



Sir Roger Manwood's School

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Sir Roger Manwood's School

Governance & Terms of Reference for 2019-20

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Table of Contents

A. Introduction	3
B.The Academy Trust	3
C.The Governing Body	4
D.Committees	4
E.Governors with an Individual Role.....	5
F. Clerk to the Governing Body.....	6
Appendix 1: Governing Body Membership.....	8
Appendix 2: GB Scheme of Delegation	11
Appendix 3: Governing Body Terms of Reference.....	12
Appendix 4: Procedural Guidance for Governing Body Committees	14
Appendix 5: Membership Of Standing Committees	16
Appendix 6: Appeals Committee Terms Of Reference.....	19
Appendix 7: Audit and Risk (A&R) Committee	20
Appendix 8: Boarding (B) Committee Terms Of Reference	19
Appendix 9: Finance and Premises Committee (F&P) Terms of Reference	20
Appendix 10: Headteacher’s Performance Review and Pay Committee Terms Of Reference	22
Appendix 11: Pay and Personnel Committee (P&P) Terms of Reference	23
Appendix 12: Student Progress and Wellbeing Committee (SP&W) Terms Of Reference.....	24
Appendix 13: Internal Audit Terms of Reference	31
Appendix 14: Special Educational Needs Governor Terms of Reference.....	26
Appendix 15: Safeguarding Governor Terms of Reference	26
Appendix 16: Health and Safety Governor Terms of Reference.....	28
Appendix 17: Student Grants Governor Terms of Reference.....	29
Appendix 18: Careers Governor Terms of Reference.....	33
Appendix 19: Training Governor Terms of Reference.....	34

A. Introduction

1. This document has been written to set out how The Sir Roger Manwood's School is governed and includes terms of reference for the full governing body, governor committees and individual governors with delegated responsibilities.

B. The Academy Trust

2. The Academy Trust (Company No. 07539918) was incorporated on 23 February 2011 as a company limited by guarantee with no share capital and having charitable status. The Trust:
 - owns premises within which the school operates
 - owns one of the 3 parcels of land that the Academy uses (the other 2 are owned by the Sir Roger Manwood's School Foundation)
 - employs staff in the school
 - sets the admissions policy in compliance with the School Admission Code
3. The governing documents of the Academy are the Funding Agreement, the Memorandum of Association and the Articles of Association. These documents are published on the school website.
4. The Members of the Academy Trust comprise:
 - the signatories to the Memorandum
 - the Chair of Governors
 - the Vice Chair of Governors
 - the Chair of the Finance and Premises Committee
 - any additional person the Members may agree unanimously in writing to appoint
5. The current Members are:
 - Canon Mark Roberts (signatory to the Memorandum)
 - David Fuller (signatory to the Memorandum)
 - Colin Ewen (appointed by Members)
 - Rebecca Jackson (Chair of Governors)
 - Andrew Rush (Vice Chair and Chair of Finance and Premises Committee)
6. The Members must hold an Annual General Meeting (AGM) each year during which they receive the audited accounts for the previous financial year and appoint the auditors.
7. The Directors (that is, the Governors who are not Members) are invited to attend if they so wish but they have no voting rights on matters under consideration.
8. The Academy Trust is supported by a Company Secretary whose role is to:
 - Maintain the Company Register
 - Inform Companies House of Director appointments and resignations
 - Submit the Annual Return to Companies House
9. The School Business Manager is the Company Secretary.

10. The AGM of the Members is convened and minuted by the Clerk to Governors.

C. The Governing Body

11. The role of the Governing Body is to set strategic direction, to hold the Senior Leadership Team (SLT) to account for improving performance and to ensure money is well spent.

12. The Governors are Directors of the Academy for the purposes of the Companies Act 2006 and Trustees for the purposes of charity legislation.

13. The Governing Body comprises Community, Foundation, Parent and Staff Governors.

Foundation Governors nominate other Governors to be a Foundation Governor if any of their number resign, and their appointment is subject to ratification by the relevant Foundation body. They have a four year term of office as for non-Foundation Governors. Their re-appointment at the end of their term of office should be made by the other Foundation Governors.

Community Governors are appointed by the Governing Body. Each Governor serves for a period of four years.

Parent Governors are elected by the Parents. Each Governor serves for a period of four years.

Staff Governors are elected by the Staff. Each Governor serves for a period of four years.

14. The size and composition of the Governing Body is set out in the Articles of Association. A list of current Governors and their term of office is set out in Appendix 1

15. The Headteacher, an ex officio member of the Governing Body with full voting rights, is responsible for the day to day management of the school.

16. The Governing Body exercises its oversight of strategic direction through the Full Governing Body (FGB) and Committees which report to the FGB.

17. The guiding principle which underpins the relationship between the FGB and the Committees is that the former concentrates on the broader strategic issues whilst the latter concentrate on their specific remit with the maximum level of delegated authority deemed appropriate to enable them to provide speedy and appropriate direction, agreement or guidance to the Headteacher and the SLT. There is a presumption that if proposals on issues within its terms of reference are accepted by a committee its decisions will be reported to the FGB for information purposes only. A general scheme of delegation has been agreed and is set out in Appendix 2. Any matter not explicitly delegated remains the responsibility of the FGB.

18. The role of the GB is set out in more detail in Appendix 3.

D. Committees

19. There are currently six standing committees and their role, including any delegated authority to take decisions, and membership are set out in the relevant appendices. They are:

- Audit and Risk

- Boarding
 - Finance & Premises
 - Pay & Personnel
 - Student Progress & Wellbeing
 - Headteacher's Performance Review and Pay Committee
20. Those members of staff, by designated post, who attend FGB and the Committees to provide support and guidance are listed in each appendix.
21. Whilst each Committee is responsible for a specific activity all share the following characteristics:
- receive reports from the Headteacher, members of SLT and/or the School Business Manager, about matters relating to any issues listed in their Terms of Reference
 - ensure effective and robust self-evaluation
 - consider recommendations from relevant external reviews, for example audit, health and safety adviser, OFSTED or anyone commissioned to support school improvement, agree the actions and report or make recommendations to FGB as required. They subsequently monitor and evaluate regularly the implementation of any plan agreed
 - take appropriate action on any other relevant matter referred to them by the FGB.
22. The processes and procedures in place that govern the way the FGB and Committees operate are set out in the Procedural Guidance for Governing Body Committees (Appendix 9).
23. Meeting dates for the current academic year are set out in Appendix 10. Special meetings may be called on occasion to deal with an urgent or detailed issue.
24. In addition, one Committee, the Appeals Committee, is constituted when required and its role, including any delegated authority to take decisions, is set out in the relevant Appendix.
25. The FGB may, on occasion, convene a Working Group to help assess major issues where it is minded to approve a course of action, but where one or more detailed issues needs to be worked through before a final decision can be made. The Chair of a Working Group will report their findings to the FGB.

