Cirencester Kingshill School

Scheme of Delegation

Contents

INTRODUCTION

Structure, Governance and Management

CONSTITUTION

The academy trust is a company limited by guarantee and an exempt charity. The Charitable Company's Memorandum and Articles of Association are the primary governing documents of the academy trust. The Trustees of Cirencester Kingshill School are also the directors of the Charitable Company for the purposes of company law. The Charitable Company is known as Cirencester Kingshill School.

Details of the Trustees who served throughout the year except as noted are included in the Reference and Administrative Details of the financial statements available on the website.

MEMBERS' LIABILITY

Each member of the charitable company undertakes to contribute to the assets of the charitable company in the event of it being wound up while they are a member, or within one year after they cease to be a member, such amount as may be required, not exceeding £10, for the debts and liabilities contracted before they ceased to be a member.

METHOD OF RECRUITMENT AND APPOINTMENT OR ELECTION OF TRUSTEES

Regard is given to the qualifications and experience of the Trustees to ensure that the Trust has all the necessary skills required to contribute fully to the Academy's management and development.

In accordance with the Academy's Articles of Association, the Trust of Cirencester Kingshill School has resolved to have the following categories of Trustee:

- General Trustees (up to 8)
- Parent Trustees (up to 4)
- Staff Trustees (1 teaching staff; 1 support staff)
- Co-opted Trustees (up to a maximum of 3)
- Headteacher (ex officio and appointed by ordinary resolution)

The agreed term of office for all Trustee categories is four years, save that this time limit shall not apply to the Headteacher. Subject to remaining eligible to be a particular type of Trustee, any Trustee may be re-appointed or re-elected. Trustees are recruited and elected as follows:

General Trustee:

The members may appoint by ordinary resolution up to 11 Trustees.

Parent Trustee: Parent Trustees shall be elected by parents of registered students at the Academy. The Board of Trustees takes such steps as are reasonably practical to secure that every person who is known to them to be a parent of a registered student at the Academy is informed of the vacancy and that it is required to be filled by election, informed that he/she is entitled to stand as a candidate, and vote at the election, and given the opportunity to do so.

A Parent Trustee must be a parent/carer of a student at the Academy at the time when he/she is elected; parents/carers may self-nominate. If the nomination is not contested (there is only one candidate), the Governance Professional will send a letter to the parents of all registered students confirming the name of the candidate and their appointment as Parent Trustee. If there is more than one nominee ballot papers are sent to registered students' parents/carers outlining candidate credentials. Completed ballot papers are returned to the Governance Professional by midday on a set date (approximately 2 calendar weeks from the

day ballot papers are distributed) and the nominee polling the majority of votes is duly elected. The Governance Professional (publishes the results.

Staff Trustee: Teaching Staff Trustees are elected by staff employed as teachers by the Academy; Support Staff Trustees are elected by non-teaching staff employed by the Academy. Only staff currently employed by the Academy may act as Staff Trustees. They are appointed by the Members by ordinary resolution.

The Board of Trustees takes such steps as are reasonably practical to secure that every person who is known to them to be a current employee (as appropriate) of the Academy is informed of the vacancy and that it is required to be filled by election, informed that he/she is entitled to stand as a candidate, and vote at the election, and given the opportunity to do so. Staff may self-nominate. If the nomination is not contested (there is only one candidate), the Governance Professional will issue notice to the Academy employees confirming the name of the candidate and their appointment as Staff Trustee. If there is more than one nominee, the outcome of the election is to be determined by secret ballot. The Governance Professional publishes the results.

Co-opted Trustee: Current Trustees who are themselves Co-opted Trustees are not entitled to be part of the process to appoint additional Co-opted Trustees. Candidates are nominated by a current Trustee.

Nominations must be seconded by another serving member of the Board of Trustees. If the nomination is not contested (there is only one candidate), a vote is given by a show of hands. In the case where a vacancy is contested, voting is by secret ballot. Trustees must be present at the meeting at which the voting takes place in order to cast their vote.

Election of the Chair and Vice Chair of Trustees

The Trustees elect a Chair and Vice Chair from among their number at the first full Board meeting of each school year. A Trustee who is employed by the Academy Trust is not eligible for the office of Chair or Vice Chair. The Company Secretary chairs the meeting for the item to elect the Chair of Trustees. Once elected, the Chair takes over the meeting, including the item to elect the Vice Chair.

