



BUSHEY ST JAMES TRUST

LOCAL GOVERNING BODIES

A Handbook for all Governors
2026.27

Primary

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The Bushey St James Trust Vision and Values

The philosophies that underpin the trust are those based on partnership and collaboration and the Trust board wants to ensure that all children receive the best possible education and that all staff working in the trust are well equipped to deliver this.

The Bushey St James Trust values, underpinning the work of the Trust, aim to:

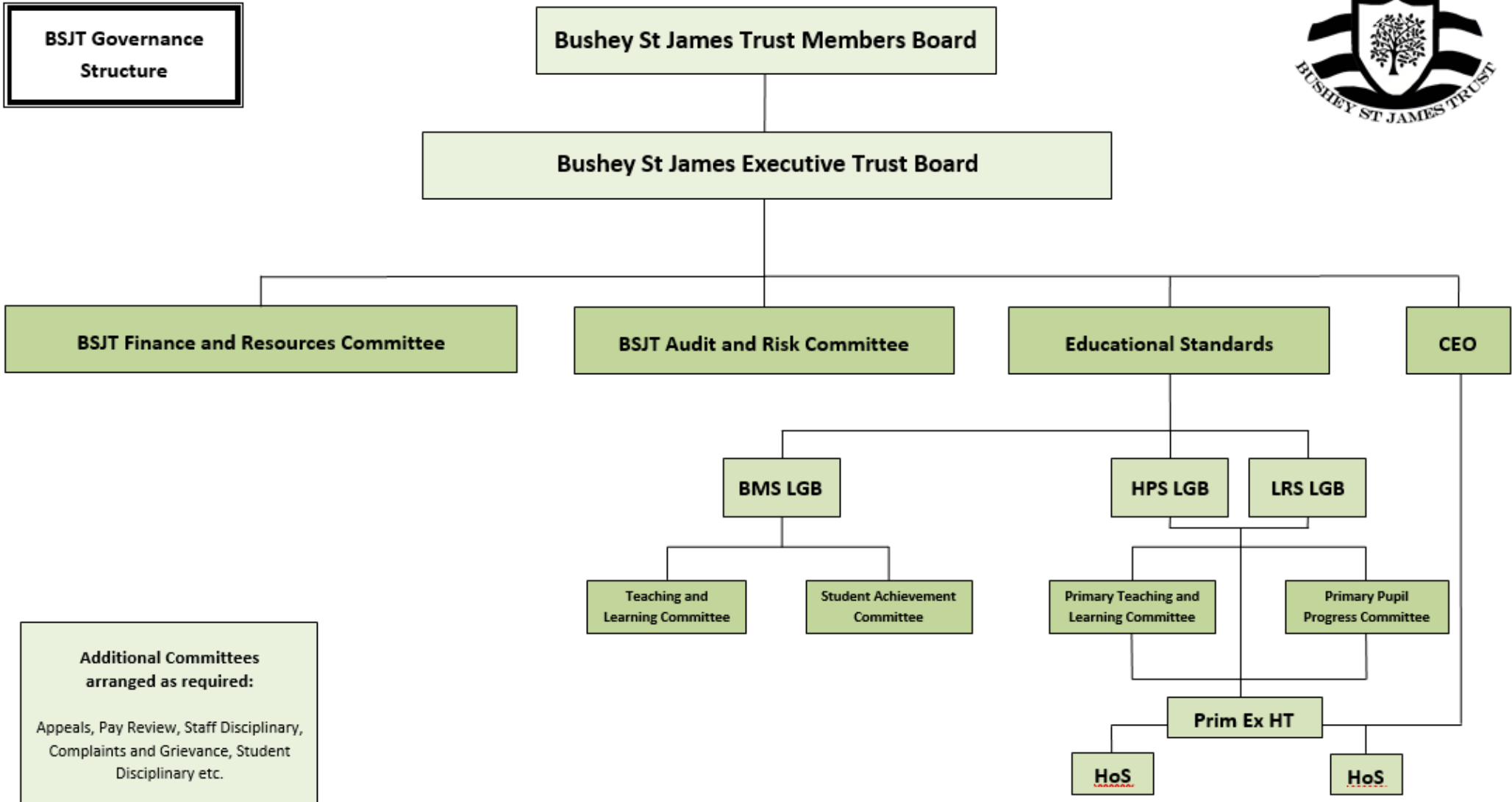
- deliver educational excellence
- ensure all children exceed expectations
- prepare young people for the future
- ensure that the Trust enhances the local community
- ensure that the schools within the Trust are happy, safe and inclusive
- support families to encourage aspiration
- act with responsibility, accountability and transparency
- create a seamless educational experience
- encourage independence and creativity
- inspire, nurture and empower all staff who work within the Trust

At the heart of the Trust is the desire to collaborate effectively and enable the three schools to build on their success and improve their performance, drawing on the experience of all staff across the Trust.

There is a shared vision to develop first class provision between the two phases and to:

- aim for excellence in all we do
- provide students with the best possible start for their futures
- nurture greater integration and community cohesion
- provide a programme of high quality continuing professional development and training for all staff to underpin and sustain improvements in teaching and learning
- emphasize to students the traditional values of self-discipline, responsibility, respect, trust and cooperation

**BSJT Governance
Structure**



**Additional Committees
arranged as required:**

Appeals, Pay Review, Staff Disciplinary,
Complaints and Grievance, Student
Disciplinary etc.



Bushey St James Trust Delegation of Powers

Bushey St James Executive Members Board

Trust

To oversee and sign the articles of association (which includes defining the BSJT's charitable object and governance structure)

To amend the articles of association (by special resolution and subject to any restrictions created by the trust's funding agreement or charity law)

To appoint new Members or remove existing Members by special resolution and with the appropriate majority agreement

To hold an annual AGM and confirm Trustees, approve accounts and appoint auditors

To appoint Trustees as set out in the trust's articles of association, and under the Companies Act remove any or all serving Trustees

To issue direction to the Trustees to take specific action as required by special resolution

To change the name of the charitable company and ultimately, wind up the academy trust if needed

To consider requests from other schools to join the Trust

Bushey St James Executive Trust Board

Targets and Monitoring

To set and publish targets for pupil achievement
To review the Trust KPIs

Staffing

Headteacher appointments (representative on selection panel)
Senior and middle leader appointments (representative on selection panel)
Dismissal of Headteacher
Suspending Headteacher
Ending suspension of Headteacher

Finance

Establishes central budget for corporate services
Approve the consolidated Trust budget plan for the financial year
Monitor monthly expenditure
Make payments as appropriate
Determine severance/compensation payments

