



# St Luke's School

GOVERNING BOARD TERMS OF REFERENCE AND  
SCHEME OF DELEGATION 2020-21



## GENERAL

1. The proceedings of the Governing Body and its Committees are determined in part by statutory documents, notably the Memorandum and Articles of Association of St Luke's Church of England School, and relevant legislation; and in part by decisions the Governing Body makes about the conduct of its proceedings. The information set out below are only headline points and should not be regarded as a comprehensive schedule of how the Governing Body is required to operate.

## TERMS OF REFERENCE

### **The general role of the Governing Body and relationship with the Headteacher**

2. The Headteacher is responsible for the internal organisation and management of the school; and for advising on and implementing the strategic framework as set out in the School Development and Improvement Plan. The Headteacher will be responsible for discharging many responsibilities on the Governing Body's behalf, as well as for his or her own responsibilities.
3. The role of the Governing Body is set out in the Governors' Handbook as published by the DfE; in particular:

*"The purpose of governance is to provide confident, strategic leadership and to create robust accountability, oversight and assurance for educational and financial performance.*

*All boards, no matter what type of schools or how many schools they govern, have three core functions:*

- *Ensuring clarity of vision, ethos and strategic direction;*
- *Holding executive leaders to account for the educational performance of the organisation and its pupils, and the performance management of staff; and*
- *Overseeing the financial performance of the organisation and making sure its money is well spent."*

### **Specific Areas of Responsibility and Oversight**

4. The Governing Body as a whole will exercise responsibility for and oversight over the following:
  - (a) The Mission and Vision of the St Luke's Church of England School
  - (b) The overall policy and strategic direction of St Luke's Church of England School
  - (c) The School Development and Improvement Plan
  - (d) The adoption and monitoring of Key Targets for St Luke's Church of England School
  - (e) The adoption of the annual budget and major financial decisions
  - (f) The overall curriculum
  - (g) The Annual Report and Accounts
  - (h) School policies

- (i) The overall governance of St Luke's Church of England School, including oversight of committees and appointment of governors
- (j) Any statutory inspection of the school
- (k) Relations with the LDBS, DfE, ESFA, LB Camden, and St Luke's Church
- (l) Any other statutory matters which are determined to be the responsibility of the full governing body
- (m) Any other matters referred to it by Committees set up by the governing body

#### **MEMBERSHIP**

5. The Membership of the Governing Body is as set out in the Articles & Memorandum of Association, namely:
- 7 Foundation Governors, nominated by the Parochial Church Council of St Luke's Church to include the Vicar ex-officio
  - The Headteacher ex-officio
  - 2 elected parent governors
  - 1 elected teacher governor
  - 1 governor nominated by the LDBS
  - Co-opted governors

#### **VOTING RIGHTS**

6. All governors have equal voting rights. In the event of an equal division of votes, the chair shall have a second or casting vote

#### **APPOINTMENT OF CHAIR AND VICE-CHAIR**

7. At their first meeting in the school year, the governors shall elect a chair and a vice-chair from among their number. A governor who is employed to work at the School shall not be eligible for appointment or election as chair or vice-chair, respectively.

#### **POWERS OF DELEGATION**

8. Subject to the articles, the governors may delegate any of their powers or functions to any committee or to the Headteacher or any other holder of executive office. Any delegation may be made subject to conditions. Any exercise of delegated powers or functions shall be reported to the governing body by the individual or committee concerned.
9. A schedule of delegated powers and functions as well as terms of reference of the Committees of the Governing Body is available separately and reviewed annually.

#### **OVERSIGHT OF COMMITTEES**

10. The Governing Body has general oversight of all Committees and working parties set up by the Governing Body, but specifically those Committees which report directly to it, namely:
- Resources Committee
  - School improvement Committee
  - Standing committee

- Sub-Committees

### **QUORUM**

11. The quorum for a meeting or vote of the Governing Body shall be any three governors or, where greater, one third of the total number of governors holding office at the date of the meeting.

### **ACCOUNTABILITY**

12. Accounts shall be prepared in accordance with the provision of the Companies Act 2006 (including any statutory modification or enactment)
13. The governors shall comply with their obligations under the Charities Act 1993 (or any statutory re-enactment or modification) with regard to the preparation of an annual report and annual return.

