



**GESHER SCHOOL**  
ENGAGE EMPOWER EDUCATE

## Scheme of Delegation

### This document outlines:

- The requirements of the Memorandum and Articles of Association regarding delegation
- The principles of decision making within Geshher Trust
- The scheme of delegation within Geshher School
- The respective roles of Members, Trustees, Governors, Sub-Committees and the School Leadership Team
- The Terms of Reference for all the Sub-Committees

Effective Date	Review Date	Coordinator	Approver
February 2021	February 2022	Howard Zetter	Board of Trustees

## **1. Introduction and Statement of Intent**

The Gesher Trust is a company limited by guarantee and registered in England and Wales under company number 09223197 and has its registered office at Gesher Primary School, The Hope Centre, 228 Walm Lane, London, NW2 3BS. It is also registered with the Charity Commission for England and Wales under the charity number 1160465.

As a charity and company limited by guarantee, The Gesher Trust ("the Trust") is governed by a Board of Trustees (the "Trustee" or "Trustees") who are responsible for, and oversee, the management and administration of Gesher School. This Scheme of Delegation therefore applies to Gesher School ("the School").

The Trustees are accountable to external government agencies including the Charity Commission and the Department for Education (including any successor bodies) for the quality of the education they provide and they are required to have systems in place through which they can assure themselves of quality, safety and good practice. Local authority commissioners are also key stakeholders.

In order to discharge these responsibilities, the Trustees appoint people to serve on the "Governing Body" or "GB" which has been established to support the good governance of the School.

This Scheme of Delegation explains the ways in which the Trustees fulfil their responsibilities for the leadership and management of the School, the respective roles and responsibilities of the Trustees and the members of the GB and the commitments to each other to ensure the success of the School. This Scheme of Delegation has been put in place by the Trustees from the Effective Date in accordance with the provisions of the Trust's Memorandum and Articles of Association ("the Articles")

## **2. Our Vision, Ethos and Values**

### 2.1 Our Vision:

Alongside pupil well-being being at the core of our vision, we aim to Engage, Educate and Empower each of our pupils. Gesher strives to build on their strengths giving them access and opportunities to be a part of both the Jewish Community and society in general.

### 2.2 Our Ethos:

Gesher's ethos fosters a culture of respect, kindness and understanding. Our philosophy is based on four key propositions:

- The importance of relationships in the education of young people
- The importance of a holistic approach to the education of young people
- The importance of building resilience in young people
- The importance of responding to each young person's needs and aspirations

### 2.3 Our Jewish Values

'Ve'ahavta Lareach Ha'Kamocho', which translates to Love Thy Neighbour Like Yourself, is the Jewish Value that underpins all aspects of both religious and secular learning at Gesher. The idea of treating others with the same level of respect, tolerance, love and kindness we

would want shown to us, lies at the heart of the school's philosophy and translates to a wide range of teaching methods undertaken by the staff at Gesher.

Whilst the children learn in accordance with the school's adapted curriculum, they also learn through exploration of Jewish culture via celebrations, social action and play. We believe it is through exploration and play that the students learn to embrace the warmth and true essence of the Jewish religion. It is through these outlets that we are able to instil an understanding and love of Judaism in the context of both our immediate surroundings as well as the wider global community.

Whilst Gesher is a Jewish faith school, and follows the principles that underpin Modern Orthodox Judaism, we warmly welcome children from both Jewish and non-Jewish backgrounds to apply. As such, whilst we aim to cultivate a love for G-d and Torah, we also place a strong emphasis on ensuring all students are taught to honour British Values and celebrate the diversity of different races and religions.

### 3. Scope and Applicability

3.1 The Trust is governed by:

- Members – guardians of The Gesher Trust, their role is similar to that of shareholders of a limited company.
- Trustees – appointed by Members to oversee the School, agreeing the overarching strategic direction and ensuring robust governance. Note: Every Trustee shall be or become a Member of the Trust while s/he is a Trustee.
- Governing Body – appointed by Trustees to ensure the clarity of vision, ethos and strategic direction; to hold the Head Teacher to account for the educational performance of the school and its pupils; and to oversee the financial performance of the School and making sure its money is well spent.
- Sub-Committees – appointed by the Governing Body to ensure compliance; to ensure sector best practice is followed; to ensure that appropriate arrangements for developing competencies amongst staff are in place and are being followed; and to develop, approve and endorse new and revised policies and procedures in the fields of Curriculum, Finance, Health & Safety and Security, Safeguarding, and Wellbeing.
- School Leadership Team – appointed by the Governing Body to manage the day to day business of the School with challenge and support from the GB and Sub-Committees.

## THE GESHER TRUST



Note: The composition of the above groups is listed in Appendix 1.

3.2 This Scheme of Delegation outlines the framework for decision making within the Trust. It applies to all Members, Trustees, Governors, Committee members and staff. To aid decision making, a "Decision Matrix" is attached at Appendix 2 and a 'Day-to-Day Delegation / Authorisation Limits' schedule is attached at Appendix 3.

#### **4. Articles of Association**

The following are the relevant extracts from the Articles of Association that outline what can, and cannot, be delegated.

4.1 Subject to provisions of the Companies Act 2006, the Articles and to any directions given by special resolution, the business of the Trust shall be managed by the Trustees, who may exercise all the powers of the Trust.

4.2 Subject to the Articles, Trustees:

- shall establish the Governing Body of the School, which shall be a committee of the Trust;
- may establish committees of the Trust, subordinate to the Trustees and delegate any of their powers or functions to a committee but at least one member of the committee shall be a Trustee; and
- shall from time to time direct:
  - o the number of Governors;
  - o how the Governors are to be selected, appointed and removed;
  - o their term of office;
  - o arrangements for the appointment of one or more Governors who are parents of current pupils at the School; and
  - o arrangements for the appointment of one or more Governors (in addition to the Head Teacher) who are current members of staff at the School.

4.3 Subject to the Articles, the Governing Body shall:

- appoint the Head Teacher of the School, subject to ratification by the Trustees;
- appoint members of staff of the School;
- in conjunction with the Head Teacher, establish and vary from time to time the budgets (subject to approval by the Trustees) curriculum, timetables, holiday dates, and all other operational matters whatsoever relating to the operation of the School; and
- delegate such powers and functions as they consider are required by the Head Teacher for the internal organisation, management and control of the School (including the implementation of policies approved by the Trustees relating to the running of the School).

## **5. School Leadership Team**

5.1 The Head Teacher is responsible for the internal organisation, management and control of the school, for advising on and implementing the school's strategic framework, for the implementation of all policies approved by the Trustees for the direction of the teaching and the curriculum at the School.

5.2 The Head Teacher will contextualise aims, objectives and policies for the Governing Body to consider, and will report to the Governing Body on progress at each meeting in accordance with a schedule drawn up annually with the Chair of the Governing Body. The Head Teacher will work closely with the senior leadership team to this end.

5.3 The Head Teacher and staff are accountable to the Board of Trustees and to the Governing Body for the School's performance. The Head Teacher and Governing Body will be prepared to explain their decisions and actions to anyone who has a legitimate interest. This may include staff, pupils and parents as well as the Secretary of State for Education.

5.4 The Head Teacher will comply with any reasonable direction by the Board of Trustees or Governing Body when acting on the Trust's behalf.

5.5 The Head Teacher will agree and monitor appropriate delegations of authority with other staff.

## **6. Term of Office**

The term of office for any person serving on the Governing Body shall be 4 years, save that this time limit shall not apply to the Head Teacher (or any School Leader serving in an ex officio capacity), who will serve for as long as s/he remains in office. Any person may be re-appointed to the Governing Body.

## **7. Resignation and Removal**

7.1 A person serving on the Governing Body shall cease to hold office if s/he resigns his or her office by notice to the Chair of the Governing Body (but only if at least three persons will remain in office when the notice of resignation is to take effect).

7.2 A person serving on the Governing Body shall cease to hold office if s/he is removed by a vote in accordance with paragraph 10.12 below. Whilst at the same time as acknowledging that no reasons need to be given for the removal of a person who serves on the Governing Body, any failure to uphold the values of the Trust or to act in a way which is appropriate in light of this Scheme of Delegation will be taken into account. A person may also be removed by the Trustees but only after the Trustees have given due regard to any representations by the Governing Body. The removal of a Parent Governor will be undertaken only in exceptional circumstances.

7.3 If any person who serves on the Governing Body in his or her capacity as an employee at the School ceases to work at the School, then s/he shall be deemed to have resigned and shall cease to serve on the Governing Body automatically on termination of his or her work at the school.

7.4 Where a person who serves on the Governing Body resigns his or her office or is removed from office, The Chair of the Governing Body shall give written notice thereof to the Clerk to the Governing Body and the Chair of Trustees.

