



Sir Roger Manwood's School

Sandwich CT13 9JX
+44 (0)1304 610200
info@manwoods.co.uk
manwoods.co.uk

Sir Roger Manwood's School

Governance & Terms of Reference 2025-26

Approved: 8th October 2025

Table of Contents

A. Introduction.....	3
B. The Academy Trust.....	3
C. The Governing Body	4
D. Committees.....	5
E. Governors with an Individual Role	6
F. Clerk to the Governing Body	8
Appendix 1: Governing Body Membership.....	9
Appendix 2: GB Scheme of Delegation	12
Appendix 3: Governing Body Terms of Reference	13
Appendix 4: Procedural Guidance for Governing Body Committees.....	15
Appendix 5: Membership Of Standing Committees	17
Appendix 6: Appeals Committee Terms of Reference	19
Appendix 7: Audit and Risk (A&R) Committee	20
Appendix 8: Finance and Premises (F&P) Committee.....	22
Appendix 9: Head Teacher's Performance Management Panel	24
Appendix 10: Pay and Personnel Committee (P&P)	25
Appendix 11: Student Progress and Wellbeing Committee (SP&W).....	26
Appendix 12: Internal Audit Terms of Reference	27
Appendix 13: Special Educational Needs Governor Terms of Reference	28
Appendix 14: Safeguarding Governor Terms of Reference	29
Appendix 15: Health and Safety Governor Terms of Reference.....	30
Appendix 16: Student Grants Governor Terms of Reference.....	30
Appendix 17: Careers Governor Terms of Reference	31
Appendix 18: Training Governor Terms of Reference	33
Appendix 19: Appointment of Auditors	34
Appendix 20: Delegation of Functions.....	37

A. Introduction

1. This document has been written to set out how 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
 - any additional person the Members may agree unanimously in writing to appoint
5. The Current Members are:
 - Richard Chew (Governor)
 - Rosalind Daniels (appointed by Members)
 - Eugene Gilkes (appointed by Members)
 - Anne Weatherley (appointed by Members)
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 Director Trustees (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/Trustee appointments and resignations
 - Submit the Confirmation Statement to Companies House
9. The Governance Professional is the Company Secretary.
10. The AGM of the Members is convened and minuted by the Governance Professional.

C. The Governing Body

11. The role of the Governing Body is to ensure clarity of vision, ethos and strategic direction, to hold the Senior Leadership Team (SLT) to account for the educational performance of the organisation and its pupils, and the performance management of staff and overseeing and ensuring effective financial performance.
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 composition of the Governing Body is as below:
 - a. 5 governors who are appointed by the Members. These 5 governors are referred to as the 'Foundation Governors' as they notionally represent the 4 organisations involved in the School's foundation in 1563 and maintain the ancient link to these 4 bodies. These bodies do not have voting rights or control over who is appointed to them.

These 5 governors represent the following bodies:

 - 2 represent the Cinque Ports
 - 1 represents the Diocese of Canterbury (usually the Rector of St Clements Church in Sandwich)
 - 1 represents Gonville & Caius College, Cambridge
 - 1 represents Lincoln College, Oxford
 - b. 2 parent governors (chosen, by election, from among the School's current parents by the current parental body)
 - c. at least 15 co-opted governors (these governors are appointed by the non-co-opted governors on the Governing Body)
 - d. the Headteacher (Members approved the Headteacher being an *ex officio* governor by Ordinary Resolution at its meeting on 26th July 2023)
13. The School's Articles of Association state that there is no maximum number of governors on the Governing Body. However, the Governing Body decided that at least 22 governors, in addition to the Headteacher, are required for the efficient delivery of its governance responsibilities.
14. Each governor serves for a term of 4 years. Members must re-approve the 5 'Foundation Governors' and Headteacher every 4 years. Co-opted governors must be re-appointed by the 8 non co-opted governors every 4 years. Parent governors must stand for re-election every 4 years.
15. 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.
16. 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.
17. The Governing Body exercises its oversight of strategic direction through the Full Governing Body (FGB) and Committees which report to the FGB.
18. 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. A more detailed scheme can be found in Appendix 20.

19. It is permissible for the Governing Body to establish *ad hoc* committees for particular purposes eg to explore premises issues or to prepare for OFSTED inspections. These subcommittees will be time limited, with specific terms of reference, and will report to the relevant Committee of the FGB.

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

D. Committees

21. There are currently five 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 (See Appendix 7)
- Finance & Premises (See Appendix 8)
- Headteacher's Performance Review and Pay Committee (See Appendix 9)
- Pay & Personnel (See Appendix 10)
- Student Progress & Wellbeing (See Appendix 11)

22. Those members of staff, by designated post, who attend FGB and the Committees to provide support and guidance are listed in each appendix.