E. Governors with an Individual Role

26. Certain Governors have an individual role and, in some cases are delegated to act on behalf of the GB with a requirement to report back either directly to the GB or via a relevant Committee. These Governors are nominated and either elected or appointed to the role by the GB.
27. Their roles are set out below in detail in the appendices.
28. The Chair of the Governing Body:
- ensures the business of the Governing Body is conducted properly, in accordance with legal requirements and the Articles of Association
 - ensures that GB meetings are run effectively, focusing on priorities and making the best use of time available and to ensure that all Governors have an equal opportunity to participate in discussion and decision making

- establishes and fosters 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 for the Head Teacher and provides strategic direction.
29. The Governors shall elect a Chair and a Vice Chair from among their number. A Governor who is employed by the Academy shall not be eligible for election as Chair or Vice Chair. The Chair is elected for a term of two years, as is the Vice Chair. It is intended under the succession plans for the Governing Body that the Vice Chair will become the Chair at the end of the Vice Chair's two-year term of office.
30. There is no restriction on how often a sitting Chair can be re-elected.
31. Chairs can resign by writing to the Clerk at any time. The election for filling a vacancy for Chair caused by such a resignation must take place at the beginning of the next meeting of the Governing Body.
32. There is provision for the Governing Body to remove the Chair from office. The Clerk will be able to offer advice on the procedures.
- 33. The Vice Chair of the Governing Body** deputises for the Chair (for the avoidance of doubt the Vice-Chair has no other specific role). The position of Vice-Chair is not a permanent position but is rotated on a two-year basis.
34. The **Chair of a Committee** shall:
- operate as portfolio holder for the affairs of his/her Committee at the FGB and on such other occasions where this may be necessary
 - ensure the business of the Committee is conducted properly in accordance with legal requirements (including any requirements set out in the Articles of Association)
 - ensure that meetings are run effectively, focusing on priorities and making the best use of time available, and ensure that all members have an equal opportunity to participate in discussion and decision making.
35. The position of **Responsible Officer (RO)** is taken by an external company which acts in an independent audit capacity. The role of the Responsible Officer is set out in the relevant appendix. The external RO sends reports of the findings from their visits to the School Business Manager, who submits the report to the Governing Body.
36. There are also individual Governors with responsibility for some key functions of the Governing Body and their role is set out in the relevant Appendix:
- Health and Safety
 - Safeguarding
 - Special Educational Needs
 - Student Grants
 - Training
 - Careers
- 37. Clerk to the Governing Body**
38. The Governing Body is supported by the Clerk to the Governing Body whose role is to:
- work effectively with the Chair of Governors, the other Governors and Headteacher to support the Governing Body

- advise the Governing Body on legal and procedural matters, duties and powers
- convene meetings of the Governing Body
- draft agenda in liaison with the Chair of Governors and the Head Teacher
- collate and circulate reports in advance of Governing Body meetings
- attend meetings of the Governing Body and ensure minutes are taken
- maintain a register of Members of the Governing Body and report vacancies and upcoming end of terms to the Chair of Governors
- maintain the register of Business Interest Declarations and ensure that it is uploaded to the School website
- give and receive notices in accordance with relevant regulations
- perform such other functions as may be determined by the Governing Body from time to time.

Appendix 1: Governing Body membership as at Sept 2018

MEMBERS *(as per Memorandum of Association)*

	Term of Office*	Roles	Business Interests	Notes
Colin Ewen	13 Dec 2017	Not a trustee	None declared	Elected by Members
David Fuller	22 Feb 2011	Not a trustee	Director, F.A. Fuller & Sons Director, Southern Farmers	Original signatory (was Chair of Finance Committee at point of academisation)
Rebecca Jackson	1 Sept 2019	Community Gov Chair of GB	None declared	Member by virtue of office Jointly Member/Governor
Andrew Rush	15 Oct 2018	Community Gov, Vice Chair of GB Chair of Finance and Premises Ctte Vice Chair of Boarding Ctte	None declared	Member by virtue of office Jointly Member/Governor
Mark Roberts	22 Feb 2011	Fdn Governor Chair of Boarding Ctte	Rector, Parish Church of St Clement's	Original signatory (was Vice Chair of Governors at point of academisation) Jointly Member/Governor
<ul style="list-style-type: none"> • denotes the date of commencement as a Member – per section 12 (c) and (d) of SRMS Articles of Association 				

TRUSTEES (referred to as GOVERNORS at Sir Roger Manwood's School)

	Term of Office	Roles	Business Interests	Notes
Foundation Governors (Fdn) (5 according to Articles of Association)				
Ros Daniels (Lincoln College Oxford)	1 Sept 19 – 31 Aug 2023		Company Secretary, Jexcel Group Lt Trustee of Manwood Trust	Governor since Sept 2016
Anthony (Tony) Mills (Gonville & Caius College, Cambridge)	1 Sept 19 – 31 Aug 2023		Mills & Company Proprietor	Governor since Sept 2017
Anthony (Tony) Kilbee (Cinque Port)	1 Sep 19 – 31 Aug 2023		Chair of Sir Roger Manwood's Grammar School Foundation	Governor since late 80s Fdn Governor since Sep 1988 Previously Chair of Governors for 18 years
Mark Roberts AKC (Diocese of Canterbury)	1 Sep 19 – 31 Aug 2023	VC of Boarding Ctte	Rector, Parish Church of St Clement's Trustee of Sir Roger Manwood's Grammar School Foundation	Fdn Governor since Sep 1991 Jointly Member/Governor
Joanna Rosso (Cinque Port)	1 Sep 19 – 31 Aug 2023	Chair of Headteacher's Pay Ctte Co Chair of SP&W Ctte	Director & Company Secretary - 84 Albert Street Ltd Trustee of Sir Roger Manwood's Grammar School Foundation	Governor since 2003 Fdn Governor since Sep 2015
Community Governors (4 according to Articles of Association)				
Andrew Rush	24 May 17 – 23 May 21	Chair of F&P Ctte Vice Chair of GB	None declared	Governor since May 2017

