Terms of Reference

The City 2 Coast Federation Governing Board follows the circle model of governance, ensuring all strategic decisions are made collectively by the full board rather than through committees.

The purpose of governance is to provide confident, strategic leadership and to create robust accountability, oversight and assurance for the education and financial performance of each of the schools within the federation.

The governing board has 3 strategic core functions:

- Ensuring clarity of vision, ethos and strategic direction. The board will annually review the visions and values across the federation and ensure that these are shared with all stakeholders
- Hold leaders to account for the education performance of the federation and its pupils, and of the performance management of staff
- Oversee the financial performance of each of the schools within the federation, ensuring money is well spent

Elections

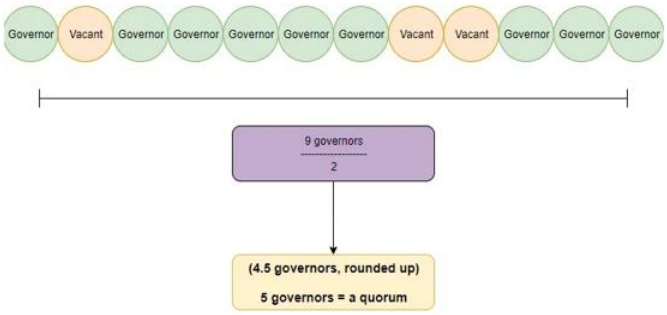
Governors are elected by parents, staff or the governing body. The Executive Headteacher and The Headteacher will automatically be governors by the virtue of their office. Nominations and elections will be sought for parents and staff governor posts. The governing board will nominate and elect co-opted, local authority, foundation and associate governors to attend the Full Governing Board meetings (FGB).

Membership

21 Governors (1 Executive Headteacher, 1 Headteacher, 1 Local Authority, 1 elected staff governor, 2 elected parent governors, 2 Foundation governors and 13 co-opted governors). The Instrument of Government document for City2Coast Federation sets out the constitution, name and composition of the board. The Chair and Vice Chair of governors will be appointed by the board by way of a vote. The governing board will appoint a governance professional.

Quorum

The quorum for FGB meetings will be one half of the governing board (rounded up to the nearest whole number), excluding any vacancies. For example, if the full membership of the board is 12 governors and there are 3 vacancies, the quorum for a meeting and any voting that may take place is 5 governors.



Meetings
The governing board will meet at least 8 times a year. Should the Chair be unable to attend a meeting, the Vice Chair will step up or a temporary Chair will be elected for that meeting. Meeting agendas and supporting documents shall be circulated at least 7 days in advance of the meeting. Each agenda will include all the tasks that the governing board is required to consider. Minutes will be shared will all governors and made available to staff and the public if requested.
Where confidential matters are discussed, the governance professional will ensure confidential part 2 minutes are taken and produced. All minutes will be ratified by the governing board.

Voting
Governors will make decisions by voting at governing board meetings. Associate Governors and guests are not permitted to vote. In order to vote, the governor must be present at the meeting and must not have a direct or in-direct interest in the matter to be decided. In such a circumstance, the governor must declare this in advance of the vote. A motion will be passed at the meeting where a majority of voting governors are in favour of the motion. In the event of a tied vote, the Chair will have the deciding vote.

Emergency Power (Chair's Action)
The Chair of the Governing board has the ability to make decisions and act on behalf of the governing board where it is not possible for the board to meet (either in-person or virtually). Chair's Action will only be used for urgent decisions when the Chair believes that not acting will be seriously detrimental to:

- The school
- Any pupil or their parent
- A staff member

Chairs Action can be used for any function of the governing board which can be delegated to an individual (as per regulations for maintained schools)
Chair's Action cannot be used to:

- Discontinue the school
- Approve the budget
- Suspend governors

Prior to making a decision under 'Chair's Action', the Chair of the governing board will act in consultation with the Executive Headteacher or Headteacher. If the Chair of the Governors is absent, the Vice Chair will have the power to make decisions under Chair's Action.

The governance professional will notify the governing board as soon as feasibly possible, of any Chair's Action that has taken place. A record of such action will be recorded in the minutes of the next board meeting.

Policies and Compliance
The governing board will ensure that each school has in place all DfE statutory policies and to keep these under regular review, consulting with representative stakeholders as appropriate. The DfE recommends that all statutory policies are reviewed annually. All in-school and non-statutory policies will be ratified in line with the School Policies Schedule. School Policies will be reviewed at every governing board meeting (where applicable) and policy reviews planned in advance of meetings. Policies may be delegated to Chair/Link

Governors for review prior to meetings; however, final approval of all policies will remain the responsibility of the Full Governing Board.

