



Hormead CE(VA) First & Nursery School

Instrument of Government and Terms of Reference including Governing Body Committee Structure 2025-2026 *“Love of Learning, Love of Life itself, and Love of God”*

This document outlines the key roles, responsibilities and structure of the Governing body at Hormead First School.

1 Governing Body

The Governing Body needs to take a strategic role, act as a critical friend to the School and be accountable for its decisions. It should set aims and objectives and agree, monitor and review policies, targets and priorities

1.1 Purpose

According to the Department of Education there are three key responsibilities of the Governing Body:

- Ensuring clarity of vision, ethos and strategic direction;
- Holding the headteacher to account for the educational performance of the school and its pupils, and the performance management of staff; and
- Overseeing the financial performance of the school and making sure its money is well spent.

As a church of England school, all governors must bear in mind the principles of the Church of England, of the trust deed, and of the ethos statement of the school in relation to all three core elements of governance.

1.2 Ethos

Recognising its historic foundation, the school will preserve and develop its religious character in accordance with the principles of the Church of England and in partnership with the Church at parish and diocesan level.

The school aims to service its community by providing education of the highest quality within the context of Christian belief and practice. It encourages an understanding of the meaning and significance of faith, and promotes Christian values through the experience it offers to all its pupils.

1.3 Instrument of Government Members

The Governing Body of Hormead CofE (VA) First School consists of 12 governors as follows:

- a) Two parent Governors
- b) One LA Governor
- c) One Headteacher Governor
- d) One Staff Governor
- e) Seven Foundation Governors

Foundation Governors

The foundation governors shall comprise of:

- a) One ex officio governor
- b) Six appointed as follows:
 - a. Two by the Diocesan Board of Education
 - b. Four by the Parochial Church Council of the parish of Hormead

1.4 Membership: As per the Instrument of Governance

Disqualification: as per Regulation 20 and Schedule 6 of the Constitution Regulations

Name of Governor	Category of Governor	Term of office	Role / Committee
Revd James Sawyer	Foundation Ex-Officio	27.09.18 - Ongoing	Vice Chair & Curriculum
Steph Finch	Staff	01.03.22 – 06.03.26	Curriculum
Lynda Cowler	Headteacher	01.09.19 - Ongoing	Curriculum & Finance
<i>vacancy</i>	Parent		
Lucy Dunhill	Parent	24.11.25 – 24.11.29	Curriculum
Michael Johnson	Foundation PCC	01.07.25 – 30.06.29	Chair & Finance
James Wyld	Foundation PCC	17.05.25 – 17.05.29	Finance
Lizzie Johnson	Foundation PCC	14.05.25 – 14.04.29	Curriculum
Rosemary Dale	Local Authority	22.06.23 – 21.06.27	Curriculum
Elizabeth Halsall	Foundation PCC	21.05.24 – 20.05.28	Curriculum
Norman Richards	Foundation PCC	13.09.22 – 31.08.26	Curriculum
Jill Heraud	Foundation PCC	10.10.25 – 09.10.29	

1.4 Terms of reference:

- **To agree constitutional matters***, including procedures where the Governing Body has discretion
- To recruit new members as vacancies, arise and **to appoint new governors*** where appropriate
- **To hold at least three Governing Body meetings a year***
- **To appoint or remove the Chair and Vice Chair***
- **To appoint or remove a Clerk to the Governing Body***
- **To establish the committees of the Governing Body and their terms of reference***
- To appoint the Chair of any committee
- **To suspend a governor***
- **To decide which functions of the Governing Body 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 Body is necessary***
- To approve the first formal budget plan of the financial year
- To keep the Health and Safety Policy and its practice under review and to make revisions where appropriate
- To approve and ensure compliance with any policies not considered by a committee
- **To review the delegation arrangements annually***

**these matters cannot be delegated to either a committee or an individual*

1.4 Dates for Meetings

- Meeting dates will be set at the end of each academic year ready for the new academic year
- The Chair of each Committee will suggest and agree committee meeting dates with the Chair of Governors and the Headteacher
- The Chair of Governors and the Headteacher will agree and distribute suggested Governing Body and Committee meeting, and having due regard to Governor availability, set the dates accordingly
- Once dates are agreed, the Headteacher will keep all Governors updated of any changes necessary.

