



Holte School Governing Board Membership and Terms of Reference

Reviewed and Adopted: 8 December 2025
Current version as at: 8 December 2025

Governing Board Membership 2025/2026 Academic Year

LA (1)	End of Office
Major Heran	3 rd July 2026
Parents (2)	End of Office
Nawaz Anwari	27 th June 2027
Mohammed Sattar	14 th April 2028
Headteacher (1)	End of Office
Simon Adams	Ex-Officio
Staff Governor (1)	End of Office
Mohammed Rasid	26 th September 2026
Co-opted (5)	End of Office
Christine Hardy	13 th July 2028
Jane Humpherson	10 th February 2026
Sameena Mirza	26 th March 2027
Suzy Bradbury	1 st October 2027
VACANCY	

Chair: Jane Humpherson

Vice Chair: Christine Hardy

Meeting Dates 2025-2026

	Autumn Term	Spring Term	Summer Term
Full Governing Board	Monday 29 th September 2025 Monday 8 th December 2025	Monday 26 th March 2026	Monday 6 th July 2026
Finance Building and Staffing Committee – 5:00pm	Monday 24 th November 2025	Monday 16 th March	Monday 29 th June 2026
Pay Committee – directly before Finance Committee	Monday 24 th November 2025		
Headteacher Appraisal			

Governors Statutory Responsibilities and Functions

The core functions of the governing body are but are not limited to ensuring:

- that the vision, ethos and strategic direction of the school are clearly defined
- that the headteacher performs their responsibilities for the educational performance of the school
- the sound, proper and effective use of the school's financial resources

A governing body and its governors **must**, as required by [The School Governance \(Roles, Procedures and Allowances\) \(England\) Regulations 2013, regulation 6\(2\)](#):

- act with integrity, objectivity and honesty and in the best interests of the school
- be open about the decisions they make and the actions they take and shall be prepared to explain their decisions and actions to interested parties

The governing body also has legislative responsibility and strategic oversight for the school's safeguarding arrangements.

Governance Guide

Please refer to the Governance Guide published by the Department for Education. The latest versions are available online below:

[Maintained schools governance guide](#)

Review of committees and delegation

The governing board must review the committee structure, terms of reference for each committee and the membership of each committee on an annual basis.

Terms of Reference

The following committees established by the governing board comply with The School Governance (Role, Procedures and Allowances) (England) Regulations 2013.

The Headteacher can attend all meetings of any committee established by the governing board but in some instances, this may only be in an advisory capacity. When an issue is being discussed which directly affects the Headteacher they must, as with any other governor in a similar position, declare an interest and physically withdraw from the meeting.

In maintained schools the quorum for a meeting of the full governing board and for any vote on any matter at such meeting, is one half (rounded up to a whole number) of the membership of the governing board at the time of the meeting **not including any vacant positions**. In the event of equal votes, the chair has the casting vote.

Virtual meeting arrangements

The Governing Board has approved the use of “virtual attendance” at meetings (approved at FGB meeting on 29th September). Attendance virtually for exceptional circumstances only by prior arrangement with the Chair of Governors and Headteacher.

Committees

The legal minimum quorum for committee meetings is three voting governors. The quorum for committees will not include associate members – despite any voting rights they may have been given – as they aren’t considered to be members of the governing board.

The appointed governance professional from SIPS Education will undertake the clerking of the committees.

The committee minutes shall be included as an agenda item for consideration/information at the next meeting of the full governing board where appropriate.

All decisions made by committees with delegated powers should be reported to the next full meeting of the governing board. If the minutes are not finalised a brief statement of the conclusions reached should be given.

The chair of the committee will be appointed at the first full governing board/committee meeting of the academic year. Governors who are employed by the school are not eligible to be appointed as chair.

Committees will have delegated powers to approve policies as relevant to that committee.

The governing board cannot delegate any functions relating to:

- The constitution of the governing board (unless otherwise provided by the constitution regulations),
- The appointment or removal of the chair and vice chair/clerk,
- The appointment or removal of governors,
- The suspension of governors,
- The delegation of functions and establishment of committees,
- Change of school name or status,
- Salary range for the Headteacher/principal & deputy/vice principal.