Trustees may submit written nominations, prior to the meeting of the Board of Trustees at which the election will take place, and verbal nominations at the meeting if no written nominations have been submitted. A Trustee can nominate him/herself for office and does not need to be present at the meeting to be considered.

During an election, nominees may be asked to leave the room while the voting takes place. If the nomination is not contested (there is only one candidate), a vote is given by a show of hands. If there is more than one nominee, the remaining Trustees will vote by secret ballot, with the nominee polling the majority of votes being duly elected.

If there is a tie, each candidate will be given the opportunity to speak to the Trustees about their nomination and a further vote by secret ballot will be taken. If there is still a tie, Trustees should discuss the strengths of the nominees further, and another vote will be taken. This process will repeat until a nominee polls a majority of the votes.

PAY POLICY FOR KEY MANAGEMENT PERSONNEL
The Trustees of the academy receive no remuneration.

The Trustees are responsible for making major decisions about the senior staff appointments and remuneration. The setting of pay and remuneration of key management personnel is determined by the School's Pay Policy, which, for teaching staff, is reviewed annually based on the recommendations of the School Teachers' Review Body and the School Teachers' Pay and Conditions Document.

TRUSTEES' INDEMNITIES
Cirencester Kingshill School has not taken out any indemnity cover for work undertaken by the Trustees on a personal basis.

Structure of Trustees Meetings

SCOPE OF RESPONSIBILITY
As Trustees/, we acknowledge we have overall responsibility for ensuring that Cirencester Kingshill School has an effective and appropriate system of control, financial and otherwise. However, such a system is designed to manage rather than eliminate the risk of failure to achieve business objectives, and can provide only reasonable and not absolute assurance against material misstatement or loss.

The Board of Trustees has delegated the day-to-day responsibility to the Headteacher, as Accounting Officer, for ensuring financial controls conform with the requirements of both propriety and good financial management and in accordance with the requirements and responsibilities assigned to it in the funding agreement between Cirencester Kingshill School and the Secretary of State for Education. They are also responsible for reporting to the board of trustees any material weaknesses or breakdowns in internal control.

The Trustees have the responsibility to ensure that procedures are in place to maintain a Central Register for staff and to monitor that DBS and list 99 checks are completed satisfactorily

ORGANISATIONAL STRUCTURE
The Board of Trustees meets once a term to receive reports from its committees and manage its strategic objectives.

The Board of Trustees has established a number of sub-committees which review policies and performance of the School in all areas:
- Resources Committee (meets four times a year)
- Staffing Committee (meets four times a year)
- Impact Committee (meets four times a year)
- Chairs Committee (meets three times a year)

Additional meetings are held to address urgent issues. Every member of the Board of Trustees sits on at least one sub-committee. The Headteacher attends every sub-committee meeting along with other members of the School's senior leadership team (as appropriate). A report from each of the sub-committees is discussed at five out of the six meetings of the Board of Trustees.

The Trustees are responsible for setting general policy, adopting an annual plan and budget, monitoring the Academy by the use of budgets and making major decisions about the direction of the Academy, capital expenditure and senior staff appointments.

Day-to-day management of the Academy is delegated to the Headteacher. The Headteacher is the Accounting Officer. The Trustees have appointed a senior leadership team comprising the Headteacher, a Deputy Headteacher, two Senior Assistant Headteachers, two Assistant Headteachers and a School Business Manager. The senior leadership team manages the Academy at an executive level implementing the policies laid down by the Trustees and reporting back to them.