23. Whilst each Committee is responsible for a specific activity, all share the following characteristics:

- receive reports from the Headteacher, and/or members of SLT, 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.

24. 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 4).

25. Meeting dates for the current academic year are set out in Appendix 20. Special meetings may be called on occasion to deal with an urgent or detailed issue.

26. 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 Appendix 6.

27. 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

28. 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.

29. 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 FGB 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 Headteacher and supports the development of strategic direction.

30. 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.

31. There is no restriction on how often a sitting Chair can be re-elected up to a maximum of ten years.

32. The outgoing Chair will assume the role of mentor and work alongside the Chair and Vice Chair to facilitate the handover of responsibilities. The outgoing Chair will be referred to as Chair Emeritus.

33. A Chair can resign by writing to the Governance Professional 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 Full Governing Body.

34. There is provision for the Governing Body to remove a Chair from office. The Governance Professional (who is also the Company Secretary) will be able to offer advice on the procedures.

35. The Vice Chair of the Governing Body deputises for the Chair (for the avoidance of doubt the Vice-Chair has no other specific role). At Sir Roger Manwood's School, the position of Vice-Chair is not a permanent position. It is rotated on a two-year basis.

36. 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.

37. There are also individual Governors with responsibility for some key functions of the Governing Body. Their role is set out in the relevant Appendix:

- Special Educational Needs (Appendix 14)
- Safeguarding (Appendix 15)
- Health and Safety (Appendix 16)
- Student Grants (Appendix 17)
- Careers (Appendix 18)
- Training (Appendix 19)

38. Governance Professional to the Governing Body

39. The Governing Body is supported by the Governance Professional to the Governing Body, also known as the Clerk, 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
- convene Appeals Committees eg for consideration of complaints, exclusions, disciplinary issues etc, as required by the Chair
- draft agenda in liaison with the Chair of Governors and the Headteacher
- 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.

40. The Governance Professional also provides support to the Members of the Academy Trust, the Foundation Trust and the Manwood's Trust

Appendix 1: Governing Body Membership

MEMBERS *(as per Memorandum of Association)*

	Roles	Business Interests	Notes
Richard Chew	Chair Emeritus of GB	None declared	Jointly Member and Trustee
Vacant			Colin Ewen resigned at AGM 2025
Vacant			
Eugene Gilkes	Member	Include Me Consulting Ltd Newham Mayor's People's Trust	Elected by Members (and was an original signatory, as was Chair of Governors at point of academisation.)
Anne Weatherley	Member		Elected by Members
Ros Daniels	Member	Company Secretary, Jexcel Group Ltd Trustee of Manwood Trust	Elected by Members
• 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)				
<i>Governors appointed by Special Resolution of Members (Start of 4 year term is when Members voted to appoint them)</i>				
<i>Ancient body in italics</i>	Term of Office	Roles	Business Interests	Notes
Andrew Rush (Lincoln College, Oxford)	04 Dec 23 – 03 Dec 27	Vice Chair, P&P	None declared	Governor since May 2017
Vacant (Cinque Ports)				
Richard Chew (Cinque Ports)		Emeritus Chair	None declared	Governor since Jan 2021 Jointly Member and Trustee
Joanne Maine (Gonville and Caius College, Cambridge)	04 Dec 23 – 03 Dec 27	Chair of Audit & Risk Safeguarding Governor Grants Governor	Trustee, Manwood Trust	Governor since February 2018
Fr Sebastian Hamilton (Diocese of Canterbury)	04 Dec 23 – 03 Dec 27		Rector, St Clements Church in Sandwich	Governor since Dec 2023
<i>Co-opted Governors (Unlimited number. Appointed by governors who are not themselves Co-opted Governors)</i>				
Richard Chew		Policy portfolio holder	None declared	Governor since Jan 2021 Jointly Member and Trustee
Simon Clayton	26 July 23 – 25 July 27	H&S Governor	None declared	Governor since Sept 2022
Katie Goodbun		Chair of Pay & Student Progress & Wellbeing	None declared	Governor since Jan 2021