		Chair of Boarding Committee		
	Term of Office	Roles	Business Interests	Notes
Gunda Hoffmann	13 Sept 18 – 12 Sept 22	Chair of P&P Ctte H&S Governor	None declared	Governor since Sep 2014
Rebecca Jackson	13 Sept 18 – 12 Sept 22	Chair of GB	None declared	Governor since Sep 2014
Parent Governors (7 according to Articles of Association)				
Roger Anstis	23 Feb 18 – 22 Feb 22	VC of SP&W Ctte	None declared	Governor since Feb 2018
Kirsty Bell	23 Feb 18 – 22 Feb 22	VC of P&P Ctte	Grays search and Selechan Ltd	Governor since Feb 2018
Rhod Cruwys	23 Feb 18 – 22 Feb 22	VC of A&R Ctte	None declared	Governor since Feb 2018
Dawn Hunter-Wardle	23 Feb 18 – 22 Feb 22		None declared	Governor since Feb 2018
Joanne Maine	23 Feb 18 – 22 Feb 22	Chair of A&R Ctte Safeguarding Governor	Trustee, Manwood Trust	Governor since Feb 2018
Co-opted Governors (up to 3 according to Articles)				
Anthony (Tony) Nagle	12 Jul 17 – 12 Jul 21	VC of F&P Ctte Careers Governor Training Governor	Dig Worldwide Ltd Levase and Nagle Ltd	Governor since Jul 2017
Staff Governors (2 according to Articles of Association)				
Joanna Poole	25 Jan 17 – 25 Jan 21		Teacher, SRMS	Governor since Jan 2017
David Anderson	30 Oct 17 – 29 Oct 21		Teacher, SRMS	Governor since Oct 2017
Headteacher (ex-officio)				
Lee Hunter	1 Sep 13		Honorary President, OMA Trustee, Manwood Trust	

Appendix 2: GB Scheme of Delegation

Note: any matter not explicitly delegated remains the responsibility of the FGB

Governing Body responsibility ¹		Delegated?	Committee authority	
			Determine/ approve	Scrutiny/ recommend
Strategic direction of the school:				
1. Set values, aims and objectives for the school	NO			
2. Agree policy framework for achieving aims & objectives	NO			
3. Set statutory targets	YES	All		
4. Agree the School Development Plan (SDP)	NO			
5. Approve budget	NO			F&P
6. Approve staffing structure	NO			P&P
Challenge and support				
7. Implementation & effectiveness of policy framework	YES	All		
8. Progress towards targets	YES	All		
9. Implementation & effectiveness of the SDP	YES	All		
10. Budget performance	YES	A&R; F&P		
11. Effectiveness of staffing structure	YES	P&P		
Ensuring accountability				
12. Ensure school self-evaluation	YES	All		
13. Respond to external assessments as necessary	NO			
14. Hold Headteacher to account for school performance	YES	All		
15. Ensuring parents and pupils are involved, consulted & informed as appropriate	NO			
16. Make information available to the school community	NO			
17. Appoint Headteacher	NO			
18. Performance management of Headteacher	YES	HT PM Committee		
Governance matters				
19. Appoint, suspend, remove Governor	NO			
20. Appoint, suspend, remove Head Teacher	NO			
21. Appoint, suspend, remove Clerk	NO			
22. Establish delegation arrangements, including Committees and their Terms of Reference	NO			
23. Review delegation arrangements annually	NO			
24. Approve the draft audited accounts	YES	F&P and A&R		

¹ Derived largely from National Governors Association: The role of the governing body - <http://www.nga.org.uk/Resources/Policies/Governance.aspx>

Appendix 3: Governing Body Terms of Reference

The role of the Governing body is to set the school's strategic direction, to hold school leaders to account for the school's performance and to ensure money is well spent.

Terms of Reference

- To agree Constitutional matters including procedures where the Governing Body has discretion
- To appoint Community Governors
- To oversee elections for Parent and Staff Governors, with responsibility delegated to the Clerk and Headteacher for their actual running
- To suspend a Governor
- To hold at least 4 Governing Body meetings a year
- To appoint or remove the Chair and Vice Chair of the Governing Board
- To appoint or remove the Clerk to the Governing Body
- To establish the Committees of the Governing Body and their Terms of Reference
- To decide which functions of the Governing Body will be delegated to Committees, groups and individuals and to review this general scheme of delegation annually
- To review Committee procedures annually
- 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 Budget for the forthcoming financial year
- To appoint a working group, where appropriate, to look at depth at an issue of strategic importance

Admissions

- To review annually the Determined Admissions Arrangements (DAA) and if changes are proposed those changes will be explained at an GB meeting prior to the draft arrangements going out for the statutory 6-week consultation. If no responses are received from the consultation the draft arrangements will become the DAAs. If, however responses are received they will be presented to the GB in order to finalise and approve the arrangements before the statutory date of 28 February
- To determine within the current Admissions Code and the Determined Admission Arrangements whether any child should be admitted to the school

Strategic Direction

- To set the School's vision and mission, and to ensure its communication to staff, pupils, parents and the wider community.
- To set the values that underpin the School's vision and mission and ensure they are the foundations which all staff, pupils and governors work to.
- To align the GB's work to monitoring of the School's leadership of the delivery of the strategic direction.
- To ensure the Headteacher produces a School Development Plan that clearly connects to the agreed vision, mission and values of the Governing Body and to monitor its implementation.
- To evaluate whether the School's current premises and facilities are fit for purpose and to commission reports to rectify matters in circumstances when they are found not to be.
- To oversee and monitor the School's fundraising efforts to deliver the vision and mission.

Governing Body: A full list of governors is set out in Appendix 1

Chair of the Governing Body	As per Appendix 1
Vice Chair of the Governing Body	As per Appendix 1
Key Management Personnel	Ms C Kernick – Deputy Headteacher Ms A Pujadas-Telmon – Assistant Headteacher (Student Progress) Mr D Thomas – Assistant Headteacher (Pastoral) Mrs P Bunnell – School Business Manager
Clerk to the Governing Body	Mrs T Smith
Quorum	One third (rounded up to a whole number) of the total number of Governors holding office.

Appendix 4: Procedural Guidance for Governing Body Committees

This document has been drafted in accordance with the Articles of Association of Sir Roger Manwood's School, The Governors Guide to the Law produced by the Department for Education and the DfE's Governance Handbook (Jan 2017) and Competency Framework for Governance (Jan 2017).