THE BOARD OF TRUSTEES STANDING ORDERS

**These Standing Orders Apply to all Board of Trustees Meetings & Committee Meetings
unless Stated Otherwise**

1. **Structure of the Board of Trustees**
   The Board of Trustees have agreed to the following structure.

   a. A maximum of 8 general trustees (elected by vote by all members) who are also the Board of Trustees

   b. A maximum of 4 parent trustees (elected by parents).

   c. The Headteacher (whilst in post, appointed by members).

   d. One teaching staff trustee (elected by teaching staff and appointed by members)

   e. One support staff trustee (elected by support staff and appointed by members).

   f. Up to a maximum of 3 co-opted trustees (See point 3 below)

2. **Election and tenure of Trustees.**

   a. The Governance Professional is the designated returning officer for the election of parent and staff Trustees; the elections will be held in accordance with the articles and guidelines issued by the Department for Education.

   b. The term of office of a parent, staff or general trustee will be four years from the date of notification of their appointment. They may stand for re-appointment, if eligible.

   c. Staff trustees must relinquish their position when they leave the school.

   d. Parent trustees can continue until the end of their term of office if their child has left the school, but may not stand for re-election.

   e. The Headteacher is a permanent member of the Governing Body whilst in post.

3. **Co-opted Trustees.**
   A co-opted trustee is a trustee elected as such by vote by the trustees. The trustees may appoint a maximum of 3 co-opted trustees.

   Co-opted trustees cannot vote on the election of other co-opted trustees. Other than this, they have the same voting rights as any other trustee.

The term of office for co-opted trustees is 4 years.

4. **The role of Associate members on the Committee**

Associate members are not Trustees, but they can be appointed to committees and to attend full Governing Body meetings to provide a particular expertise and experience.

The Governing Body may choose to extend Committee membership and voting rights to an Associate member subject to the following restrictions. These rights must be assigned to the Associate member at the time of their appointment, and must be recorded in the minutes of the full Governing Body meeting.

- An Associate member may not be the Chair or Vice Chair of the Committee
- Associate members may only vote in Committee if they are in the minority i.e. if there are more Trustees on the Committee at the time of the vote than Associate members

5. **Disclosure and Barring Service (DBS).**

Trustees may be required to carry out regulated activity in relation to children (e.g. unsupervised one to one mentoring of a student). Therefore, all Trustees must have successfully acquired a fully enhanced Disclosure Clearance Certificate through Kingshill School and have presented their certificate to the Governance Professional before they can begin their term of office.

6. **Election of Chair and Vice Chair.**

Any person employed by Kingshill School or paid for undertaking work in Kingshill School is not eligible for election as Chair or Vice Chair. The Chair and Vice Chair shall be elected at the first meeting of each academic year, immediately after the adoption of the standing orders. At this point the current Chair will then stand down. The new Chair is elected by a simple majority of members. The Company Secretary will take the chair for the purpose of holding the election.

Trustees may nominate themselves or others in writing to reach the Governance Professional at least two working days before the Meeting, except that nominations may be made at the Meeting if there are no prior nominations. At the meeting the nominees must be seconded. If there is more than one candidate a secret ballot is to be held. If there is a tie another ballot shall be held immediately. If there is still a tie those present shall decide on how to proceed with the Company Secretary still acting as Chair.

7. **Full Trustees Meetings.**

All Trustees are expected to attend Full Board of Trustees Meetings. Apologies should be sent to the Governance Professional, in advance of the meeting, if a Trustee is unable to attend the meeting.

The Governance Professional and the Company Secretary will also be in attendance at meetings of the Full Board of Trustees.

8.   Non-attendance at Meetings.
Trustees who fail to attend Full Trustees Meetings for a continuous period of 6 months shall be liable to be disqualified from membership of the Board of Trustees. Disqualification can only be made by a vote of the relevant persons as per paragraph 10 of these Standing Orders.

9.   Resignation and Removal of Trustees.
Please refer to Articles 65 to 67 of the Articles of Association.

10.   Disqualification of Trustees
Please refer to Articles 68 to 80 of the Articles of Association.

11.   Quorum for Trustees Meeting.
The quorum for a Trustees Meeting is one third (rounded up to the nearest whole number) of the number of the complete membership of the Trustees (at the day of the Meeting) excluding vacancies except that it shall be two thirds of the complete membership excluding vacancies for a vote on any of the following:

    a. To appoint a parent trustee if not enough parents stand for election to fill the number of vacancies.

    b. Any vote on the removal of a trustee.

    c. A vote on the removal from office of the Chair of Trustees.

12.   Quorum for Committee Meetings.
The quorum for each committee is stated in that committee's constitution.

13.   Voting.
Only trustees (including co-opted trustees) may vote at a meeting of the Board of Trustees. If there is an equal number of votes, the Chair of the Meeting has a second (casting) vote.