Charles Miller	28 Sept 23 – 27 Sept 27	Chair of Finance and Premises Committee	Public Policy Unit Limited	Governor since Sept 2023
Carlton Hall	28 Sept 23 – 27 Sept 27	Vice Chair F&P	None declared	Governor since Sept 2023
Shams Tania Afroza Islam	28 Sept 23 – 27 Sept 27	Careers Governor	None declared	Governor since Sept 2023
Tim Dastoor	24 Apr 24 – 23 Apr 28	Training Governor	None declared	Governor since April 2024
Lucy Erasmus	17 Jan 24 – 16 Jan 28	Chair, Pay & Personnel Committee		Friends of Sir Roger Manwood's Governor since January 2024
Bridget Evans	17 Jan 24 – 16 Jan 28		None declared	Governor since January 2024
Emma Read	28 Sept 23 – 27 Sept 27	Vice Chair, Student Progress & Wellbeing	None declared	Governor since Sept 2023
Michelle Reading			Spouse is Chair of Governors at Kingsdown & Ringwould CEP School	Governor since Jan 2021
Christopher (Chris) Rooke		Chair, Grange Subcttee	Rookey Financial Ltd	Governor since Jan 2021
Roger Smethurst	28 Sept 23 – 27 Sept 27	Chair of Governing Body		Governor since Sept 2023
Parent Governors				
Matthew Bradshaw	1 Jan 2025-31 Dec 2028	Parent Governor	None declared	
Smita Robinson	1 Jan 2025 – 31 Dec 2028	Parent Governor	None declared	
Headteacher (ex-officio. Under Articles must be appointed as a Governor; not automatic. 4 year term as per other governors)				
Ben Pennells	1 January 2025		Honorary President, OMA Trustee, Manwood Trust	Members approved the Headteacher being an Ex Officio Governor by Ordinary Resolution at its meeting on 26 th July 2023.

Appendix 2: GB Scheme of Delegation

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

		Committee authority	
Governing Body responsibility ¹	Delegated?	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		
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		
8. Progress towards targets	YES		Each Committee
9. Implementation & effectiveness of the SDP	YES		Each Committee
10. Budget performance	YES	F&P	A&R
11. Effectiveness of staffing structure	YES	P&P	
Ensuring accountability			
12. Ensure school self-evaluation	YES		
13. Respond to external assessments as necessary	NO		
14. Hold Headteacher to account for school performance	YES		
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 Headteacher	NO		
21. Appoint, suspend, remove Governance Professional	NO		
22. Establish delegation arrangements, including Committees and their Terms of Reference	NO		A&R
23. Review delegation arrangements annually	NO		A&R
24. Approve the draft audited accounts	YES	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 Governors with responsibility delegated to the Governance Professional 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 Governance Professional 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 in 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 a 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

- With advice from the Head Teacher, 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	Mrs B Boxall– Deputy Headteacher Mr L Fricker – Senior Assistant Headteacher (Student Progress) Mrs K Hurst – Assistant Headteacher (Pastoral) Mr D Bowes – School Business Manager Mr M Vere – Associate Assistant Headteacher (Head of Lower School) Mr J Ross – Associate Assistant Headteacher (Head of Upper School) Mr M Stedman – Associate Assistant Headteacher (Head of Sixth Form)
Governance Professional	Dr S Martin
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, the DfE's Governance Handbook and the DfE's Academy Handbook.

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, 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 Governance Professional, 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 should be concluded within 2 hours of its commencement, and certainly by 3 hours.
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 Governance Professional, 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 Governance Professional) have to leave a meeting. The Chair decides whether a Governor or other person must leave the 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 is 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:
 - 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
 - Staff need not withdraw because of a pecuniary interest unless they have a personal interest which is greater than that of other members of staff
 - 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 Chair 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 first Governing Body meeting of the academic year.

Appendix 5: Membership Of Standing Committees

C denotes the Chair and VC the Vice Chair

		COMMITTEES						INDIVIDUAL ROLES					
	GOVERNOR	A&R	P&P	HT PM	F & P	SP&W		Careers	Grants	H&S	SEN	Safeguarding	Training
1	Ben Pennells	x	x	x	x	x							
2	Richard Chew	x											
3	Matt Bradshaw				x								
4	Simon Clayton	x								x			
5	Joanne Maine	C				x			x			x	
6	Andrew Rush		x										
7	Chris Rooke				X								
8	Katie Goodbun		x	x		C							
9	Michelle Reading				x	x						x	
10	Carlton Hall				x								
11	Roger Smethurst				x								
12	Shams Tania Afroza Islam	x				x		x					
13	Emma Read					VC					x		
14	Charles Miller				C								
15	Fr Sebastian Hamilton					x							
16	Lucy Erasmus		C										
17	Smita Robinson		x										
18	Bridget Evans		x										
19	Tim Dastoor		x			x							x

	OBSERVER					
	Deputy Head		x		x	x
	Assistant Head					x
	School Business Manager	x	x		x	