### **SECRETARIAT**

14. Each year the governors shall appoint a secretary who shall be known as 'the clerk'.

### **OTHER PROCEDURAL MATTERS**

15. Other procedural matters affecting the Governing Body are set out in the Articles and Memorandum of Association of St Luke's Church of England School and by any other procedures as may be determined from time to time by the Governing Body.
16. Any Governor shall be able to participate in meetings of the Governors by telephone or video (clause 123) provided that they have given notice 48 hrs in advance and subject to provisos in the Articles.



### **Specific Areas of Responsibility and Oversight**

1. The School Improvement Committee will exercise responsibility for and oversight over the following areas:
  - (a) Pupils
    - Admissions sub committee- ranking, policy, procedure and practice
    - Attendance
    - Behaviour
    - Bullying
    - Equalities
    - Additional Educational Needs including Special Educational Needs and Disabilities
    - Safeguarding
    - Teaching, learning and assessment
    - Pupil outcomes: standards and overall levels of achievement including disadvantaged students
    - Pupil progress for all groups and narrowing the gap
    - Any other matters particular relating to children's personal development and well-being
  - (b) Parents and care-givers
    - Liaison between school and home including arrangements for reporting to and informing parents of their children's attainments, achievements and general conduct
    - Home-School Agreement
    - Arrangements for consulting with parents and listening to their views
  - (c) Community
    - Relations with St Luke's Church
    - Relations with the LDBS family of schools and the Camden family of schools
  - (d) Curriculum
    - Curriculum Implementation
    - Significant or major changes to the curriculum
    - Relationships and Sex Education (RSE)
  - (e) Monitoring on-going compliance with school values, aims and ethos across the life of the school
  - (f) Key Targets set by the Governors in respect of any of the above areas
  - (g) Any other matters referred to it by the Governing Body

### **MEMBERSHIP**

2. The Membership of this Committee shall consist of the following:
  - The Headteacher shall be an ex-officio member
  - Up to six additional Governors appointed by the Governing Body

In attendance:

- Members of staff with leadership responsibilities for Teaching and Learning

#### **VOTING RIGHTS**

3. All members have equal voting rights. In the event of an equal division of votes, the Chair shall have a second or casting vote. However, no vote on any matter shall be taken at a meeting of a committee of the governors unless the majority of members of the committee present are governors. (See Articles of Association)

#### **APPOINTMENT OF CHAIR AND VICE-CHAIR**

4. The Committee shall each school year elect a Chair from among their number. A governor who is employed to work at the School shall not be eligible for appointment or election as Chair.

#### **DELEGATED POWERS & FUNCTIONS**

5. A schedule of delegated powers and functions is available separately and reviewed annually.

#### **OVERSIGHT OF POLICIES**

6. Policies and procedures as per the agreed delegated schedule

#### **FREQUENCY OF MEETING**

7. The Committee shall meet at least 3 times per year but may meet more frequently as required.

#### **QUORUM**

8. The quorum for a meeting of the Committee shall be any three members.

#### **ACCOUNTABILITY**

9. This Committee reports directly to the Governing Body which receives minutes, reports and recommendations from the Committee.

#### **SECRETARIAT**

10. The agenda is prepared and circulated by the Clerk, and minutes of the meeting are circulated to all governors.

#### **OTHER PROCEDURAL MATTERS**

11. Other procedural matters affecting the Governing Body are set out in the Articles and Memorandum of Association of the St Luke's Church of England School and by any other procedures as may be determined from time to time by the Governing Body.



### **Specific Areas of Responsibility and Oversight**

1. The Resources Committee will exercise responsibility for and oversight over the following:
  - (a) The overall finances of St Luke's Church of England School, including:
    - The annual budget (for recommendation to the Governing Body) and monitoring of that budget
    - Governors Fund (if any)
    - Charging policy; income generation policy; lettings policy
    - Financial procedures (including compliance with the Academies Financial Handbook); delegation of spending authority and virement policies
    - Policy and decisions regarding contracts and service level agreements
    - Insurance arrangements
    - Governors expenses policy
  - (b) The Premises of the St Luke's Church of England School, including:
    - Annual Maintenance and Improvement programme
    - Any capital projects
    - Health & Safety in relation to premises, including site security
    - Access
    - Premises Insurance
    - Issues relating to the co-location with St Luke's Church
    - Issues relating to the licence between St Luke's School and St Luke's Church
  - (c) The Personnel of St Luke's Church of England School, including:
    - Staff recruitment procedures
    - Equal Opportunities
    - Employment contractual matters
    - Pay policy
    - Staff well-being
  - (d) Key Targets agreed by the Governing Body for St Luke's Church of England School in respect of any of the above areas
  - (e) Any other matters referred to it by the Governing Body or set out in the Scheme of Delegation