## **8. Disqualification of members of the Board of Trustees/ Governing Body**

8.1 No person shall be qualified to serve on the Board of Trustees/ Governing Body unless s/he is aged 18 or over at the date of his or her election or appointment. No current pupil of the School shall be entitled to serve on the Board of Trustees/ Governing Body.

8.2 A person serving on the Board of Trustees/ Governing Body shall cease to hold office if:

- s/he becomes incapable by reason of mental disorder, illness or injury of managing or administering his or her own affairs.
- s/he is absent without the permission of the Chair of the Board of Trustees/ Governing Body from all the meetings of the Board of Trustees/ Governing Body held within a period of six months and the Board of Trustees/ Governing Body resolves that his or her office be vacated.

8.3 A person shall be disqualified from serving on the Board of Trustees/ Governing Body if:

- his or her estate has been sequestrated and the sequestration has not been discharged, annulled or reduced;
- s/he is the subject of a bankruptcy restrictions order or an interim order;
- at any time when s/he is subject to a disqualification order or a disqualification undertaking under the Company Trustees Disqualification Act 1986 or to an order made under section 429(2)(b) of the Insolvency Act 1986 (failure to pay under county court administration order).
- s/he would cease to be a trustee/governor by virtue of any provision in the Companies Act 2006 or is disqualified from acting as a trustee/governor by virtue of section 178 of the Charities Act 2011 (or any statutory re-enactment or modification of that provision).
- s/he has been removed from the office of charity trustee or trustee for a charity by an order made by the Charity Commission or the High Court on the grounds of any misconduct or mismanagement in the administration of the charity for which he or she was responsible or to which s/he was privy, or which s/he by his or her conduct contributed to or facilitated.
- at any time when s/he is:
  - o included in the list kept by the Secretary of State under section 1 of the Protection of Children Act 1999; or
  - o disqualified from working with children in accordance with Section 35 of the Criminal Justice and Court Services Act 2000; or
  - o barred from regulated activity relating to children (within the meaning of section 3(2) of the Safeguarding Vulnerable Groups Act 2006).
  - o s/he is a person in respect of whom a direction has been made under section 142 of the Education Act 2002 or is subject to any prohibition or restriction which takes effect as if contained in such a direction.

- o where s/he has, at any time, been convicted of any criminal offence, excluding any that have been spent under the Rehabilitation of Offenders Act 1974 as amended, and excluding any offence for which the maximum sentence is a fine or a lesser sentence except where a person has been convicted of any offence which falls under section 178 of the Charities Act 2011.

8.4 After the School has opened, a person shall be disqualified from serving on the Governing Body if s/he has not provided to the Chair of the Governing Body a criminal records certificate (DBS Certificate) at an enhanced disclosure level under section 113B of the Police Act 1977. In the event that the certificate discloses any information which would in the opinion of either the Chair of the Governing Body or the Head Teacher confirm their unsuitability to work with children that person shall be disqualified. If a dispute arises as to whether a person shall be disqualified, a referral shall be made to the Chair of Trustees to determine the matter. The determination of the Chair of Trustees shall be final.

8.5 Where, by virtue of this Scheme of Delegation, a person becomes disqualified from serving on the Governing Body and s/he was, or was proposed, to so serve, s/he shall upon becoming so disqualified give written notice of that fact to the Chair of the Governing Body.

This clause shall also apply to any member of any committee of the Governing Body who is not a member of the Governing Body.

## **9. Annual Review**

9.1 This Scheme of Delegation shall operate from the Effective Date. The Trustees will have the absolute discretion to review this Scheme of Delegation at least on an annual basis and to alter any provisions of it.

9.2 In considering any material changes to this Scheme of Delegation or any framework on which it is based, the Trustees will have regard to and give due consideration of any views of the Governing Body.

## **10. Meetings of the Governing Body**

10.1 Subject to this Scheme of Delegation, the Governing Body may regulate its proceedings as they deem suitable.

10.2 The Governing Body shall meet at least three times in every academic year. Meetings of the Governing Body shall be convened by the Clerk to the Governing Body. In exercising his or her functions under this Scheme of Delegation the Clerk shall comply with any direction:

- given by the Trustees or the Governing Body; or
- given by the Chair of the Governing Body or, in his or her absence or where there is a vacancy in the office of the Chair, the Vice-Chair of the Governing Body, so far as such direction is not inconsistent with any direction given as mentioned above.

10.3 Any three members of the Governing Body may, by notice in writing given to the Clerk, requisition a meeting of the Governing Body; and it shall be the duty of the Clerk to convene such a meeting as soon as is reasonably practicable. As this circumstance would be exceptional, the reasons for the Extra-Ordinary Meeting will be included in the opening remarks of the Chair at the meeting. If more than one Extra-Ordinary Meeting is requested in

an academic year, the Governors requiring the second meeting would first discuss the matter with the Head Teacher, who in turn would inform Trustees.

10.4 Each member of the Governing Body shall be given at least seven clear days before the date of a meeting:

- notice in writing thereof, signed by the Clerk, and sent to each member of the Governing Body at the address provided by each member from time to time; and
- a copy of the agenda for the meeting;

provided that where the Chair or, in his absence or where there is a vacancy in the office of Chair, the Vice-Chair, so determines on the ground that there are matters demanding urgent consideration, it shall be sufficient if the written notice of a meeting, and the copy of the agenda thereof are given within such shorter period as he directs.

10.5 The convening of a meeting and the proceedings conducted thereat shall not be invalidated by reason of any individual not having received written notice of the meeting or a copy of the agenda thereof.

10.6 A resolution to rescind or vary a resolution carried at a previous meeting of the Governing Body shall not be proposed at a meeting of the Governing Body unless the consideration of the rescission or variation of the previous resolution is a specific item of business on the agenda for that meeting.

10.7 A meeting of the Governing Body shall be terminated forthwith if:

- the members of the Governing Body so resolve; or
- the number of members present ceases to constitute a quorum for a meeting of the Governing Body.

10.8 Where a meeting is not held or is terminated before all the matters specified as items of business on the agenda for the meeting have been disposed of, a further meeting shall be convened by the Clerk as soon as is reasonably practicable, and where possible within seven days of the date on which the meeting was originally to be held or was so terminated.

10.9 Where the Governing Body resolves to adjourn a meeting before all the items of business on the agenda have been disposed of, the Governing Body shall before doing so determine the time and date at which a further meeting is to be held for the purposes of completing the consideration of those items, and they shall direct the Clerk to convene a meeting accordingly.

10.10 The quorum for a meeting of the Governing Body, and any vote on any matter thereat, shall be six Governors.

10.11 The Governing Body may act regardless of any vacancies on its body, but, if the numbers of persons serving is less than the number fixed as the quorum, the continuing persons may act only for the purpose of filling vacancies.

10.12 The quorum for the purposes of:

- any vote on the removal of a person in accordance with this Scheme of Delegation;
- any vote on the removal of the Chair of the Governing Body;

- o shall be any two-thirds (rounded up to a whole number) of the persons who are at the time persons entitled to vote on those respective matters and the Head Teacher.

10.13 Subject to this Scheme of Delegation, every matter to be decided at a meeting of the Governing Body shall be determined by a majority of the votes of the persons present and entitled to vote on the question. Every member of the Governing Body shall have one vote.

10.14 Where there is an equal division of votes, the Chair of the meeting shall have a casting vote in addition to any other vote he may have. The Chair will clearly state their reasons for the casting vote.

10.15 The proceedings of the Governing Body shall not be invalidated by:

- any vacancy on the GB; or
- any defect in the election, appointment or nomination of any person serving on the GB.

10.16 A resolution in writing, signed by all the persons entitled to receive notice of a meeting of the Governing Body, shall be valid and effective as if it had been passed at a meeting of the Governing Body duly convened and held. Such a resolution may consist of several documents in the same form, each signed by one or more of the members of the Governing Body and may include an electronic communication by or on behalf of the Governing Body confirming his or her agreement to the form of resolution providing that the electronic communication is sent to the member's Geshher School email address

10.17 The Governing Body shall ensure that a copy of:

- the agenda for every meeting of the Governing Body;
- the draft minutes of every such meeting, if they have been approved by the person acting as the Chair of that meeting;
- the signed minutes of every such meeting; and
- any report, document or other paper considered at any such meeting,
- are, as soon as is reasonably practicable, made available to any member of the Governing Body wishing to inspect them.

10.18 There may be excluded from any item required to be made available, any material relating to:

- a named teacher or other person employed, or proposed to be employed, at the School;
- a named pupil at, or candidate for admission to, the school; and
- any matter which, by reason of its nature, the Chair and Vice Chair of the Governing Body, are satisfied should remain confidential.

10.19 Any member of the Governing Body shall be able to participate in meetings of the Governing Body by telephone or video conference provided that:

- s/he has given notice of his or her intention to do so detailing the telephone number on which he or she can be reached and/or appropriate details of the video

conference provider by which he or she shall be taking part at the time of the meeting at least 48 hours before the meeting; and

- the Governing Body has access to the appropriate equipment, and
- if after all reasonable efforts it does not prove possible for the person to participate by telephone or video conference the meeting may still proceed with its business provided it is otherwise quorate.