	Asst Head Pastoral					x
--	-------------------------------	--	--	--	--	----------

Link Governors

Dept/Area	Line Leader	Governor
History and Politics	History - Steve Acourt Politics - Matthew Vere	Roger Smethurst
Science	Biology - Daisy McGuiness Chemistry – Antony Lawrence Physics – Simon Bowman	Michelle Reading
Technology	Simon Neame	Richard Chew
Admin Team	Kellie Robinson	Jo Maine
Psychology and Sociology	Psychology - Gemma O'Dell Sociology - Jodanna Farrow-House	Katie Goodbun
Languages	French - Pauline Leroy Spanish – Clare Morgan	Lucy Erasmus
Art	Scott Grimshaw	Smita Robinson
Drama and Music	Drama – Steve Mount Music - David Smith	Charles Miller
E3 Diploma and Curriculum		
English & Film Studies & Library	Jo Poole	Andrew Rush
Computer Science	Dale Mitchell	Simon Clayton
Maths	Wendy Wilkening	Bridget Evans
Geography	David Anderson	Carlton Hall
Religion, Philosophy & Ethics	Sarah Jones	Father Sebastian
Student Support		Emma Read
IT Support	Sharn Somerton-Davies	Simon Clayton
PSHCE	Vicky Hall	Katie Goodbun
PE	Dave Riordan	Chris Rooke
Business & Economics	Helen Parfitt	Matt Bradshaw
Finance and Estates	Finance - Paula Bunnell Estate - Andy Roberts	Chris Rooke

Appendix 6: Appeals Committee Terms of Reference

Appeals relating to school admissions are heard via the Education Governance Professional Services Ltd. They train the Governance Professional 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.

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.

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

Composition of the Committee	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. In certain instances, there should be at least one person on the Appeal Committee in addition to Governors who is independent of the school.
Eligible Governors	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
Disqualification	The Headteacher cannot sit as a member of any Appeals Committee because they will have been involved in the process at an earlier stage.
Chair of the Committee	To be appointed when convened
Clerk to the Committee	

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, including financial control 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

The Committee also advises the Members on the appointment of auditors.

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.
 - To oversee the effectiveness of the School's IT security measures and to hear any proposals for improvements, liaising with the F&P Committee around cost implications.

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 the School website is compliant in terms of the documents that are required to be on it.

Health and Safety

- to receive regular reports from the external H&S Consultant and ensure any Action Points are actioned.
- to receive regular reports from the external Fire Risk Consultant and ensure any Action Points are actioned.
- to receive regular reports from the H&S Link Governor.

Documents

- To review all reports issued by the internal and external auditors.
- To ensure that a Risk Register is in place and is reviewed 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, but 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: 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. The Committee also monitors the school's premises and property, ensuring they are kept in sound order and any development plans are robust.

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 Headteacher 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 establish and keep under review an Estates Management Strategy in furtherance of the School's Development Plan

Compliance

- to ensure that the school operates within the Financial Regulations of the Department for Education (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 Headteacher, in advance of the financial year, drawing any matters of significance to the attention of the FGB
- to ensure that the School Business Manager and the Governance Professional submit the annual set of audited accounts to the DfE and Companies House by the relevant deadline, and uploaded on to the School's website
- to advise the Governing Board 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 Headteacher, in respect of service agreements and tender awards in excess of the Headteacher'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 Headteacher 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 Headteacher (or the Headteacher Performance Management Group in the case of the Headteacher 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 Governing Board
- to keep in-school financial procedures under review
- to benchmark the school's financial performance and report on it to the Governing Board
- to evaluate and recommend the annual Accounting Officer's Statement of Governance
- to evaluate and recommend the Statement of Governors' Responsibilities
- to evaluate and approve any proposed budget virements valued between £8k - £10k
- to evaluate and recommend to FGB any budget virements above £10k
- To monitor ex-boarding assets and oversee discussions about their future use

Premises

- to oversee premises including repairs, maintenance and planned capital works
- 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 setting up and running of capital projects and capital works
- to oversee the site development plan of the school including the disposal of assets – specifically ex-boarding school assets
- to ensure there is an adequate level of security in place as regards ex-boarding assets while they are empty

Contracts

- to oversee the operation of all contracts on site relating to buildings and premises and ICT network provision

Capital and IT Developments

- to oversee the IT network provision
- to oversee the IT development plan of the school (including IT network provision, computing equipment and IT services)
- to monitor the school's medium term IT strategy with a particular focus on its operating and capital cost implications
- to liaise with the A&R Committee on any proposed spending on improvements to the School's IT security infrastructure