14.   Frequency and Time of Board of Trustees Meetings.
Meeting frequency for the Board of Trustees is as follows:

    a. There will normally be six meetings each year. Additional meetings may be called as appropriate provided at least 14 days' notice is given.

    b. One meeting will be preceded by the Members AGM; this will normally be the fourth Trustees meeting (January). For the quorum for the AGM please refer to article 23 of the Articles of Association. The Chair for the AGM will be elected according to article 25 of the Articles of Association.

c. The last meeting of each Summer Term will decide the meetings' programme for the next calendar year.

d. Meetings will normally begin at 4.00p.m.

15. **Location of Meetings.**
Meetings normally will be held in a room with space appropriate to the number of attendees, or online via virtual meeting if circumstances dictate this to be the best format.

16. **Confidentiality**.
Agreement on confidentiality, with due regard to the Freedom of Information Act, will form part of the formal adoption process

17. **Distribution of Full Board of Trustees' Meeting Minutes.**
After being agreed a true record **Full Board of Trustees' Meeting Minutes** minutes are distributed as follows:
a. To the Full Board of Trustees.

b. Filed and available for inspection with the Governance Professional. Any matter which, by reason of its nature, the Trustees are satisfied should remain confidential, will be marked as a confidential item on the agenda and the minutes of such an item will not be available for inspection.

18. **The Agenda**.

a. **Agenda items.** Notwithstanding Article 108 of the School's Articles of Association, and for reasons of effectiveness, any Trustee wishing to place a matter on the Agenda must notify the Governance Professional in writing at least 14 days before the meeting of Trustees.

b. **The Ordering of the Agenda** shall be agreed between the Chair of Trustees and the Headteacher.

c. Notwithstanding Article 108 of the School's Articles of Association, and for reasons of effectiveness, **the Agenda** shall be circulated by the Governance Professional to all Trustees at least 7 days before the meeting, together with all the attachments.

d. **Items at the Discretion of the Chair of Trustees**. Exceptionally, at the start of a meeting, a Trustee may request that the Chair include an item without notice.

e. **A.O.B.** is for matters of information only.

19. **Committees of the Governing Body.**

a. The Governing Body has established the following committees which have delegated powers detailed in the Terms of Reference for each of the committees;
- Curriculum and Pastoral – Chair elected at the start of each academic year.
- Finance, Audit & Risk – Chair elected at the start of each academic year.
- Buildings and Health & Safety – Chair elected at the start of each academic year.
- Staffing Pay and Dismissal – Chair elected at the start of each academic year.
- Chairs – The Chair of Trustees is the Chair.

b. Disqualification from Committees:
- Any person employed to work at Cirencester Kingshill School, other than the Head, cannot be a member of the Trustees' Staffing Committee or the Trustees' Staffing Pay and Dismissal Appeals panel.

- Any Trustee, who is related to an employee of Cirencester Kingshill School, cannot be the Chair of the Trustees' Staffing Committee or a member of the Trustees' Staffing Pay and Dismissal Appeals panel.

- Any Trustee, who is a parent / carer of a student attending Cirencester Kingshill School, cannot be a member of the Trustees' Staffing Committee or the Trustees' Staffing Pay and Dismissal Appeals panel.

- Any person whose paid employment or voluntary work may constitute as a conflict of interest while on a Trustees' Committee at Cirencester Kingshill School must declare the interest and this may affect their membership of the Committee, for example, working in a particular trade or education.

c. All Trustees must be a member of at least one of the following committees:
- Staffing
- Finance, Audit & Risk
- Curriculum & Pastoral
- Buildings and Health & Safety

d. The following panels meet as required:
- Discipline/Student Exclusion
- Admissions and Admission Appeals
- Staffing Pay and Dismissal Appeals Panel

e. The Constitution and Membership of each of the committees is to be agreed by the Governing Body at its first meeting of the academic year. Amendments may be made during the year but are to be ratified at the next meeting of the Governing Body. Committees may also include associate members, see terms of reference of the committees.

f. The Governing Body or its committees may establish working groups to deal with specific matters and report back to the relevant committee.

g. Each committee and working group will decide the frequency, timing and location of its meetings.

h. Each committee and working group will report at each of the scheduled Trustees' meetings. Minutes of its meetings (except the Staffing Committee and Chairs) will be available to all Trustees.