### **MEMBERSHIP**

2. The Membership of this Committee shall consist of the following:
  - The Headteacher shall be an ex-officio member
  - Up to six additional Governors appointed by the Governing Body

In attendance

- Members of staff with leadership responsibilities for Finance, Premises and Personnel

At the first meeting of the year, each Committee member shall be allocated one or more individual lead areas from (4) areas of responsibility and oversight

### **VOTING RIGHTS**

3. All members have equal voting rights. In the event of an equal division of votes, the Chair shall have a second or casting vote. However, no vote on any matter shall be taken at a meeting of a committee of the governors unless the majority of members of the committee present are governors. (See Articles of Association)

### **APPOINTMENT OF CHAIR AND VICE-CHAIR**

4. The Committee shall each school year elect a Chair from among their number. A governor who is employed to work at the School shall not be eligible for appointment or election as Chair.

### **DELEGATED POWERS & FUNCTIONS**

5. A schedule of delegated powers and functions is available separately and reviewed annually.

### **OVERSIGHT OF POLICIES**

6. Policies and procedures as per the agreed delegated schedule : namely: Redundancy Procedures; Grievance and Discipline Procedures; Managing Staff Sickness Absence; Capability Procedures)

### **FREQUENCY OF MEETING**

7. The Committee shall meet at least 3 times per year but may meet more frequently as required

### **QUORUM**

8. The quorum for a meeting of the Committee shall be any three members.

### **ACCOUNTABILITY**

9. This Committee reports directly to the Governing Body which receives minutes, reports and recommendations from the Committee.

### **SECRETARIAT**

10. The agenda is prepared and circulated by the clerk and minutes of the meeting are circulated to all governors.

### **OTHER PROCEDURAL MATTERS**

11. Other procedural matters affecting the Governing Body are set out in the Articles and Memorandum of Association of the St Luke's Church of England School and by any other procedures as may be determined from time to time by the Governing Body.





**MAIN PURPOSE OF THE STANDING COMMITTEE**

1. To act on behalf of the Governing Body for the undertaking of urgent business beyond the scope of Chair's action. The Standing Committee shall meet on an occasional basis in respect of urgent business or to deal with matters remitted to it by the Governing Body, the Resources Committee or School Improvement Committee.

**MEMBERSHIP**

2. The Membership of this Committee shall consist of the following:
  - The Chair and Vice-Chair of the Governing Body
  - The Headteacher
  - The Chair of the Resources Committee (if different)
  - The Chair of the School Improvement Committee (if different)

**VOTING RIGHTS**

3. All members have equal voting rights. In the event of an equal division of votes, the chair shall have a second or casting vote.

**APPOINTMENT OF CHAIRMAN AND VICE-CHAIRMAN**

4. The Chair and Vice-Chair of the Standing Committee shall be the Chair and Vice-Chair of the Governing Body respectively.

**DELEGATED POWERS & FUNCTIONS**

5. A schedule of delegated powers and functions is available separately and reviewed annually.

**OVERSIGHT OF COMMITTEES**

6. The Standing Committee has no responsibility for the oversight of any committee.

**ACCOUNTABILITY**

7. Any business conducted shall be reported to the Governing Body.

**QUORUM**

8. The quorum for a meeting of the Committee shall be any three members.

**SECRETARIAT**

9. Agendas and papers shall normally be prepared by the Chairman of the Committee. The Committee shall nominate one of its members to take notes during the meeting and to use the standard report format for reporting back to the Governing Body.

## **OTHER PROCEDURAL MATTERS**

10. Other procedural matters affecting the Governing Body are set out in the Articles and Memorandum of Association of St Luke's Church of England School and by any other procedures as may be determined from time to time by the Governing Body.



Working Parties can be set up to consider a specific issue or to deal with a particular area and report back to the governing body.

Working Parties have no formal delegated powers.

For each Working Party, the Governing Body must determine and set out in writing:

- the terms of reference, specifying the extent of the powers delegated to the committee;
- the membership.

The Governing Body should also consider the arrangements for the following:

- the chairmanship (NB: anybody employed to work at the school cannot act as chair);
- the clerking;
- determining the quorum;
- the frequency with which the Working Party should report to the governing body; and
- the date by which the Working Party should complete its work.

Pay panel and HT PMR annually in the autumn term, other Panels and committees as required.

#### **HEADTEACHER'S PERFORMANCE REVIEW**

1. To review the Targets and Objectives of the Headteacher and to agree any pay award or pay progression

Membership: Two governors as delegated, together with an external appraiser as agreed by the FGB.