Quorum

Two thirds of the number of Governors on the Committee

Appendix 9: Headteacher's Performance Review and Pay Committee Terms Of Reference

To monitor the performance of the Headteacher and to recommend advancement on the pay scale in relation to performance, where applicable - 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	
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. finance and premises, curriculum, student progress and wellbeing and personnel matters. An experienced Headteacher will be appointed as an External Adviser to the Committee. 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: Before December 31st: A meeting to review the previous year and to agree priorities for the coming year. The Headteacher will prepare a report for the External Adviser about the previous year's targets. The Headteacher 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 Advisor will then write up the review of the previous year and set agreed targets for the year ahead. 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 Headteacher to discuss progress and then meet with the Committee. The External Adviser will then prepare a mid-year report for the Committee. 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. 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. 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.	
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 10: Pay and Personnel (P&P) Committee Terms of Reference

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.

Meetings

- To meet at least 4 times each year, once per term

Documents

- To establish, review and monitor an Appraisal Policy for all staff
- To establish and review a Pay Policy for all categories of staff, jointly with Finance and Premises Committee
- To establish and review the application and administration of suspension and dismissal policies for all staff
- To review and approve all statutory policies and procedures relating to personnel, including grievance, discipline, redundancy, restructure, capability, appraisal, performance management, sickness absence, whistle blowing, pay and conditions, and review other personnel policies such as staff social media policies

Performance Management and Pay Awards

- 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

Staffing

- 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

Health and Safety

- To monitor Health and Safety as pertaining to staff welfare and wellbeing

Training

- To undertake any necessary training (in or out of school) as required

General

- 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 11: Student Progress and Wellbeing Committee (SP&W) Terms Of Reference

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

Meetings

- To meet at least 3 times each year, once per term

Documents

- 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 consider Ofsted's inspection requirements and receive reports on compliance
- 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
- To receive SEND and Safeguarding Reports from the AHT (Student Wellbeing)

Student Progress

- 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

Student Wellbeing

- To receive reports on student attendance, including by vulnerable group, and exclusions
- To review arrangements for the school's pastoral system including measures to promote inclusion
- 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

Staffing

- To consider curricular issues which have implications for Finance and Personnel decisions and to make recommendations to the relevant committees

Compliance

- 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

General

- To consider any matter delegated to it by the GB on an ad hoc basis

Quorum

Two thirds of Governors on the Committee

Appendix 12: Internal Audit Terms of Reference

To provide an independent oversight of the Academy's financial affairs	
Responsibilities To provide the Governing Body with on-going independent assurance that: - 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	
General areas for review - 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 (DfE, 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, School Business Services. They are not the School's external audit company.

Appendix 13: Special Educational Needs and Disability Governor Terms of Reference

The Special Educational Needs and Disability (SEND) Governor is the link person between the Governing Body and the school in relation to pupils with SEND whose role is to help raise awareness of SEND issues at Governing Body meetings and give up-to-date information on SEND provision within the school.

Responsibilities

- To help review the school's policy on provision for pupils with SEND 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 SEND 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 and Disability
- Finding out what links the school has with other local schools, SEND support services, and parents
- Taking opportunities to meet and talk with parents of children with SEND
- Encouraging the Governing Body to ensure that all school policies are consistent with the aims of the SEND policy
- Reporting to the Governing Body on the implementation of the school's SEND policy

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

The SEND 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 SEND students.

Appendix 14: Safeguarding Governor Terms of Reference

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.	
Responsibilities • 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	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	The Safeguarding Governor is required to complete an accredited course on safeguarding if they have not already done so before appointment

Appendix 15: Health and Safety Governor Terms of Reference

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	
Responsibilities • Work with the School Business Manager to ensure that the school has: ○ 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	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
Qualification	The H&S Governor is required to complete an accredited course on health and safety if they have not already done so before appointment.

Appendix 16: Student Grants Governor Terms of Reference

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	
Responsibilities • 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	
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	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.

