



Littletown Primary Academy

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TERMS OF REFERENCE 2026-27

**The Terms of Reference were approved by the Full Governing Body of
Littletown Primary Academy**

on 8th September 2026

Name of Committee	First Committee
Status of Committee	Statutory
Membership	The membership shall consist of 3 or more Governors. The Principal shall not be a member. Only Governors who do not have an interest are eligible for membership. The Committee shall have such co-opted non-Governor members as the Governing Body shall appoint. The Committee may make recommendations for these appointments.
Quorum	The quorum shall be 3 Governors
Appointment of Chair	One member of the Committee shall be elected Chair
Voting	Any non-Governor co-opted onto this Committee shall not have the power to vote
Clerking	The Governing body shall appoint a clerk to this Committee
Powers and Responsibilities	The following function of the Governing body of a school shall be delegated to the staff dismissal Committee: • all hearings to determine that any person employed by the local education authority to work at the school, should cease to work there; • the hearing of a staff grievance where this has not been resolved by the Principal
Minutes	Minutes shall be produced by the Clerk and circulated to members within one week of the meeting taking place. They will be confidential to members of the Committee.

Name of Committee	Appeal Committee
Status of Committee	Statutory
Membership	The membership shall consist of no fewer members than the First Committee. Only Governors who have not taken part in the proceedings of the First Committee are eligible for membership. Only Governors who do not have an interest are eligible for membership. The Principal shall not be a member.
Quorum	Three Governors
Appointment of Chair	One member of the Committee shall be elected Chair
Voting	Any non-Governor co-opted onto this Committee shall not have the power to vote
Clerking	The Governing body shall appoint a clerk to this Committee.
Powers and Responsibilities	The Committee shall have such co-opted non-Governor members as the Governing Body shall appoint. The Committee may make recommendations for these appointments. The following functions of the Governing body of a school shall be delegated to the Appeal Committee: • the hearing of any appeal in respect of a decision taken by the First Committee If requested to meet, this Committee would consider three broad areas in relation to the First Committees' decision: ➤ the reasonableness of the decision ➤ any procedural defects ➤ any relevant new information
Minutes	Minutes shall be produced by the Clerk and circulated to members within one week of the meeting taking place. They will be confidential to members of the Committee.

Name of Committee	Pupil Discipline Committee
Status of Committee	Statutory
Membership	The membership shall consist of 3 Governors selected from the pool of Governors agreed by the Governing Body. Only Governors who do not have an interest are eligible for membership. The Principal shall not be a member.
Quorum	The quorum shall be 3 members of the Committee
Appointment of Chair	One member of the Committee shall be elected Chair
Voting	Any non-Governor co-opted onto this Committee shall not have the power to vote.
Clerking	The Governing body shall appoint a clerk to this Committee
Powers and Responsibilities	The Committee shall have such co-opted non-Governor members as the Governing Body shall appoint. The Committee may make recommendations for these appointments. The Committee will hear representations against the suspension or permanent exclusion of a student and make any decisions. In carrying out its function, the Committee shall have regard to the DfE guidance on Suspension and Permanent Exclusion from maintained schools, academies and pupil referral units in England including pupil movement. https://www.gov.uk/government/publications/school-suspensions-and-permanent-exclusions
Minutes	Minutes shall be produced by the Clerk and circulated to members within one week of the meeting taking place. They will be confidential to members of the Committee.

Name of Committee	Audit & Risk
Status of Committee	Statutory, to advise the Board on matters relating to the Corporation's audit arrangements and systems of internal control. This Committee shall operate in accordance with any requirements of the Department for Education and any other national funding bodies. It is responsible to the Board.
Membership	Paul Burton Andrew Marshall (Chair) tbc Clerk to committee: Ann Denner The Board may co-opt persons to the Committee who are not Governors. The Committee shall consist of a minimum of 3 and a maximum of 6 members (of whom at least two shall be Governors and at least one of whom shall have the relevant skills and expertise). The Principal and any Staff Governor shall not be eligible for membership. The Committee may include employees of the Academy (other than senior postholders and those with executive responsibilities in the Academy at senior level). • The Committee shall meet as necessary but normally at least once per term. The Chair or any two members may call a meeting. • The meetings shall be timely with the work of the Academy's internal audit service and the financial statements auditor. • Non-members may be invited to attend meetings. • Other Board members shall not have the right to attend meetings. • The Clerk to the Committee will keep appropriate records of the proceedings. • The minutes of Committee meetings shall be circulated to all Board members.
Quorum	50% of members, rounded up represent a quorum, provided that there are a majority of Board members present.
Appointment of Chair	One member of the Committee shall be elected Chair and will normally be a Governor to allow effective feedback to the Board. If the Chair is absent from a meeting, the members shall choose one of their number to act as Chair for that meeting.
Authority and Duties	The Committee is authorised by the Board to:-