Finance, Building and Staffing Committee

Membership

1. Nawaz Anwari
2. Sameena Mirza
3. Christine Hardy
3. Major Heran
4. Mohammed Rashid
5. Simon Adams

Also in attendance : Melissa Bowen (Strategic Business Manager)
Emma Cashmore (Business Manager)
Hazel Herbert (Bursar)

The Committee shall consist of at least 5 governors plus the Headteacher in his/her voting capacity. The Committee can ask the Governing Body to appoint up to 2 non-voting members with appropriate financial skills.

Quorum

The quorum shall be 3 governors who are voting members of the committee, excluding the Headteacher.

Meetings

The committee will meet at least 3 times per year.

Any additional meetings will be called as necessary; at least 7 days' notice must be given when calling a committee meeting.

Minutes

The Clerk to the Committee is Angela Whitmore. In the absence of the Clerk the Committee can appoint a member (but not the Headteacher) to act as Clerk to the meeting. Draft minutes of the previous meeting will be distributed at least 7 days prior to the next meeting together with any supporting papers.

Chairing

The Committee shall elect a Chair/Vice Chair annually, usually at the first meeting of the academic year.

The Chair, in conjunction with the Headteacher, will be responsible for drawing up the agenda and sending it out to committee members at least 7 days in advance.

In the absence of the appointed Chair the Committee can appoint another member of the Committee to act as Chair for the meeting.

Reporting to the Governing Body

The Chair of the Finance Committee will report to the Full Governing Body on the main decisions taken and any recommendations that the Governing Body needs to vote on.

Areas of responsibility

The Committee will be responsible for the preparation and approval of the Annual Budget (Note: The Governing Body can, if they wish, delegate to the Finance Committee the authority to approve the annual budget. If this is the case it should be clearly documented within these Terms of Reference for the Finance Committee). It will establish formal procedures and timetables for planning the budget and will require the Headteacher to produce estimates of expenditure and income sufficiently in advance of each financial year, even if the details of the school's funding have not been finalised, so it can determine priorities in accordance with the School Development Plan.

It is the responsibility of the Finance Committee, in preparing the Draft Annual Budget, to work within the indicative budget, for the forthcoming year and for it to indicate clearly any use that it is proposing to make of contingency reserves and any surplus balances carried forward from previous financial years so that where appropriate, the Governing Body is fully informed of the final decision.

The Committee will receive Budget Monitoring Reports, from FMS or other accounting package, from the Headteacher or School Business Manager/Bursar, for consideration, prior to them being reported to the Governing Body.

The Budget Monitoring Reports will include the following system reports:

- A Cost Centre Group Report or Account Summary Report (or equivalent).
- A Virement Report.
- A copy of the latest Suspense File (non-cheque book and EPA schools only).
- A system report showing cumulative expenditure of £10,000 or more with an individual supplier. Note: This is not restricted to an individual financial year and may cross a number of financial years.
- A Bank Reconciliation and Cash Flow Statement (Full Cheque Book schools only).

The Finance Committee will monitor income and expenditure throughout the financial year and provide an overview of the financial position of the school to the Full Governing Body on at least a termly basis.

The Finance Committee will review virements and budget revisions made by the Headteacher to a maximum value of £15,000.

The Finance Committee will approve requests for virements and budget revisions between £15,001 and £20,000 per item, if within budget provision and subject to the receipt of three quotations and in accordance with the Local Authority Financial Procedures Regulations as outlined in the Schools Financial Procedures Manual. In the event of there being an emergency request the Chair of Finance will have the authority to approve such requests and then report back at the next Finance Committee meeting under 'Chair's Actions'.

Expenditure in excess of £20,001 requires approval at Full Governing Body level if within budget provision and with the prior approval of the Finance Committee and subject to the receipt of three quotations and in accordance with the Local Authority Financial Regulations and Standing Orders as outlined in the School's Financial Procedures Manual.

The Finance Committee will give the Headteacher responsibility for administration of the budget and its day-to-day control and monitoring.

The Finance Committee, with the Headteacher, will assess at least once a year, financial progress towards achieving the objectives in the School Development Plan and, consistent

with this aim, will review projected expenditure for future years in accordance with the School Development Plan, working wherever possible on a three-year rolling programme. The Finance Committee, on an annual basis, will adopt and agree to adhere to the Local Authority Financial Regulations and Procedures.

The Finance Committee, on an annual basis, will prepare and submit for discussion to the Governing Body, a Statement of Internal Control identifying any key areas of weakness within the financial control systems of the school and propose actions that need to be taken to address issues around financial control and probity.

Expenditure

The Finance Committee will review orders placed to a value over **£15,000** per order.