2 Chair of the Governing Body

2.1 Terms of reference:

- To ensure the business of the Governing Body is conducted properly, in accordance with legal and Herts County Council delegation requirements.
- To ensure meetings are run effectively, focusing on priorities and making the best use of time available, and to ensure that all members have an equal opportunity to participate in discussion and decision-making
- To establish and foster an effective relationship with the Headteacher based on trust and mutual respect for each other's roles. The Chair has an important role in ensuring that the Governing Body acts as a sounding board to the Headteacher and provides strategic direction.

Disqualification: *Headteacher, Staff Governors, Staff*

2.2 Chair of Governing Body: Michael Johnson

3 Clerk to the Governing Body

3.1 Terms of reference:

- To work effectively with the Chair of Governors, the other Governors and the Headteacher to support the Governing Body
- To advise the Governing Body on Constitutional and Procedural Matters, duties and powers
- To convene meetings of the Governing Body
- To attend meetings of the Governing Body and ensure minutes are taken
- To maintain a register of members of the Governing Body and report vacancies to the Governing Body
- To give and receive notices in accordance with relevant regulations
- To perform such other functions as may be determined by the Governing Body from time to time

Disqualification: *Governors, Associate Members, Headteacher*

3.2 Clerk to the Governing Body: Dr Sarah Lilly

3.3 Quorum: One half of the number of Governors in post.

4 Chair of a Committee

4.1 Terms of reference:

- To ensure the business of the Committee is conducted properly, in accordance with legal requirements and the Terms of Reference
- To ensure meetings are run effectively, focusing on priorities and making the best use of time available, and to ensure that all members have an equal opportunity to participate in discussion and decision-making
- To ensure that the proceedings of the Committee are appropriately recorded and reported

Disqualification: *none*

4.2 Chair of Finance Committee: James Wyld

4.3 Chair of Curriculum Committee: Lizzie Johnson

5 Admissions Committee (Voluntary Aided Schools)

5.1 Terms of Reference:

- **To determine within statutory provisions and the governing body policy whether any child should be admitted to the school***
- **To review admissions arrangements and make recommendations for changes to governing body***
- To agree and ensure compliance with the Admissions Policy on behalf of the Governing Body.
- This committee will meet when required

****cannot be delegated to an individual***

5.2 Membership: It is considered good practice to appoint the Headteacher onto any admissions committee, but headteachers cannot act in place of the governing body in determining the school's admissions policy, or in deciding on the admission of any individual child.

Members:

1. Lynda Cowler
2. Reverend James Sawyer

5.3 Quorum: 2

6 Pupil Discipline Committee (Statutory)

6.1 Terms of Reference:

In accordance with statutory requirements:

- to consider the actions of the Headteacher in excluding a pupil
- To consider representations from parents in the case of exclusions of 5 days or less (*Committee may not re-instate*)
- To consider representations from parents in the case of exclusions totalling more than 5 but not more than 15 school days in one term (*meeting to be held between 6th and 50th school days after receiving notice of the exclusion*)
- To consider the appropriateness of any permanent exclusion or any exclusion where one or more fixed period exclusions total more than 15 school days in one term or where a pupil is denied the chance to take a public examination (*meeting to be held between 6th and 15th school days after receiving notice of the exclusion*)
- To ensure that the guidance contained in the 'Improving Attendance and Behaviour' document is practised in the school, with specific reference to the role assigned to the Governing Body.
- To review the School Behaviour and Discipline Policy, and make recommendations on changes to the Governing Body or relevant committee
- This Committee will be appointed and meet when required.

6.2 Membership: 3

NB. If a governor has a connection with the pupil or the incident that could affect their ability to act impartially they should not serve at the hearing. If, through non-attendance of a governor, two members consider an exclusion, the chair has the casting vote.