## **11. Notices**

11.1 Any notice to be given to or by any person pursuant to this Scheme of Delegation (other than a notice calling a meeting of the Governing Body) shall be in writing or shall be given using electronic communications to an address for the time being notified for that purpose to the person giving the notice. In this Scheme of Delegation, "Address" in relation to electronic communications, refers to the Trust's/School's individual email addresses provided to each Governor, Trustee or employees.

11.2 A notice may be given by the Governing Body to its members either personally or by sending it by post in a prepaid envelope addressed to the member at his registered address or by leaving it at that address or by giving it using electronic communications to an the member's Geshur School email address. A member whose registered address is not within the United Kingdom and who gives to the Governing Body an address within the United Kingdom at which notices may be given to him or her, or an address to which notices may be sent using electronic communications, shall be entitled to have notices given to him or her at that address, but otherwise no such member shall be entitled to receive any notice from the Governing Body.

11.3 A member of the Governing Body present, either in person or by proxy, at any meeting of the Governing Body shall be deemed to have received notice of the meeting and, where necessary, of the purposes for which it was called.

11.4 Proof that an envelope containing a notice was properly addressed, prepaid and posted shall be conclusive evidence that the notice was given. Proof that a notice contained in an electronic communication was sent in accordance with guidance issued by the Institute of Chartered Secretaries and Administrators shall be conclusive evidence that the notice was given. A notice shall be deemed to be given at the expiration of 48 hours after the envelope containing it was posted or, in the case of a notice contained in an electronic communication, at the expiration of 48 hours after the time it was sent.

## **12. Indemnity**

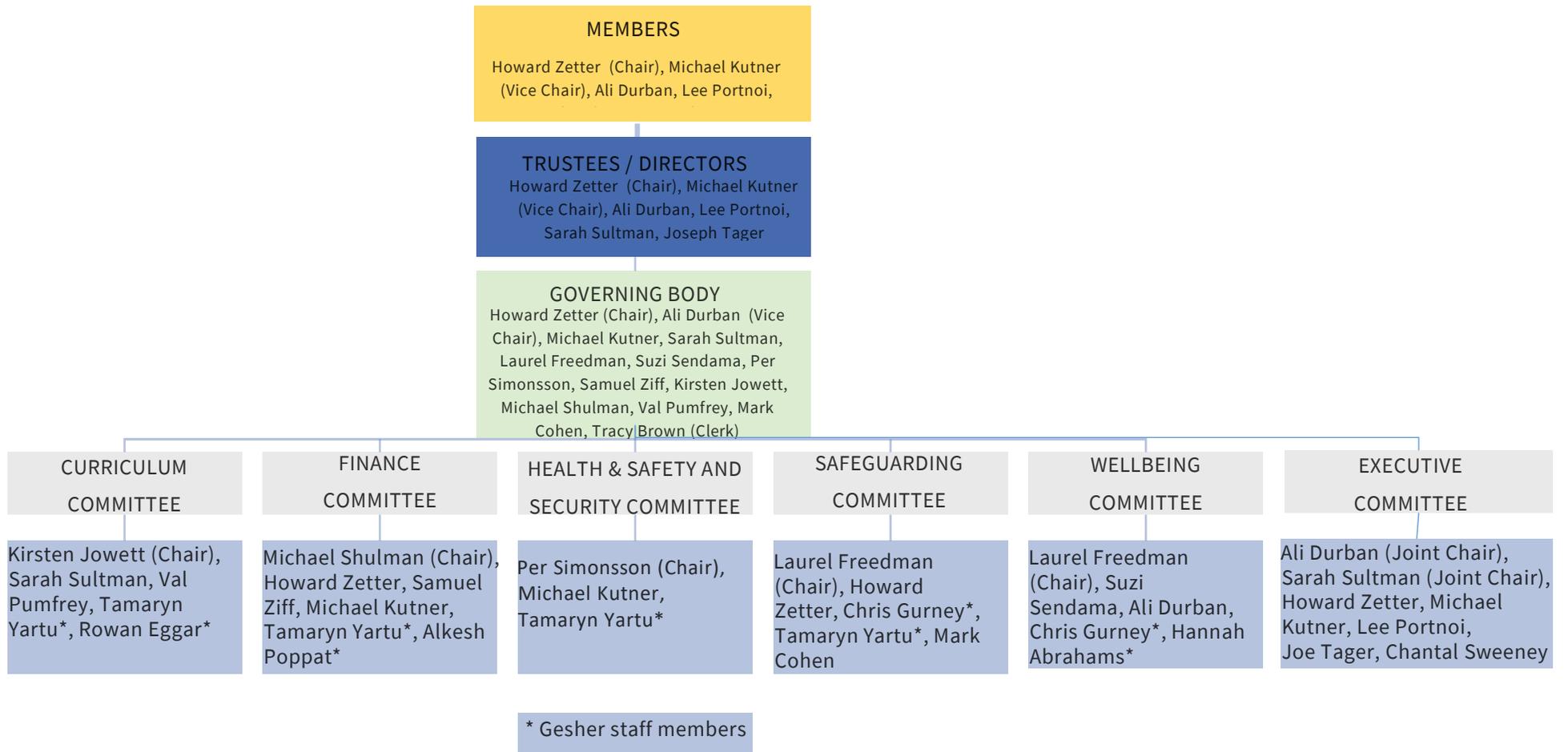
The Trust has put into effect Governor's Liability insurance cover with Zurich Municipal which includes " Any trustee, director, officer, management committee member, member of the board of managers, supervisory board member, management board member or governor of the insured elected or appointed according to law"

## **13. Appendices**

Appendix 1: Governance Structure  
Appendix 2: Decision Making Matrix  
Appendix 3: Day-to-Day Financial Delegation / Authorisation Limits

Appendix 4:	Terms of Reference for the Board of Trustees
Appendix 5:	Terms of Reference for the Governing Body
Appendix 6:	Terms of Reference for the Curriculum Committee
Appendix 7:	Terms of Reference for the Finance Committee
Appendix 8:	Terms of Reference for the Health & Safety and Security Committee
Appendix 9:	Terms of Reference for the Safeguarding Committee
Appendix 10:	Terms of Reference for the Wellbeing Committee
Appendix 11:	Terms of Reference for the Executive Committee
Appendix 12:	Governing Body Code of Conduct
Appendix 13:	Schedule of Policies

# THE GESHER TRUST



## APPENDIX 2 - DECISION MAKING MATRIX

Gesher Trustees comprise the full Board of Trustees and any Committees that the Board establishes. The powers delegated to Committees are outlined in the Committees' Terms of Reference, as listed in the attached appendices. Where decisions and powers are delegated to Trustee Committees, they are reviewed and ratified by the Governing Body or Board of Trustees as appropriate.

Strategy R = Recommend      A = Approve	Head Teacher	Relevant Committee	Governing Body	Trustees	Members
<b>Governance</b>					
Appointing and removing Members				R	A
Appointing Trustees				R	A
Removing Members and Trustees				R	A
Deciding the committee structure for the Board of Trustees				R / A	
Deciding the committee structure for the Governing Body			R	A	
Appointing and removing the Clerk				R / A	
Appointing and removing Co-opted Trustees				R / A	
Appointing and removing Co-opted Governors			R	A	
Electing Chair of Governing Body			R	A	
Removing Chair of Governing Body			R	A	
Appointing and removing the Clerk to the Governing Body			R/A		
Agreeing Terms of Reference for all committees and reviewing annually			R/A		
Planning the schedule of work for the Board of Trustees				R / A	
Planning the schedule of work for the Governing Body			R/A		
Setting the values, vision and strategic aims of the school			R	A	
Establishing the Scheme of Financial delegation		R	A		
Developing a format for the school's development and assessment documents (e.g. SIP, SEF)	R		A		
Creating the SIP and SEF for the school	R	A	A		
Reviewing and challenging the Head Teacher's feedback to the GB, with reference to the SIP and other documents			R/A		

