Holte School Governing Board Membership and Terms of Reference

Reviewed and Adopted: 5th October 2026

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SMARTER
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SUPPORT

Governing Board Membership
2026/2027 Academic Year

LA (1)	End of Office
Vacancy	
Parents (2)	**End of Office**
Nawaz Anwari	27th June 2027
Vacancy	
Headteacher (1)	**End of Office**
Simon Adams	Ex-Officio
Staff Governor (1)	**End of Office**
Vacancy	
Co-opted (5)	**End of Office**
Christine Hardy	13th July 2028
Jane Humpherson	10th February 2030
Suzy Bradbury	1st October 2027
Vacancy	
Vacancy	
Associate members	**End of Office**

Chair: Jane Humpherson

Vice Chair: Nawaz Anwari

Meeting Dates 2026-2027

	Autumn Term	Spring Term	Summer Term
Full Governing Board	Monday 5th October 2026 Monday 7th December 2026	Monday 1st February 2027 Monday 22nd March 2027	Monday 24th May 2027 Monday 12th July 2027
Finance Building and Staffing Committee – 5:00pm	Monday 23rd November 2026	Monday 15th March 2027	Monday 5th July 2027

Pay Committee – directly before Finance Committee	Monday 23rd November 2026 (If required)		

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 head teacher/principal 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 head teacher/principal 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 5th October 2026.

For full details, please refer to the Virtual Governance Policy.

Collaborative Agreement

The governing board has approved the use of a collaborative agreement between Lozells, in line with the School Governance (Collaboration) Regulations and the School Governance (Roles, Procedures and Allowances) (England) Regulations 2013, and The School Staffing (England) regulations 2009

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 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 head teacher/principal & deputy/vice principal.

Associate Members

In maintained schools the governing board can appoint associate members to serve on one or more committees of the board. Associate members can attend full board meetings but may be excluded from any part of a meeting where the business being considered concerns a member of school staff or an individual pupil. They can be appointed for a period of between one and four years and can be re-appointed at the end of their term. Associate members are not governors, and they are not recorded in the instrument of government *(Extracted from the Maintained Schools Governance Guide, Governance Structures, types of governors 5.3.5).*

NB: Associate members are not governors and therefore do not have a vote in full governing board decisions but may be given a vote on decisions made by committees to which they are appointed.

Finance Building and Staffing Committee

Membership

1. Nawaz Anwari
2. Simon Adams
3. Jane Humpherson
4. X
5. X
6. X

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 Head Teacher 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 Head Teacher.

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 Alicia Waldron. In the absence of the Clerk the Committee can appoint a member (but not the Head Teacher) 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 Head Teacher, 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 Head Teacher 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 Improvement 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 Head Teacher 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 Governing Body on at least a termly basis.

The Finance Committee will review virements and budget revisions made by the Head Teacher 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. 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 Head Teacher responsibility for administration of the budget and its day-to-day control and monitoring.

The Finance Committee, with the Head Teacher, will assess at least once a year, financial progress towards achieving the objectives in the School Improvement Plan and, consistent with this aim, will review projected expenditure for future years in accordance with the School Improvement 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 between £**15,001 and £20,000** 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**.

The Finance Committee, on advice from the Head Teacher, will review the financial implications on the budget of the Teachers Pay and Conditions document.

Receive the annual accounts and certificate of audit of the school fund 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. Simon Adams 2. Nawaz Anwari 3. Jane Humpherson 4. X 5. X 6. X ***Minimum of three members required***	
Chair of Committee	Nawaz Anwari
Clerk	Alicia Waldron (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; ➢ Staff grievance and discipline (in line with school policies) ➢ Staff dismissal, redundancy and redeployment ➢ Staff capability ➢ Management of absence ➢ Dignity at work	
Membership	
• 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: ➢ • 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 ***Any item referred by the full governing board***	
Membership • 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 ***Minimum of three members required***	
Chair of Committee	To be elected at each meeting
Clerk	