Disqualification: Headteacher, staff and any Governor with prior knowledge of the pupil or incident.

Members:

1. Michael Johnson
2. Reverend James Sawyer
3. Lizzie Johnson

6.3 Quorum: 3

7 Finance and Premise Committee

7.1 Terms of Reference:

Acting in accordance with the school's Schedule of Financial Delegation and with other applicable requirements, e.g. legal and policy requirements and those of any external financial management standard (to ensure that the school's financial management reflects recognised 'best practice')

- To establish that the school maintains sound systems, practices and procedures to provide effective internal control. To review the existence and effective operation of internal controls (by placing reliance on suitable audits of those controls and/or confirming that appropriate in-house reviews or self-assessments of those controls have been undertaken – and that the appropriate action is taken in response to the results of any audit or control self-assessment).
- To prepare, monitor and review financial policy statements.
- To provide guidance and assistance to the Headteacher and governing body on financial matters.
- To prepare / review longer-term financial plans having regard to roll projection and signals from central government and the LA regarding future years' budgets.
- In consultation with the Headteacher, to consider the school's income and to draft the first formal budget in the financial year for the governing body to consider.
- To monitor spending against budget and ensure expenditure remains within the prescribed limits.
- To monitor expenditure of all voluntary funds held by the school.
- To authorise the signing of monitoring reports to the LA.

- [Where appropriate] To assist the committee with personnel in determining salary levels for posts.
- To advise the governing body on such matters as the budget need to run the school in accordance with statutory requirements and the School Development Plan ensuring that the governing body's financial policy and actions are in accordance with legislation, other statutory requirements and the LA's financial regulations prioritising on major items of expenditure the purchasing of goods and services in the context of Best Value requirements generating additional income.
- To receive from the appointed governors for Headteacher's performance management any recommendation regarding the headteacher's pay; and to take any necessary decisions.
- To review policies delegated to it by the governing body, and to report recommendations at the next full governing body meeting.
- To ensure that the school's approach to procurement, contracting and commissioning is consistent with the authority's Contract Regulations and should achieve 'best value'. In particular, to oversee the monitoring of the school's contracts for the supply of goods and services (to ensure that these are satisfactory) and to ensure that at regular intervals there is 'market testing' of contracted supplies to determine whether better value alternatives are available.
- To ensure that the school's financial procedures remain comprehensive and relevant (so as to ensure that 'due procedures' clearly define the processes that management intends should operate and that staff and other persons expected to follow those procedures are clear what they are). To confirm that these procedures feature adequate and effective internal controls.

7.2 Membership: Any Governor

Members:

1. Lynda Cowler (Headteacher)
2. James Wyld (Chair of Committee)
3. Michael Johnson
4. Reverend James Sawyer

7.3 Quorum: 3 (committee can determine a higher number)

8 Curriculum Committee

8.1 Terms of Reference:

- To advise the governing body on the school's curriculum policy and its statutory obligations regarding the curriculum.
- With the assistance of staff, to monitor and evaluate the delivery of the curriculum, specifically the impact of actions taken to implement the SDP.
- To review, approve and monitor the implementation of policies for curriculum areas, special educational needs, collective worship, race equality and pupil behaviour/discipline.
- To ensure that the needs of pupils with special educational needs are met.
- In conjunction with the Headteacher, [either to recommend to the governing body, or to agree] statutory targets for pupil attainment.
- At least annually, to receive a report from the Headteacher on the quality of teaching and the standards of pupil achievement, and to identify any necessary governing body actions.
- After consultation with the Headteacher and staff, to identify priorities for the School Development Plan and to consider the draft plan for discussion and approval by the governing body.
- To monitor, at least once a term, progress in implementing the School Development Plan.
- To review, after consultation with the Headteacher and staff, the school's policies on pupil welfare, homework and the dress and appearance of pupils, and make any recommendations.
- To review and monitor the policy on charging and remissions and the conduct of school journeys and visits and another off-site pupil activity.
- To review policies delegated to it by the governing body, and to report recommendations at the next full governing body meeting.