Policies

Agree and monitor the Child Protection, Pay, Performance Appraisal Policies and review annually. Agree and monitor the Assets and Depreciation, Business Charge Card, Capability, Charging & Remissions, CLA, Code of Conduct for Employees, Complaints, Critical Incident, Data Protection, Discretionary Compensation, Disciplinary, e-Safety, Flexible Working Request, Freedom of Information, Governors Allowances and Expenses, Governor Staff Relations, Grievance, Health & Attendance, Health & Safety (including Defibrillator and Lone Working), Intimate Care, Lettings, Maternity Paternity Adoption and Carer's Leave, Medical Conditions, More Able, Redundancy Appeals, Schedule of Financial Delegation, Service Level Agreement, Shared Parental Leave, Staff Financial Authority & Business Procedures, Staff Harassment & Bullying, Staff Leave of Absence, Stress Management & Well-Being, Subject Access Request, Trust Reserves and Whistle Blowing Policies

Admissions

To consult annually before setting an admissions policy
To establish an admissions policy

Premises and Health and Safety

Buildings insurance and personal liability
Developing school buildings strategy or master plan
Procuring and maintaining buildings
Developing a properly funded maintenance plan

Governance

To publish proposals to change category of school
To draw up instrument of government and any amendments thereafter
To set the dates of school terms and holidays
To appoint (and remove) the Chair and Vice-chair of a permanent or a temporary governing body as required
To set up a Register of Trustees' Business Interests
To approve and set up a Trustees' and Governors' Expenses Scheme

Trust

To hold an Executive Trust Board Meeting at least three times in a school year
To prepare and publish the Trust prospectus as required
To consider requests from other schools to join the Trust

Joint Finance and Resources Committee

Meeting Schedule

Review of Governor Committee Year Plan and committee meeting dates

Financial Monitoring across the Trust

Budget monitoring report & yearend outturn

Benchmarking

Review service level agreements

Authorise expenditure per scheme of delegation (Traded Services)

Review Budget Plan & approve for ratification

Best Value Certificate

Charity Fundraising

Staffing across the Trust

Support staff update

Analysis of Staff Attendance

Facilities and Resource Management across the Trust

Site update

Review of Contracts

School Lettings

Insurance cover across the Trust

School Improvement across the Trust

Review of relevant sections of the School Improvement Plan

Analysis of relevant results of annual questionnaires

Annual Review of Complaints

Key Policies

Agree and monitor the 16-19 Bursary Policy, Assets and Depreciation Policy, Charging and Remissions Policy, Critical Incident, Debt Recovery Policy, Directed Time Policy, Finance Policy & Procedures 2021, Risk Management Policy

Governing Body
Targets and Monitoring Analysis of school results Analysis of standards of teaching To set and publish targets for pupil achievement Staffing Headteacher appointments (representative on selection panel) Senior and middle leader appointments (representative on selection panel) Finance To review the formal school budget plan for the financial year Curriculum Responsibility for the provision of sex education and to establish and keep up to date a written policy Responsibility for ensuring provision of RE in line with school's basic curriculum (all schools) (this must fall into line with locally agreed syllabus) School Organisation Agree the structure of the school day To set the times of school sessions Review the School Improvement Plan annually Governance Appointment of Chair & Vice Chair, Committees & Faculty Links To appoint and dismiss the clerk to the governors To hold a full governing body meeting at least three times in a school year Ratify Terms of Reference for the Governing Body & its committees Ratify Governing Body Year Plan Agree key events for Academic Year Establish and review an annual Governors Day if appropriate To appoint and remove community or sponsor governors To set up and review a Register of Governors' Business Interests To discharge duties in respect of safeguarding and pupils with special needs by appointing a responsible person To consider whether or not to exercise delegation of local functions to individuals or committees To regulate the Governing Body procedures (where not set out in law) To consider requests from other schools to join the Trust To decide to offer additional activities offered by the school and what form these should take Identify Governor Training Needs Review and Ratify Reports, Minutes and Policies Headteacher's report Minutes of Committees School Council report Strategic Planning Meetings report Director of Children's Services report
Pay Review Committee
To review the pay of all staff on the Senior Leadership Team and Upper Pay Spine and those recommended for double increment rises. To review the pay of the Headteacher.
Appeals Committee
To consider all appeals in relation to staff pay, staff disciplinary issues, parental complaints and staff grievances.

Primary Teaching and Learning Committee	Primary Pupil Progress Committee
Review of Governor Committee Year Plan and committee meeting dates Lesson Observations CPD plans for the year Staff Appraisal of Performance Teaching staff update School Curriculum Alternative curriculum provision Extended School Activities Home Learning School Trips and Visits Review of relevant sections of the School Improvement Plan Annual review of provision of: Sex Education, Careers, Work Related Learning, RE, SMSC, ICT, PCHE & Collective Worship Analysis of relevant results of annual questionnaires Key Policies Collective Worship Curriculum Display Feedback Sex Education and Relationships Staff Development Teaching and Learning	Review of Governor Committee Year Plan and committee meeting dates School Results Analysis Safeguarding Attitude to Learning Data More Able Achievement SEN and LAC Achievement Achievement and progress in Maths & English Raising Achievement strategies Student Voice Transition Behaviour for Learning Attendance Exclusions Data Dashboard or other relevant DfE data Consultation/Parents Evenings Review of relevant sections of the School Improvement Plan Analysis of relevant results of annual questionnaires Key Policies Anti-Bullying Attendance Drug Education Equality Looked After Children More Able Positive Behaviour for Learning SEN

Staff Disciplinary Committee
To consider all matters in relation to staff disciplinary issues.

Complaints and Grievance Committee
To consider all appeals in relation to parental complaints and staff grievances.

Student Disciplinary Committee
To consider all relevant student disciplinary hearings and exclusions.



The Purpose of the Governing Body

The primary purpose of the governing body is to ensure the quality of education provision and to act as the accountable body for the school. There are other ways in which the schools is held to account – through inspection, publication of data, parental choice, and by stakeholders. These multiple methods of accountability, coupled with a board, are common place in the public sector, and not dissimilar to other sectors.

Educational professionals tend to give highest priority to accountability through inspection and publication of data, but the latter is 'after the event' accountability. By the time test/examination results are published that cohort of young people has left the school, for better or worse, whereas the governing body, performing effectively, provides continuous accountability in order to ensure the highest possible outcomes for each cohort.

The governing body has responsibility for ensuring the good conduct and high standards of educational achievement in the school.

The purpose of the governing body is to:

- help the school to set high standards by planning for the school's future and setting targets for school improvement
- keep the pressure up on school improvement
- be a critical friend to the school, offering support and advice
- help the school respond to the needs of parents and the community
- make the school accountable to the public for what it does
- work with the school on planning, developing policies and keeping the school under review
- exercise its responsibilities and powers in partnership with the Headteacher and staff
- not intervene in the day-to-day management of the school unless there are weaknesses in the school, when it then has a duty to take action.

