements, eg around relationships and sex education and careers education
9. oversee the school's offer outside its curriculum, ensuring that this is accessible and equitable and has regard to the DfE Enrichment Benchmarks
10. ensure the school's curriculum and extra-curricular activities are successfully building cultural capital for all pupils
11. advise the Resources Committee and/or governing board on the funding priorities necessary to deliver the curriculum.

Pupil outcomes

1. Monitor and evaluate the results of pupil progress and attainment including for specific groups such as those in receipt of pupil premium funding and pupils with SEND
2. evaluate the impact of the curriculum in preparing pupils for the next stage of education and employment
3. monitor the provision of the Nursery and Early Years Foundation Stage
4. monitor and oversee the impact of pupil premium and other targeted funding streams
5. monitor the provision for and achievement and attainment of vulnerable groups of pupils (e.g. those eligible for pupil premium, looked after children, young carers and pupils with SEND or with English as an additional language (EAL)) including the effectiveness of intervention strategies used
6. monitor the school's approach to inclusion and diversity, including monitoring the inclusiveness of the curriculum, how the school addresses the systemic barriers to achievement some children can experience and its anti-racist strategy
7. monitor the quality of teaching and evaluate the impact of continuing professional development on pupil achievement
8. consider recommendations relating to teaching and learning from external reviews (for example, Ofsted or local school improvement advisers) and ensure an appropriate plan is in place to act on any recommendations

9. monitor pupil mental health and wellbeing, ensuring that curriculum, teaching and learning promote resilience and support social and emotional learning
10. review pupil attendance data, monitoring trends and patterns, benchmarking against comparator schools and paying attention to pupil groups that face barriers to attendance
11. review data on pupil behaviour, including suspensions and exclusions, broken down by pupil groups, monitoring behaviour culture and implementation of the behaviour policy
12. monitor the provision of extended school activities, including the teaching and learning content of and outcomes from educational visits
13. review how effectively the school is engaging pupils, parents and the wider community in promoting and improving educational performance and wider outcomes for all pupils
14. make arrangements for the governing body to be represented at school improvement discussions with the local authority, the Ealing Learning Partnership, and external consultants and for associated reports to be received by the governing body
15. monitor the school food offer, ensuring standards are met and that provision is inclusive.

Policies

1. review/approve and monitor any policies delegated by the governing body

Source: NGA template updated July 2026, with Grange-specific tailoring.



GRANGE PRIMARY SCHOOL

**RESOURCES COMMITTEE
TERMS OF REFERENCE
2026/27**

Date agreed	September 2026. Review due September 2027
Review date	Terms of reference must be reviewed by the governing body annually at the first meeting in the autumn term
Chair of committee	To be appointed by the governing body or committee, as determined by the governing body.
Terms of reference	At the first meeting each year the committee must formally adopt its terms of reference, previously approved by the governing body.
Papers, minutes and reporting	The agenda and any other meeting papers must be circulated to all committee member seven days in advance of the meeting as arranged by the meeting chair working with the meeting clerk. Approved copies of meeting minutes must be retained in the school governing body minutes file. The committee meeting minutes will be made available to the full governing body meeting (these will serve as the report on the work of the committee to the governing body).
Membership	Appointed by the governing body. This may include associate members, provided that a majority of committee members are governors. Associate members will not have voting rights, in accordance with the school's Instrument of Governance. The headteacher shall be an ex officio member of the committee. The headteacher and other staff members must leave the meeting during any discussion of their own pay and conditions.
Meetings	The committee should meet at minimum once a term.
Other attendees	The headteacher may attend any meeting of the committee regardless of whether they are appointed as a member of the committee. Other members of staff may be invited to attend on a meeting-by-meeting basis. Any governor may attend and take part in committee meetings regardless of whether they are appointed as a committee member as long as they give sufficient notice to the chair and to the governance professional.
Quorum	The quorum to conduct business on behalf of the governing body shall be at least 50% of the governor members of the committee nominated by the Full Governing Board, rounded up.
Voting	Any decisions taken at meetings shall be determined by a majority of votes of committee members present and voting. In the event of a tied vote, the chair of the meeting shall have a second or casting vote.
Clerk	The committee must nominate a clerk to keep a record of each meeting in the form of meeting minutes. In the absence of this clerk, the committee shall choose a clerk for the meeting from among its members, who is not a school staff member.

