



TERMS OF REFERENCE

FOR THE GOVERNING BOARD COMMITTEES

2026/2027

- **Audit & Risk Committee**
- **Curriculum Development Committee**
- **Remuneration Committee**
- **Resources Committee**
- **Standards & Performance Committee**
- **Student Welfare & Community Committee**
- **Principal's Performance Management Review Committee**

COLLINGWOOD COLLEGE

TERMS OF REFERENCE FOR THE AUDIT AND RISK COMMITTEE

Membership

Membership of the Audit and Risk Committee shall consist of no fewer than six Governors, none of whom are employees of the College. A quorum of 50% of members is required. External advisors may be invited to attend meetings as needed. Sub-committees or working groups may be formed to address specific issues.

Meetings

At least three times per academic year, aligned with the external audit timetable and internal scrutiny reporting schedule.

Additional meetings may be scheduled as necessary.

Terms of Reference

The Governing Board has delegated responsibility for the following areas to the Audit and Risk Committee:

External Audit

- a) Recommend to the Governing Board and Members of the Academy Trust the appointment, reappointment, or removal of the external auditor, ensuring their independence, objectivity, and competence.
- b) Receive and consider the external auditor's management letter, audit findings report, and any other relevant communications.
- c) Monitor the implementation of recommendations arising from the external audit and ensure timely and effective corrective action is taken.
- d) Review the Annual Report and Financial Statements prior to approval by the Full Governing Board.
- e) Ensure that any non-audit services provided by the external auditor do not compromise their independence or objectivity.
- f) Oversee the timely preparation of the Trustees' report, ensuring it is accurate, compliant and ready for inclusion in the annual accounts.
- g) Ensure that the external audit process complies with the requirements of the Academy Trust Handbook (ATH), Companies Act 2006, and other relevant regulations.
- h) Advise the Full Governing Board on the adequacy and effectiveness of the Trust's financial reporting and external audit arrangements.
- i) Ensure the annual accounts and audit finding report are submitted to the Department for Education (DfE) by 31 December each year and filed with Companies House by 31 May each year.

Risk Management

- j) Maintain and regularly review the College's Risk Register, ensuring it reflects current strategic, operational, financial, and compliance risks.
- k) Ensure that risk management processes are embedded across the College and that all significant risks are identified, assessed, and appropriately managed.
- l) Review the effectiveness of the College's risk management framework, including the roles and responsibilities of staff in managing risk.
- m) Ensure that risk management informs decision-making, strategic planning, and internal scrutiny priorities.
- n) Review the Business Resilience Plan to ensure the College is prepared for and can respond effectively to major incidents or disruptions.
- o) Provide assurance to the Full Governing Board that risk management arrangements are effective and proportionate to the size and complexity of the Trust.
- p) Monitor the College's compliance with the ATH Schedule of Musts.

Internal Scrutiny

- q) Approve the arrangements for internal scrutiny and oversee the annual programme of reviews, ensuring it provides adequate coverage across the year.
- r) Ensure internal scrutiny is independent and objective.
- s) Ensure that those conducting internal scrutiny are suitably qualified and/or experienced, and independent of the areas they review.
- t) Receive regular reports from internal scrutineers at each meeting and an annual summary report outlining key findings, recommendations, and progress.
- u) Use the risk register to inform the internal scrutiny programme, ensuring high-risk areas are reviewed in a timely manner.
- v) Report to the board on the adequacy of the internal control framework, including both financial and non-financial controls.
- w) Keep the trust's approach to internal scrutiny under review.
- x) Ensure the internal scrutiny summary report is submitted to the DfE by 31 December each year, alongside the audited annual accounts.

COLLINGWOOD COLLEGE

**TERMS OF REFERENCE FOR THE
CURRICULUM DEVELOPMENT COMMITTEE**

Membership

Membership of the Curriculum Development Committee shall be no fewer than eight Governors. Any member of the Governing Board is welcome to attend any meeting but only members of the Committee may vote. A quorum of 50% of members shall apply. From time to time, as the need arises, the Curriculum Committee may invite advisors, either staff from within the College or external advisors, to attend meetings.