1. At least half of governors must be present at the Governing Body meeting which decides on the membership and powers of Governing Body committees. If there are vacancies then the quorum is half of the number of appointed governors. Procedures for meetings of the Governing Body are set out in the Articles of Association.
2. The minimum number of governors required to sit on a committee is three.
3. The quorum of each committee is two thirds of the number of governors on the committee.
4. Non-governor members of committees are not allowed to propose or second motions, nor can they vote.
5. Every member of a committee must be given at least seven clear days written notice of the date of the meeting with a copy of the agenda for that meeting.
6. The names of everyone present at a committee meeting must be recorded in the minutes by the clerk of the committee, including those of non-governor participants and observers.
7. Committees must make sure that copies of the agenda, approved draft minutes, signed minutes and any report, document or other paper considered at a meeting (not including confidential items or items relating to a named pupil or member of staff) are made available at the school for anyone to read on request.
8. Unless otherwise agreed, meetings shall commence at 4pm and shall be concluded by 6pm, but certainly no later than 7pm.
9. Decisions of the committees are taken by a majority of the members present voting on a proposal. If there is an equal number of votes for and against a proposal, the Chair has a second or casting vote. The outcome of a vote will be recorded in the minutes as either being passed/not passed unanimously or by majority. Any governor may ask by exception for his or her opinion to be recorded in the minutes.
10. A meeting must not be held if it is not quorate, and it must terminate as such time as it ceases to be quorate. If it ceases to be quorate, or if the committee resolves to terminate a meeting before all items on the agenda have been dealt with, a further meeting should be called as soon as possible.
11. Committee meetings are not open to the public (including staff, students and parents) by right. The committee can decide whether anyone who is not a governor, other than the Headteacher or clerk, may attend a meeting. Visitors should be asked to leave if confidential items are discussed, unless the committee has asked them to take part in a specific discussion.
12. How individual governors vote, and opinions by governors involving a named person which are in any way sensitive or critical, should be regarded as confidential. The committee will decide if an item of discussion is confidential. The minutes of any parts of a meeting that are confidential should be kept separate and not made available for inspection with the rest. Governors should respect the confidentiality of items of business which the committee decide are confidential.
13. As at Full Governing Body meetings, once a decision has been taken, all governors must support it under collective responsibility.
14. No-one should be involved in a decision where his or her personal interests may conflict with those of the Governing Body. Under finance regulations, all schools must keep a register of any business interests of the governors and the Headteacher. Governors should declare any personal conflict of interest as soon as a matter in which they have an interest is raised. There are certain circumstances where people who would usually be entitled to attend Governing Body

or committee meetings (that is, governors, members of committees, the Headteacher or any person acting as clerk) have to leave a meeting.

15. Governors should not vote in connection with their own appointment to, or removal from, a committee.
16. There are circumstances where committee members are required to withdraw and not vote where a fair hearing must be given and there is reasonable doubt about that person's ability to act impartially. For example, where the committee are discussing disciplinary action against a pupil or teacher, no-one who was involved in the events leading up to the discussion, or who could be biased, should be allowed to take part in that discussion. However, the committee may call such a person to give evidence. Governors may express interests and views in relation to general administrative matters, as opposed to cases where they are determining the rights of individuals.
17. Other circumstances include:
 - Teaching staff need not withdraw because of a pecuniary interest unless they have a personal interest which is greater than that of other teaching members of staff
 - Non-teaching staff need not withdraw because of a pecuniary interest unless they have a personal interest which is greater than that of other non-teaching members of staff
 - Any employee of the school other than the Head, Deputy Head or Business Manager must withdraw from a meeting which considers the pay or appraisal of other employees of the school
 - The Headteacher must withdraw from any meeting which considers their own pay or performance appraisal
 - A person who is a governor of two schools is required to withdraw from discussion of issues involving a conflict of interest between those schools
 - If there is disagreement about whether a person is required to withdraw, it is for the other members of the committee to make the decision. This provision does not allow the withdrawal requirements to be waived by the other committee members.
18. The Headteacher has the right to attend all committee meetings except where specifically excluded.
19. The establishment, terms of reference and membership of any committee of the governors shall be reviewed at least once a year, normally in the summer term so that they can be approved as part of this document at the September Governing Body meeting.

Appendix 5: Membership Of Standing Committees

C denotes the Chair and VC the Vice Chair

		COMMITTEES						INDIVIDUAL ROLES					
		A&R	B	P&P	HT PM	F&P	SP&W	Careers	Grants	H&S	SEN	Safeguarding	Training
	GOVERNOR												
1	David Anderson					x	x						
2	Roger Anstis						VC						
3	Kirsty Bell			C	X		x						
4	Rhod Cruwys	VC											
5	Ros Daniels			x			x				x		
6	Gunda Hoffmann		x	x	x	x				x			
7	Lee Hunter		x	x		x							
8	Dawn Hunter-Wardle			VC									
9	Rebecca Jackson						x						
10	Anthony (Tony) Kilbee		x	x	x								
11	Joanne Maine	C							x			x	
12	Anthony (Tony) Mills					x							
13	Anthony (Tony) Nagle					VC		x					x
14	Joanna Poole						x						
15	Mark Roberts AKC		C										
16	Joanna Rosso			x	C		C						
17	Andrew Rush		VC			C							
18													
19													
20													

		OBSERVER					
	Chris Kernick			x		x	x
	Paula Bunnell	x	x	x		x	
	Lee Hunter	x					
	Chris Walker					x	
	David Anderson (External Adviser)				x		

Appendix 6: Appeals Committee Terms of Reference

<p>Appeals relating to school admissions are heard via the KCC Admission Appeals Service and they train the Clerk and panel members, and respond to any challenges to the appeal panel's decision. They also ensure that all members of a panel are independent of the school.</p> <p>A Governors' Appeal Committee will consider any appeal relating to the procedures as outlined in the policies for Complaints, Capability, Disciplinary, Grievance, Pay, Exclusions and Internal Assessment. A committee, once constituted, is also able to consider any other matters relating to appeals in general if requested to do so by the Governing Body.</p> <p>Members of any Appeals Committee that is constituted are required to be conversant with the policies appropriate to the appeal being heard e.g. the Complaints Policy, Capability Policy, Disciplinary Policy, Grievance Policy, Pay Policy, Internal Assessment Policy, Exclusions Policy</p>	
<p>Composition of the Committee</p>	<p>With the exception of appeals against dismissal which must be heard by three Governors, the Committee should contain between one and three Governors depending on the circumstances of the case and the Policy being followed. In all cases except an appeal against dismissal, the Chair of Governors or the Chair of the Pay & Personnel Committee shall decide whether an appeal should be heard by one, two or three Governors.</p> <p>In certain instances, there should be at least one person on the Appeal Committee in addition to Governors who is independent of the school.</p>
<p>Eligible Governors</p>	<p>Governors will be invited by the Chair of Governors or the Chair of the Pay & Personnel Committee to establish the Appeals Committee on an "as required" basis. If sitting on an Appeal Committee a governor cannot have been involved in the issue under discussion and scrutiny at any previous stage so as to preserve the independent nature of the appeal</p>
<p>Disqualification</p>	<p>The Headteacher cannot sit as a member of any Appeals Committee because they will have been involved in the process at an earlier stage.</p>
<p>Chair of the Committee</p>	<p>To be appointed when convened</p>
<p>Clerk to the Committee</p>	<p>Clerk to the Governing Body</p>