Quorum: Three.

#### **STAFF GRIEVANCE COMMITTEE**

2. To consider matters relating to staff grievance in accordance with agreed procedures, and to make such decisions as fall to it to make under those procedures.

Membership: Three governors from their number as available

Quorum: Three.

#### **DISCIPLINE COMMITTEE**

3. To consider either
  - a. the reinstatement of a pupil in accordance with statutory requirements including representations made by parents/carers following the actions of the Headteacher to exclude.
  - b. OR disciplinary matters in relation to a staff member in accordance with HR policy

Membership: Three governors from their number as available

Quorum: Three.

#### **STAFF PAY PANEL**

4. To review the recommendations of the Headteacher to award pay progression with respect to Pay and Appraisal policy guidelines

Membership: Three governors as directly delegated

Quorum: Three.

#### **APPEALS COMMITTEE**

5. To hear appeals against decisions made by a previous panel of Governors for matters relating to HT and Staff pay awards, Staff discipline or grievance, or complaints.

Membership: Three governors from their number as available and not involved at any earlier stage.

Quorum: Three.

## STATEMENT OF DELEGATED AUTHORITY 2020-21

### St Luke's Church of England School

The Governing Body has overall responsibility for decisions made under delegation and, where possible, will always seek advice from the Headteacher before making decisions.

The Governing Body has not delegated any decision-making responsibility to any individual governor, however each individual governor takes a lead role in one or more areas and this carries a responsibility to support policy review and effective decision-making in this area.

This scheme has been prepared in line with the current Governor's Handbook, DfE guidance and the school's Funding Agreement and Articles of Association. If any of these documents were to change they would take precedence over this statement. The full Governing Body will review the statement at the first meeting of each academic year.

Level 1 Decision made by whole Governing Body

Level 2 Decision delegated to a committee of the Governing Body

Level 3 Decision delegated to Headteacher

Grey Function cannot be carried out at this level

Key Function		Tasks	Decision level		
			1	2	3
Core	1	Ensuring clarity of vision, ethos and strategic direction			
	2	Holding the headteacher to account for the educational performance of the school and its pupils, and the performance management of staff			
	3	Overseeing the financial performance of the school and making sure its money is well spent			
	4	Day-to-day management and running of the school			
Budget	5	To develop and propose the school budget			
	6	Appoint the Headteacher as Accounting Officer (AO)			
	7	Make sure the school participates in annual exercises to consolidate accounts with those of the ESFA			
	8	Approve a balanced budget in each financial year in line with the School's charitable objects			
	9	Appoint a registered statutory auditor and prepare annual financial statements in line with ESFA's Accounts Direction			
	10	To monitor monthly management accounts			
	11	To monitor termly expenditure			
	12	To enter into contracts with a value of up to £1000pa			
	13	To enter into contracts with a value above £1000pa			
	14	To investigate irregularities			
	15	To make payments up to £5000			
	16	To make payments above £5000			
	17	To approve any virements between budget headings			
	18	To appoint a Responsible Officer or internal financial audit			
	19	To approve a charging and remissions policy			
	20	Monitoring financial benchmarking and value for money			
	21	Make sure the School's resources are used for the purpose for which they were received and that the School complies with the law and its articles of association			
	22	Make sure that the School acts responsibly, that assets are protected and used for the benefit of the School, that the School is solvent and keeps appropriate financial records			
Staffing	23	Headteacher appointment in line with safer recruitment practices			
	24	SLT appointments in line with safer recruitment practices			