Appendix 17: Careers Governor Terms of Reference

To oversee, monitor and champion the Careers and Information, Advice and Guidance (IAG) within the School	
Responsibilities • 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 Headteacher 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 Headteacher 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	The Careers Governor will need to become conversant with the latest requirements regarding careers and IAG in schools, and keep abreast of any changes. They will need to be au fait with: • 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 18: Training Governor Terms of Reference

To determine, monitor, record and champion governors' training	
Responsibilities • 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 Governance Professional 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

Appendix 19: Process for approving appointment of auditors

1. The Audit and Risk Committee, with advice from the School Business Manager, will draw together a specification for the new tender.
2. The Committee will also be advised by one Member, who will be an advisory member of the Selection Panel.
The tender would include the details of the weighting, so these points (qualifications, experience, price etc.) would be agreed by A&R and the SBM when the tender is drafted. The draft tender will be agreed at the last meeting of the year in June, then decide who to invite to tender at the first meeting in October. The Committee can draw up a shortlist of who to invite and inform Members in case they have views on any. Once agreed by the Panel, the specification will be issued for responses within a given timeframe.
3. Once received, the responses will be assessed against the criteria by the Panel (including the Member). Interviews of the respondents may be arranged, to be observed by the Member. A&R would normally approach four or five to tender, score tenders, inviting the best two to give presentations, from which the Panel would make a decision.

The new auditors would be appointed at the A&R Committee in January.

Appendix 20:

DELEGATION OF FUNCTIONS

Although decisions may be delegated, the Governing Body as a whole remains responsible for any decision made under delegation.

The Governing Body has resolved to conduct its business by delegating certain of its functions to a Strategy Group, a Learning and Development Team, a Resources Team, a Pay Committee, the Headteacher and the Company Secretary. Separate Terms of Reference have been drawn up to frame each of these delegated arrangements.

The master list of functions has been drawn from the following documents:

- the Trust's Funding Agreement;
- the Trust's Memorandum and Articles of Association;
- the Governors' Handbook;
- the Academies Financial Handbook; and

KEY:

FGB = Full Governing Body

HT PAY = Headteacher's Pay

SPW = Student Progress & Wellbeing

CLERK = Governance Professional to Governors

A&R = Audit & Risk

P&P = Pay & Personnel

F&P = Finance & Premises

AREA	No	FUNCTION	FGB	HT Pay	SPW	A&R	P&P	HT	F&P	CLERK
Curriculum	1	To provide a broad and balanced curriculum						x		
	2	To ensure that provision is made for religious education to be given to all pupils						x		
	3	To have regard to Government guidance on sex and relationship education and to publish a written statement of the school's policy on sex education						x		
	4	To promote the cultural development of pupils						x		
	5	To prevent pupils under 12 from taking part in political activities and not allow the promotion of one-sided political views						x		

AREA	No	FUNCTION	FGB	HT Pay	SPW	A&R	P&P	HT	F&P	CLERK
	6	To ensure the school's ethos promotes British values, with particular regard to the protected characteristics set out in the Equality Act 2010						x		
Finance	7	To appoint an Accounting Officer and a Chief Financial Officer	x							
	8	To approve a written scheme of delegation of financial powers that maintains robust internal control arrangements							x	
	9	To have a committee to which the board delegates financial scrutiny and oversight							x	
	10	To receive and consider information on financial performance at least six times a year and take appropriate action to ensure on-going viability							x	
	11	To have appropriately qualified and/or experienced finance staff and assess whether those holding key financial posts should have a business or accountancy qualification							x	
	12	To identify at least one Governor who has the skills to interpret the full detail of financial data and can identify the issues that most need to be discussed							x	
	13	To approve a formal budget plan for each financial year							x	
	14	To set aside a budget for governor induction, training and development	x							

AREA	No	FUNCTION	FGB	HT Pay	SPW	A&R	P&P	HT	F&P	CLERK
	15	To establish a mechanism for the receipt and management of donations							x	
	16	To endeavour to procure donations for the purpose of the objects						x		
	17	To determine a charging and remissions policy							x	
	18	To ensure its accounts are audited annually by independent auditors appointed under approved arrangements				x				
	19	To ensure that the Academy balances its budget from year to year							x	
	20	To expend the funds of the Academy Trust in such manner as is most beneficial for the achievement of the objects							x	
	21	To benchmark financial information to determine whether resources could be used more efficiently							x	
	22	To ensure the Chair of the Governing Board and the Accounting Officer manage their relationships with connected parties to avoid both real and perceived conflicts of interest	x							
	23	To ensure that investment risk is properly managed				x				
	24	To review the Trust's investments and investment policy regularly				x				
	25	To make a considered choice about the Trust's desired risk				x				