The main responsibilities to be managed by the governing board are outlined below:

Operational

- **To agree constitutional matters, including procedures where the board has discretion**
- **To review the delegation arrangements annually**
- **To seek to fill vacancies as they arise and to appoint new governors where it is possible for the governing board to do this, e.g. co-opted governors**
- **To annually agree and appoint the statutory individual roles of safeguarding, SEND, finance and health and safety based on skill set and expertise**
- **To hold at least eight Governing Board meetings a year**
- **To appoint or remove the Chair and Vice Chair**
- **To appoint or remove a Clerk to the Governing Board**
- **To suspend or remove a governor**
- **To work effectively for succession planning**
- **To appoint selection panel for Executive Headteacher/Headteacher and make appointment based on recommendations from the board approved selection panel**
- **To recruit new governors as vacancies arise ensuring the board has all the necessary skills to be effective**
- To be able to make effective and timely decisions, to allow on exceptional occasions the ability for a governor to attend through the use of Teams where a key vote is crucial
- To receive reports from any individual governor 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 keep school policies and practice under review and to make revisions where appropriate
- Maintain a current pecuniary/ business interest register for governors
- Provide induction and support and training for governors
- To ensure that Governors fulfil their monitoring responsibilities
- To ensure three governors have been suitably trained to undertake the Executive Head and Head Teacher's performance managements
- To ensure that Governors fulfil their responsibilities for safeguarding under section 157/175 of the Education Act including accessing relevant training
- Annually agree the Pupil Admission Number (PAN)
- To follow the School Admission Code statutory guidance when carrying out duties relating to school admissions
- To ensure statutory requirements for information published on the school website, including details of governance arrangements, are met and updated as necessary
- To ensure the information required for the National Database (GIAS – Get Information About Schools) is collected, uploaded and amended as necessary and accurate with the details published on the school website
- To regulate the governing board procedures, where not set out in law
- To delegate to the executive headteacher and/or headteacher as appropriate
- To regularly audit and evaluate the impact of governance to inform the structure of the governing board.

- To ensure the Executive Headteacher/Headteacher provide such reports as requested by the governing board to enable it to undertake it's role
- To regularly monitor the attendance of governors at board meetings

Core responsibilities

- To ensure that all aspects listed in each responsibility area are undertaken and reported back through minutes, clear monitoring reports and followed up where necessary through delegated actions
- To review as necessary all policies/ documents according to the policy and document schedule
- To make decisions that are delegated to the FGB
- To abide by the governor protocols concerning conduct and visits to the school
- To ensure the school has a complaints procedure for parents and that parents know how to raise a complaint
- To ensure that the governing board complies with all other legal duties placed upon them as shown and updated within the governance handbook

Responsibilities: School Improvement

- To ensure the School Self Evaluation (SEF) is accurate and up to date and to develop sections relevant to the need for focused governor monitoring in conjunction with the senior leaders
- To respond as an FGB on matters relating to the preparation for, or action following, an OFSTED inspection
- To monitor key issues of the School Improvement & Development Plan (SIDP)
- To work with families of its pupils to foster positive home, school and community relationships and to review, at least annually, how the school is regarded by pupils, parents and staff
- To review and adopt a curriculum strategy statement and ensure that all learners receive a broad, balanced and inclusive education in line with statutory requirements
- To review and adopt a teaching and learning strategy statement and regularly review the quality and standards of teaching across the schools

Responsibilities: Financial policy planning and monitoring

- To approve the first formal budget plan each year
- Appoint a finance governor/s
- To provide guidance and assistance to the Executive Headteacher and Headteacher in all matters relating to budgeting and finance, with reference to the 'Norfolk Scheme for Financing Schools'
- To review, adopt and monitor a Finance Policy.
- To review, adopt and monitor all additional financial policies, including a charging and remissions policy.
- To recommend the level of delegation to the Executive Headteacher and Headteacher for the day-to-day financial management of the school
- To review any internal / external audit reports as to the effectiveness of the financial procedures and controls