The Finance Committee will approve orders between **£15,001** and £20,000 if within budget provision and subject to the receipt of three quotations, in accordance with the Local Authority Financial Regulations and Standing Orders.

The Finance Committee will ensure that where expenditure is likely to exceed £214,904 (inclusive of VAT), the tendering procedure will be implemented in accordance with the Local Authority Financial Regulations and Standing Orders.

The Finance Committee will review all cumulative expenditure with suppliers in excess of £10,000. A procurement exercise is undertaken to obtain three quotes and if cheapest supplier is not selected a written request for exemption from financial regulations should be made to the Finance Committee and if permission is granted this must be recorded in the relevant minutes.

The Finance Committee, on advice from the Headteacher, will review the financial implications on the budget of the statutory School Teachers' Pay and Conditions Document.

Receive the annual accounts and certificate of audit of the School Fund account and other voluntary funds held within the school.

Payments

The Finance Committee will monitor compliance with the schools financial procedures, particularly with reference to segregation of duties between purchases and payment.

Assess the school's insurance cover to ensure that it provides adequate protection against risks.

Review and approve the amount of petty cash to be held by the school.

Review annually all current school contracts.

The Committee must ensure that the Local Authority Financial Regulations and Standing Orders relevant to financial management are complied with and will undertake periodic audits of the school's financial procedures and recommend appropriate corrective action.

Assets

The approval of the Committee is required for the writing off or disposal of any surplus stock.

General

Ensure the withdrawal of an individual if she/he has a pecuniary or personal interest in the business of the Committee.

Agree to undertake training to keep up to date with national and local trends and policies.

The Committee is responsible for ensuring that the school undertakes a self-assessment against the DfE Schools Financial Value Standard on an annual basis with particular reference to the governance arrangements and financial management roles and responsibilities.

Membership	
1. Major Heran	4. Simon Adams
2. Mohammed Rashid	5. Chris Hardy
3. Nawaz Anwari	6. Sameena Mirza
Minimum of three members required	
Chair of Committee	Nawaz Anwari
Clerk	Angela Whitmore (SIPS Education)

**Staffing Committee:
Grievance/Disciplinary/Dismissal/Redundancy and
Redeployment/Capability/Management of
Absence/Dignity at Work**

The committee has responsibility delegated by the governing board for hearing:	
The committee will consider any issues pertaining to staffing and personnel, in line with HR policies and procedures. This includes but is not limited to;	
<ul style="list-style-type: none"> ➤ Staff grievance and discipline (in line with school policies) ➤ Staff dismissal, redundancy and redeployment ➤ Staff capability ➤ Management of absence ➤ Dignity at work 	
Membership	
<ul style="list-style-type: none"> • To be made up of members who have no awareness of the original incident and are not known personally to the member of staff 	
Minimum of three members required	
Chair of Committee	To be elected at each meeting

Clerk	
-------	--

Pupil Discipline Committee

The committee has responsibility delegated by the governing board to:	
Consider and decide on the reinstatement of a suspended or permanently excluded pupil within 15 school days of receiving notice of a suspension or permanent exclusion from the headteacher if:	
<ul style="list-style-type: none"> ➤ • it is a permanent exclusion; ➤ • it is a suspension which would bring the pupil's total number of school days out of school to more than 15 in a term; or ➤ • it would result in the pupil missing a public examination or national curriculum test ➤ Receive and consider any representations lodged by parents of pupils who have been suspended or permanently excluded. ➤ Comply with exclusion procedures in accordance with the LA & DfE guidance 	
<i>Any item referred by the full governing board</i>	
Membership	
<ul style="list-style-type: none"> • To be made up of members who have no awareness of the original incident and are not known personally to the appellant parents or pupils 	
<i>Minimum of three members required</i>	
Chair of Committee	To be elected at each meeting
Clerk	

Complaints Committee

The committee has responsibility delegated by the governing board to:	
<ul style="list-style-type: none"> ➤ At the relevant stage hear any complaint made under the school complaints procedures 	
<i>Any item referred by the full governing board</i>	
Membership	
<ul style="list-style-type: none"> • To be made up of members who have no awareness of the original incident and are not known personally to the complainant 	
<i>Minimum of three members required</i>	
Chair of Committee	To be elected at each meeting
Clerk	