Complaints Committee

The committee has responsibility delegated by the governing board to:	
➢ At the relevant stage hear any complaint made under the school complaints procedures ***Any item referred by the full governing board***	
Membership • To be made up of members who have no awareness of the original incident and are not known personally to the complainant ***Minimum of three members required***	
Chair of Committee	To be elected at each meeting
Clerk	

Appeals Committee

The committee has responsibility delegated by the governing board for hearing appeals with regard to:	
➢ Pay ➢ Redundancy ➢ Staff grievance ➢ Leave of absence – if appropriate ➢ Staff dismissal ➢ Dignity at Work ➢ Any Item referred by the full governing board ***When dealing with an appeal the committee should be equal to or greater than the original committee that made the decision***	
Membership	
• To be made up of members who have no awareness of the original hearing and are not known personally to the appellant ***Minimum of three members required***	
Chair of Committee	To be elected at each meeting
Clerk	

Pay Committee

The committee has responsibility delegated by the governing board to:	
➢ Undertake functions in relation to appraisal and pay progression as determined in the pay policy. ***Committee to meet once per year in the autumn term***	
Membership	
1. Nawaz Anwari 2. Jane Humpherson 3. Suzy Bradbury • Minimum of three members required. Cannot be HT or governor employed by the school • Any representations made by staff following the initial decision of the Pay Committee must be heard in the first instance by the same members of the committee.	
Chair of Committee	To be elected at the initial meeting
Clerk	Alicia Waldron

Head Teacher/Principal Appraisal

The committee has responsibility delegated by the governing board to:	
➢ Meet the external advisor to discuss the Head Teacher'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 Head Teacher's performance against targets	
Membership	
Minimum of two members required 1. Jane Humpherson 2. Nawaz Anwari	
Chair of Committee	To be elected at the initial meeting
Clerk	

Recruitment and Selection Panel

The panel has responsibility delegated by the governing board for the:
Recruitment and Selection of the head teacher/principal and deputy head teacher/vice principal. ➢ The panel with HR guidance will agree the appointment timeline and the application pack to include but not limited to the advert, job description, person specification and confirm salary range as agreed by the board. ➢ The panel will shortlist applications against the agreed criteria and invite candidates to interview. ➢ The panel will agree the interview arrangements including questions and follow the interview schedule. ➢ The panel will recommend the preferred candidate for appointment to the Full Governing Board for ratification, following which a conditional offer will be made subject to the required checks and references. ➢ The panel will agree a process to notify unsuccessful candidates Further guidance on the remit and processes of the recruitment and selection committee can be sought from the school improvement advisor and HR. ***At least one member of the recruitment and selection panel should have completed safer recruitment training.***

The appointment must always be ratified by the full governing board.
Membership
1. ***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	

Special Responsibility Governors

Safeguarding/Child Protection Governor *	Jane Humpherson
SEND Governor	Suzy Bradbury
Finance Governor	Nawaz Anwari
Safer Recruitment Governor	
Careers Governor	
Training/Skills Governor	Jane Humpherson
Digital and Technology Standards	
Pupil Premium Governor (Optional)	
Attendance Governor	
Standards and Curriculum Governor	

**In accordance with Keeping Children Safe in Education 2026 '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 head teacher/principal.

Disposal of surplus stock

Delegated to Head Teacher/Principal with the approval of the chair of the governing board.

Delegation of Suspension

That suspension be delegated to the chair in instances where the head teacher/principal 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 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)

Headteacher and Deputy Headteacher

The board **can** delegate responsibility for the recruitment and selection of the headteacher or deputy headteacher to a selection panel, BUT the decision to appoint the headteacher or deputy headteacher following recommendation from the selection panel must be ratified by the full governing board.

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

- The 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 the school.

However, the board is still responsible for making sure any delegated responsibilities are carried out.

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 *teaching or non-teaching*	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 *excluding the Headteacher and Deputy Headteacher.*	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.