Meetings

Termly, unless otherwise agreed by the Committee as necessary.

Terms of Reference

The Curriculum Development Committee has been delegated responsibility for:

- a) Developing in consultation with the Head of Lower College (Curriculum and Collaboration) and the Senior Assistant Principal (Sixth Form and Curriculum Development) strategic plans for Curriculum requirements for the College;
- b) Developing in consultation with the Head of Lower College (Curriculum and Collaboration) and the Senior Assistant Principal (Sixth Form and Curriculum Development) the Curriculum targets for the College Improvement Plan, for approval for the Full Governing Board;
- c) Ensuring that the monitoring and evaluation of all aspects of curriculum development and delivery of the College's taught curriculum, extra-curricular and enrichment programmes meet the needs of all students;
- d) Monitoring and evaluating progress in achieving College Improvement Plan targets relevant to the work of the Committee;
- e) Reviewing the College's Curriculum Policy and other statutory and recommended policies in the remit of the Committee;
- f) Receiving reports from Governors' visits to the College.

COLLINGWOOD COLLEGE

TERMS OF REFERENCE FOR THE REMUNERATION COMMITTEE

Membership

Membership of the Remuneration Committee shall consist of at least three non-staff Governors, appointed by the Full Governing Board each year. Should one of the committee members be absent for a prolonged period an alternative non-staff Governor may be co-opted to the committee. The Principal will always be in attendance, for all parts of the meeting, with the exception of consideration of their own remuneration. The Chief Financial and Operating Officer will also regularly attend meetings of the Committee, other than those relating to the Principal's remuneration and the Principal's recommendations for remuneration for the Senior Leadership Team and teachers. From time to time, as the need arises, the Committee may invite advisors, either staff from within the College or external advisors, to attend meetings.

Quorum

A quorum of three members of the Remuneration Committee shall apply.

Meetings

The committee will usually meet three times a year and in accordance with the College's agreed performance development cycle.

Terms of Reference

The Governing Board has delegated responsibility for the following areas to the Remuneration Committee:

- (a) Reviewing and amending as necessary the College's pay and performance development policies, including the criteria for pay progression;
- (b) Monitoring the implementation of the above-mentioned policies to ensure that rigour, equality and fairness are reflected and reviewing all other College HR policies;
- (c) Agreeing which specific functions will be delegated, and to whom, in relation to pay recommendations and the appeals process;
- (d) Making decisions on the Principal's recommendations in respect of teachers who are eligible to cross the pay threshold and move to the Upper Pay Range;
- (e) Making decisions on the Principal's recommendations in respect of teachers' pay and progression on main and upper pay ranges;
- (f) The establishment, review and setting of the Individual School Range (ISR) in respect of calculating the Principal's pay range, having regard to (but not being bound by) the School Teachers' Pay and Conditions Document (STPCD);
- (g) Making decisions on the recommendation from the Principal's Performance Management Review Panel in respect of pay awards for the Principal; *(The Principal will withdraw from this part of the meeting)*
- (h) Making decisions on the Principal's recommendations for remuneration of the Senior Leadership Team;
- (i) Agreeing annual pay awards for teaching and support staff, and any other changes to staff pay scales or remuneration;
- (j) Ensuring that the budgetary implications of pay awards and remuneration changes are planned for and included in the College's draft budget;
- (k) Receiving the Annual HR Report.

COLLINGWOOD COLLEGE

TERMS OF REFERENCE FOR THE RESOURCES COMMITTEE

Membership

The Resources Committee shall consist of no fewer than eight Governors. A quorum of 50% of members is required. External advisors may be invited to attend meetings as needed to provide specialist input. Sub-committees or working groups may be formed to address specific issues or projects as required.

Meetings

The Committee shall meet at least once per term. Additional meetings may be scheduled as necessary, particularly in the autumn and summer terms to align with budget planning and year-end financial reporting.

Terms of Reference

The Governing Board has delegated responsibility for the following areas to the Resources Committee:

Strategy

- a) Monitor the implementation of relevant strategic objectives and ensure that resource planning supports the delivery of the College's improvement plan.