20. Amendment.
Amendments to these standing orders may only be made by the Governing Body.

21. Adoption of Standing Orders.
These Standing Orders will be formally adopted as the first item of business at the first meeting of the Governing Body in the Autumn Term.

The Articles of Association are available from the Governance Professional

Updated September 2023

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Cirencester Kingshill School

Trustees' Chairs Committee

Terms of Reference

The task of this committee is to oversee the work of the Board of Trustees and make recommendations on the conduct of Governing Body business. The Board of Trustees must take all decisions concerning the adoption and implementation of these recommendations.

The Chair of the Trustees' Chairs Committee must be the Chair of the Board of Trustees.

Objectives
To consider all matters related to the work of Trustees both on the various Committees and the full Board of Trustees to ensure Trustees are meeting their legal requirements and working for the best interests of the students' education and well-being.

To monitor and make recommendations about the following:
- The structure of the Board of Trustees
- Trustee involvement
- Recruitment of Trustees
- Trustees' development plan
- Trustee training
- Dates of Meetings of the full Board of Trustees
- Agenda items for the full Board of Trustees
- Oversight of the work of the other Committees of the Trustees and ensuring Policies are reviewed by the appropriate committees annually
- The monitoring and consideration of any policies which fall outside the scope of the other committees. If the vote to approve policies is not unanimous the Chair will refer the policy back to the Board of Trustees
- Oversight of the SEF, SDP and target setting
- Oversight of Safeguarding Policy and Procedures
- Any matters requiring an urgent decision can be referred to the Chairs' Committee or its delegated representative

Meetings
Committee meetings will be held three times a year.

The Governance Professional will take the minutes at each meeting. Minutes will be circulated to members of the committee.

The Chair of Trustees will report the work of the committee to the regular meetings of the Board or Trustees.

Quorum
Decisions will not be voted on unless at least three Trustee members are present

Name of Committee Members	Trustee / Advisor	Date Appointed to the Committee
Adrian Thomas (Chair)	Trustee	January 2020
Rene Blamey	Trustee	19.04.2018
Libby Reed	Trustee	14.10.2010
Jo Lindley (Head)	Trustee	September 2023

Chair of the Committee	Adrian Thomas

Clerk to the Committee	Rebecca Bryant

Quorum (minimum of 3 Trustees.)	3

Date of review:	September 2024

These terms of reference agreed by the Trustees' Chairs Committee	28.09.23

Updated September 2023

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Cirencester Kingshill School

Trustees' Resources Committee

Terms of Reference

The task of this Committee is to consider and make recommendations to the Board of Trustees on issues relating to the School's budget, standards and other issues relating to the School's Buildings and Health and Safety. This includes statutory requirements and the School's Buildings and Health and Safety Policy. The Resources Committee also undertake the duties of an Audit and Risk Committee. When the Resources Committee discuss audit and risk matters, the Accounting Officer (Headteacher) and School Business Manager are in attendance to provide information and participate in discussions. The full Board of Trustees must take all decisions concerning the adoption and implementation of these recommendations.

Objectives

Finance

- In consultation with the Headteacher and the Business Manager, approving the draft budget plan of the financial year.
- To establish and maintain an up to date 3 year financial plan.
- To consider a budget position statement including virement decisions at least 3 times per year and to report significant anomalies from the anticipated position to the Board of Trustees.
- To ensure that the School operates within the Financial Regulations of the ESFA.
- To monitor expenditure of all voluntary funds kept on behalf of the Board of Trustees.
- To annually review charges, remissions, and expenses in line with the School Charging Policy.
- To make decisions in respect of service agreements.
- To make decisions on expenditure following recommendations from other committees in line with the Finance Policy.
- To ensure, as far as is practical, that Health and Safety issues are appropriately prioritised.
- To determine whether sufficient funds are available for pay increments as recommended by the Headteacher. * If sufficient funds are not available refer the item back to Board of Trustees.Staffing Committee.
- In the light of the Headteacher Performance Management Group's recommendations, to determine whether sufficient funds are available for increments.
- To prepare the financial statement to form part of the annual report of the governing body to parents and for filing in accordance with Companies Act and Charity Commission requirements.
- To receive auditors' reports and responsible officers' reports and to recommend to the full Board of Trustees action as appropriate in response to audit findings.
- To recommend to the full governing body the appointment or reappointment of the auditors of the academy.