- To establish and maintain a three-year financial plan, taking into the account priorities of the School Improvement & Development Plan (SIDP), roll projection and signals from central government and (if applicable) the LA regarding future years' budgets, within the constraints of available information.
- To draft and propose to the governing board for adoption an annual school budget considering the priorities of the School Improvement & Development Plan (SIDP).
- To make decisions in respect of service level agreements and to consider the awarding of contracts by tender according to the stated amount within the Finance Policy
- To ensure that enough funds are set aside for pay increments as set out in the Pay Policy and as recommended by the Executive Headteacher and Headteacher.
- To monitor the income and expenditure throughout the year of all delegated and devolved funds against the annual budget plan and to approve any budget virements that will from time to time be necessary in response to the evolving requirements of the school
- To monitor the impact of spending decisions upon educational achievement in school
- To receive at least half termly budget monitoring reports from the Executive Headteacher and Headteacher.
- To report back to each meeting of the full governing board and to alert them of potential problems or significant anomalies at an early date and provide them with the information they need to perform their duties.
- To review, complete and submit the School Financial Value Standard (SFVS). To undertake any remedial action identified as part of the SFVS. To receive and act upon any issues identified by a local authority audit.
- To recommend the amount which can be spent between budget headings by the Executive Headteacher and Headteacher without prior agreement of the board.
- To consider each year's School Improvement & Development Plan (SIDP) (or post-Ofsted Action Plan) priorities, and to draw up an annual budget plan for reporting to the FGB
- To ensure the audit of unofficial school funds (where in place)
- The chair of governors should ensure a skills matrix has been completed by those governors directly responsible with financial management and signpost training where required
- To agree annual actions plans and monitor how the school premiums are spent (Sport Premium & Pupil Premium)
- To ensure plans are in place should those with financial responsibility within the school be absent for a long period of time

Responsibilities: Premises/Health & Safety

- To provide support and guidance for the governing board and the Executive Headteacher and Headteacher on all matters relating to the maintenance and development of the premises and grounds, including Health and Safety.
- Appoint a Health and Safety governor
- To ensure that an annual inspection of the premises and grounds takes place and a report is received identifying any issues.

- To inform the governing board of the report and set out a proposed order of priorities for maintenance and development, for the approval of the governing body.
- To arrange professional surveys and emergency work as necessary.
    - *The Executive Headteacher and Headteacher is authorised to commit expenditure without the prior approval of the governing board in any emergency where delay would result in further damage or present a risk to the health and safety of pupils or staff. In this event the* Executive Headteacher and Headteacher *would normally be expected to consult the Chair of Governors at the earliest opportunity.*
- To create a project committee/working group where necessary to oversee any major developments.
- To establish and keep under review an Accessibility Plan and a Premises Development Plan
- To review, adopt and monitor a Health and Safety policy.

Responsibilities: Staffing

- To ensure that the school is staffed sufficiently for the fulfilment of the school development plan and the effective operation of the schools.
- To establish and oversee the operation of the school's Appraisal Policy - including the arrangements and operation of the school's appraisal procedures for the Executive Headteacher and Headteacher.
- Appoint external advisor for the Executive Headteacher/Headteacher appraisals
- To agree any pay award for the Executive Headteacher/Headteacher following the recommendation from the performance management panel
- To establish a Pay Policy for all categories of staff.
- To be responsible for the administration and review of the Pay Policy.
- To establish a statement of behaviour principles on which the schools can produce behaviour policies
- To ensure that staffing procedures (including recruitment procedures) follow equalities legislation.
- To annually review procedures for dealing with staff discipline and grievances and make recommendations to the governing body for approval.
- To monitor approved procedures for staff discipline and grievance and ensure that staff are kept informed of these.
- To recommend to the governing board staff selection procedures, ensuring that they conform with safer recruitment practice and the requirements of 'Keeping Children Safe in Education', and to review these procedures as necessary.
- In consultation with staff, to oversee any process leading to staff reductions.
- To establish the annual and longer-term salary budgets and other costs relating to personnel, e.g. training.
- To hold the school to account for creating a supportive environment by ensuring that staff wellbeing is a strategic priority, monitoring staff workload to ensure a healthy work-life balance and positive workforce culture
- Dismiss the Executive Headteacher/Headteacher
- To end the suspension of staff or Executive Headteacher/Headteacher
- To determine dismissal payments/early retirement

Responsibilities: Safeguarding in line with 'Keeping Children Safe in Education'.