The Resources Committee has delegated responsibility as follows

Finance

1. Set policies to ensure all necessary financial practices are in place to meet reporting and audit requirements
2. Recommend to the full governing body an annual, well-informed and balanced budget which is integrated with the school's strategy for raising standards and achievement and provides for the financial needs of the school development plan (SDP)
3. Each year, recommend to the full governing body the scheme of financial delegation of budget responsibilities, including to school senior leaders
4. Adopt, monitor and review long term financial strategy, that addresses at least the next three years, based on realistic assumptions about pupil numbers, future funding and potential pressures on expenditure, including staffing costs
5. Review the annual budget, ensuring resources are allocated in line with the school's strategic priorities and financial policy, to present to the full governing body for approval;
6. Maintain a three-year financial plan which considers the school's vision, known risks and opportunities;
7. Benchmark income and expenditure against that of similar schools, considering comparative performance and opportunities to improve efficiency
8. Monitor actual income and expenditure in school monitoring reports at least once a term against the approved budget
9. At least six times a year, receive clear and concise monitoring reports of the school's budget position and review against end of year budget projections, addressing and reporting to the full governing body (FGB) significant variations in a timely manner (at the latest, the next FGB meeting) and ensuring such variances result from explicitly planned changes or from genuinely unforeseen circumstances
10. Implement and review the school's charging and remissions and lettings policies
11. Ensure that balances are at a reasonable level and that the school has a clear plan for using any annual underspend or for eliminating a deficit
12. Monitor spending of pupil premium and other designated funding streams, ensuring spending is spent effectively and having the intended effect on pupil outcomes
13. Approve expenditure and virements of sums over £25,000 – sums below this are delegated to the headteacher
14. Undertake detailed scrutiny and recommend approval of the Schools Financial Value Standard (SFVS) annually, and monitor actions identified as part of the SFVS
15. Ensure local authority financial procedures are complied with
16. Establish regulations for the reviewing and tendering of site related contracted services and approve and sign off any contracts in-line with the requirements of the school's financial scheme of delegation
17. Ensure that the school follows basic procurement rules meet legal requirements and achieves best value for money when acquiring goods and services

18. Ensure the school has an accounting system that is adequate and properly run and delivers accurate reports, including the annual consistent financial reporting return
19. Ensure there are adequate arrangements for the administration and audit of voluntary funds
20. Receive and act upon any issues identified in local authority audit and ensure there are no outstanding matters from internal and external financial audit reports or from previous consideration of weaknesses
21. Ensure there are adequate arrangements in place to guard against fraud and theft by staff, contractors and suppliers
22. Ensure that the school has a business continuity or disaster recovery plan that adheres to local authority guidance, including an up-to-date asset register and adequate insurance
23. Ensure that the business interests of staff are properly registered and taken into account so as to avoid conflicts of interest and ensure there are adequate arrangements in place to manage conflicts of interest or any related party transactions
24. Ensure all staff who hold responsibility for financial administration have adequate financial skills/expertise and receive appropriate training.
25. Report back to each meeting of the full governing body, alerting them to potential problems and significant variations to the approved budget at the earliest opportunity.

Staffing

1. Set, review and monitor the implementation of delegated policies
2. Monitor workforce data including staff attendance and staff turnover
3. Review at least annually the staffing structure and benchmark salary costs, ensuring that the staffing structure meets the requirements of the school development plan and is affordable, and make recommendations for any changes to the Full Governing Body
4. Review staff work-life balance, working conditions and wellbeing, including monitoring feedback from staff surveys and the impact of resultant action
5. Set and review the school's equality objectives, ensuring statutory provisions are met
6. Ensure that staffing procedures (including recruitment procedures) comply with equality legislation and safer recruitment practice
7. Monitor the provision and impact of staff training and development, ensuring sufficient budget is allocated
8. Review/approve and monitor any policies delegated by the governing board

Pay

Recusing affected governors who are staff members from the decision-making as appropriate, take into account recommendations from the governing body staffing sub-committee and refer its own recommendations to the Full Governing Body

1. Oversee the work of the governing body staffing sub-committee which monitors and reviews performance management and early career teacher (ECT) induction arrangements and approves the school's pay performance recommendations for pay and appraisal processes

2. Ensure that leadership pay scales are in line with benchmarking data and the most recent DfE *School Teachers' Pay and Conditions* document
3. Where performance related pay is used, decide whether to approve headteacher pay progression following annual appraisal, referring to the appraisal panel's recommendation; approve pay progression where relevant for other members of staff on the leadership scale
4. Ensure that compliant and equitable pay policies are in place for teaching and support staff and that these are applied consistently and fairly