The role of the governing body is to:

- set the strategic direction, vision and ethos of the school;
- monitor and challenge the progress of the school in achieving its priorities;
- recruit and performance manage the Headteacher;
- exercise employer responsibility;
- ensure the school(s) meet its statutory responsibilities
- ensure financial probity;
- ensure the premises are well managed; and
- report to the school's stakeholders.



The Role of the Chair of Governors

The Chair of Governors is a key leadership role and central to the effectiveness and accountability of the school. The Chair works in partnership with the Headteacher while holding them to account and plays a key role in supporting the wider governing body to reach key strategic decisions.

To be an effective Chair of Governors, you need a good understanding of the role and its responsibilities so that the school gains maximum benefit from the work that you do.

An effective Chair of Governors:

- works with the Headteacher to promote and maintain high standards of educational achievement
- ensures that the governing body sets a clear vision, ethos and strategic direction for the school
- with the governing body holds the Headteacher to account for the educational performance of the school and its pupils, and for the performance management of staff
- ensures oversight of the financial performance of the school and effective use of the school's resources

You also need to ensure that all governors understand the role and responsibilities of the governing body, outlined on pages 9 and 11 – 20.

The Chair of Governors plays a crucial role in setting the culture of the governing body and is first among equals, but has no individual power. The governing body is a corporate entity and its power and authority rest with the governing body as a whole. On occasions, the Chair of Governors may need to act in an emergency, but any such action must be reported to the whole governing body as soon as possible.

The National College for Teaching and Leadership provides a good resource for Chairs of Governors which includes information about the following aspects of the role: Leading Effective Governance, Building the Team and a useful Governor Checklist. This resource and further information about the Chair of Governor role can be accessed via the link below:

[The Role of the Chair of Governors](#)



Code of Conduct for the Local Governing Body

Introduction

The following is not a definitive statement of responsibilities but is concerned with the common understanding of broad principles by which the Governing Body and individual governors will operate.

The Governing Body accepts the following principles and procedures: -

General

1. We have responsibility for determining, monitoring and keeping under review the broad policies, plans and procedures within which the school operates.
2. We recognise that our Headteacher is responsible for the implementation of policy, management of the school and the implementation and operation of the curriculum.
3. We accept that all governors have equal status, and although appointed by different groups (i.e. parents, staff, LA) our overriding concern will be the welfare of the school as a whole.
4. We have no legal authority to act individually, except when the governing body has given us delegated authority to do so.
5. We have a duty to act fairly and without prejudice, and in so far as we have responsibility for staff, we will fulfil all the legal expectations as, or on behalf of, the employer.
6. We will encourage open government and shall be seen to be doing so.
7. We will consider carefully, how our decisions may affect other schools and the wider community.

Commitment

1. We acknowledge that accepting office as a governor involves the commitment of significant amounts of time and energy.
2. We will each involve ourselves actively in the work of the governing body, attend regularly and accept our fair share of responsibilities, including service on committees or working groups.
3. We will get to know the school well and respond to opportunities to involve ourselves in school activities.
4. We will consider seriously our individual and collective needs for training and development.

Relationships

1. We will strive to work as a team.
2. We will seek to develop effective working relationships with our head teacher, staff, parents, the LA, other relevant agencies and the community.

Confidentiality

1. We will observe confidentiality regarding proceedings of the governing body in meetings and from our visits to school as governors.
2. We will observe complete confidentiality when required or asked to do so by the governing body, especially regarding matters concerning individual staff or students.
3. We will exercise the greatest prudence if a discussion of a potentially contentious issue affecting the school arises outside the governing body.

Conduct

1. We will encourage the open expression of views at meetings, but accept collective responsibility for all decisions made by the governing body or its delegated agents. This means we will not speak out *against* decisions, in public or private, outside the governing body.
2. We will only speak or act on behalf of the governing body when we have been specifically authorised to do so.
3. In making or responding to criticism or complaints affecting the school we will follow the procedures established by the governing body.
4. Our visits to school will be undertaken within the framework established by the governing body, in agreement with the head teacher and staff.
5. In discharging our duties we will always be mindful of our responsibility to maintain and develop the ethos and reputation of our school.

Suspension

1. If the need arises to use the sanction of suspending a governor, we will do so by following the Procedures Regulations so as to ensure a fair and objective process.

Removal

1. We recognise that removing a governor from office is a last resort, and that it is the appointing bodies which have the power to remove those they appoint.
2. If the need arises to use the sanction of removing a governor, we will do so by following the Constitution Regulations so as to ensure a fair and objective process.

Supplementary Information to Support the Code of Conduct

*Applying to All Committees and Boards across the Bushey St James Trust
(based on the NGA Model Code of Conduct)*



Once this code has been adopted, all Governing Body and Trust Board members agree to faithfully abide by it.

Trustees: We agree to follow the [charity governance code](#)

Local governors: We recognise and support the principles set out in the [charity governance code](#)

We will abide by the **Seven Nolan Principles of Public Life** and demonstrate our commitment to ethical governance:

Selflessness

We will act solely in terms of the public interest.

Integrity

We will avoid placing ourselves under any obligation to people or organisations that might try inappropriately to influence us in our work.

We will not act or take decisions in order to gain financial or other material benefits for ourselves, our family, or our friends. We will declare and resolve any interests and relationships.

Objectivity

We will act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

We will apply the highest standards and will:

1. Act within our powers
2. Promote the success of the trust
3. Exercise independent judgement
4. Exercise reasonable care, skill and diligence
5. Avoid conflicts of interest
6. Not accept benefits from third parties
7. Declare interest in proposed transactions or arrangements

We will focus on our core purpose:

Accountability

We are accountable to the public for our decisions and actions and will submit ourselves to the scrutiny necessary to ensure this.

Openness

We will act and take decisions in an open and transparent manner. Information will not be withheld from the public unless there are clear and lawful reasons for so doing.

Honesty

We will be truthful.