Audit and Risk
- To direct the Trust's programme of internal scrutiny and reporting to the board on the adequacy of the Trust's financial and other controls and management of risks.
- To agree the written terms of reference describing its remit, which are included in the Resources Committee Terms of Reference

- To agree a programme of work annually to deliver internal scrutiny that provides coverage across the year
- To review the risk register to inform the programme of work, ensuring checks are modified as appropriate each year
- To ensure that risks are being addressed appropriately through internal scrutiny
- To report to the board on the adequacy of the trust's internal control framework, including financial and non-financial control and management of risks
- To agree who will perform the work
- To consider reports at each meeting from those carrying out the programme of work
- To consider progress in addressing recommendations
- To consider outputs from other assurance activities by third parties including ESFA financial management and governance reviews, funding audits and investigations
- To have access to the external auditor as well as those carrying out internal scrutiny, and consider their quality

Buildings

- To advise the Board of Trustees on priorities, including Health and Safety, for the maintenance and development of the School's premises
- To oversee arrangements for repair and maintenance
- To make recommendations to the Trustees' Finance Committee on premises related expenditure
- In consultation with the Headteacher and the Trustees' Finance Committee, to oversee premises related funding bids
- To oversee arrangements, including Health and Safety, for the use of School premises by outside users, subject to Board of Trustees policy
- To keep under review a Building Development Plan
- To keep under review an Accessibility Plan
- To endeavour to use sustainable and eco-friendly materials when upgrading existing building or new build, where cost effective.

Any matters requiring an urgent decision can be referred to the Chairs' Committee or its delegated representative.
If the vote to approve policies is not unanimous the Chair will refer the policy back to the full Board of Trustees.

Meetings
Committee meetings will be held a minimum of three times a year.
The Governance Professional will take minutes at each meeting and these will be circulated to members of the Committee after each meeting.
The Chair of the Trustees' Resources Committee will report the work of the Committee to the regular meetings of the Board of Trustees and minutes of the Committee meetings will be available for all Trustees on request.
In the absence of the Chair the Vice Chair will chair the meetings.
The Chair of Trustees should not be chair of the Resources Committee.

Quorum
Decisions will not be voted on unless at least three Trustees are present.
(NB - The Buildings ToR also included Associate members being present, did you want this included?)

Disqualification
Any person employed to work at another local school in a finance capacity, or undertakes voluntary work at another local school in a finance capacity, would be considered to have a

conflict of interest and therefore cannot be a member of the Trustees Resources Committee at Kingshill School.

The Role of Advisors
Advisors are asked to attend Board of Trustee and committee meetings to provide a particular expertise and experience. An advisor has no voting rights at either Board of Trustee meetings or at committee meetings.

The role of Associate Members on the Committee
Associate members are not Trustees, but they can be appointed to committees and to attend full Board of Trustee meetings to provide a particular expertise and experience. The Board of Trustees may choose to extend Committee membership and voting rights to an Associate Member subject to the following restrictions. These rights must be assigned to the Associate Member at the time of their appointment, and must be recorded in the minutes of the full Board of Trustees meeting.
- An Associate Member may not be the Chair or Vice Chair of the Committee
- Associate Members may only vote in Committee if they are in the minority i.e. if there are more Trustees on the Committee at the time of the vote than Associate Members.

Name of Committee members	G/AM/Advisor	Date Appointed to the Committee
Rene Blamey (Chair)	Gov	
Adrian Thomas	Gov	
Jo Lindley (Headteacher)	Gov	
Karen Fraser (Vice Chair)	Gov	
Matt Jones	Gov	
Jon Poulton	Gov	
Mark Butler	Gov	
Alan Stone	Associate Member	
Duncan Evans	Associate Member	
Jamie Taylor	Site Manager	
Sarah Gardiner (Business Manager)	Advisor	
Steve Pritchard (Deputy Head)		

Chair of the Committee	Rene Blamey

Governance Professional	Rebecca Bryant

Quorum (minimum of 3 Trustees)	3

Date of review:	October 2023

Terms of Reference agreed by the Trustees Resources Committee	

Updated October 2023

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Cirencester Kingshill School

Board of Trustees Staffing Committee

Terms of Reference

The task of this committee is to consider and make recommendations to the Board of Trustees on standards and other issues relating to the school's Staffing including statutory requirements and the school's Pay Policy. The full Board of Trustees must take all decisions concerning the adoption and implementation of these recommendations.