	25	To approve the staffing complement			
	26	Other staff appointments in line with safer recruitment practices			
	27	Make sure 'reasonable adjustments' are made in the case of an employee with a health issue or disability			
	28	Approve a pay policy			
	29	Approve pay awards			
	30	To establish disciplinary, capability, whistleblowing and grievance procedures			
	31	Dismissal of other staff			
	32	Suspending Headteacher			
	33	Suspending staff (except Headteacher)			
	34	Ending a suspension (Headteacher)			
	35	Ending a suspension (except Headteacher)			
	36	Determining dismissal payments/early retirement			
<b>Curriculum</b>	37	To develop a curriculum in line with the School's funding agreement, including adherence to the EYFS framework			
	38	Responsibility for standards of teaching			
	39	Responsibility for individual children's education			
	40	To approve a policy for the provision of sex education in line with the School's funding agreement			
	41	To support the Prevent programme, to prohibit political indoctrination, and to ensure the balanced treatment of political issues			
	42	To determine appropriate extra-curricular activities and to ensure proper safeguards are in place for any such activities			
<b>Meeting children's needs</b>	43	To approve a policy for meeting children's SEN and to appoint a 'responsible person' with responsibility to make sure children's needs are met			
	44	To make sure there is a SENCO who is a qualified teacher and that they achieve a National Award in Special Educational Needs Co-ordination within three years of appointment			
	45	To appoint a qualified designated teacher to promote the educational achievement of looked after children			
<b>Performance Management</b>	46	To approve an appraisal policy			
	47	Headteacher's appraisal			
	48	Other SLT appraisal			
	49	Other staff appraisal			
	50	Regular review of effectiveness of the governing body			
<b>School performance</b>	51	To set annual school targets and to make sure targets and end of Key Stage results are published			
	52	Understanding the performance of the school in core areas: pupil achievement and financial stability			
	53	Engage with key stakeholders: staff and pupil voice, parents			
	54	To make sure that children participate in statutory assessments			
	55	To make sure that the school takes part in performance tables data checking exercises			
	56	Before the end of the summer term of each school year, to provide parents with a written report on their child's achievements.			
<b>Exclusions</b>	57	To approve a behaviour policy			
	58	To decide whether or not to confirm permanent and fixed term exclusions.			
	59	To direct reinstatement of excluded pupils			
	60	To establish an Independent Review Panel			
<b>Admissions</b>	61	To approve and consult on the admissions arrangements and to make sure that such arrangements fall within the Admissions Code			
	62	To make admissions decisions within the policy			
	63	To appeal against LA directions to admit pupil(s)			
<b>School ethos</b>	64	To ensure the provision of RE in line with the School's Church of England status and funding agreement			

	65	To make sure there is a daily act of collective worship			
	66	To make sure that the ethos remains in line with the Schools' Church of England status and funding agreement, and that it promotes fundamental British values			
	67	To make sure that the School meets the requirements of the Equalities Act 2010			
	68	To make sure that children have an appropriate cultural education			
	69	To monitor and promote pupil wellbeing			
	70	To make sure that the school supports community cohesion			
<b>Premises</b>	71	To ensure appropriate insurances are in place			
	72	Developing school building strategy and maintenance plan			
<b>Health and Safety</b>	73	To make sure the school has a health and safety policy			
	74	To ensure that health and safety regulations are followed, including first aid , fire safety, and meeting pupils' additional medical needs			
	75	To make sure that the school has an accessibility strategy			
<b>School Organisation</b>	76	Proposal to alter or discontinue the School			
	77	To set the times of School sessions and the dates of School terms and holidays			
	78	To ensure that requirements for school lunches are met including the provision of free meals to those pupils meeting the criteria			
	79	To make sure all statutory school policies are reviewed in line with requirements			
	80	To make sure that the school keeps admissions and attendance registers			
	81	Make sure that the school's Edubase entry is kept up to date			
<b>Information For parents and others</b>	82	To make sure that all required information is available to parents on the school website			
	83	To make sure there is a home-school agreement in place			
	84	To make sure that requests made under the Data Protection Act are met			
	85	To make sure that FOIA requests are met			
<b>GB Procedures</b>	86	To draw up instrument of government and any amendments thereafter			
	87	To appoint and remove the chair and vice chair			
	88	To appoint and remove the clerk to the Governors			
	89	To hold a full GB meeting at least three times in an academic year, or as often as occasion may require			
	90	To maintain and publish a Register of Governors' Business Interests			
	91	To approve an Expenses scheme			
	92	To establish a Governors' code of conduct which includes an expectation that they undertake whatever induction, training or development activity is needed and a regular skills audit.			
	93	To agree delegation of functions			
	94	To regulate the GB's procedures (where not set out in law)			
	95	To suspend or remove a governor for acting in a way that is contrary to the ethos of the school or for undermining fundamental British values			
	96	To allocate lead responsibilities to individual governors			
	97	To assess and commission training for staff and governors			
<b>Legal</b>	98	To determine the provision of legal services			
<b>HR</b>	99	To commission HR and recruitment services			
<b>Safeguarding</b>	100	Carry out functions with a view to safeguarding and promoting the welfare of children			
	101	Make sure the school has safeguarding policies and procedures in place which take account of guidance and the law, including for safer recruitment			
	102	Make sure there is support for anyone facing an allegation			
	103	Make sure a member of the SLT has responsibility for safeguarding issues			
	104	Make sure the school has a Single Central Record			