Leadership

We will exhibit these principles in our own behaviour. We will actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

1. Strategic leadership: defining a vision, fostering a culture and ethos, and championing the strategy
2. Accountability and assurance: providing robust and effective oversight of operations and performance
3. Engagement: strategic oversight of relationships with stakeholders

As individuals, we agree to:

Fulfil our role & responsibilities

1. We accept that our role is strategic and so will focus on our core purpose rather than involve ourselves in day-to-day management.
2. We will fulfil our role and responsibilities as set out in our scheme of delegation.
3. * We will develop, share and live the ethos and values of our trust. [*Include 'maintain and uphold our trust's/school(s)' religious ethos' where applicable.*]
4. We agree to adhere to trust policies and procedures.
5. * We will fully cooperate with requests that are necessary to ensure organisational compliance, including [disclosure and barring or right to work checks](#).
6. We will work collectively for the benefit of the trust.
7. We will be candid but constructive and respectful when holding senior leaders to account.
8. We will consider how our decisions may affect the trust and local community.
9. We will stand by the decisions that we make as a collective.
10. Where decisions and actions conflict with the Seven Principles of Public Life or may place pupils at risk, we will speak up and bring this to the attention of the relevant authorities.
11. We will only speak or act on behalf of the trust board if we have the authority to do so.
12. **Trustees:** We will fulfil our responsibilities as a good employer, acting fairly and without prejudice.
13. When making or responding to complaints, we will follow the established procedures.
14. We will strive to uphold the trust's reputation in our private communications (including on social media).
15. We will have regard to our responsibilities under [The Equality Act](#) and will work to advance equality of opportunity for all.
16. Local governors: We will act as local ambassadors for our trust.

Demonstrate our commitment to the role

1. We will involve ourselves actively in the work of the board and accept our fair share of responsibilities, serving on committees or working groups where required.
2. We will make every effort to attend all meetings and, where we cannot attend, explain in advance why we are unable to.
3. We will arrive at meetings prepared, having read all papers in advance, ready to make a positive contribution and observe protocol.
4. We will get to know the school/s well and welcome opportunities to be involved in school activities.
5. We will visit the school/s and when doing so will make arrangements with relevant staff in advance and observe school and board protocol.
6. When visiting a school in a personal capacity (for example, as a parent or carer), we will continue to honour the commitments made in this code.
7. We will participate in induction training, prioritise training in required areas (such as safeguarding) and commit to developing our individual and collective skills and knowledge on an ongoing basis.

Build and maintain relationships

1. We will develop effective working relationships with leaders, staff, parents and other relevant stakeholders from our local communities.
2. **Local governors:** We will champion the voices of our school community and stakeholders.
3. **Local governors:** We will establish effective working relationships with trustees.
4. **Trustees:** We will engage with and be accountable to those governing at local level.
5. **Trustees:** We will respect the remit of, and engage constructively with, relevant authorities, sector bodies and other trusts.
6. We will express views openly, courteously and respectfully in all our communications with board members and staff both inside and outside of meetings.
7. We will work to create an inclusive environment where each board member's contributions are valued equally.
8. We will support the chair in their role of leading the board and ensuring appropriate conduct.

Respect confidentiality

1. We will observe complete confidentiality both inside and outside of the trust when matters are deemed confidential or where they concern individual staff, pupils or families.
2. We will not reveal the details of any governing board vote.
3. We will ensure all confidential papers are held and disposed of appropriately.
4. We will maintain confidentiality even after we leave office.
5. * We will practice good ICT security, keep personal data safe and support GDPR compliance.

Declare conflicts of interest and be transparent

1. We will declare any business, personal or other interest that we have in connection with the board's business, and these will be recorded in the register of business interests.
2. We will also declare any conflict of loyalty at the start of any meeting should the need arise.
3. If a conflicted matter arises in a meeting, we will offer to leave the meeting for the duration of the discussion and any subsequent vote.
4. We accept that the register of business interests will be published on the trust's website.
5. We will act as a trustee/local governor, not as a representative of any group.
6. We accept that in the interests of open governance, our full names, date of appointment, terms of office, roles on the trust board, attendance records, relevant business and pecuniary interests, category of governor/trustee and the body responsible for appointing us will be published on the trust website.
7. We accept that information relating to board members will be collected and recorded on the DfE's national database (Get information about schools), some of which will be publicly available.

* We understand that potential or perceived breaches of this code will be taken seriously and that a breach could lead to formal sanctions including removal from the local governing body, committee or board as a last resort.

We agree that this code of conduct will be reviewed annually and endorsed by the full governing board.



Terms of Reference for the Primary Teaching and Learning Committee

Approved by the Trust Board and to be reviewed annually

Membership

- Membership will be determined annually, at the summer term meeting of the Full Governing Body
- The committee shall consist of at least three governors. If possible, one governor will be a parent and one a teacher
- The committee shall appoint the Chair for a term of three years. Continuous re-election may take place if agreed by the committee.#

The work of the committee will be supported by:

- a) The Senior School Leaders i/c Teaching and Learning and Curriculum.
- b) The Clerk to the Governors, who will give notice of meetings, act as Minute Secretary and advise about procedures.
- c) The meetings of the committee are open to all governors.
- d) As and when desirable the Chair may request any other person to attend meetings.

Quorum

As defined in the Articles of Association a quorum for a committee of the governing body shall be "any one half plus one (rounded up to the nearest whole number) of the membership, or three members of the committee, whichever is the greater". This excludes Associate Members.

Voting

Associate Members may not vote on any decision concerning admissions, student discipline, election or appointment of governors, or the budget and financial commitments of the Governing Body.

Meetings

- Meetings will be held at least once per term
- Dates for the following academic year will be determined at the summer term meeting of the Full Governing Body
- A reminder will be sent to Governors at least one week in advance of the meeting, by the circulation of an agenda and related papers
- The conduct of meetings will be in accordance with the Instruments of Government
- The Chair of the committee, shall be elected from amongst the voting members of the committee at the autumn term meeting every 3 years or when necessary

Purpose of the Committee

1. To provide oversight, consideration and advice to the Governing Body on all aspects of teaching and learning within the school.
2. To monitor and assess implementation of the delivery of the school curriculum, alternative curriculum and other statutory curricular requirements.
3. To monitor and review aspects of the school's specialism.
4. To review the continuing professional development of teachers employed by the school.
5. To ensure the maintenance and regular review of effective and appropriate procedures and policies as required by current legislation and agreed guidelines on all issues that fall within the scope of this committee.

Key Tasks

1. To monitor the quality of teaching.
2. To monitor the implementation and success of policies to raise standards of teaching and learning.
3. To monitor the value added performance of all teachers and faculties within the school.
4. To monitor the school's specialism and related activities across all faculties within the school.
5. To monitor implementation of School Improvement Plan (SIP) related to teaching and learning, curriculum including the specialism and professional development of teachers by way of presentations by staff, reports, observations, discussion and other appropriate means.
6. To contribute towards the development of the SIP by way of scrutiny and recommendation in terms of teaching and learning, curriculum development including the performance arts and personal development.
7. To regularly review and consider the implementation of all school policies relevant to this committee.
8. To review the provision of sex education, RE, SMSC, careers, home learning, ICT, PCHE, work related learning and collective worship.
9. To review all changes to the school's curriculum and related staffing to ensure it provides opportunities for all pupils to learn and achieve and meets the needs of the national curriculum.
10. To monitor professional development opportunities throughout the school year to ensure they are relevant and useful in the personal development of teachers (i.e. inset days, staff induction, professional learning team meetings etc.).
11. To ensure appropriate Governor training undertaken by members of committee in order to keep current with changes in responsibility and legal requirements.