<b>Strategy</b> R = Recommend      A = Approve	<b>Head Teacher</b>	<b>Relevant Committee</b>	<b>Governing Body</b>	<b>Trustees</b>	<b>Members</b>
Ensuring that all statutory policies and documents are in place	R	R	A		
Monitoring the implementation and evaluating the impact of all statutory policies	R	R	A	A	
Ensuring that all sub-committee minutes are uploaded to a secure central store		R/A			
Setting the times of the school day	R		A		
Setting the term dates and INSET days for the school year	R		A		
<b>Strategic Leadership and External Partnerships</b>					
Be responsible for the long term strategy of the school, ensuring the school's strategic plan is robust, accountable and promotes outstanding teaching and learning	R		R	A	
Promote collaboration between the school and externally and identify and support the development of strategic partnerships that support the vision of the Trust	R	R	R	A	
Consider strategic threats and opportunities in relation to the school, assessing the impact on premises, curriculum, resources and admissions. No expansion or contraction of the school will be permitted without the Board of Trustees' consent	R	R	R	A	
Consider strategic threats and opportunities in relation to the school, assessing the progress and improvement in relation to safeguarding, stakeholder engagement and standards.	R	R	A		
Provide a perspective on the wider education community and the challenges facing independent schools	R	R	A		
Assist with the creation of a public face and external identity for the school, facilitating discussions with those who might be considered	R	R	A	A	
Approve the Admission Policy		R	A		
Be made aware of all complaints coming in and support the Head Teacher where deemed appropriate		R	A		
<b>School improvement</b>					
Assist the school's leadership team in the development of the curriculum which meets the school's specific needs and has regard to: <ul style="list-style-type: none"> <li>Any nationally recognised curriculum priorities and initiatives</li> </ul>	R	R	A		

<ul style="list-style-type: none"> <li>The obligation to provide religious education, sex education and physical education</li> <li>Special educational needs</li> <li>National testing and attainment targets and</li> <li>Any teaching objectives and priorities adopted by the Trust</li> </ul>					
Monitoring and evaluating the implementation of the SIP and the extent to which it meets the needs of all stakeholders	R	R	R/A		
Monitoring and evaluating the school's Improvement plans and ensuring that the plans and objectives meet national, regulatory and stakeholder needs	R	R	R/A		
Quality assuring the SIP		R	A		
Validating or challenging grades in the SEF/STEP Standard Evaluation	R	R	A		
Monitoring and evaluating the quality of teaching and learning	R	R	A		
Monitoring and evaluating value for money at the school	R	R	A		
Monitoring and evaluating behaviour, safety, welfare and engagement with stakeholders	R	R	A		
Identifying patterns and trends to bring to the attention of the GB	R	R	A		
<b>Pupils, parents and community</b>					
To determine who will be offered a place in accordance with the Admission Policy	R/A				
To ensure that the school complies with all regulations re the publishing of information	R	A			
To ensure that all stakeholders have a voice in decisions that impact on them	R	R	A		
Be responsible for all consultations and engagement with the community	R	R	A		
<b>Financial management</b>					
Approving financial procedures in accordance with legal and DfE / ISI requirements and best practice	R	R	A		
Ensuring that the financial procedures are implemented effectively	R	R	A		
Maintaining accurate, reconciled and up to date records to provide financial and statistical information	R	R	A		
Establishing and maintaining asset registers in accordance with financial procedures	R	R	A		
Ensuring that any disposal of assets complies with the financial procedures and is reported	R	R	A		

Maintaining a register or pecuniary and business interests of governors and staff	R	R	A		
<b>Strategy</b> <b>R = Recommend</b> <b>A = Approve</b>	<b>Head Teacher</b>	<b>Relevant Committee</b>	<b>Governing Body</b>	<b>Trustees</b>	<b>Members</b>
Establishing and maintaining procedures for effective audit in accordance with legal and DfE / ISI requirements	R	R	A		
Receiving reports from audit inspections and the resulting Action Plan	R	R	R	A	
Ensuring appropriate insurance arrangements in accordance with the financial procedures	R	R	A		
To approve the first formal budget plan each financial year	R	R	A		
Produce Monthly Budget and Key Performance Indicator Report	R	R	A		
Monitor Monthly Budget and Key Performance Indicator Report	R	R	A		
Ensure alignment between School Improvement Plan and Annual Budget	R	R	A		
Ensuring that any writing off of debts complies with the financial procedures	R	R	A		
Complying with VAT and CIT regulations (where appropriate)	R	R	A		
Ensuring that all procurement processes and resulting contracts and agreements conform with the financial procedures	R	R	A		
Ensuring that all transfers between budget headings (virements) comply with the financial procedures	R	R	A		
Establish procedures for staff, Trustees and Governors to claim expenses	R	R	A	A	
<b>Risk Management</b>	<input type="checkbox"/>	<input type="checkbox"/>			
Ensure appropriate risk management policies are in place	R	R	A	A	
Review risk register for the school	R	R	A		
To monitor, review, and amend as necessary, the school's actual financial performance throughout the year and at year end	R	R	A		
Establishing school policies (See Appendix 13)	R	R	A	A	
Review reports from internal audit	R	R	R	A	
Ensure delivery of agreed actions from internal audit reports	R	R	A		
<b>Premises &amp; Estates</b>					
To establish and implement a Buildings Maintenance Strategy	R	R	A		
Where appropriate raise funds, approving of grant applications put forward by the Head Teacher and or the Relevant Committee	R	R	A		
To ensure compliance with Health and Safety legislation	R	R	A		

<b>Staffing</b>					
<b>Strategy</b> <b>R = Recommend</b> <b>A = Approve</b>	<b>Head Teacher</b>	<b>Relevant Committee</b>	<b>Governing Body</b>	<b>Trustees</b>	<b>Members</b>
Recruiting & Appointing Headteacher		R	A	A	
Approving the overall staffing structure for the school	R	R	A		
Develop and adopt a set of HR policies and contracts to be used by the school ensuring consistency and having regard to all legal responsibilities and the equality duty, consulting as necessary	R	R	A		
Develop and implement termly Key Performance Indicators to assess the quality and success of teaching and learning at all stages of education	R	R/A			
Approve Key Performance Indicators to assess the quality and success of teaching and learning at all stages of education	R	R	A		
Monitor the standards of teaching and ensuring that proper standards of professional performance are established and maintained	R	R	A		
Formulate, implement and keep under review a policy for disciplinary and grievance procedures	R	R	A		
Facilitate discussion with staff representative bodies, including the Unions	R		A		
Appraisal of Head Teacher including recommendations re pay		R	A		
Appraisal of Senior Leadership Team	R	R/A	A		
Reviewing recommendations re teachers' and support staff salaries	R	R/A			
Suspend or dismiss Head Teacher		R	A	A	
Suspend or dismiss teachers and support staff	R	R	A		
Approve any additional payments to staff (e.g. redundancy)	R	R	A		

### APPENDIX 3 - DAY-TO-DAY FINANCIAL DELEGATION / AUTHORISATION LIMITS

**KEY:** HT – Head Teacher; DHT – Deputy Head Teacher; FC – Financial Controller; CoF – Chair of Finance Committee; FCOM – Finance Committee; CoG – Chair of Governors; GB – Governing Body; TR – Trustee

<b>Non-Pay Expenditure / Contracts / Orders Limits</b>		<b>Writing off bad debts / issuing of non-corrective credit notes</b>	
Up to £5,000	HT;FC	up to £5,000	HT; FC
£5,000.01 - £15,000	HT; FC; CoF	£5,000.01- £15,000	HT; FC; CoF
£15,000.01 - £50,000	HT; FC; Cof; CoG	Over £15,000.01- £50,000	HT; FC; Cof; CoG
Over £50,000.01	Ditto plus approved at GB meeting	Over £50,000.01	Ditto plus approved at GB meeting
<b>Payment Limits</b>		<b>Disposal of Surplus Stock, Stores &amp; Assets</b>	
All payments in any form	2 signatories as identified on the bank mandate however 1 must be HT/FC and the other must be at FCom/ Trustee level	For disposals the table above relating to write-offs should be followed.	
<b>Budget Virement Limits</b>		<b>Ordering Procedures</b>	
Budget virements will only be actioned in exceptional circumstances and approved at FCOM		<ul style="list-style-type: none"> <li>• One price to be obtained for goods/services up to £3,000</li> <li>• Two prices to be obtained for goods/services between £3,000.01 - £5,000</li> <li>• Three written quotes to be obtained for goods/services between £5,000.01 - £50,000</li> <li>• Full tendering procedure goods/services over £50,000.01</li> <li>• Anything over £5,000.01 needs to have a Value for Money form (VFM) signed off by the Head teacher and Financial Controller and a Credit Check done on the company if necessary</li> </ul>	
		<b>Currently the process for making BACS payment is as follows:</b>	
		<ul style="list-style-type: none"> <li>• The FC prepares a spreadsheet of payments to be made from the Xero finance system</li> <li>• The spreadsheet is then emailed to HT to authorise the payments by signing the spreadsheet</li> <li>• The FC, upon receipt of the signed spreadsheet then inputs the payments onto NatWest Bankline</li> <li>• The FC then sends an email to CoG attaching the signed spreadsheet</li> </ul>	

- The CoG accesses NatWest Bankline and carries out the banks authorisation process to authorise the payments