Appendix 7: Audit and Risk (A&R) Committee

The Audit and Risk Committee advises the Finance and Premises Committee, the Governing Body and the Members of the Academy Trust ("Members) on risk and control issues and makes recommendations on risk management strategy. Its role is to provide them with ongoing independent assurance that:

- the financial responsibilities of the Members and Governing Board are being properly discharged
- sound systems of internal financial control are being maintained
- that risk management oversight, including Health and Safety related matters, are effective

Meetings

- To meet at least 4 times each year

Risk Management

- To advise the Governing Body on risk management by:
 - Becoming familiar with the concepts and requirements of risk management
 - Acting as a catalyst for risk management activity across the School
 - Ensuring appropriate audit work on risk management is undertaken
 - Monitoring the effectiveness of responses to identified risks

Compliance

- To agree the internal audit programme for the coming year, receive monitoring reports from the internal auditors and to act on them and/or make recommendations for changes to processes or procedures to the Headteacher, the School Business Manager, or Governing Body or its committees as necessary, and to monitor the implementation of any actions/changes
- To review the scope and objectives of the work of the external auditor for the coming year, to draft the annual Representation Letter for the external auditors and recommend its approval by the Governing Body and Members
- To advise the Members on the appointment, reappointment, dismissal and remuneration of the internal and external auditors
- To ensure that allegations of fraud and financial irregularity are properly followed up
- To review the internal auditors' monitoring reports and advise the Governing Body and Members on the adequacy and effectiveness of the school's systems of internal controls and its arrangements for risk management, control processes and governance
- To ensure that adequate insurance is in place
- To ensure that the school has all statutory policies in place
- To ensure that that the School website is compliant in terms of the documents that are required to be on it

Documents

- To review all reports issued by the external Health and Safety consultant
- To review all reports issued by the internal and external auditors
- To ensure that a Risk Register is in place and to review it regularly
- To ensure that an Asset Management Plan is in place (Finance and Premises Committee will monitor and review it)
- To ensure that a Critical Incident Policy, Business Continuity Plan and Disaster Recovery Plan are in place, and that they are reviewed regularly

Disqualification	Any elected Staff Governor The Headteacher can be an observer of this Committee they should not be a voting governor (due to the work of the Committee being to oversee audit and risk matters which might involve the Headteacher)
Quorum	There should be at least 3 governors on the Committee Two thirds of the governors on the Committee

Appendix 8: Boarding Committee Terms Of Reference

<p>The Boarding Committee monitors the school's provision for its boarders, with a focus on compliance with the National Minimum Standards for residential accommodation, the cost effectiveness of the boarding operation and the monitoring of boarders' and boarding staff's welfare</p>	
<p>Meetings</p> <ul style="list-style-type: none"> To meet at least 3 times each year, once per term <p>Boarders' academic progress and welfare</p> <ul style="list-style-type: none"> To monitor the wellbeing of boarders To undertake monitoring visits to the boarding houses and to provide written reports of all such visits to the Committee To monitor the effect of any premises issues on the boarders and staff, and boarding operation generally To monitor the catering provision to boarders <p>Finance</p> <ul style="list-style-type: none"> To monitor boarding numbers and the impact of marketing arrangements for boarding To ensure that all spend in boarding provides Value for Money in terms of improving the boarders' experience To evaluate and monitor boarding expenditure To monitor and understand the overall financial data for the boarding element of the school, and to provide reports to the Governing Body on the financial viability of the boarding operation To review annually any outstanding debts from boarders and the arrangements for their collection <p>Premises</p> <ul style="list-style-type: none"> To ensure there is an adequate level of insurance and liability in place as regards boarding and boarders To monitor the implementation of the maintenance and refurbishment plan, Asset Register and Visitor Logs for the boarding houses <p>Documents</p> <ul style="list-style-type: none"> To prepare and review policies, development plans and recruitment relating to boarding To prepare for, and be the lead governors for, external audits of boarding e.g. Ofsted boarding inspections, and to ensure reports are published as required To monitor the Action Plan resulting from an Ofsted Boarding inspection To benchmark boarding against similar schools <p>Health and Safety</p> <ul style="list-style-type: none"> To receive and follow up on Health & Safety reports from the Boarding Manager, School Business Manager or external H&S adviser (as appropriate) where they impact on boarders, boarding staff and boarding facilities Governors on the Boarding Committee, when undertaking visits to the boarding houses, to report back to the Committee on any issues related to H&S <p>Training</p> <ul style="list-style-type: none"> To undertake any necessary training (in or out of school) required to enable effective monitoring of the boarding operation <p>General</p> <ul style="list-style-type: none"> To scrutinise any matter sent to the Committee by the Governing Body on an ad hoc basis as well as those listed below 	
Quorum	Two thirds of the Governors on the Committee

Appendix 9: Finance and Premises Committee (F&P) Terms of Reference

The Finance and Premises Committee monitors the school's finances ensuring that the school operates within the required financial regulations, responds to any issues arising from an audit of the school's accounts and ensures value for money. It also oversees contracts entered into by the school with third parties. This Committee is also the one responsible for health and safety compliance.

Meetings

- To meet at least 6 times each year, once per half term, in addition to a joint September meeting with the Pay and Personnel Committee to agree the Pay Policy.