Self-Review

Review annually the effectiveness of the committee and set objectives for the following academic year in line with results of monitoring of SIP, current legislation, guidelines, policies and any other appropriate developments relevant to this committee.



Terms of Reference for the Primary Pupil Progress Committee

Approved by the Trust Board and to be reviewed annually

Membership

- Membership will be determined annually, at the summer term meeting of the Full Governing Body
- The committee shall consist of at least three governors. If possible, one governor will be a parent and one a teacher
- The committee shall appoint the Chair for a term of three years. Continuous re-election may take place if agreed by the committee.

The work of the committee will be supported by:

- a) The Senior School Leaders i/c Performance and Progress and Personal Development.
- b) The Clerk to the Governors, who will give notice of meetings, act as Minute Secretary and advise about procedures.
- c) The meetings of the committee are open to all governors.
- d) As and when desirable the Chair may request any other person to attend meetings.

Quorum

As defined in the Articles of Association a quorum for a committee of the governing body shall be "any one half plus one (rounded up to the nearest whole number) of the membership, or three members of the committee, whichever is the greater". This excludes Associate Members.

Voting

Associate Members may not vote on any decision concerning admissions, student discipline, election or appointment of governors, or the budget and financial commitments of the Governing Body.

Meetings

- Meetings will be held at least once per term
- Dates for the following academic year will be determined at the summer term meeting of the Full Governing Body
- A reminder will be sent to Governors at least one week in advance of the meeting, by the circulation of an agenda and related papers
- The conduct of meetings will be in accordance with the Instruments of Government
- The Chair of the committee, shall be elected from amongst the voting members of the committee at the autumn term meeting every 3 years or when necessary

Purpose of the Committee

1. To provide oversight, consideration and advice to the Governing Body on all aspects of student achievement within the school.
2. To monitor and assess implementation of the delivery of the pupil progress agenda across the school.
3. To monitor and review aspects of the school's attendance and personal development programme.
4. To review the continuing professional development of teachers employed by the school in relation to pupil progress outcomes and value added data.
5. To ensure the maintenance and regular review of effective and appropriate procedures and policies as required by current legislation and agreed guidelines on all issues that fall within the scope of this committee.

Key Tasks

1. To monitor the performance and progress of all students in the school including attendance and punctuality, attitudes to learning, the personal development of students and student outcomes across all key stages.
2. To monitor the implementation and success of all school procedures in place to raise the outcomes of all students.
3. To monitor the performance of all teachers within the school.
4. To monitor the provision for Special Educational Needs and other vulnerable groups.
5. To monitor the pastoral care across the school.
6. To monitor the school's relationships with parents and carers including aspects of:
 - a) The Home School Agreement
 - b) Parents with concerns about the school
 - c) Support for families
 - d) Liaison with outside agencies
 - e) The promotion of community cohesion
7. To monitor implementation of School Improvement Plan (SIP) related to performance and progress and personal development by way of presentations by staff, reports, observations, discussion and other appropriate means.
8. To contribute towards the development of the SIP by way of scrutiny and recommendation in terms of student achievement and personal development.
9. To regularly review and consider the implementation of all school policies relevant to this committee.
10. To review the provision of safeguarding and child protection, equal opportunities and disability discrimination.

11. To review the systems and procedures for assessment, recording and reporting.
12. To review all aspects of discipline and exclusions and ensure that the school provides opportunities for all pupils to learn and achieve.
13. To monitor professional development opportunities throughout the school year to ensure they are relevant and useful to all staff in relation to aspects of this committee (i.e inset days, staff induction, safeguarding training etc.).
14. To ensure appropriate Governor training undertaken by members of committee in order to keep current with changes in responsibility and legal requirements.

Self-Review

Review annually the effectiveness of the committee and set objectives for the following academic year in line with results of monitoring of SIP, current legislation, guidelines, policies and any other appropriate developments relevant to this committee.

Being a Link Governor within the BSJT

All Governors are expected to link with a specific area of the school to enable the Governing Body as a whole to become as informed as possible about all aspects of school life.

The role of a Link Governor should focus primarily on supporting and encouraging that area of the school and being a conduit between the school and the main Governing body for information about the link area.

The purpose of the Link Governor system is *not for Governors to become involved in the day to day running of the school* but is to enable the Governing Body as a whole to get to know the school better and be more engaged with staff and the student body.

Link Governors should:

During the Autumn Term

- a) Make contact with the link member of staff early on in the Autumn Term to introduce themselves as the Link Governor.
- b) Ensure that the link member of staff is provided with their email contact and request that all minutes of meetings held by the link member of staff are copied to them as the Link Governor so that they can be made aware of developments within the faculty throughout the year.
- c) Ensure that any key events are put in their calendar and prioritise attending as key times to support the school's ongoing development.

Ongoing Throughout the Year

- d) Encourage members of the school working in the link area appropriately throughout the year as events and special projects take place and achievements made that are worthy of note (e.g. letters of congratulations, cards, emails, personal remarks etc.)
- e) Arrange a subsequent visit to the link area of the school (2 hours maximum) during the spring or summer term as appropriate.
- f) Try to attend any special events organised by the link area of the school as often as possible.
- g) Use their growing knowledge of the link area of the school in discussions at committee level where appropriate.

Following Specific Visits to the School as a Link Governor

- h) Complete the attached proforma detailing any Link Governor visit to the school as evidence of governor support and challenge to the school as a 'critical friend.'



Link Governor Visit Form

(Governors should complete this form after every visit to the school as a Link Governor.)