The Chair of the Board of Trustees Staffing Committee shall be elected at the start of each academic year.

The Head's Performance Review Group to be formed from this committee. The group will monitor, throughout the year, the performance of the Head against the agreed performance targets. This is to include an annual meeting with the SIP to discuss whether targets have been met and to agree performance targets for the following year. The Head will be supported by the Support and Challenge Partner.

Objectives
1. To keep under review the organisation and staffing structure in consultation with the Head and the Resources Committee
2. To provide support and guidance for the Head on all personnel matters. The Head is accountable to the Staffing Committee for delivery of these areas within the school.
3. To oversee the Pay Policy for all categories of staff and to be responsible for its administration and review.
4. To appoint from the Staffing Committee a Pay Panel of 3 Trustees (none of whom may be members of the Pay Appeals Panel) who will review teachers' salaries and those of the Head and SLT annually as required by the Teachers' Pay and Conditions Document and the School's Pay Policy, and take decisions relating to changes in salary. The Chair of the Staffing Committee will also be Chair of the Pay Panel.
5. The Pay Panel to consider any representations against their decision on pay grading or pay awards as set out in the School's Pay Policy.
6. To appoint a Pay Appeals Panel of 3 Trustees (none of whom may be members of the Pay Panel) to hear any appeals against the decisions of the Pay Panel as required by the School's Pay Policy.
7. To participate, as appropriate, in the selection and recruitment of staff and to decide upon the appropriate salary of the appointee.
8. To monitor and review the Performance Management and Appraisal policy and procedures for all staff.
9. To monitor and review the CLPD policy and procedures for all staff.
10. To keep under review staff work/life balance, working conditions and well-being, including the monitoring of absence.
11. To make recommendations on personnel related expenditure to the Resources Committee.
12. To appoint 3 Trustees to act as the Staff Dismissals Committee for disciplinary, capability or redundancy matters.
13. To appoint 3 Trustees (not on the Staff Dismissals Committee) to act as the Dismissals Appeals Committee.
14. To act as the Grievance Resolution Panel for the Grievance Procedure.
15. Any matters requiring an urgent decision can be referred to the Chairs' Committee or its delegated representative.
16. If the vote to approve policies is not unanimous the Chair will refer the policy back to the full Board of Trustees.
17. To Monitor Staff Action Plans regarding examination results and improvements to be addressed.
18. To receive and review regular staffing updates.

19. The Board of Trustees will monitor the outcomes and impact of this policy on an annual basis and the School's continued compliance with equalities legislation.

The Role of Advisors
Advisors are asked to attend the Board of Trustees and committee meetings to provide a particular expertise and experience. An advisor has no voting rights at either Board of Trustees meetings or at committee meetings.

The role of Associate Members on the Committee
Associate members are not Trustees, but they can be appointed to committees and to attend full Board of Trustees meetings to provide a particular expertise and experience.
The Board of Trustees may choose to extend Committee membership and voting rights to an Associate Member subject to the following restrictions. These rights must be assigned to the Associate Member at the time of their appointment, and must be recorded in the minutes of the full Board of Trustee meeting.
- An Associate Member may not be the Chair or Vice Chair of the Committee
- Associate Members may only vote in Committee if they are in the minority i.e. if there are more Trustees on the Committee at the time of the vote than Associate Members.

Meetings
Committee meetings will be held at least three times a year.
The minutes will be taken by the Governance Professional to Staffing and will be circulated to members of the Trustees' Staffing Committee after each meeting.
The Chair of the Trustees' Staffing Committee will report the work of the committee to the regular meetings of the Board of Trustees.

Quorum
Meetings will not take place or continue until at least three Committee members are present.

Disqualification: -–
- Any person employed to work at Cirencester Kingshill School, other than the Headteacher, cannot be a member of the Trustees' Staffing Committee.