Documents

- to establish and maintain an up to date 3-year financial plan (including capital expenditure projects: forecast cash flows and sensitivities; and an overall review of solvency) To evaluate and recommend a three year budget plan for approval by the Board of Governors, which shows clear links to the School Development Plan
- to regularly review and update policies as per the table above
 - To review the Finance Policy annually and agree levels of delegation for approval by the Board of Governors
 - To review annually the Charges and Remissions Policy
 - To review and approve a Pay Policy annually in conjunction with the Pay & Personnel Committee
- in consultation with the Head Teacher and School Business Manager, to draft the first formal budget plan of the financial year for approval by the GB
- to receive and consider regular budget position statements (including virement decisions) and cash flow forecasts and to report significant anomalies from the anticipated position with any recommended corrective measures to the GB
- to review and approve draft annual financial statements prepared by the school's auditors
- to establish and keep under review a Premises Development Plan in furtherance of the School's Development Plan
- to prepare and keep under review a Health and Safety Policy for the school and the use of school premises by outside users. The policy shall include a management plan in relation to any recorded evidence of asbestos
- to receive reports from the Health and Safety Advisor and to monitor any recommendations contained in them
- to establish and keep under review an Accessibility Plan
- to establish and keep under review an Asset Management Plan
- to receive fire risk assessment and health and safety reports from suitably qualified external consultants and to monitor subsequent action plans required for rectification issues fluffed

Compliance

- to ensure that the school operates within the Financial Regulations of the Education and Skills Funding Agency (and relevant successor bodies), the Companies Act and the Charities' Commission
- to consider the Academy's indicative funding, notified annually by the DfE and to assess its implications for the Academy, in consultation with the Head Teacher, in advance of the financial year, drawing any matters of significance to the FGB
- to ensure that the annual set of audited accounts are submitted to the ESFA and Companies House by the relevant deadline, and uploaded on to the School's website
- to advise the Board of Governors of any consultations or proposals to change the Funding Agreement or funding methodology
- to make decisions in respect of service agreements and insurance

Financial oversight

- to make decisions, in consultation with the Head Teacher, in respect of service agreements and tender awards in excess of the Head Teacher's delegated authority (currently set at £60,000)
- to keep under review the scheme of delegation in financial matters including the level of delegation to the Head Teacher for the day to day financial management of the school and to present to GB any recommendations for change

- to determine whether sufficient funds are available to pay increments and/or bonuses and new staff as recommended by the Head Teacher (or the Head Teacher Performance Management Group in the case of the Head Teacher personally)
- to monitor and review procedures for ensuring the effective implementation and operation of financial procedures, on a regular basis, including implementation of bank account arrangements and, where appropriate, to make recommendations for improvement
- to report monitoring and end of year position to the Full Board of Governors, highlighting any significant variances as reported by the appointed Auditors.
- to evaluate any proposed virements
- to evaluate and report on tenders for contract services to the Board of Governors
- to keep in-school financial procedures under review
- to benchmark the school's financial performance and report on it to the Board of Governors
- to evaluate and recommend the annual Accounting Officer's Statement of Governance.
- to evaluate and recommend the Statement of Governors Responsibilities
- to evaluate and recommend the annual set of audited accounts

Premises and Health and Safety

- to monitor the school's medium term IT strategy with a particular focus on its operating and capital cost implications
- to establish and keep under review a three year rolling programme for repairs and maintenance of the school premises within the agreed premises related budget
- to oversee premises related funding bids
- to oversee the premises and infrastructure including repairs, maintenance and planned capital works and ICT network provision
- to oversee the setting up and running of capital projects
- to oversee the operation of all contracts on site relating to buildings and premises and ICT network provision
- to oversee the site and ICT development plans of the school
- to review proposals for the development of the school's infrastructure (including ICT network provision, computing equipment and ICT services)
- to oversee any other matters relating to premises and, ICT network provision

Quorum

Two thirds of the number of Governors on the Committee

Appendix 10: Headteacher’s Performance Review and Pay Committee Terms Of Reference

<p>To monitor the performance of the Head Teacher and to recommend advancement on the pay scale in relation to performance, where applicable</p> <ul style="list-style-type: none"> • To review achievements and performance in the preceding year and set priorities for the year ahead • To monitor the performance of the Headteacher through the year • To decide on the pay award for the Headteacher 	
<p>Composition The committee consists of at least 3 governors and should be chosen so that there is a broad coverage of knowledge in the committee across all aspects of the School i.e. boarding, finance and premises, curriculum, student progress and wellbeing and personnel matters. An experienced Headteacher will be appointed as an External Adviser to the Committee.</p> <p>Meetings There will be two meetings each year – one to review the previous year and to set targets for the coming year, and one at mid-year to monitor progress against the set targets. The process in more detail is outlined below:</p> <p>Before December 31st: A meeting to review the previous year and to agree priorities for the coming year. The Head Teacher will prepare a report for the External Adviser about the previous year’s targets. The Head teacher and External Adviser will then meet to discuss the report and to discuss priorities for the coming year. The External Adviser will then meet with the Committee. After their discussions, the External Adviser will then write up the review of the previous year and set agreed targets for the year ahead.</p> <p>Mid-year: The Headteacher will prepare a mid-year report about progress being made against the targets set for the year. The External Adviser will then meet with the Head Teacher to discuss progress and then meet with the Committee. The External Adviser will then prepare a mid-year report for the Committee.</p> <p>Documents The External Adviser will produce a report, after consultation with the Headteacher and the Committee, detailing targets for the year ahead. The Headteacher will provide the External Adviser and Committee with a written progress report against those targets at a mid-year point, with the External Adviser then completing the mid-year report by capturing the Committee’s thoughts from the mid-year meeting. The Headteacher will provide an updated report at the end of the year, with the External Adviser again adding the Committee’s comments after the review meeting.</p> <p>Pay decision and its communication The decision on the salary of the Headteacher is delegated to this Committee by the Governing Body, but with the proviso that the budget set for the year has assumed the rise that the Headteacher <i>could</i> be awarded i.e. 1 point on the relevant scale.</p> <p>The Chair of the Committee will inform the first Pay & Personnel Committee after each meeting of the performance review process, and include the decision on pay at the first P&P meeting after the pay decision has been made.</p>	
Disqualification	The Chair of Governors must not sit on this Committee as they have to hear any appeal made by the Headteacher against the pay recommendation
Quorum	Two thirds of the Governors on the Committee