Name of Link Governor: _____

Date of Visit	Time of Visit	Department/Faculty Area of School Life	Focus of Discussion or Link to School Improvement Plan Objective
Key Points to Note			

Please email completed form to clerk@bsjt.org.uk

HARTSBOURNE & LITTLE REDDINGS PRIMARY SCHOOL – LOCAL GOVERNING BODY YEAR PLAN

AUTUMN TERM

	Main Meeting	Committee Meetings	
	Full Governing Body	Pupil Progress	Teaching & Learning
Date		Thursday 22 nd October at LRS at 6.00 pm	Thursday 22 nd October at LRS 7.15 pm
Standing Items		Declaration of Pecuniary Interests School Outcomes and Targets Annual Safeguarding Report Admissions and Transition Strategy for Accelerating Progress Attendance and Planned Strategies Rewards Targeted Provision (SEND, CLA AG&T) Policies	Declaration of Pecuniary Interests Quality of Teaching and Learning from the previous academic year School Improvement Plan Curriculum Review Attitudes & Barriers to Learning Staffing update CPD plans for the year Policies

	Main Meeting	Committee Meetings	
HALF TERM (26 th October – 30 th October 2026)			
		Committee Meetings	
	Full Governing Body at 6.00 pm	Pupil Progress	Teaching & Learning
Date	Thursday 19 th November at HPS Monday 23 rd November at LRS		
	Declaration of Pecuniary Interests Appointment of Chair & Vice Chair Committees & Governor Links Terms of Reference for GB & Committees Receipt of Governing Body Year Plan Events for Academic Year Annual Review of Register of Business Interests Analysis of School Results Annual Questionnaires Vision for next Academic Year Safeguarding Update Identification of Training Needs <i>Reports from:</i> Headteacher Committees (Link Governor Reports) School Council Strategic Planning Meetings Admission arrangements for the academic year in two years’ time: <i>(these must be determined, regardless of whether consultation has been undertaken and the decision and recorded in the minutes of the meeting).</i> Ratification of Policies		

SPRING TERM

	Main Meeting	Committee Meetings	
	Full Governing Body	Pupil Progress	Teaching & Learning
Date		Thursday 28 th January at HPS at 6.00 pm	Thursday 28 th January at HPS at 7.15 pm
		Declaration of Pecuniary Interests Safeguarding Suspensions Strategy for Accelerating Progress and Achievement of Core Subjects (including More Able) School Improvement Plan Review Pupil Premium DfE Data (validated) Policies	Declaration of Pecuniary Interests Staffing update Quality of Teaching and Learning Curriculum Review Staff Appraisal of Performance Review Behaviour Policy Review Pupil Voice Policies
HALF TERM (15th – 19th February 2027)			
	Full Governing Body at 6.00 pm	Pupil Progress	Teaching & Learning
Date	Monday 1 st March at LRS Thursday 11 th March at HPS		
	Declaration of Pecuniary Interests SEF Report on Pupil Progress Intervention Strategies Determined admissions arrangements for a year from next September Safeguarding Update Planning for Governors Day (if applicable) <i>Reports from:</i> Headteacher Committees (Link Governor Reports) School Council Strategic Planning Meetings Ratification of Policies		

SUMMER TERM

	Main Meeting	Committee Meetings	
	Full Governing Body	Pupil Progress	Teaching & Learning
Date	Thursday 13 th May at LRS at 7.15 pm	Thursday 13 th May at LRS at 6.00 pm	Thursday 13 th May at LRS at 6.00 pm
		Declaration of Pecuniary Interests Safeguarding Attendance Suspensions Parental Engagement (Consultations/ Evenings) Attainment figures for CLAs School Improvement Plan Review PE and Sports Premium Funding Review Policies Review of Governor Year Plan and committee meeting dates	Declaration of Pecuniary Interests School Improvement Plan Review Quality of Teaching and Learning update Attitudes & Barriers to Learning Review Curriculum Review Review of Extended School/Extra Curricular Activities School trips – review Policies Review of Governor Year Plan and committee meeting dates
HALF TERM (31st May – 4th June 2027)			
	Main Meeting	Committee Meetings	
	Full Governing Body	Pupil Progress	Teaching & Learning
Date	LRS Governors Day Monday 21 st June		
	Monday 21 st June at LRS at 4.00 pm		
	HPS Governors Day Thursday 1 st July		
	Thursday 1 st July at HPS at 1.00 pm		
	Declaration of Pecuniary Interests Review of the Budget Annual Review of School Improvement Plan Safeguarding Update <i>Reports from:</i> Headteacher Committees (Link Governor Reports) School Council Strategic Planning Meetings Admission Arrangements <i>(whether or not the school consults on amending the arrangements in two years' time and recorded in the minutes).</i>		

	Ratification of Policies		
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BUSHEY ST JAMES TRUST CALENDAR 2026 - 2027

MONTH	AUTUMN TERM 2026	DATE	WEEK	MEETING	TIME	LOCATION
AUGUST	Monday	31st	1			
SEPTEMBER	Tuesday	1st				
	Wednesday	2nd				
	Thursday	3rd				
	Friday	4th				
	Saturday	5th				
	Sunday	6th				
	Monday	7th	2			
	Tuesday	8th				
	Wednesday	9th				
	Thursday	10th				
	Friday	11th				
	Saturday	12th				
	Sunday	13th				
	Monday	14th	3			
	Tuesday	15th				
	Wednesday	16th				
	Thursday	17th				
	Friday	18th		BSJT Staff and Governors Social	3.30 pm	LRS
	Saturday	19th				
	Sunday	20th				
	Monday	21st	4			
	Tuesday	22nd				
	Wednesday	23rd		BMS Student Achievement Committee	6.00 pm	BMS
	Thursday	24th				
	Friday	25th				
	Saturday	26th				
	Sunday	27th				
	Monday	28th	5			
	Tuesday	29th				
	Wednesday	30TH				
OCTOBER	Thursday	1st				
	Friday	2nd				
	Saturday	3rd				
	Sunday	4th				
	Monday	5th	6	BSJT Finance and Resources Committee	6.00 pm	LRS
	Tuesday	6th				
	Wednesday	7th		BMS Pay and Staffing Review	t.b.c.	BMS
	Thursday	8th				
	Friday	9th		HPS Pay and Staffing Review	t.b.c.	HPS
	Saturday	10th				
	Sunday	11th				
	Monday	12th	7			
	Tuesday	13th				
	Wednesday	14th		BMS Teaching and Learning Committee	6.00 pm	BMS
	Thursday	15th				
	Friday	16th		LRS Pay and Staffing Review	t.b.c.	LRS
	Saturday	17th				
	Sunday	18th				
	Monday	19th	8			
	Tuesday	20th				
	Wednesday	21st				
	Thursday	22nd		Joint Primary Pupil Progress Committee	6.00 pm	LRS
				Joint Primary Teaching & Learning Committee	7.15 pm	LRS
	Friday	23rd				
	Saturday	24th				
	Sunday	25th				
HALF TERM						