<p><b>Currently the following are on the bank mandate:</b></p> <ul style="list-style-type: none"> <li>• Ali Durban (Co-Founder/Trustee/Vice Chair of Governors)</li> <li>• Sarah Sultman (Co-Founder/Trustee/Governor)</li> <li>• Howard Zetter (Trustee/CoG/ Member of FCOM)</li> <li>• Alkesh Popat (FC)</li> </ul>	<p><b>Currently the following have access to NatWest Bankline:</b></p> <ul style="list-style-type: none"> <li>• Ali Durban</li> <li>• Sarah Sultman</li> <li>• Howard Zetter</li> <li>• Michael Kutner (Trustee/Governor/Member of FCOM)</li> <li>• Alkesh Popat</li> </ul>
<p><b>Debit Cards</b></p> <p>Currently the following have debit cards:</p> <ul style="list-style-type: none"> <li>• Ali Durban</li> <li>• Sarah Sultman</li> </ul>	<p><b>Credit Cards</b></p> <p>Currently the following have credit cards:</p> <ul style="list-style-type: none"> <li>• Ali Durban £4,125.00 monthly limit</li> <li>• Dafna Hyman (Office Manager) £2,500.00 monthly limit</li> </ul> <p>The office manager uses the credit card when suppliers will not accept Bacs a method of payment and relevant procedures are in place whereby the HT will authorise all transactions prior to ordering</p>
<p><b>Payroll</b></p> <ul style="list-style-type: none"> <li>• The payroll is outsourced and the FC and HT liaise on a monthly basis for any amendments i.e. leavers; starters or any overtime which is authorised by the HT and the amendments are then submitted to the payroll company by FC</li> <li>• After the payroll file is checked by the FC, he sends it to the HT for authorisation</li> <li>• Upon receipt of the HT's authorisation the FC then signs off and authorises the payroll to be released by the payroll company on an appropriate date agreed between HT and FC</li> </ul>	
<p><b>Student fees</b></p> <p>The FC prepares the invoices each term and sends out to the relevant local authorities and parents once the HT approves via email</p> <p>Details of any new starters or leavers are sent to the FC by the admissions team (currently the acting DHT, who leads the admissions team, does this)</p>	

## **APPENDIX 4 – TERMS OF REFERENCE FOR THE BOARD OF TRUSTEES**

### **1. Purpose**

The Trustees of The Gesher Trust ("the Trust") have overall responsibility and ultimate decision making authority for all the work of the Trust, but have delegated the specified responsibilities relating to Gesher School ("the School") to the Governing Body of the School who will support the work of the Trust and promote the success of the School. The day to day management and responsibility for the running of the School has been delegated to the Head Teacher, who will be supported by the School's Senior Leadership Team. The role and responsibilities of the Trustees and those serving on the Governing Body are set out in the Scheme of Delegation.

The Trustees fulfil their responsibilities through strategic planning and by the setting of policy and standards as well as taking responsibility for the oversight and management of risk. The Trustees have the power to direct change where required. The Trustees must act independently and in the best interest of the Trust even if those interests conflict with those of the body or organisation that might have nominated such persons to serve on the Board of Trustees. The Trustees are accountable to the Charity Commission and to the communities that they serve. The Trustees, whilst in certain circumstances possibly also sitting on the Governing Body, are responsible for the school and are expected to use their skills and experience in undertaking a role on the Board of Trustees.

### **2. Membership**

The composition and powers of the Board of Trustees are (subject to charity and company law) determined by the Trust's Memorandum and Articles of Association ("the Articles") and in any conflict between these Terms of Reference and the Articles, the Articles shall prevail. The Board of Trustees must be able to demonstrate an understanding of the ethos and values of the Trust and a commitment to fulfilling the Trust's mission and objectives for the School, drawing on specialist skills where required.

The number of Trustees shall be not less than three but (unless otherwise determined by ordinary resolution) shall not be subject to any maximum.

### **3. Review**

In accordance with best practice, the Board of Trustees will carry out a regular review of the skills and experience available on the Board of Trustees and will seek to develop additional capacity and skills where required. Except in relation to posts held in an ex officio capacity and otherwise only in exceptional circumstances, Trustees will not seek reappointment beyond the usual 3 terms of office, a standard term of office being 4 years.

### **4. Meetings**

As a minimum, the Board of Trustees meets 3 times a year:

- Autumn Term Meeting 1. Takes place at start of the academic year before the Governing Body and any committees meet so that terms of reference and membership of these committees can be ratified and the year planning is agreed. Chair and Vice Chair are elected.

- Autumn Term Meeting 2. Takes place at the end of term after Governing Body and Committee meetings.
- Spring Term Meeting. Takes place at the end of term after Governing Body and Committee meetings.
- Summer Term Meeting. Takes place at the end of term after Governing Body and Committee meetings.

## **5. Quorum**

The quorum for a meeting of the Trustees, and any vote on any matter thereat, shall be any three Trustees, or where greater, any one third (rounded down to a whole number) of the total number of Trustees holding office at the date of the meeting, who are in each case present at the meeting and entitled to vote on the matters to be resolved.

## **6. Authority**

Authorities of the Trustees are specified within the Decision Making Matrix in Appendix 2 of the Scheme of Delegation.

## **7. Administration**

Agendas will be agreed in advance by the Chair, with all required papers and reports circulated at least five working days in advance of the meeting.

## **8. The General Equality Duty**

The Trust must have due regard to the need to:

- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by the Equality Act 2010;
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Protected characteristics:

- Age (not pupils);
- Disability;
- Ethnicity and race;
- Gender;
- Gender reassignment;
- Marriage and civil partnership;
- Pregnancy and maternity;
- Religion and Belief;
- Sexual identity and orientation.

## **APPENDIX 5 – TERMS OF REFERENCE FOR THE GOVERNING BODY**

This document outlines the key roles, responsibilities and structure of the Governing Body (GB) at Gesher School. It is not meant to be exhaustive in its content, rather giving a summary of all the main topics and it applies in conjunction with the Gesher GB Code of Conduct.

### **1. Purpose**

The GB has three strategic core functions:

- Ensuring clarity of vision, ethos and strategic direction;
- Holding the Head Teacher to account for the educational performance of the school and its pupils; and
- Overseeing the financial performance of the school and making sure its money is well spent.

Ofsted Inspectors will explore how governors carry out each of these functions. For example, the clarity of the school's vision, ethos and strategic direction will have a significant impact on the decisions that leaders make about the curriculum. Inspectors will consider whether the work of governors in this respect is supporting the school to provide a high-quality education for its pupils.

### **2. The key features of effective governance**

The GB must be ambitious for all children and young people and infused with a passion for education and a commitment to continuous school improvement that enables the best possible outcomes. Governance must be grounded in reality as defined by both high-quality objective data and a full understanding of the views and needs of pupils/students, staff, parents, carers and local communities. It should be driven by inquisitive, independent minds and through conversations focussed on the key strategic issues which are conducted with humility, good judgement, resilience and determination.

### **3. Effective governance**

- *Strategic leadership* that sets and champions vision, ethos and strategy.
- *Accountability* that drives up educational standards and financial performance.
- *People* with the right skills, experience, qualities and capacity.
- *Structures* that reinforce clearly defined roles and responsibilities.
- *Compliance* with statutory and contractual requirements.
- *Evaluation* to monitor and improve the quality and impact of governance.

### **4. Governors**

The GB of Gesher School consists of twelve governors including one parent governor.

## **5. Terms of Office**

Governors hold their post for a four year term. Four governors are Trustees of the Gesher Trust. Governor Eligibility, forthcoming post ending dates, current vacancies & other current details will be reviewed by the GB termly.

The appointment to the post of Clerk is agreed annually at the first GB meeting of the Autumn Term.

## **6. Members Details**

The Governing Body maintains the following records about its members:

- Personal contact details
- Committee membership
- Link Governor appointments
- Governors' Pecuniary/Business Interest declarations
- Disclosure & Barring Service (DBS) checks
- Confirmation of Eligibility declarations

These are reviewed and updated annually, or more frequently if necessary.

## **7. Chair, Vice Chair**

It is the responsibility of the GB to appoint a Chair & Vice-Chair at the first meeting of the GB after such a post becomes vacant. The GB has agreed that their term of office is three years, reviewed and reconfirmed by the GB annually. The GB is also empowered to remove the incumbent Chair and Vice-Chair during the term of office should the GB consider this action appropriate.

## **8. Clerk to the Governing Body**

It is the responsibility of the GB to:

- Appoint a Clerk to the GB at the start of the Autumn Term or re-affirm the appointment of the existing Clerk.
- Remove the incumbent Clerk during the term of office should the GB consider this action appropriate and appoint a replacement Clerk to cover the end of the outgoing Clerk's current term.
- Appoint a replacement Clerk at the next full meeting of the Governing Body if the Clerk resigns during the one year term. The replacement Clerk will hold the post until the end of the existing term of office.

The post of Clerk cannot be held by any of the existing Governors including the Head Teacher. In the absence of the Clerk, a meeting may be clerked by one of the attending Governors, but not the Head Teacher.