Appendix 11: Pay and Personnel (P&P) Committee Terms of Reference

<p>The Pay & Personnel Committee monitors the adoption and implementation of staffing policies and procedures, ensuring that all principles of good and fair employment practice are adhered to, that consultations are held where applicable and legal requirements fulfilled.</p>	
<p>Meetings</p> <ul style="list-style-type: none"> To meet at least 3 times each year, once per term <p>Documents</p> <ul style="list-style-type: none"> To establish, review and monitor an Appraisal Policy for all staff To establish and review a Pay Policy for all categories of staff To establish and review the application and administration of suspension and dismissal policies for all staff To review and approve all relevant policies and procedures relating to personnel, including grievance, discipline, redundancy, restructure, capability, appraisal, performance management, sickness absence, whistle blowing, pay and conditions, and staff social media policies <p>Performance Management and Pay Awards</p> <ul style="list-style-type: none"> To conduct the annual review of pay progression and salaries of all staff To hear and determine appeals against decisions on pay grades and pay awards To ensure that the school complies with the latest requirements in relation to safer recruitment and safeguarding procedures To ensure the school complies with the general and specific equality duties in relation to staff To oversee and monitor the application and administration of the Pay Policy To consult the School Business Manager and governors with responsibility for financial matters on the financial viability of personnel-related expenditure <p>Staffing</p> <ul style="list-style-type: none"> To review and oversee appointment procedures for all staff To review the overall staffing structure in consultation with the Headteacher To review and oversee the process relating to staff reductions or restructures, unless that is delegated to a specific committee or working party To review and monitor the arrangements for Teaching and Learning Responsibility points To consider the Headteacher's recommendations for discretionary payments and allowances to staff subject to their being costed To keep under review staff work/life balance, working conditions, and well-being To monitor staff absences <p>Health and Safety</p> <ul style="list-style-type: none"> To monitor Health and Safety as pertaining to staff welfare and wellbeing <p>Training</p> <ul style="list-style-type: none"> To undertake any necessary training (in or out of school) as required <p>General</p> <ul style="list-style-type: none"> Any matter sent to the Committee by the Governing Body on an ad hoc basis 	
Disqualification	Anybody employed by the school, other than the Headteacher and Deputy Headteacher (and School Business Manager for Support Staff issues), must not be present when discussions and/or decisions are being held about specific staff. Similarly, the Headteacher, Deputy Headteacher and School Business Manager should not be present when discussions and /or decisions are held about their own pay.
Quorum	Two thirds of the Governors on the Committee

Appendix 12: Student Progress and Wellbeing Committee (SP&W) Terms Of Reference

<p>The Committee monitors teaching and learning, pupil attainment and progress, pupil wellbeing and the School's delivery of a broad and balanced curriculum which is in keeping with the profile of the pupils and the vision and ethos of the School</p>	
<p>Meetings</p> <ul style="list-style-type: none"> To meet at least 3 times each year, once per term 	
<p>Documents</p> <ul style="list-style-type: none"> To review, monitor and approve policies concerning pupil performance, the school curriculum and student welfare and wellbeing To consider examination targets, examination performance and other statistical data (e.g. ALPS, Report, Ofsted's Inspection Data Summary Report (IDSR), FFT Report, L3VA Report) relating to the curriculum including public examination results, comparisons with schools of similar profiles by, and analyses of values added to pupil performance at the school To receive reports from the Safeguarding link governor on safeguarding issues To receive reports on staff training and development as regards student progress and wellbeing To receive reports on the school's teaching and learning strategy 	
<p>Student Progress</p> <ul style="list-style-type: none"> To consider proposed changes to the curriculum and to monitor the success of any changes implemented To monitor procedures used for assessing the success of the curriculum To monitor the success of individual departments in the delivery of the curriculum, and to receive presentations from Heads of Department where there are concerns or major changes To oversee arrangements so that individual governors take a lead in SEN and Safeguarding and those governors to undertake regular visits to the school with a focus on their area To consider and advise the Governing Body on standards and other matters relating to the school's curriculum, including statutory requirements and the school's Curriculum Policy To monitor and evaluate the quality of teaching and learning To consider and advise on ICT developments and new technologies and their implications for the curriculum To receive reports on the progress of pupils, including vulnerable pupils 	
<p>Student Wellbeing</p> <ul style="list-style-type: none"> To receive reports on student attendance, including by vulnerable group, and exclusions To review arrangements for the school's pastoral system To establish, monitor and evaluate child protection and safeguarding policies and procedures To consider student welfare issues and where they may have staffing and/or cost implications to liaise with the relevant Committees 	
<p>Staffing</p> <ul style="list-style-type: none"> To consider curricular issues which have implications for Finance and Personnel decisions and to make recommendations to the relevant committees 	
<p>Compliance</p> <ul style="list-style-type: none"> To ensure that the school meets the general and specific equality duties in relation to teaching and learning, curriculum, achievement and progress To oversee arrangements so that individual governors take a lead in Careers, SEN and Safeguarding and those governors appointed undertake regular visits to the school with a focus on their area and deliver a written report of their visit to this committee 	
<p>General</p> <ul style="list-style-type: none"> To consider any matter delegated to it by the GB on an ad hoc basis 	
Quorum	Two thirds of Governors on the Committee

Appendix 13: Internal Audit Terms of Reference

To provide an independent oversight of the Academy's financial affairs	
<p>Responsibilities</p> <p>To provide the Governing Body with on-going independent assurance that:</p> <ul style="list-style-type: none"> • the financial responsibilities of the governing body are being properly discharged • resources are being managed in an efficient, economical and effective manner • sound systems of internal financial control are being maintained • financial considerations are fully taken into account in reaching decisions 	
<p>General areas for review</p> <ul style="list-style-type: none"> • Review that bank reconciliations have been carried out each month, including a review of validity of reconciling items • Review of the monthly payroll to ensure that any changes have been appropriately authorised • Check a sample of orders to delivery notes and invoices to ensure that the Academies Financial Handbook documentation is complete and has been appropriately checked and authorised • Check a sample of payments back to invoices, orders and delivery notes to confirm they are bona fide purchases • Review a sample of expenses claims to ensure there is appropriate documentation to support the claim and that the claim is appropriately authorised • Review returns to regulatory authorities (EFA, VAT, HMRC etc) to ensure they have been submitted on a timely basis and that the information supplied is consistent with the underlying accounting records and internal management reports • Review all major documentation has been completed, appropriately checked and authorised • Review all major contracts and ensure formal tendering procedures are being adhered to where applicable 	
Qualification	The internal audit should be carried out by an appropriately qualified and experienced individual or company who is not on the School's staff and who has the necessary financial interest and skills to be able to perform the role competently
Disqualification	The internal audit should not be done by the Chair of Governors
Internal v External Audit	The internal audit function is carried out by an external accountancy company, Kreston Reeves, who are also the School's external audit company. However, the internal audit is completed by a different team within Kreston Reeves to the external audit.