To monitor and review all requirements under Safeguarding to ensure that the FGB complies with their duties under legislation. To do this, they must ensure that:

- Governors have read, understood and signed the following documents annually
  - Safeguarding policy
  - DfE KCSIE
  - Governor Code of Conduct
- Governors attend or take part in annual safeguarding refresher training
- Audit of the Single Central Record at least termly
- policies, procedures and training in their schools are always effective and comply with the law
- They have a senior board level (or equivalent) lead to take leadership responsibility for their school's safeguarding arrangements;
- They receive an annual safeguarding report from the school
- appropriate policies and procedures in place for appropriate action to be taken in a timely manner to safeguard and promote children's welfare including an effective child protection policy that is updated at least annually and is compliant with national and local guidance;
- appropriate safeguarding responses to children who go missing from education, particularly on repeat occasions, are in place to help identify the risk of abuse and neglect, including sexual abuse or exploitation, and to help prevent the risk of them going missing in future.
- a proportionate risk-based approach is in place to the level of safeguarding information that is provided to temporary staff and volunteers;
- policies and procedures, adopted by governing bodies and proprietors, and particularly concerning referrals of cases of suspected abuse and neglect, are followed by all staff;
- all staff undergo safeguarding and child protection training (including online safety) at induction. The training should be regularly updated in line with local guidance
- all staff should receive regular safeguarding and child protection updates (for example, via email, e-bulletins, staff meetings) as required, and at least annually, to provide them with relevant skills and knowledge to safeguard children effectively.
- that children are taught about safeguarding, including online safety;
- recruitment and selection policies and procedures prevent people who pose a risk of harm from working with children by adhering to statutory responsibilities to check staff who work with children, taking proportionate decisions on whether to ask for any checks beyond what is required and ensuring volunteers are appropriately supervised;
- there are procedures in place to manage concerns/allegations, against staff (including volunteers) that might indicate they would pose a risk of harm to children.
- To receive regular reports on Safeguarding and act where necessary to address any issues.
- Ensure the school meets the needs of young carers in line with relevant national/local developments; including changes in legislation and guidance

- Develop and maintain knowledge about young carer issues and the steps schools should take to meet young carers needs, including use of pupil premium funding
- Monitor and review looked after children (LAC)
- To visit the school periodically to monitor pupil voice and to observe a happy, caring, safe environment

Responsibilities: SEND & Equality, Diversity & Inclusion (EDI)

- To establish and approve a special educational needs (SEND) policy
- To publish and update at least annually, a SEND information report
- To comply with statutory duties from the SEND code of practice and KCSIE in respect of pupils with SEND by appointing a SEND governor
- To monitor provision and access for pupils with Special Educational Needs and disabilities (SEND) and work closely with the SEND governor
- To review the SEND provision annually
- To monitor parent view in relation to SEND
- To lead the development, review and implementation of the schools approach to EDI and it's associated strategy and action plan
- To ensure the school complies with the equality act and promotes the value of different identities to create a culture that is respectful and inclusive
- To ensure equal opportunities for all pupils are encompassed within school policies and procedures
- To regularly review reports on progress against the EDI objectives and action plan
- To ensure the school provides tailored EDI training and development opportunities and resources
- To receive reports on bullying, homophobic and racial incidents
- To consider if governor diversity data reflects the community the school serves and upload a summary document to the federation website

Responsibilities: Discipline/Exclusion

- To review an exclusions policy and ensure it meets statutory requirements
- To establish a statement of behaviour principles on which the school can produce behaviour policies
- To review the use of exclusion and decide whether or not to confirm permanent exclusions and fixed term exclusions where a pupil is either excluded for more than 15 days in total in a term or would lose the opportunity to sit a public exam
- To direct the re-instatement of excluded pupils

Responsibilities: Sustainability

- To work closely with stakeholders to develop or monitor the federations Climate Action Plan, ensuring actionable progress
- To ensure sustainability is embedded in the federations strategic vision and policies, aligning with broader environmental goals

Responsibilities: Link Governors

- Monitor SIDP
- Monitor SEF
- Monitor attendance and behaviour

- Monitor staff workload and wellbeing
- Monitor pupil premium funding and how this is being spent
- Monitor sports premium funding and how this is being spent
- Monitor progress, attainment and data
- Monitor curriculum

If committees or working parties need to be established for specific areas such as complaints panels, grievance hearings etc, these will be formed as the need arises and existing policies followed and adhered to.

If a committee or working party is formed the following terms apply:

- **To establish the committees or working party of the Governing Board and their Terms of Reference (where a committee is required)**
- **To elect the Chair of any committee, or to delegate this to the committee itself**
- **To appoint or remove a Clerk to each committee or working party**
- **To decide which functions of the Governing Board will be delegated to committees, groups and individuals, and review these annually**

All monitoring which takes place outside of the full governing board meetings will be feedback to the FGB meetings.

Items in bold cannot be delegated

Adopted by the governing board of City2Coast Federation on 28th April 2026

Reviewed by the governing board on 15th September 2026

Signed:

Payal Patel
Chair of Governors