## **9. Meetings**

### **9.1 Conduct**

- **Legality:** A full meeting of the GB is only legal when it has been formally convened by the Chair or Clerk to the GB upon prior notice having been given to all governors.
- **Attendees:** All Governors are expected to attend GB meetings. Other invitees to GB meetings attend at the discretion of the Chair of the GB.
- **Apologies:** Apologies must be made in advance; Governor apologies will be considered at the GB meeting and accepted if agreed by the majority of attending Governors
- **Quorum:** A GB meeting is able to proceed when at least six of Governors in post are present.
- **Chairing the meeting:** The Chair of the GB will chair GB meetings unless he/she delegates the task to another Governor. In the unplanned absence of the Chair, the Vice-Chair will officiate at the meeting.
- **Decisions:** The GB will generally make decisions by consensus. Where voting is applied to the decision-making process, unless otherwise decided by the GB beforehand, the outcome of any vote will be determined by a majority of greater than 50%. In the event of a tied vote the Chair of the meeting has a deciding second vote or the right of veto.
- **Pecuniary / Business Interest:** To be declared by Governors if any change to their Declaration of Interest has occurred since the last GB meeting.
- **Confidentiality:** All items discussed at GB meetings are confidential to the Governors until the minutes of the meeting are approved, unless otherwise clearly stated in the meeting.
- **Electronic Attendance:** Any governor will be able to participate in meetings of the governors by telephone or video conference provided that the governor participates in the whole agenda item discussion and not just the vote; and if after all reasonable efforts it does not prove possible for the person to participate by telephone or video conference the meeting will still proceed with its business provided it is quorate.

### **9.2 Frequency**

As a minimum, the Governing Body meets 3 times a year:

- **Autumn Term Meeting 1.** Takes place at start of the academic year before any committees meet so that terms of reference and membership of these committees can be ratified and the year planning is agreed. Chair and Vice Chair are elected.
- **Autumn Term Meeting 2.** Takes place at the end of term after Committee meetings.

- Spring Term Meeting. Takes place at the end of term after Committee meetings.
- Summer Term Meeting. Takes place at the end of term after Committee meetings.

### **9.3 Agenda**

The agenda is prepared by the Chair in partnership with the Clerk & will incorporate all matters arising from the previous meeting. Any items submitted by other governors for consideration must be sent to the Chair and Clerk two weeks prior to the GB meeting to ensure inclusion in the agenda.

### **9.4 Minutes**

Minutes are taken at the meetings by the Clerk. The draft Minutes are checked by the Chair, and the Minutes when finalised are issued to governors via Governor Hub. Minutes are approved and signed by the Chair at the following GB meeting,

At each GB meeting there is a facility for a Part 2 meeting. The type of things in part 2 include – confidential items where student or staff names might be revealed; additionally, time-sensitive items, which are confidential at the moment, but might be public in future.

## **10. Delegation of Responsibilities**

Subject to the separate formal Scheme of Delegation the GB may delegate any of its functions (with the exception to those listed below) to:

- A committee.
- Any governor other than a governor who is the head teacher.
- The head teacher, where the function being delegated does not directly concern the head teacher.

Where the GB has delegated functions, this does not prevent the GB from exercising those functions.

The GB must review annually the functions they have delegated.

The GB may not delegate the following functions to an individual, although they can be delegated to a committee.

- Approval to the first formal budget plan of the financial year
- Suspension of governors
- Permanent exclusion of pupils

Any individual or committee with delegated responsibility must report to the GB advising of all actions taken or decisions made relating to that delegated function.

## **11. Retained Responsibilities of the Governing Body**

The following responsibilities remain the responsibility of the whole GB.

- Review and document approval of all delegation arrangements annually.
- Review the committee structures annually.
- Review the purpose and delegated authority of Working Parties annually.
- Annually appoint the following Link Governors:
  - Admissions Governor
  - Equalities Governor
  - Training & Development Governor
  - Safeguarding Governor
  - Inclusion (inc SEN & EAL) Governor
  - Finance Governor
  - Health & Safety Governor
- Together with the Senior Leadership Team set the strategic direction of the school.
- Together with the Senior Leadership Team set the school's vision, mission, values, ethos & priorities in line with strategy
- Determine the standards of conduct for the entire school community.
- Contribute to, approve and review the school's Self Evaluation Form (SEF)
- Review & approve the School Improvement Plan (SIP).
- Review & approve all statutory School Policies. Non-statutory policies are delegated.
- Monitor admissions, admission appeals & pupil number trends.
- Monitor the Equality Policy to ensure that it is compliant with current legislation and fully implemented within the school.

The Governing Body also has responsibilities towards its own members to:

- Provide induction for new governors
- Ensure provision of CPD to governors by organizing support and training
- Facilitate governors' visits to school
- Undertake an annual Governance Self Evaluation
- Advertise parent governor vacancies to parents & staff governor vacancies to staff

## **APPENDIX 6 - TERMS OF REFERENCE FOR THE CURRICULUM COMMITTEE**

### **1. Membership**

The committee's membership shall include a minimum of three Governors, and shall also include the Head Teacher or a delegated member of SLT

Associate Members of the Governing Body may also be members of the Committee and vote. Other Governors who are not members of the committee may attend meetings without voting rights. In addition, Invitees may attend meetings without voting rights.

Subject to the review hereinafter mentioned membership shall be for a term of two years. A review of the Committee's skill set shall be carried out on an annual basis and the membership of the committee shall be changed by the Chair if he/she deems it necessary.

### **2. Meetings**

Meetings shall be held termly as a minimum. All meetings shall have a written agenda. The minutes shall be agreed by the members of the Committee and signed off by the Chair of the Committee. A summary of decisions taken and points for action will be noted in the minutes

### **3. Chair**

The Chair shall be elected annually by a simple majority of members. In the event of a tie the Chair of Governors shall have the casting vote. The Chair must be a Governor

### **4 Quorum**

Business may not be conducted without a quorum being present, i.e. no fewer than three Governors who are members of the committee. Associate Members, Governors who are not members of the committee and Invitees shall not be counted within the quorum.

### **5 Purpose**

- 5.1 To ensure the whole school curriculum is broad and balanced; relevant to the needs of all children; provides continuity and progression; is adequately resourced and fulfils statutory requirements.
- 5.2 To contribute, in collaboration with staff, to the monitoring and evaluation of sections of the School Improvement Plan relating to management and leadership of the curriculum and teaching, learning and assessment.
- 5.3 To scrutinise curriculum progress reports which analyse whole school data annually and provide information on statutory and non-statutory assessment. Where there are variations in outcomes for groups of pupils, to challenge in order to achieve continued improvement.
- 5.4 To regularly review and recommend ratification of policies within the remit of the committee and in line with statutory requirements.
- 5.5 To monitor statutory requirements in relation to safeguarding, attendance, behaviour and racism.
- 5.6 To triangulate data and reports provided by ensuring frequent visits to school during the working day.

## **APPENDIX 7 - TERMS OF REFERENCE FOR THE FINANCE COMMITTEE**

## **1. Membership**

The committee's membership shall include a minimum of three Governors, which should also include the Head Teacher or a delegated member of SLT. The school's Finance Controller is also a member of the committee.

Associate Members of the Governing Body may also be members of the Committee and vote. Other Governors who are not members of the committee may attend meetings without voting rights. In addition, Invitees may attend meetings without voting rights.

Subject to the review hereinafter mentioned membership shall be for a term of two years. A review of the Committee's skill set shall be carried out on an annual basis and the membership of the committee shall be changed by the Chair if he/she deems it necessary.

## **2. Meetings**

Meetings shall be held termly as a minimum. All meetings shall have a written agenda. The minutes shall be agreed by the members of the Committee and signed off by the Chair of the Committee. A summary of decisions taken and points for action will be noted in the minutes

## **3. Chair**

Chair shall be elected annually by a simple majority of members. In the event of a tie the Chair of Governors shall have the casting vote

## **4. Quorum**

Business may not be conducted without a quorum being present, i.e. no fewer than three Governors who are members of the committee. Associate Members, Governors who are not members of the committee and Invitees shall not be counted within the quorum.