Risk, data and cyber resilience, estates, sustainability, health and safety

1. Ensure a risk register is maintained and monitored, which identifies key strategic risks and sets out control measures and improvements
2. Receive an annual report from the Data Protection Officer on the identification and mitigation of key data protection and cyber security risks
3. Monitor the implementation of the estate strategy, ensuring premises are in good condition, resources are managed efficiently and environmental sustainability is promoted
4. Ensure that inspections of the school site, buildings and equipment take place (annually and at appropriate intervals) and a report is received identifying any issues
5. Oversee arrangement, including health and safety, for the use of school premises by outside users, including school meals providers, subject to governing body policy
6. Appoint a sub-committee (building group) when major construction works are planned to liaise with contractors and oversee such works.
7. Ensure appropriate risk assessments are carried out and reviewed on a regular basis, and monitor any actions and recommendations arising
8. Review the school's accessibility plan
9. Assess the school's insurance cover to ensure that it provides adequate protection
10. Receive an annual health and safety audit report and monitor any actions arising
11. Receive routine reporting of health and safety matters including accidents and near misses
12. Ensure that processes are in place for educational visits and that health and safety planning and risk assessments are undertaken for them
13. Monitor the health and safety training that staff receive.

Policies and website publication

1. Review / approve and monitor any policies delegated by the governing body.
2. Review the information published on the school website for compliance with statutory requirements

Source: NGA template updated July 2026, with Grange-specific tailoring.



GRANGE PRIMARY SCHOOL

STAFFING SUB-COMMITTEE TERMS OF REFERENCE 2026/27

Membership

The sub-committee shall consist of three non-staff governors nominated by agreement at the first full governing body meeting held in the autumn term.

The quorum to conduct business on behalf of the governing body shall be two members of the sub-committee.

Meetings

The sub-committee must meet at least twice a year, at the end of the performance review cycle for teachers and at the end of the performance review cycle for support staff. (The appraisal cycle for teachers must have been completed by 31 October and for support staff by 31 December each year.)

The sub-committee must elect a chair to the sub-committee at the first meeting of an academic year.

The sub-committee must nominate a clerk to keep a record of meetings concerning teachers' performance related pay decisions in the form of meeting minutes that protect the identity of individual staff. In the absence of this clerk, the committee shall choose a clerk for the meeting from among its members.

The meeting chair must make the agenda and relevant papers available to governors seven clear days before a scheduled meeting.

Final copies of meeting minutes must be retained in the in-school governing body minutes file in a section marked 'Confidential'.

Roles and responsibilities

The panel has responsibility for monitoring and reviewing staff performance management arrangements, teachers' performance related pay decisions and early career teachers' (ECT) induction.

In particular:

- the sub-committee will monitor the implementation of the school appraisal policy for both teachers and support staff through:
 - scrutinising performance management mid-year and end-of-year review statements and their supporting evidence
 - soliciting feedback on the performance management process from the headteacher, teachers and support staff
- based on its monitoring of the implementation of the school appraisal policy, the sub-committee will make recommendations to the headteacher and governing body management committee of revisions to the school appraisal policy in advance of the policy's annual governing body review
- the sub-committee will scrutinise evidence behind the school's recommendations for teachers' performance related pay awards and ratify the recommendations for which the evidence concurs
- where the sub-committee judges that the evidence provided is insufficient to support the school's recommendation for a teacher's performance related pay award, the headteacher will be questioned about the performance management process and asked to provide further evidence to support the school recommendation or, if this is not available, to re-consider the school's recommendation
- the sub-committee will scrutinise performance management documentation for teachers who are eligible to progress to and within the upper pay spine but who choose not to

apply and question the headteacher about the performance management process where evidence does not support a teacher's decision not to apply

- led by the ECT induction governor, the sub-committee will monitor the implementation of the school's ECT induction policy through:
 - scrutinising internal school ECT induction documentation
 - soliciting feedback on the ECT induction process from the Headteacher, ECT induction lead, tutor and ECT.

Reporting to the full governing body

The chair of the sub-committee will provide a spoken summary of the meeting minutes to the Resources Committee.

The chair of the sub-committee will provide a spoken summary to the full governing body of the overall performance related pay award recommendations ratified by the sub-committee.

All matters that are legal requirements and MUST be taken to the full governing body will be reported.

Any other items that might be necessary/polite/of interest from the sub-committee's work will also be reported to the full governing body.

Agreed by the Full Governing Body

Signed by the chair of the sub-committee

Print name:

Date agreed: September 2026

Date for review: September 2027