	• investigate any activity within its terms of reference. • seek any information it requires from the internal audit service, the financial statements auditor, Governors, Committees and employees, plus relevant information from subcontractors and other third parties. • obtain external professional advice. NB. The Board must not add to these terms of reference responsibilities that require the Audit Committee to adopt an executive role, or its members to offer professional advice to the Board. The Audit Committee should seek formal professional opinions from the internal audit service, financial statements auditor or other professional advisers to the Board. Advice should only be given in Committee members' capacity as Governors and co-optees and only within their terms of reference. The duties of the Committee shall include:- • responsibility for monitoring the adequacy and effectiveness of the Academy's systems of internal control (including review of the statement of internal control) and its arrangements for risk management, control and governance processes and for securing economy, efficiency and effectiveness (value for money). • advising the Board on the appointment, re-appointment, dismissal and remuneration of the financial statements auditor and the internal audit service. • advising the Board on the scope and objectives of the work of the internal audit service and the financial statements auditor. • ensuring effective co-ordination between the internal audit service and the financial statements auditor • considering and advising the Board on the audit strategy and annual internal audit plans for the internal audit service. • advising the Board on internal audit assignment reports and annual reports and on control issues included in the management letters of the financial statements auditor, and management's responses to these. • monitoring, within an agreed timescale, the implementation of agreed recommendations relating to internal audit assignment reports, internal audit annual reports and the financial statements auditor's management letter. • considering and advising the Board on relevant reports by the National Audit Office, the Education & Skills Funding Agency (including those from the local provider financial assurance teams) and other funding bodies and, where appropriate, management's response to these. • establishing, in conjunction with Academy management, relevant annual performance measures and indicators and monitoring the effectiveness of the internal audit service and financial statements auditor through these measures and indicators and deciding, based on this review, whether a competition for price
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	and quality of the audit service is appropriate. • monitoring the Academy's risk management plan and advising the Board on its adequacy and effectiveness • producing an annual report for the Board and accounting officer which should include the Committee's advice on the effectiveness of the Academy's risk management, control and governance processes and any significant matters arising from the work of the internal audit service and the financial statements auditor. • monitoring and advising the Board on any alleged fraud and irregularity in the Academy's financial and other control systems and ensuring that all allegations of fraud and irregularity are properly followed up. • being informed of all additional services undertaken by the internal audit service and the financial statements auditors. • recommending the annual financial statements to the Board for approval. • monitoring the effectiveness of the Academy's whistleblowing procedures meeting privately with the Internal and External Auditors, and separately with the Director of Finance at least once a year.
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Name of Committee	Pay
Status of Committee	Statutory
Membership	Jon Bird (Chair) Andrew Marshall Marie-Claire Jeffries Clerk to Committee: Ann Denner 3 Governors who should not include- • the Principal (who will bring recommendations to the committee) • staff governors • any other governors who work at the school • Associate Members
Quorum	3
Authority and Duties	• To review a Pay Policy for all members of staff, in line with HROne advice and make recommendations to the full Board. • To adopt and keep under review staff appraisal policies, if used (the school may still have an appraisal policy in place, even if this is not linked to pay progression) • To ensure that the appropriate arrangements for pay

	progression are in place, can be applied consistently and that pay decisions can be objectively justified • To annually review the salaries of all staff • To approve teachers' salaries following recommendations from the Principal on whether to award performance pay in line with the school's policy. Following recommendations from the Principal to make decisions in respect of pay increases of any members of staff in a leadership role not covered by standard pay progression and ensure that decisions on pay are in line with the pay policy. • To ensure those staff who do not meet the requirement for pay progression (under formal capability) have a formal support package put in place to ensure improvement. • To assess any application for the upper pay range received and make a determination, based on the Principal's recommendation in line with the pay policy, on whether the teacher meets the criteria. • To undertake salary reviews at any other time the governing board directs that there is a need to do so • To consider the salary appropriate for new posts within the school, in line with similar posts already in place • To inform the board of approved salary decisions, to ensure inclusion in the budget. If there are any major financial implications, the Committee will advise the Board. • To monitor the outcomes and impact of the pay and appraisal policies annually, including trends in progression across specific groups of teachers to assess its effect and the school's continued compliance with equalities legislation.
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Name of Committee	Executive remuneration and appraisal
Status of Committee	Statutory
Membership	Paul Burton (Chair) Jon Bird