## **5. Purpose**

5.1 The committee has delegated responsibility for the following:

- Budgeting
- Funding
- Income and Expenditure
- Financial Procedures and Systems
- Management Accounts
- Cash Flow
- Reserve
- Resources/Value for Money
- External Audit/Year End Accounts
- Credit Control
- Financial planning
- Pay
- Pensions
- Insurance

- 5.2 To prepare and Monitor the budget
- 5.3 To monitor income and expenditure against budget
- 5.4 To maintain cash flow projections
- 5.5 To monitor financial protocols for purchases, payments and resources generally
- 5.6 To prepare forecasts for the future financial performance of the school
- 5.7 To decide on and create a Reserve
- 5.8 To regularly review and recommend ratification of policies within the remit of the committee and in line with statutory requirements.
- 5.9 To monitor the school's accounting system
- 5.10 To assist in the preparation of the Trustees Report in so far as it relates to finance
- 5.11 To deal with the Charity Commission Annual Return
- 5.12 To deal with Companies House Annual Return

## **APPENDIX 8 - TERMS OF REFERENCE FOR THE HEALTH & SAFETY AND SECURITY COMMITTEE**

## **1. Membership**

The committee's membership shall include a minimum of two Governors including, the Health and Safety Link Governor and the Premises Link Governor and should also include the Head Teacher or a delegated member of SLT

Associate Members of the Governing Body may also be members of the Committee and vote. Other Governors who are not members of the committee may attend meetings without voting rights. In addition, Invitees may attend meetings without voting rights

Subject to the review hereinafter mentioned membership shall be for a term of two years. A review of the Committee's skill set shall be carried out on an annual basis and the membership of the committee shall be changed by the Chair if he/she deems it necessary.

## **2. Meetings**

Meetings should be held termly as a minimum. All meetings shall have a written agenda. The minutes shall be agreed by the members of the Committee and signed off by the Chair of the Committee. A summary of decisions taken and points for action will be noted in the minutes

## **3. Chair**

The Chair shall be elected annually by a simple majority of members. In the event of a tie the Chair of Governors shall have the casting vote. The Chair must be a Governor

## **4 Quorum**

Business may not be conducted without a quorum being present, i.e. no fewer than two Governors who are members of the committee. Associate Members, Governors who are not members of the committee and Invitees shall not be counted within the quorum.

## **5 Purpose**

- 5.1 To ensure compliance with the requirements of Health and Safety legislation and regulations.
- 5.2 To ensure sector best practice is followed throughout the School in relation to Health and Safety.
- 5.3 To ensure that appropriate arrangements for developing Health and Safety competencies amongst staff are in place and are being followed.
- 5.4 To review and approve changes to the School's Health and Safety policy as well as Security related policies.
- 5.5 To develop, approve and endorse new and revised policies and procedures to implement the School's Health and Safety policy as well Security policies.
- 5.6 To promote engagement with, and the integration of Health and Safety as well as Security considerations into everyday working practices in the School.

- 5.7 To discuss and, where appropriate, approve proposed Health and Safety initiatives.
- 5.8 To review and monitor the School's arrangements for the proactive monitoring of Health and Safety performance in the School.
- 5.9 To commission audits and reviews of Health and Safety as well as Security management systems, policies and procedures.
- 5.10 To consider reports on accidents and/or incidents and work related ill health statistics in order to identify any emerging trends or patterns.
- 5.11 To review site management, cleaning and grounds maintenance practices where appropriate.
- 5.12 To review site Security arrangements, procedures and practices at least annually or sooner following any Security breach.

## **APPENDIX 9 - TERMS OF REFERENCE FOR THE SAFEGUARDING COMMITTEE**

### **1. Membership**

The committee's membership shall include a minimum of three Governors, and shall also include the Head Teacher and/or a delegated member of SLT.

Associate Members of the Governing Body may also be members of the Committee and vote. Other Governors who are not members of the committee may attend meetings without voting rights. In addition, Invitees may attend meetings without voting rights.

Subject to the review hereinafter mentioned membership shall be for a term of two years. A review of the Committee's skill set shall be carried out on an annual basis and the membership of the committee shall be changed by the Chair if he/she deems it necessary.

### **2. Meetings**

Meetings shall be held termly as a minimum. All meetings shall have a written agenda. The minutes shall be agreed by the members of the Committee and signed off by the Chair of the Committee. A summary of decisions taken and points for action will be noted in the minutes

### **3. Chair**

The Chair shall be elected annually by a simple majority of members. In the event of a tie the Chair of Governors shall have the casting vote. The Chair must be a Governor

### **4. Quorum**

Business may not be conducted without a quorum being present, i.e. no fewer than two Governors who are members of the committee. Associate Members, Governors who are not members of the committee and Invitees shall not be counted within the quorum.

### **5. Purpose**

5.1 The Governing Body has a collective responsibility for safeguarding at the school. The purpose of this committee is to assist the Governing Body in fulfilling its oversight responsibilities for Child Protection and Safeguarding, and to provide additional support for the Nominated Safeguarding Governor Policies and compliance.

5.2 The committee will review and ratify the following policies:

- Safeguarding and Child Protection
- Staff Personal Code of Conduct
- Medical and First Aid
- Medicine in School
- Acceptable Internet Use
- Online safety
- Child Missing in Education
- Prevent Duty
- Safer Recruitment
- Whistleblowing

5.3 The committee will be responsible for monitoring:

- compliance with safeguarding regulations (including keeping up to date with changes)
- adherence to safeguarding and child protection policies and procedures in school
- safeguarding practice within the school
- the single central register
- safer recruitment
- that relevant training is undertaken by staff and governors

## **APPENDIX 10 - TERMS OF REFERENCE FOR THE WELLBEING COMMITTEE**

### **1. Membership**

The committee's membership shall include a minimum of three Governors, and shall also include the Head Teacher and/or a delegated member of SLT and the school's Educational Psychologist.

Associate Members of the Governing Body may also be members of the Committee and vote. Other Governors who are not members of the committee may attend meetings without voting rights. In addition, Invitees may attend meetings without voting rights.

Subject to the review hereinafter mentioned membership shall be for a term of two years. A review of the Committee's skill set shall be carried out on an annual basis and the membership of the committee shall be changed by the Chair if he/she deems it necessary.

### **2. Meetings**

Meetings shall be held termly as a minimum. All meetings shall have a written agenda. The minutes shall be agreed by the members of the Committee and signed off by the Chair of the Committee. A summary of decisions taken and points for action will be noted in the minutes.

### **3. Chair**

The Chair shall be elected annually by a simple majority of members. In the event of a tie the Chair of Governors shall have the casting vote. The Chair must be a Governor.

### **4 Quorum**

Business may not be conducted without a quorum being present, i.e. no fewer than two Governors who are members of the committee. Associate Members, Governors who are not members of the committee and Invitees shall not be counted within the quorum.

### **5 Purpose**

5.1 The committee is responsible for promoting and developing the health and wellbeing of its pupils and staff. The committee seeks to enable all pupils to explore, understand and grow in all aspects of their lives, so as to reach their full potential, and contribute positively to the life of the school, their families and community as a whole.

5.2 The committee has overall responsibility for monitoring, reviewing and ratifying the following policies:

- Wellbeing, Mental Health and Happiness
- Positive Handling
- Anti-bullying
- Behaviour
- Equalities
- SEND
- Kashrut

5.3 To ensure that staff, families and children feel empowered, engaged and educated.

- 5.4 To promote a culture of reflective practice and collaborative peer learning (including work life balance).
- 5.5 To review therapies available at the school and ensure that they are appropriate for secondary provision.
- 5.6 To monitor therapeutic impact.
- 5.7 To ensure that the ethos and philosophy of Gesher are embedded in the school community and developed alongside the expansion of the school into the secondary provision.
- 5.8 To implement and review targets/goals from the Gesher Strategic Plan.
- 5.9 To monitor progress on School Improvement Plan throughout the year.
- 5.10 To feedback to the full governing body on a regular basis.

## **APPENDIX 11 - TERMS OF REFERENCE FOR THE EXECUTIVE COMMITTEE**

### **1. Membership**

The committee's membership shall include a minimum of four Trustees and shall also include a member or members who are neither Trustees, Governors nor members of the school's staff. In addition, invitees may attend meetings without voting rights.

Subject to the review hereinafter mentioned membership shall be for a term of two years. A review of the Committee's skill set shall be carried out on an annual basis and the membership of the committee shall be changed by the Chair if he/she deems it necessary.

### **2. Meetings**

Meetings shall be held three times a year as a minimum. All meetings shall have a written agenda. The minutes shall be agreed by the members of the Committee and signed off by the Chair of the Committee. A summary of decisions taken and points for action will be noted in the minutes.

### **3. Chair**

The Chair shall be elected annually by a simple majority of members. In the event of a tie the Chair of Trustees shall have the casting vote. The Chair must be a Trustee.

### **4 Quorum**

Business may not be conducted without a quorum being present, i.e. no fewer than four Trustees who are members of the committee. Invitees shall not be counted within the quorum.

### **5. Purpose**

The committee is responsible for overseeing the strategic raising of funding for the School and establishing relationships with financial and commercial supporters of the School with a view to establishing long term stability for the School.