AREA	No	FUNCTION	FGB	HT Pay	SPW	A&R	P&P	HT	F&P	CLERK
		profile and maintain a Risk Register								
	26	To enter into contracts on behalf of the Academy Trust above £10,000							x	
	27	To enter into contracts on behalf of the Academy Trust below £10,000						x		
	28	To operate a bank account in the name of the Academy Trust and to authorise at least two signatories						x		
	29	To notify the ESFA of any instances of fraud or theft where the value exceeds £5,000, individually or cumulatively, or of any value where the fraud is unusual or systematic				x				
School Organisation	30	To set the school's strategic framework	x							
	31	To ensure all statutory duties are met	x							
	32	To ensure the school has a medium to long-term vision	x							
	33	To ensure a robust strategy is in place for achieving the school's vision	x							
	34	To ensure a Business Continuity Plan is in place				x				
	35	To have at least one Governor who has the skills to interpret the full detail of performance data and can identify the issues that most need to be discussed			x					
	36	To ensure that pupils are properly supervised through the						x		

AREA	No	FUNCTION	FGB	HT Pay	SPW	A&R	P&P	HT	F&P	CLERK
		appropriate deployment of school staff								
	37	To ensure each pupil in attendance on each school day takes part in an act of collective worship						x		
	38	To comply with all of the duties imposed upon maintained schools with regard to pupils with SEN						x		
	39	To establish an SEN Policy and consider identifying one Governor with an interest in SEN			x					
	40	To ensure there is a qualified teacher designated as SENCO for the school						x		
	41	To ensure that the key responsibilities of the SENCO are drawn up and that monitoring of the effectiveness of the way the responsibilities are carried out is undertaken						x		
	42	To appoint a designated, qualified teacher to promote the educational achievement of looked after children who are on the school roll and ensure appropriate training						x		
	43	To receive an annual report from the designated teacher for looked after children and act on issues that the report raises			x					
	44	To ensure that the school has policies and procedures in place and takes account of statutory guidance on Safeguarding			x					
	45	To ensure that a senior member of the school's leadership team is designated to take lead						x		

AREA	No	FUNCTION	FGB	HT Pay	SPW	A&R	P&P	HT	F&P	CLERK
		responsibility for safeguarding issues								
	46	To ensure that a written policy on student behaviour and discipline is in place			x					
	47	To ensure that an effective anti-bullying strategy is in place			x					
	48	To act in accordance with the law on exclusions as if the Academy were a maintained school						x		
	49	To hold the headteacher to account for the lawful use of exclusion	x							
	50	To arrange an independent review panel to consider permanent exclusions where requested by parents								x
	51	To ensure that the school complies with all aspects of discrimination law						x		
	52	To ensure appropriate structures and arrangements are in place for stakeholder engagement	x							
	53	To publish a complaints procedure and to consider complaints about the school and any community facilities or services that it provides	x							
	54	To comply with the School Admissions Code						x		
	55	To set and publish admission arrangements annually (including Sixth Form arrangements)						x		
	56	To ensure that the school keeps admission and attendance						x		

AREA	No	FUNCTION	FGB	HT Pay	SPW	A&R	P&P	HT	F&P	CLERK
		registers in accordance with regulations								
	57	To ensure that the school provides information requested by the Secretary of State, including termly absence data						x		
	58	To provide paid-for lunches for registered pupils where the parents request them						x		
	59	To decide whether there should be a school uniform/other rules relating to pupils' appearance and, if so, what they should be						x		
	60	To determine term dates						x		
	61	To enter into Transfer of Control Agreements or Service Level Agreements to enable another organisation to use school premises							x	
	62	To ensure that mandatory data collections and statistical returns requested by the Secretary of State are given to the relevant timescales and security standards						x		
	63	To ensure that the school takes part in performance tables data checking exercises to either confirm accuracy or provide changes						x		
	64	To ensure a written home-school agreement is in place, with reference to statutory guidance						x		
	65	To ensure the school complies with the GDPR and handles personal data in line with it						x		
	66	To ensure the school complies with the Freedom of						x		

AREA	No	FUNCTION	FGB	HT Pay	SPW	A&R	P&P	HT	F&P	CLERK
		Information Act 2000 and has a publication scheme in place on the school website								
Personnel	67	To select and appoint a Headteacher	x							
	68	To effectively appraise and performance manage the Headteacher		x						
	69	To determine a teacher appraisal process					x			
	70	To maintain and update a robust and considered Pay Policy					x			
	71	To implement the provisions of the Pay Policy					x			
	72	To ensure all employees have access to an appropriate Pension Scheme					x			
	73	To establish staff procedures for discipline, grievance and capability					x			
	74	To have appropriate procedures in place for whistleblowing and to ensure that the use of confidentiality clauses does not prevent an individual's right to make disclosures in the public interest					x			
	75	To provide effective support for any member of staff or volunteer against whom an allegation is made and to put procedures in place in accordance with statutory guidance						x		
	76	To be aware of responsibilities in respect of equalities legislation when recruiting staff						x		