Appendix 14: Special Educational Needs Governor Terms of Reference

<p>The Special Educational Needs (SEN) Governor is the link person between the Governing Body and the school in relation to pupils with SEN whose role is to help raise awareness of SEN issues at Governing Body meetings and give up-to-date information on SEN provision within the school.</p>	
<p>Responsibilities</p> <ul style="list-style-type: none"> • To help review the school’s policy on provision for pupils with SEN and ensure that parents have confidence in this provision • Observing first-hand what happens in school both inside and outside the classroom to ensure that pupils with SEN are actively involved in all aspects of school life • Meeting the Special Educational Needs and Additional Education Needs Co-ordinators once a term to gain information about the provision made for pupils with special educational needs and to monitor the implementation of the Special Educational Needs policy • Discussing with school staff the outcomes of the school’s monitoring and evaluation of the provision made for pupils with Special Educational Needs • Finding out what links the school has with other local schools, SEN support services, and parents • Taking opportunities to meet and talk with parents of children with SEN • Encouraging the Governing Body to ensure that all school policies are consistent with the aims of the SEN policy • Reporting to the Governing Body on the implementation of the school’s SEN policy 	
<p>Visits</p>	<p>There should be at least 3 visits undertaken during the academic year i.e. one per term and they should be timed so that a written report of the visit can be taken to that term’s Student Progress and Wellbeing Committee meeting</p>
<p>Qualification</p>	<p>The SEN Governor will either already have an understanding of special educational needs or be willing to complete training on it once in post. They will also be the lead governor on monitoring GCSE and A Level performance by SEN students.</p>

Appendix 15: Safeguarding Governor Terms of Reference

<p>The Safeguarding Governor has a key role in ensuring children in the school are kept safe from harm and in providing oversight and scrutiny of safeguarding policy, procedure and practice on behalf of the Governing Body.</p>	
<p>Responsibilities</p> <ul style="list-style-type: none"> • Meeting with the member of SLT with lead responsibility for child protection issues to monitor the effectiveness of the Governing Body’s Safeguarding Policy • Ensuring that any deficiencies in the school’s safeguarding practices that may be brought to their attention by school staff, parents or any other source are remedied • Ensuring the safeguarding agenda is embedded in the ethos of the school • Monitoring the Safeguarding and Whistleblowing policies • Ensuring there is a robust system for recording, storing and reviewing child welfare concerns • Ensuring that school staff training on safeguarding is up to date • Ensuring that the Governing Body receives an annual report on the implementation of the school’s Safeguarding Policy and procedures. 	
Visits	<p>There should be at least 3 visits undertaken during the academic year i.e. one per term and they should be timed so that a written report of the visit can be taken to that term’s Student Progress and Wellbeing Committee meeting</p>
Qualification	<p>The Safeguarding Governor is required to complete an accredited course on safeguarding if they have not already done so before appointment</p>

Appendix 16: Health and Safety Governor Terms of Reference

<p>The Health and Safety (H&S) governor should ensure that the school has procedures in place to meet all relevant health and safety legislation, including undertaking risk assessments</p>	
<p>Responsibilities</p> <ul style="list-style-type: none"> • Work with the School Business Manager to ensure that the school has: <ul style="list-style-type: none"> ○ An up to date H&S policy and arrangements to implement and monitor it ○ Appropriate H&S procedures and practices being undertaken ○ Ensure that all staff with H&S responsibilities are trained and competent to carry them out ○ Maintains an ‘audit track’ showing delegated responsibilities for all H&S tasks ○ Keeps the Governing Body informed of H&S issues • Keep informed by reading new materials and information relating to H&S matters received into the school or published in educational H&S publications • Support the school’s external Health and Safety Adviser to ensure that risk assessments are in place and reviewed regularly, and to meet with them at least once per year on their routine visits 	
Visits	<p>There should be at least 3 visits undertaken during the academic year i.e. one per term and they should be timed so that a written report of the visit can be taken to a Finance and Premises Committee meeting</p>
Qualification	<p>The H&S Governor is required to complete an accredited course on health and safety if they have not already done so before appointment.</p>

Appendix 17: Student Grants Governor Terms of Reference

<p>To oversee and monitor the allocation of specific national grants to pupils i.e. Pupil Premium for Y7 to Y11 pupils and 16-19 Bursary for Sixth Formers</p>	
<p>Responsibilities</p> <ul style="list-style-type: none"> • To review and, where necessary, ratify, the school’s policies relating to national pupil grants e.g. Pupil Premium and 16-19 Bursary • To be familiar with such grants i.e. what they are, which groups of pupils attract them, how they are allocated and how groups receiving them progress • To know how many pupils at Sir Roger Manwood’s School attract such grants • To be involved with the School Business Manager and Deputy Head Pastoral in the decision making concerning the allocation of the 16-19 Bursary 	
<p>Visits</p>	<p>There should be at least 3 visits undertaken during the academic year i.e. one per term and they should be timed so that a written report of the visit can be taken to that term’s Student Progress and Wellbeing Committee meeting</p>
<p>Qualification</p>	<p>The Students Grants Governor will either already have an understanding of Pupil Premium and 16-18 Bursary or be willing to complete training on them once in post. They will also be the lead governor on monitoring GCSE and A Level performance of students in these categories.</p>

Appendix 18: Careers Governor Terms of Reference

To oversee, monitor and champion the Careers and Information, Advice and Guidance (IAG) within the School	
<p>Responsibilities</p> <ul style="list-style-type: none"> • To ensure that the responsibilities of the Governing Body are discharged regarding Careers Education and Information, Advice and Guidance (CEIAG) and liaison • To ensure that progress is maintained towards meeting every aspect of the Gatsby benchmarks • To receive reports on CEIAG provision and progress in this area from the Assistant Head teacher with responsibility for Careers, and report on this to the Governing Body • To actively support school staff in all aspects of CEIAG, including encounters with employers and interview training through liaison with local businesses and organisations • To advocate the importance of CEIAG within Governing Body discussions of strategic goals, and for the appropriate resources to be provided for its provision • To ensure that the school’s website includes the Careers Policy detailing the School's career programme and the name of the Assistant Head Teacher with oversight for careers provision 	
Visits	There should be at least 3 visits undertaken during the academic year i.e. one per term and they should be timed so that a written report of the visit can be taken to that term’s Student Progress and Wellbeing Committee meeting
Qualification	<p>The Careers Governor will need to become conversant with the latest requirements regarding careers and IAG in schools, and keep abreast of any changes.</p> <p>They will need to be au fait with:</p> <ul style="list-style-type: none"> • the Gatsby Benchmarks and where the school is in terms of delivering them • the programme of careers-related activities in school including where careers-related lessons take place in PSHE • the school’s Careers Policy

Appendix 19: Training Governor Terms of Reference

To determine, monitor, record and champion governors' training	
<p>Responsibilities</p> <ul style="list-style-type: none"> • To audit governors' training needs annually • To keep governors abreast of the latest training opportunities including modules on the NGA portal • To bring any particularly important articles in the NGA Governance magazine to the attention of all governors • To record centrally the training undertaken by governors, and passing certificates or other evidence of its completion to the Clerk to the Governing Body 	
Visits	There is no need for visits to school with this role but time will need to be spent on keeping abreast of the NGA training modules and being able to help governors with using it
Qualification	Any governor is able to take on this role