8.2 Membership: Any Governor.

Members:

1. Lynda Cowler (Headteacher)
2. Lizzie Johnson
5. Steph Finch
6. Rose Dale
7. Norman Richards
8. Elizabeth Halsall
9. Lucy Dunhill

8.3 Quorum: 3 (committee can determine a higher number)**9 Premises Committee (part of Finance committee)****9.1 Terms of reference:**

- To provide support and guidance for the Headteacher on all matters relating to the school premises and grounds, security and health and safety.
- To monitor and revise the premises elements of the Accessibility Plan.
- To inspect the premises and grounds annually and prepare a report on any issues identified and a proposed order of priorities for maintenance and development, for the approval of the governing body.
- To approve the costs and arrangements for repairs, maintenance and redecoration within the budget allocation and to oversee the preparation and implementation of contracts.
- To be aware of the respective responsibilities of governing body and LA in relation to premises, to ensure that the LA is informed of any matters for which it has responsibility, and to monitor such issues in order to ensure that appropriate action is taken.
- To undertake an annual safety and security audit of the premises and report on same to the governing body; and to ensure that the school complies with health and safety regulations.
- To report findings of inspections and audits to the headteacher and liaise with him/her to ensure that action is taken as appropriate.
- To seek advice from the LA as appropriate.
- To ensure the discharge of governors' responsibilities regarding litter under the Environmental Protection Act 1990.
- To prepare a lettings and charges policy for the approval of the governing body and to monitor and evaluate the implementation of that policy.
- To consider and make recommendations on risk management and insurance arrangements with regard to vandalism and other premises-related matters.
- To review policies delegated to it by the governing body, and to report recommendations at the next full governing body meeting.

9.2 Membership: Any governor.**Members:**

1. Lynda Cowler
2. Michael Johnson (Health & Safety lead)
3. James Wyld
4. Reverend James Sawyer

9.3 Quorum: 3 (committee can determine a higher number)

10 Personnel Committee

10.1 Terms of reference:

In consultation with the LA's Schools HR Advice team as appropriate:

- To draft and review the school's pay policy, including criteria relating to the use of discretionary elements for pay provisions, and to make recommendations.
- [*In consultation with the Finance committee,*] to determine salary levels for individual posts in accordance with the pay policy.
- To review the performance management policy and monitor its implementation.
- Nominate no more than 2 representatives to work with the Headteacher in managing the selection process to effect redundancies. (*Keep some governors of that committee in reserve in case of appeal*).
- To liaise with the relevant committee to establish the annual and longer-term salary budgets and other costs relating to personnel, e.g. training.
- To review the staffing structure as necessary and, at least annually, in relation to the SDP.
- To recommend to the governing body staff selection procedures, ensuring that they conform with safe recruitment practice, and to review these procedures as necessary.
- To undertake any formal consultations on personnel matters.
- To review and recommend for adoption by the governing body procedures for dealing with staff discipline and grievance and ensure that the staff are informed of them.
- Should the need arise, to draft, in consultation with staff, criteria for redundancy, for approval by the governing body.
- To review policies delegated to it by the governing body, and to report recommendations at the next full governing body meeting.

10.2 Membership: Any Governor

Members:

1. Lynda Cowler
2. Michael Johnson (Chair)
3. Reverend James Sawyer
4. Lizzie Johnson

10.3 Quorum: 3 (committee can determine a higher number)

11 Headteacher's Performance Review Group

11.1 Terms of reference:

- To meet with the External Adviser to discuss the Headteacher's performance targets
- To decide, with the support of the External Adviser, whether the targets have been met and to set new targets annually
- To monitor through the year the performance of the Headteacher against the targets
- To make recommendations to the Finance Committee in respect of awards for the meeting of targets set

Disqualification: Headteacher, Staff Governors, Chair of Governors

11.2 Membership: *As a Voluntary Aided School, at least one of the members must be a Foundation Governor. Could be formed from the Personnel committee, if its members have received the appropriate training.*

Members:

1. Michael Johnson
2. Reverend James Sawyer
3. James Wyld
4. Lizzie Johnson

11.3 Quorum: 2

12 Christian Character Committee

12.1 Terms of reference:

- To clearly articulate the Christian Character of Hormead First School and consider points for development
- To ensure that the Governing Body and associated sub-committees reflect our church school status
- To liaise with appropriate member(s) of school, Parish and Diocesan staff
- To communicate findings and any agreed recommendations to the school community as agreed by the Full Governing Body
- To be mindful of the views of children, parents, staff, Governors and all those who have an interest in our school on what it means to be part of the Church Family
- To report to the Governing Body on progress by the committee and to make recommendations
- To agree and facilitate committee members attending appropriate training
- The committee will meet as required

12.2 Membership: In Voluntary Aided Schools, at least one of the members must be a Foundation Governor.

Members:

1. Revd. James Sawyer
2. Lynda Cowler
3. Steph Finch

12.3 Quorum: 2 (committee can determine a higher number)

13 Hearings Committee

13.1 Terms of reference:

- To make any determination to dismiss any member of staff (*unless delegated to the Headteacher*)
- **To make any decisions under the Governing Body's personnel procedures e.g. disciplinary, grievance, capability where the Headteacher is the subject of the action***
- To make any decisions relating to any member of staff other than the Headteacher, under the Governing Body's personnel procedures (*unless delegated to the Headteacher*)
- To make any determination or decision under the Governing Body's General Complaints Procedure for Parents and others

***cannot be delegated to an individual**

Disqualification: The Headteacher

13.2 Membership: *Governors appointed to this Committee will be Foundation Governors. (NB. The number appointed to this committee directly affects the number required for an Appeal Committee). It is suggested that only experienced governors be appointed to this committee and that the Chair of Governors, due to probable prior knowledge, should not be a member.*

Members:

1. Members are appointed when this committee is required, in
2. conjunction with membership of the Appeals Committee.
- 3.

13.3 Quorum: 3 (committee can determine a higher number)

14 Appeals Committee

14.1 Terms of reference:

- To hear appeals against decisions of the Staff Grievance Committee about staff grievances, in accordance with the agreed procedure.
- To hear appeals against decisions by the Headteacher in relation to staff discipline and dismissal.
- To make any determination or decision under the governing body's Complaints Procedure.

Disqualification: The Headteacher, Any members of the Hearings Committee, Chair of Governors

14.2 Membership: **Three governors (staff governors not recommended)**

Members:

- 1.
 - 2.
 - 3.
- Members are appointed when this committee is required, in conjunction with membership of the Hearings Committee.

14.3 Quorum: 3 (committee can determine a higher number)

15 Delegation of Responsibility to Individuals: Link Governors


Any individual who has been delegated is expected to work within the following terms of reference.

15.1 Terms of reference:

- To liaise with the appropriate member(s) of staff
- To visit the school with the purpose of gathering information concerning their area of responsibility and to increase their knowledge of the school
- To regularly report to the relevant committee or Governing Body, as specified below, on developments and progress within their area of responsibility
- To raise the profile of the area of responsibility when related matters are considered by the Governing Body
- To attend training as appropriate

Disqualification: The following functions **CANNOT** be delegated to an **individual**. Functions relating to:

- The alteration, closure or change of category of maintained schools
- The approval of the first formal budget plan of the financial year
- School discipline policies
- Exclusions of pupils (except in an emergency when the Chair has the power to exercise these functions)
- Admissions

	Hormehead CE(VA) First & Nursery School Committee Meeting Minutes	
	Committee:	Date:
Attendance:		Apologies:
Agenda Item:	Discussion Points	Recommended Actions/Decisions:
1	Welcome	
2	To receive apologies and approve absences	
3	To declare any conflict of interest that may arise during the meeting	
4	To receive notification of any other business	
5		
6		
7	Policies ➤ .	
8	Any Other Urgent Business	
9	Date of next meeting – Meeting Close time -	

Please ensure a copy of these minutes are circulated to all members of the committee, the Chair of Governors and the Headteacher