Finance

- b) Recommend the proposed and final annual budgets to the Full Governing Board, ensuring they reflect the College's strategic priorities and provide value for money.
- c) Monitor financial performance throughout the year, including variances against budget, and ensure appropriate action is taken where necessary.
- d) Ensure compliance with the College's financial plan, the Funding Agreement, the Academy Trust Handbook, and the College's internal financial regulations.
- e) Review and approve financial policies and procedures, including procurement, reserves, and investment policies.
- f) Oversee the preparation of financial reports and ensure that financial information presented to the Governing Board is accurate, timely, and comprehensive.
- g) Review and monitor income generation activities, including lettings, sponsorship, and fundraising initiatives.
- h) Ensure that income generation aligns with the College's values and strategic objectives and complies with relevant regulations.
- i) Ensure that the College maintains appropriate insurance or equivalent cover to safeguard its assets, operations, and liabilities, and that this cover is reviewed regularly for adequacy and compliance.

Admissions

- j) Review and recommend the College's Admissions Policy to the Full Governing Board.
- k) Monitor the implementation of the policy and its impact on student numbers, diversity, and inclusion.

Staffing

- l) In consultation with the Principal, review and recommend the College's staffing structure to ensure it meets the needs of students and supports the delivery of the curriculum.
- m) Monitor staffing levels, recruitment, retention, and workforce planning, ensuring alignment with budgetary constraints and strategic priorities.

Estates

- n) Ensure that the College's buildings and facilities are safe, well-maintained, and fit for purpose.
- o) Review and approve the College's Asset Management Plan and Buildings Development Plan.
- p) Monitor the implementation of capital projects and ensure compliance with health and safety legislation and best practice.

Health and Safety

- q) Review and approve the College's Health and Safety Policy, ensuring it complies with statutory requirements and reflects best practice.
- r) Monitor the implementation of health and safety procedures across the College, including risk assessments, incident reporting, and emergency planning.
- s) Receive reports on health and safety performance, including accidents, near misses, and compliance audits.
- t) Ensure that responsibilities for health and safety are clearly defined and understood by staff, students, and contractors.
- u) Oversee the College's approach to promoting a safe and healthy environment for all users of the site, including students, staff, visitors, and volunteers.
- v) Ensure that appropriate training is provided to staff and that health and safety awareness is embedded in the College's culture.
- w) Provide assurance to the Governing Board that the College is meeting its legal obligations and managing health and safety risks effectively.

IT

- x) Review and approve the College's IT strategy, ensuring it aligns with the College's strategic priorities and supports educational delivery, operational efficiency, and long-term sustainability.
- y) Monitor the implementation of the IT strategy, including infrastructure upgrades, software deployment, and digital transformation initiatives.
- z) Review reports on IT performance and service delivery, and ensure that systems are reliable, secure, and fit for purpose.
- aa) Oversee the College's approach to cybersecurity, ensuring appropriate policies, controls, and training are in place to protect data and systems.

Marketing

- bb) Approve the College's marketing and communications strategy, including public relations, branding, and digital presence.
- cc) Monitor the effectiveness of marketing activities in supporting student recruitment and community engagement.

Data Protection

- dd) Review and approve data protection policies and procedures.
- ee) Monitor compliance with data protection legislation and ensure that appropriate systems are in place to safeguard personal data.
- ff) Receive regular reports on data breaches, subject access requests, and training compliance.

COLLINGWOOD COLLEGE

**TERMS OF REFERENCE FOR THE
STANDARDS AND PERFORMANCE COMMITTEE**

Membership

Membership of the Standards and Performance Committee should be no fewer than eight Governors. Any member of the Governing Board is welcome to attend any Committee meeting, but only members of the Committee may vote. A quorum of 50% of members shall apply. From time to time, as the need arises, the Standards and Performance Committee may invite advisors, either staff from within College, or external advisors, to attend meetings.

Meetings

Termly, unless otherwise agreed by members of the Committee as necessary.