AREA	No	FUNCTION	FGB	HT Pay	SPW	A&R	P&P	HT	F&P	CLERK
		and throughout the employment relationship								
	77	To observe statutory guidance on safer recruitment practices and ensure that all appropriate suitability checks have been undertaken and that the school keeps a Single Central Record						x		
	78	To refer to the DBS anyone who has harmed or poses a risk of harm to a child and who has been removed from working (paid or unpaid) in regulated activity, or would have been removed had they not left						x		
	79	To ensure that an institution in which the induction of NQTs is being served has the capacity to fulfil its responsibilities						x		
	80	To recognise those trades unions with which the school has a voluntary recognition agreement or which the school is required to recognise by the Central Arbitration Committee					x			
Premises, Health and Safety	81	To ensure that required standards are met in respect of premises, accommodation and facilities							x	
	82	To know who owns the land and buildings from which the school operates							x	
	83	To draw up, implement and regularly review an Accessibility Plan							x	
	84	To ensure the school has a policy on health and safety with reference to relevant legislation							x	
	85	To oversee the development of policies that cover			x					

AREA	No	FUNCTION	FGB	HT Pay	SPW	A&R	P&P	HT	F&P	CLERK
		circumstances surrounding additional health needs such as medication, adaptations or support to keep well								
	86	To set up a named staff member to coordinate health care needs and to link with parents						x		
	87	To have overall responsibility for first aid provision, including ensuring that a First Aid Policy is in place							x	
	88	To take responsibility for school security							x	
	89	With regard to biometric recognition systems, to be aware of legal duties under the Protection of Freedoms Act 2012				x				
	90	To ensure that there is adequate insurance cover to support the Trust's activities, including employer and public liability cover				x				
	91	To ensure that annual risk assessments are carried out to make sure that necessary fire precautions are in place							x	
	92	To ensure compliance with the Regulatory Reform (Fire Safety) Order 2005 (b)							x	
Governing Body Procedures		To establish committees and determine the constitution, membership and proceedings	x							
	93	To review annually terms of reference, constitution and membership of any committee	x							

AREA	No	FUNCTION	FGB	HT Pay	SPW	A&R	P&P	HT	F&P	CLERK
	94	To establish a committee that includes the functions of an audit committee	x							
	95	To ensure the board of trustees meets at least three times a year, and conducts business only when quorate								x
	96	To delegate such of their powers or functions as Governors consider desirable	x							
	97	Where any power or function of the Governors is delegated, to receive reports in respect of any action taken or decision made	x							
	98	To receive a Headteacher's report each term	x							
	99	To receive information relating to the priorities identified for improvement	x	x	x	x	x		x	
	100	At least once a year to see objective data from other sources	x	x	x	x	x		x	
	101	To appoint Governors to each category to fill governor vacancies as soon as possible	x							
	102	To make all necessary arrangements for the election of Parent Governors and Staff Governors and to fill governor vacancies as soon as possible								x
	103	To ensure that all appointed governors have the skills required to contribute to effective governance and the success of the school	x							
	104	To remove a Governor other than a Parent Governor	x							

AREA	No	FUNCTION	FGB	HT Pay	SPW	A&R	P&P	HT	F&P	CLERK
	105	To appoint and remove the Governance Professional	x							
	106	To elect a Chair and Vice Chair from among their number	x	x	x	x	x		x	x
	107	To remove a Chair or Vice Chair from office	x							
	108	To comply with requirements to prepare and file Accounts, an Annual Report and an Annual Return						x	x	x
	109	To provide details of the academy trust's governance arrangements in the governance statement published with its audited accounts						x		
	110	To ensure that all Members, Trustees and Key Management personnel of the Academy declaration of interests and Related Parties that a Register of the declaration is published on the school website								x
	111	To ensure that all Members and Trustees have signed and returned a Code of Conduct								x
	112	To ensure that all Members and Trustees have signed and returned a Declaration of Disqualification								x
	113	To ensure measures are in place to manage any conflicts of interest								x
	114	To publish an annual statement setting out the key issues that have been faced and addressed by the Governing Body	x					x		

AREA	No	FUNCTION	FGB	HT Pay	SPW	A&R	P&P	HT	F&P	CLERK
	115	To evaluate regularly the effectiveness of the Governing Body	x							
	116	To designate a governor to have specific responsibility for ensuring every governor develops the skills they need to be effective	x							
	117	To carry out regular audits of governors' skills and actively seek to address any gaps through recruitment or training	x							
	118	To have succession plans in place	x							
	119	To notify the ESFA and DofE of the resignation or appointment of Members or Trustees								x
	120	To make any Ofsted inspection report publically available						x		