MONTH	AUTUMN TERM 2026	DATE	WEEK	MEETING	TIME	LOCATION
NOVEMBER	Monday	2nd	9	BSJT Conference <i>The Empowered Educator</i>	8.30 am	BMS
	Tuesday	3rd				
	Wednesday	4th				
	Thursday	5th				
	Friday	6th				
	Saturday	7th				
	Sunday	8th				
	Monday	9th	10			
	Tuesday	10th				
	Wednesday	11th				
	Thursday	12th				
	Friday	13th				
	Saturday	14th				
	Sunday	15th				
	Monday	16th	11			
	Tuesday	17th				
	Wednesday	18th				
	Thursday	19th		HPS Full Governing Body Meeting	6.00 pm	HPS
	Friday	20th				
	Saturday	21st				
	Sunday	22nd				
	Monday	23rd	12	LRS Full Governing Body Meeting	6.00 pm	LRS
	Tuesday	24th				
	Wednesday	25th		BMS Governors Day 8.00 am & Full Governing Body Meeting	6.00 pm	BMS
	Thursday	26th				
	Friday	27th				
	Saturday	28th				
	Sunday	29th				
	Monday	30th	13			
DECEMBER	Tuesday	1st				
	Wednesday	2nd				
	Thursday	3rd				
	Friday	4th				
	Saturday	5th				
	Sunday	6th				
	Monday	7th	14			
	Tuesday	8th				
	Wednesday	9th		BSJT Teacher Toolkit 1 4.00pm		HPS
	Thursday	10th		F & R and Trust Board Audited Accounts Report Meeting	7.00 pm	BMS
	Friday	11th				
	Saturday	12th				
	Sunday	13th				
	Monday	14th	15			
	Tuesday	15th				
	Wednesday	16th				
	Thursday	17th				
	Friday	18th				
CHRISTMAS HOLIDAY						

MONTH	SPRING TERM 2027	DATE	WEEK	MEETING	TIME	LOCATION
JANUARY	Monday	4th	16			
	Tuesday	5th				
	Wednesday	6th				
	Thursday	7th				
	Friday	8th				
	Saturday	9th				
	Sunday	10th				
	Monday	11th	17	BSJT Finance and Resources Committee	6.00 pm	BMS
	Tuesday	12th				
	Wednesday	13th				
	Thursday	14th				
	Friday	15th				
	Saturday	16th				
	Sunday	17th				
	Monday	18th	18			
	Tuesday	19th				
	Wednesday	20th		BSJT Teacher Toolkit 2	4.00 pm	LRS
	Thursday	21st				
	Friday	22nd				
	Saturday	23rd				
	Sunday	24th				
	Monday	25th	19			
	Tuesday	26th				
	Wednesday	27th		BMS Student Achievement Committee	6.00 pm	BMS
	Thursday	28th		Joint Primary Pupil Progress Committee	6.00 pm	HPS
				Joint Primary Teaching & Learning Committee	7.15 pm	HPS
	Friday	29th				
	Saturday	30th				
	Sunday	31st				
FEBRUARY	Monday	1st	20			
	Tuesday	2nd				
	Wednesday	3rd				
	Thursday	4th				
	Friday	5th				
	Saturday	6th				
	Sunday	7th				
	Monday	8th	21			
	Tuesday	9th				
	Wednesday	10th		BMS Teaching and Learning Committee	6.00 pm	BMS
	Thursday	11th				
	Friday	12th				
	Saturday	13th				
	Sunday	14th				
HALF TERM						

MONTH	SPRING TERM 2027	DATE	WEEK	MEETING	TIME	LOCATION
	Monday	22nd	22			
	Tuesday	23rd				
	Wednesday	24th		Annual Governor Training across the BSJT - TBC	5.30 pm	BMS
				BMS Full Governing Body Meeting	7.30 pm	BMS
	Thursday	2th				
	Friday	26th				
	Saturday	27th				
	Sunday	28th				
MARCH	Monday	1st	23	LRS Full Governing Body Meeting	6.00 pm	LRS
	Tuesday	2nd				
	Wednesday	3rd				
	Thursday	4th				
	Friday	5th				
	Saturday	6th				
	Sunday	7th				
	Monday	8th	24			
	Tuesday	9th				
	Wednesday	10th				
	Thursday	11th		HPS Full Governing Body Meeting	6.00 pm	HPS
	Friday	12th				
	Saturday	13th				
	Sunday	14th				
	Monday	15th	25	BSJT Finance and Resources Committee	6.00 pm	HPS
	Tuesday	16th				
	Wednesday	17th				
	Thursday	18th		Trust Board Meeting	7.00 pm	BMS
	Friday	19th				
	Saturday	20th				
	Sunday	21st				
	Monday	22nd	26			
	Tuesday	23rd				
	Wednesday	24th				
	Thursday	25th				
EASTER HOLIDAY						

MONTH	SUMMER TERM 2027	DATE	WEEK	MEETING	TIME	LOCATION
APRIL	Monday	12th	27			
	Tuesday	13th				
	Wednesday	14th				
	Thursday	15th				
	Friday	16th				
	Saturday	17th				
	Sunday	18th				
	Monday	19th				
	Tuesday	20th	28			
	Wednesday	21st				
	Thursday	22nd				
	Friday	23rd				
	Saturday	24th				
	Sunday	25th				
	Monday	26th	29			
	Tuesday	27th				
	Wednesday	28th		BMS Student Achievement Committee	6.00 pm	BMS
	Thursday	29th				
	Friday	30th				
MAY	Saturday	1st				
	Sunday	2nd				
	Monday	3rd	30	Bank Holiday		
	Tuesday	4th				
	Wednesday	5th				
	Thursday	6th				
	Friday	7th				
	Saturday	8th				
	Sunday	9th				
	Monday	10th	31			
	Tuesday	11th				
	Wednesday	12th				
	Thursday	13th		Joint Primary Pupil Progress Committee	6.00 pm	LRS
				Joint Primary Teaching & Learning Committee	7.15 pm	LRS
	Friday	14th				
	Saturday	15th				
	Sunday	16th				
	Monday	17th	32	BSJT Finance and Resources Committee	6.00 pm	LRS
	Tuesday	18th				
	Wednesday	19th		BMS Teaching and Learning Committee	6.00 pm	BMS
	Thursday	20th				
	Friday	21st				
	Saturday	22nd				
	Sunday	23rd				
	Monday	24th	33			
	Tuesday	25th				
	Wednesday	26th				
	Thursday	27th				
	Friday	28th				
HALF TERM						