Terms of Reference

The Standards and Performance Committee has been delegated responsibility for:

- a) Reviewing and approving, on an ongoing basis in consultation with the Principal, the Self-Evaluation & Review (SER) Policy and the Assessment and Value Added Policy for the College;
- b) Reviewing all performance data and ensuring that this informs College improvement planning and targets;
- c) Monitoring and evaluating progress in achieving College targets/deadlines in respect of Self-Evaluation and Review timetables;
- d) Keeping under review the College's Department/Faculty performance and reviewing action plans for departments under review;
- e) Ensuring that SER issues are regularly incorporated into communications with departments;
- f) Reviewing, in detail, the College's progress and performance data in external examinations;
- g) Agreeing annual attainment targets, in consultation with the Principal;
- h) Agreeing and reviewing quality assurance measures of the College's work.

COLLINGWOOD COLLEGE
TERMS OF REFERENCE FOR THE
STUDENT WELFARE & COMMUNITY COMMITTEE

Membership

Membership of the Student Welfare and Community Committee shall be no fewer than eight Governors. Any member of the Governing Board is welcome to attend any meeting but only members of the Committee may vote. A quorum of 50% of members shall apply. From time to time, as the need arises, the Student Welfare and Community Committee may invite advisors, either staff from within the College or external advisors, to attend meetings.

Meetings

Termly, unless otherwise agreed by the Committee as necessary.

Terms of Reference

The Student Welfare and Community Committee has been delegated responsibility for:

- a) Monitoring the promotion of the personal development, equity and diversity at the College;
- b) Ensuring that all students at the College are able to enjoy equality of access to all aspects of the College's provision;
- c) Safeguarding - the monitoring of the Safeguarding policies, reporting and actions that the College is taking with regard to ensuring that all of its staff and students work and learn in a safe environment which is fully compliant with all pertinent legislation;
- d) Ensuring that the College complies fully with its statutory responsibilities delegated to the committee, including Looked After Children and Previously Looked After Children;
- e) Reviewing and monitoring the implementation of the College's Management of Behaviour Policy and other statutory policies in the remit of the committee;
- f) Monitoring the support needed for students and funding implications for alternative provision;
- g) Monitoring student attendance, suspension and inclusion data;
- h) Reviewing and monitoring the effectiveness of the development of Student Voice within all aspects of the College's work;
- i) Developing and monitoring a strategic plan to engage parents;
- j) Developing and reviewing a holistic mentoring strategy throughout the College;
- k) Reviewing and monitoring the annual Student Safety Survey and Students Survey;
- l) Reviewing the College's Pupil Premium Website Report and the Sixth Form Bursary Fund.

COLLINGWOOD COLLEGE

TERMS OF REFERENCE FOR THE PRINCIPAL'S PERFORMANCE MANAGEMENT REVIEW PANEL

Membership

Membership of the Principal's Performance Management Review Panel shall consist of three non-staff Governors ensuring there is one member of the panel who also serves on the Remuneration Committee in order to effect appropriate communication and consistency of approach. The committee will be appointed by the Full Governing Board each year.

Quorum

A quorum of two members shall apply.

Meetings

The panel will meet once a year on a formal basis, with an appointed External Advisor in attendance. In accordance with the College's agreed performance development cycle, the panel will hold a mid-year review meeting with the Principal, at which the External Advisor will not be present.

Terms of Reference

The Principal's Performance Management Review Panel has delegated responsibility for:

- (a) Reviewing the overall performance of the Principal, in conjunction with performance in achieving the objectives set at the start of the performance development cycle;
- (b) Appointing the External Advisor to the panel and ensuring that they are appropriately qualified and experienced to fulfil the role;
- (c) Monitoring the performance of the Principal, in terms of progress against the agreed objectives and taking account of overall performance, which from time to time may be impacted by external factors beyond the College's or Principal's control;
- (d) Varying the expectations on performance of the Principal, in the light of external factors;
- (e) Taking account of advice and support from the External Advisor in their decisions relating to the performance of the Principal;
- (f) Setting objectives for the performance development year ahead, with a view to securing ongoing improvement of Collingwood College;
- (g) Reporting the conclusion of the Principal's Performance review to the Remuneration Committee, for consideration in their annual review of the Principal's remuneration.