## **APPENDIX 12 – GOVERNING BODY CODE OF CONDUCT**

**The Governing Body has the following core strategic functions:**

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Establishing the strategic direction, by:

- Setting the vision, values, ethos and objectives for the school
- Agreeing the school strategy with priorities and targets
- Meeting statutory duties

Ensuring accountability, by:

- Appointing the Head Teacher
- Monitoring progress towards targets
- Performance managing the Head Teacher and holding him/her to account for the schools performance
- Contributing to school self-evaluation

Ensuring financial probity, by:

- Setting the budget
- Monitoring spending against the budget
- Ensuring value for money is obtained
- Ensuring risks to the school are managed

**As individuals on the Governing Body (GB) we agree to the following:**

### **Role & Responsibilities**

- We understand the purpose of the GB and the role of the Head Teacher.
- We accept that we have no legal authority to act individually, except when the GB has given us delegated authority to do so, and therefore we will only speak on behalf of the GB when we have been specifically authorised to do so.
- We accept collective responsibility for all decisions made by the GB or its delegated agents. This means that we will not speak against majority decisions outside the GB meeting.
- We have a duty to act fairly and without prejudice, and in so far as we have responsibility for staff, we will fulfil all that is expected of a good employer.
- We will encourage open government and will act appropriately.
- We will consider carefully how our decisions may affect the community.
- We will always be mindful of our responsibility to maintain and develop the ethos and reputation of the school. Our actions within the school and the local community will reflect this.
- In making or responding to criticism or complaints we will follow the procedures established by the governing board.
- We will actively support and challenge the Head Teacher.

### **Commitment**

- We acknowledge that accepting office as a governor involves the commitment of significant amounts of time and energy.
- We will each involve ourselves actively in the work of the GB, and accept our fair share of responsibilities, including service on committees or working groups.
- We will make every effort to attend all meetings and where we cannot attend we will explain in advance to the chair why we are unable to.

- We will get to know the school well and respond to opportunities to involve ourselves in school activities.
- We will visit the school, with all visits arranged in advance with the Head Teacher and undertaken within the framework established by the governing board.
- We will consider seriously our individual and collective needs for induction, training and development, and will undertake relevant training.
- We accept that in the interests of open government, our full names, date of appointment, terms of office, roles on the governing board, and attendance records, may be published on the school's website.

### **Relationships**

- We will strive to work as a team in which constructive working relationships are actively promoted.
- We will express views openly, courteously and respectfully in all our communications with other governors, trustees and committee members.
- We will abide by a simple majority vote and in the event of a tie the chair will have the deciding vote
- We will not make any final decision unless there is a quorum of at least six GB members at any board meeting
- We will support the chair in his/her role of ensuring appropriate conduct both at meetings and at all times.
- We are prepared to answer queries from other board members in relation to delegated functions and take into account any concerns expressed, and we will acknowledge the time, effort and skills that have been committed to the delegated function by those involved.
- We will seek to develop effective working relationships with the Head Teacher, staff and parents, and other relevant agencies and the community.

### **Confidentiality**

- We will observe complete confidentiality when matters are deemed confidential or where they concern specific members of staff or pupils, both inside or outside school.
- We will exercise the greatest prudence at all times when discussions regarding school business arise outside a governing board meeting.
- We will not reveal the details of any governing board vote.

### **Conflicts of interest**

- We will at all times declare any pecuniary or other business interest (including those related to people we are connected with) that we have in connection with the governing board's business and if any such conflicted matter arises in a meeting we will offer to leave the meeting for the appropriate length of time.
- We will also declare any conflict of loyalty at the start of any meeting should the situation arise.
- We will act in the best interests of the school as a whole and not as a representative of any group.

### **Breach of this code of conduct**

- If we believe this code has been breached, we will raise this issue with the chair and the chair will investigate; the GB will only use suspension/removal as a last resort after seeking

to resolve any difficulties or disputes in more constructive ways.

- Should it be the chair that we believe has breached this code, another GB, such as the vice chair will investigate.

## APPENDIX 13 – SCHEDULE OF POLICIES

Gesher Link Governors		
Safeguarding	Laurel Freedman	Safeguarding
Curriculum	Kirsten Jowett	Curriculum
Health & Safety	Per Simonsson	H & S
Training/Careers	Suzi Sendama	Wellbeing
Finance	Michael Shulman	Finance
Wellbeing	Ali Durban	Wellbeing
Equity & Diversity	Val Pumfrey	Curriculum
SEN	Sam Ziff	Finance
Premises	Michael Kutner	Finance

Policy Link Governors	Named Governor	Committee	Statutory	Outsourced/ External Consultant
Acceptable Use of IT Policy	Mark Cohen	Safeguarding		
Access Control Policy	Mark Cohen	Safeguarding		Judicium Consulting Ltd
Accessibility Plan	Michael Kutner	H & S	*	
Admissions	Howard Zetter	Finance	*	
Annual Leave for Support Staff Policy	Suzi Sendama	Wellbeing		Outsourced to HR consultant
Anti-Bullying Policy (Including the EYFS)	Val Pumfrey	Wellbeing		
Appraisal Policy for Teachers	Howard Zetter	Finance		Outsourced to HR consultant
Assessment Policy	Kirsten Jowett	Curriculum		
Behaviour Policy and Statement of Behaviour Principles (inc. Exclusions)	Val Pumfrey	Curriculum	*	
British Values	Suzi Sendama	Wellbeing		
Capability and Disciplinary Policies and Procedures	Suzi Sendama	Wellbeing	*	Outsourced to HR consultant

Policy Link Governors	Named Governor	Committee	Statutory	Outsourced/ External Consultant
Children with health needs who cannot attend school	Laurel Freeman	Safeguarding	*	
Child Protection and Safeguarding Policy	Laurel Freedman	Safeguarding	*	
Children Missing Education Policy	Mark Cohen	Safeguarding		
Clear Screen and Desk Policy	Mark Cohen	Safeguarding		Judicium Consulting Ltd
Complaints	Howard Zetter	Safeguarding	*	Outsourced to HR consultant
Curriculum Policy	Kirsten Jowett	Curriculum	*	
Data Protection Policy	Per Simonsson	H & S		Judicium Consulting Ltd
English as an Additional Language Policy (EAL)	Kirsten Jowett	Curriculum		
Equalities Policy	Val Pumfrey	Curriculum		
Fire Safety & Procedures Policy	Per Simonsson	H & S	*	
GDPR Training Policy	Per Simonsson	H & S		Judicium Consulting Ltd
Grievance Policy	Suzi Sendama	Wellbeing	*	Outsourced to HR consultant
Guidelines for Security Emergency Procedures	Michael Kutner	H & S		
Health and Safety Policy	Per Simonsson	H & S	*	
Kashrut Policy (Jewish Dietary Laws)	Sarah Sultman	Curriculum		
Lone Working Risk Assessment and Policy	Per Simonsson	H & S		
Maternity Policy	Michael Shulman	Finance		Outsourced to HR consultant

Policy Link Governors	Named Governor	Committee	Statutory	Outsourced/ External Consultant
Medical and First Aid Policy	Per Simonsson	H & S	*	
Mental Health, Wellbeing, and Happiness Policy	Laurel Freedman	Wellbeing		
Newly Qualified Teachers Policy	Kirsten Jowett	Curriculum	*	
Nut-Free Policy	Per Simonsson	H & S		
Online Safety Policy	Mark Cohen	Safeguarding		
Parental Leave Policy	Sam Ziff	Finance		Outsourced to HR consultant
Paternity Leave Policy	Sam Ziff	Finance		Outsourced to HR consultant
Performance Management Policy	Howard Zetter	Finance/ Safeguarding		Outsourced to HR consultant
Positive Handling Policy	Val Pumfrey	Curriculum		
Prevent Duty - Dealing with Extremism and Radicalisation	Laurel Freedman	Wellbeing		
Privacy Notice for Gesher Staff	Per Simonsson	H & S	*	Outsourced to HR consultant
Privacy Notice for Pupils, Parents and Supporters	Per Simonsson	H & S	*	Outsourced to HR consultant
PSHEE Policy	Kirsten Jowett	Curriculum		
Record Retention Schedule Policy	Howard Zetter	Finance		
Remote Working Policy	Mark Cohen -	Safeguarding		Judicium Consulting Ltd
Relationships and Sex Education Policy	Kirsten Jowett	Curriculum	*	
Risk Assessment Policy	Per Simonsson	H & S	• (ISI)	

Policy Link Governors	Named Governor	Committee	Statutory	Outsourced/ External Consultant
Safer Recruitment Policy Statement	Mark Cohen	Safeguarding		
School Emergency Response Plan For Disaster Recovery including the event of a Critical Incident	Michael Kutner	H & S		
School Personal Code of Conduct Policy	Howard Zetter	Safeguarding		
SEND Policy	Laurel Freeman / Sam Ziff	Well-being		
Special Leave Policy	Howard Zetter	Finance		Outsourced to HR consultant
Unforeseen Absence Policy	Howard Zetter	Finance		Outsourced to HR consultant
Whistleblowing	Howard Zetter	Safeguarding		