The committee has responsibility delegated by the governing board to:	
<ul style="list-style-type: none"> ➤ Meet the external advisor to discuss the Headteacher’s performance targets ➤ Decide whether targets have been met and set new targets annually ➤ Recommend pay progression to the relevant committee and in accordance with the pay policy ➤ Undertake mid-year monitoring of the Headteacher’s performance against targets 	
Membership	
<ol style="list-style-type: none"> 1. Jane Humpherson 2. Sameena Mirza 3. 	
Minimum of two members required	
Chair of Committee	To be elected at the initial meeting
Clerk	

Selection Panel

The panel has responsibility delegated by the governing board for the:	
<ul style="list-style-type: none"> ➤ Selection of the Headteacher and Deputy Headteacher (Guidance on this process will be provided by your school improvement partner) 	
The appointment must always be ratified by the full governing board	
Membership	
<ol style="list-style-type: none"> 1. 2. 3. 	
Minimum number of members as per appointment of staff delegations. All members must be available at all stages of the process	
Chair of Committee	To be elected at each meeting
Clerk	

Link Governors

(DfE statutory guidance says a governing board should have in place the first three link roles in the list below, it also recommends to have a link governor responsible for Governor training and development). The school and governing board can select any other roles they feel appropriate.

The Link Governor will meet with key staff members each term and feedback to the Governing Board as a standing item on the meeting agenda. A template is available to keep a record of the meeting and provide feedback to the board.

Inclusion (to include Safeguarding, Behaviour and Attendance and SEND)	Jane Humpherson
Quality of Education (Curriculum / Teaching and Learning to include literacy and numeracy)	To be confirmed
SEND and Inclusion Governor	Suzy Bradbury
SMSC and Careers Education and Guidance	To be confirmed
Governing Body Training and Development	Clerk and Chair of Governing Body
Operations Management (to include H&S and Well-being)	Jane Humpherson
Safer Recruitment	Mohammed Rashid / Sameena Mirza

**In accordance with Keeping Children Safe in Education 2025 "Governing bodies and proprietors should have a senior board level (or equivalent) lead to take leadership responsibility for their schools or college's safeguarding arrangements." The DfE have confirmed that this can be a member of staff, but that person must be a member of the board as well (for example, the headteacher or a staff governor) and that this must be a separate person from the DSL, in order to ensure there is sufficient challenge to the organisation's safeguarding arrangements and performance.*

Items Delegated to an Individual(s)

Delegation of expenditure and virements

That sums below **£15,000** be delegated to the Headteacher/principal.

Disposal of surplus stock

Delegated to Headteacher with the approval of the chair of the governing board.

Delegation of Suspension

That suspension be delegated to the chair in instances where the Headteacher is the person in question or involved in the case. That the chair be given delegated powers to lift the suspension after taking advice from LA Human Resources or any other organisation providing the service to the school.

Approval for Expenditure

The chair of governors or chair of the Finance, Building and Staffing committee be given approval for expenditure above the set limit prior to the committee meeting – **only in cases of emergency**

Appointment of Staff (ensure no appointment is carried out by one person alone)

The board **can't** delegate responsibility for establishing the headteacher or deputy headteacher selection panel or when appointing the panel's recommendation. This decision needs to be ratified by the full governing board.

The board is free to delegate the majority of its staffing functions to either:

- Your headteacher
- 1 or more governors, such as a link governor
- A committee
- 1 or more governors together with the headteacher

This includes the appointment of the senior leadership team (SLT) and other staff members in your school.

Your board is still responsible for making sure any delegated responsibilities are carried out.

There must be at least one member of all interview panels that have up to date Safer Recruitment training.

Outline below the agreed delegated arrangements.

Lunchtime/Cleaning/Administration Support Staff	Headteacher or nominated member of SLT Line Manager for post
Educational Support Staff	Headteacher or nominated member of SLT Line Manager for post
Business Manager	Headteacher Line Manager for post 1 Governor
Teaching Staff	Headteacher or nominated member of SLT Line Manager for post
Middle Leadership Team <i>teaching or non-teaching</i>	Headteacher or nominated member of SLT Line Manager for post 1 Governor – desirable but not essential if deemed appropriate for certain roles e.g. Core Subjects, Safeguarding
Senior Leadership Team <i>excluding the Headteacher and Deputy Headteacher.</i>	Headteacher Line Manager for post 2 Governors

Headteacher and Deputy
Headteacher post

Local Authority Representative (for
Headteacher post)

Headteacher (for DHT post)

Number of Governors as required with a
minimum of 3 for Headteacher post.