MONTH	SUMMER TERM 2027	DATE	WEEK	MEETING	TIME	LOCATION
JUNE	Monday	7th	34			
	Tuesday	8th				
	Wednesday	9th				
	Thursday	10th				
	Friday	11th				
	Saturday	12th				
	Sunday	13th				
	Monday	14th	35			
	Tuesday	15th				
	Wednesday	16th				
	Thursday	17th				
	Friday	18th				
	Saturday	19th				
	Sunday	20th				
	Monday	21st	36	LRS Governors Day & FGB Meeting (<i>Budget Review</i>)	4.00 pm	LRS
	Tuesday	22nd				
	Wednesday	23rd		BSJT Teacher Toolkit 3	4.00 pm	BMS
	Thursday	24th				
	Friday	25th				
	Saturday	26th				
	Sunday	27th				
	Monday	28th	37			
	Tuesday	29th				
	Wednesday	30th		BMS Full Governing Body Meeting (<i>Budget Review</i>)	6.00 pm	BMS
JULY	Thursday	1st		HPS Governors Day & FGB Meeting (<i>Budget Review</i>)	1.00 pm	HPS
	Friday	2nd				
	Saturday	3rd				
	Sunday	4th				
	Monday	5th	38	BSJT Finance and Resources Committee (<i>Budget Review</i>)	6.00 pm	BMS
	Tuesday	6th				
	Wednesday	7th				
	Thursday	8th				
	Friday	9th				
	Saturday	10th				
	Sunday	11th				
	Monday	12th	39			
	Tuesday	13th				
	Wednesday	14th				
	Thursday	15th		Annual Trust Social	5.30 pm	BMS
				AGM & Trust Board Meeting	7.00 pm	BMS
	Friday	16th				

Governors' Section of the School Website

All Governors have access to a secure area of the relevant school's website.

<http://littlereddings.org.uk/>

<http://hartsbourne.herts.sch.uk/>

In this section of the website all Governors' minutes from Full Governing Body and Committee Meetings are stored and can be accessed by all Governors.

In addition, there is information provided about:

- The Governing Body at Little Reddings and Hartsbourne Primary School
- Lists of Governors and contact details
- Terms of Reference for the Full Governing Body and Committees
- School policies relevant to Governors and not generally available on the website
- School self-evaluation documentation
- School Development Planning documentation
- Financial information
- Admissions

The section of the site requires a secure login, available from the school on request.

Policy Review Schedule

The following policies are reviewed and ratified by the Trust Board and Joint Finance and Resources Committee. The schedule below indicates the timeline for review:

POLICY	COMMITTEE/BOARD	SLT Link re Review	DATE LAST REVIEWED BY COMMITTEE/LGB or TRUST BOARD	DATE OF NEXT REVIEW
Policies for Trust Board Review				
Child Protection*	Trust Board	OdT	Dec-25	Dec-26
Schedule of Financial Delegation	Trust Board	RCS	Dec-25	Dec-26
Complaints	Trust Board	JTR	Mar-25	Mar-27
Flexible Working Request	Trust Board	JTR	Mar-25	Mar-27
Freedom of Information	Trust Board	JBH	Mar-25	Mar-27
Governor/Staff Relations	Trust Board	JTR	Mar-25	Mar-27
Local Government Pension Scheme	Trust Board	SFE	Mar-24	Mar-27
Shared Parental Leave	Trust Board	SFE	Mar-24	Mar-27
Staff Grievance	Trust Board	JTR	Mar-25	Mar-27
Whistle Blowing	Trust Board	JTR	Mar-25	Mar-27
Service Level Agreement	Trust Board	RCS	Jul-26	Jul-27
Restrictive Interventions Policy	Trust Board	ODT	Jul-26	Jul-27
Attendance	Trust Board	ODT	Jul-26	Jul-27
Performance Appraisal*	Trust Board	JTR	Jul-26	Jul-27
Staff Pay*	Trust Board	JTR	Jul-26	Jul-27
Critical Incident	Trust Board	JTR	Jul-25	Jul-27
JCNC	Trust Board	JTR	Jul-25	Jul-27
Maternity, Paternity, Adoption and Carer's Leave	Trust Board	SFE	Jul-24	Jul-27
Staff Disciplinary	Trust Board	JTR	Jul-25	Jul-27
Staff Health & Attendance	Trust Board	JTR	Jul-25	Jul-27
Staff Leave of Absence	Trust Board	JTR	Jul-25	Jul-27
Staff Stress Management & Well-Being	Trust Board	JTR	Jul-25	Jul-27
Children with a Social Worker	Trust Board	ODT	Dec-25	Dec-27
Gifts and Hospitality	Trust Board	RCS	Dec-25	Dec-27
Health and Safety	Trust Board	GCN	Dec-25	Dec-27
Safer Recruitment Policy	Trust Board	SFE	Dec-25	Dec-27
Staff Code of Conduct	Trust Board	JTR	Dec-25	Dec-27
Staff Harrassment & Bullying	Trust Board	JTR	Dec-25	Dec-27
Data Protection	Trust Board	JBH	Dec-24	Dec-27
More Able	Trust Board	JBK	Dec-24	Dec-27
Parent and Carer Code of Conduct	Trust Board	JTR	Dec-24	Dec-27
Subject Access Request	Trust Board	JBH	Dec-24	Dec-27
Staff Welbeing Charter	Trust Board	JTR	Mar-26	Mar-28
Managing Allegations of Abuse against Staff	Trust Board	JTR	Mar-26	Mar-28
Trust Reserves	Trust Board	RCS	Jul-26	Jul-28
Business Charge Card	Trust Board	RCS	Jul-26	Jul-28
Business Continuity Plan	Trust Board	RCS	Jul-26	Jul-28
e-Safety	Trust Board	JBH	Jul-26	Jul-28
Lettings	Trust Board	RCS	Jul-26	Jul-28
Redundancy Appeals Process	Trust Board	SFE	Jul-26	Jul-28
Staff Capability	Trust Board	JTR	Jul-26	Jul-28
Medical Conditions	Trust Board	OdT	Jul-25	Jul-28
Intimate Care	Trust Board	OdT	Jul-25	Jul-28
Procurement and Tendering	Trust Board	RCS	Dec-25	Dec-28
Governors' Allowances and Expenses	Trust Board	RCS	Jul-26	Jul-29
Joint Finance and Resources Committee				
Debt Recovery	Finance & Resources	RCS	Jan-25	Mar-27
Risk Management	Finance & Resources	RCS	Jan-25	Mar-27
Finance Policy and Procedures*	Finance & Resources	RCS	May-25	May-27
Directed Time	Finance & Resources	JTR	Jun-26	Jun-27
16-19 Bursary Fund	Finance & Resources	RCS	Jan-26	Jan-28
Assets and Depreciation	Finance & Resources	RCS	Jan-26	Jan-28
Charging & Remissions	Finance & Resources	RCS	Jan-26	Jan-28

The Acting Primary Executive Headteacher and Acting Heads of School oversee a schedule for the review of all the local school policies within each school in the Trust.