	Up to three Governors (including the Chair of Governors) but no fewer than two. The panel should not include the Principal, Staff Governors, any other governors employed at the college and associate members. Members of the panel should undertake training for the role. An advisor to the committee may be appointed on the recommendation of the committee, and at the discretion of the board
Quorum	2
Meetings	The committee will meet twice a year: at the start of the school year(to set objectives for the new year and review whether the previous year objectives have been met) and half way through the school year (to review whether the Principal on track to achieve their objectives and whether these objectives need to be amended due to changes in circumstances)
Authority and Duties	• To undertake the appraisal of the Principal ensuring appropriate objectives are set and performance against these objectives is reviewed • To work with the external advisor, where appointed to support and advise the panel during the appraisal process • To consider the Principal's learning, development and support needs and how these will be addressed. • To advise the Principal of the standards against which the performance will be assessed during the coming year • To recommend pay increments for the Principal to the board of governors in accordance with the agreed pay range, pay policy and taking into account best practice such as benchmarking and the DfE recommendations. • To provide documentation to the Finance Officer/Administrator that supports Principal pay increments, to be added to the Principal personnel file, which contains sufficient information for audit purposes. • Where an advisor has been recruited, to advise the board of trustees on the effectiveness of the external advisor and recommend whether they should be re-appointed, taking into account their skills and knowledge of the academy sector, value for money and appropriate HR/legal advice or whether a new advisor needs to be sought
Executive employee remuneration	• To review, develop and recommend to the board the framework or policy for the remuneration, benefits and incentives of the Principal and such other members of the trust Senior Leadership Team as the board shall direct • To seek evidence of the remuneration, benefits and incentives paid the executive employees in comparable employment with the education sector. • To make recommendations to the board as to the

	remuneration, benefits and incentives for new positions with the Senior Leaders Team. • To agree any termination or compensation payments made to executive employee's, or as directed by the board
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LINK GOVERNORS: TERMS OF REFERENCE

Purpose and objectives of the role all Link Governors:

- build productive working relationships with relevant staff while having due regard to their work-life balance
- ensure necessary policies and procedures are in place and monitor and evaluate them
- arrange focused visits to the school(s), (normally a maximum of one visit each term), based on strategic priorities and following an agreed visits protocol
- report back to the governing board following monitoring visits or discussions with staff
- be well informed and prepared ahead of meetings with staff or the board by reading relevant information, such as policies and data
- keep the governing board fully informed about issues and actions in the assigned area
- participate in relevant personal development to improve skills and knowledge

Link Governors for 2026-27:

Safeguarding: Jon Bird

Deputy Safeguarding: Paul Burton

SEND/Pupil Premium: Marie-Claire Jefferies

RSE: Jon Bird

Health & Safety/Premises: Paul Burton

Finance: Andrew Marshall

A protocol for governors/trustees who wish to attend a meeting 'virtually'.

The board accept that, in line with Regulations, the governors/trustees of Littletown Primary Academy will be able to participate and vote at full board and committee meetings virtually including, but not limited to, by telephone, Facetime, Zoom, Google Teams, Skype, Webex and video and telephone conference.

- Notice must be given to the clerk by the governor/trustee who wishes to participate virtually no later than 2 working days prior to the meeting
- Virtual attendance will be for the whole of the meeting not just for specific agenda items, or solely for voting purposes
- Should there be a requirement for a vote by secret ballot governors/trustees participating electronically will not be able to use their vote unless a mechanism has been established for them to vote remotely (e.g. via an online poll or survey) *If a secret ballot becomes necessary during the meeting, and the quorum will not be achieved at the meeting due to virtual attendance, the agenda item will be rescheduled within 7 working days so that a quorum can be physically present or an appropriate poll established*
- If an urgent document is to be tabled at the meeting then the governors/trustees attending virtually will not be able to participate or vote for that agenda item unless it is possible for them to access the document electronically
- If the connection fails and reasonable attempts to reconnect are not successful the virtual attendees will no longer be able to participate in the meeting. The agenda will not be delayed due to a technical failure
- Where any of the points above render a meeting inquorate the relevant agenda item(s) will be deferred to the next meeting
- Any governor/trustee attending virtually will consider confidentiality and will not participate from a setting where their conversation can be overheard. They will contribute from a quiet location giving their full attention to the meeting
- If there is no visual connection all attendees will start their comments by stating their name. Governors/trustees attending virtually will show courtesy to other members of the board and the clerk, speaking in turn and repeating comments if requested to do so
- Any governor/trustee attending virtually must be able to hear all discussions during the meeting clearly
- If there is no visual connection the outcome of any vote taken through a show of hands will be communicated to the individual attending with an audio only connection. The virtual attendee may cast their vote by stating if they wish to vote in favour, or against
- Any meeting where the majority of governors/trustees are attending virtually will be limited to not more than two hours in length.