- Any Trustee who is related to an employee of Cirencester Kingshill School cannot be the chair of the Trustee Staffing Committee.

- Any Trustee who is a parent / carer of a student attending Cirencester Kingshill School cannot be the chair of the Trustees' Staffing Committee.

Name of Committee members	T/AM/Advisor	Date Appointed to the Committee
Jo Lindley	Trustee	05.10.23
Elizabeth Rowbotham	Trustee	13.07.22
Sarah Gardiner	Advisor	22.01.16
Adrian Thomas	Trustee	03.11.21
Libby Reed (Chair)	Trustee	18.10.13

Chair of the Committee	Libby Reed

Clerk to the Committee	Becky Bryant

Quorum (minimum of 3 Trustees)	3

Date of review:	November 2023

Terms of Reference agreed by the Trustees' Staffing Committee	

Updated November 2023

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Cirencester Kingshill School

Board of Trustees Impact Committee

Terms of Reference

The task of this committee is to consider and make recommendations to the Board of Trustees on standards and other issues relating to the school's curriculum including statutory requirements and the school's curriculum policy. The full Board of Trustees must take all decisions concerning the adoption and implementation of these recommendations.

Objectives
- To consider all detailed matters related to the students' education and social well-being.
- To monitor the activities relating to the assessment, support and review of children with learning difficulties and disabilities.
- To ensure that those responsibilities laid down under relevant Education Acts that are related to the Conduct of the School and Curriculum are being met.
- To monitor how well the main features of the schools' pastoral arrangements help safeguard and promote the welfare of students.

Any matters requiring an urgent decision can be referred to the Chairs' Committee or its delegated representative.

If the vote to approve policies is not unanimous the Chair will refer the policy back to the full Board of Trustees body.

To monitor the following:
- To ensure that the school is meeting the requirements of the National Curriculum
- Monitoring of the school's statutory duty regarding the safeguarding of children
- SMSC (Spiritual, Moral Social and Cultural) Including British Values.
- Learning difficulties and disabilities in relation to education and welfare
- Religious education and collective worship
- Equal opportunities
- Sex and Relationships Education
- Pastoral care
- Healthy schools including school meals
- Educational visits
- School uniform
- School prospectus
- Student discipline matters
- Gifted and talented/High Achievers
- Careers education and guidance
- Assessment
- Reporting to parents on student progress
- Attendance
- Student Premium
- Performance of vulnerable groups
- Student performance data
- E-Safety
- Any other student related matters deemed appropriate
- Early Career Induction policy
- Special Educational Needs (SEN)

Activities

The committee is authorised to carry out the following duties:

- To ensure the school is meeting the requirements of the National Curriculum.
- To assist in the production, review, rewriting and adoption of policy documents which cover the delivery of the curriculum and pastoral aspects of the school.
- Monitor the school development plan as appropriate for this committee.
- To give guidance on the role of the curriculum link trustee and monitor reports written by the link trustee.
- To deal with any matters that may be referred to the committee by the full Board of Trustees.

The Role of Advisors

Advisors are asked to attend Board of Trustees and committee meetings to provide a particular expertise and experience. An advisor has no voting rights at either Board of Trustees meetings or at committee meetings.

The role of Associate Members on the Committee

Associate members are not Trustees, but they can be appointed to committees and to attend full Board of Trustees meetings to provide a particular expertise and experience.

The Board of Trustees may choose to extend Committee membership and voting rights to an Associate Member subject to the following restrictions. These rights must be assigned to the Associate Member at the time of their appointment, and must be recorded in the minutes of the full Board of Trustees meeting.

- An Associate Member may not be the Chair or Vice Chair of the Committee
- Associate Members may only vote in Committee if they are in the minority i.e. if there are more Trustee on the Committee at the time of the vote than Associate Members.

Meetings

- Committee meetings will be held four times a year.
- The Governance Professional to the Board of Trustees Impact committee will take the minutes at each meeting. Minutes will be circulated to members of the committee.
- The Chair of the Board of Trustees Impact committee will report the work of the committee to the regular meetings of the Board of Trustees and minutes of the committee meetings will be available for all Trustees on request.
- Assistant Heads will be invited to submit agenda items through the chair and to attend meetings as and when appropriate, they will have no voting rights.
- In the absence of the Chair, the Vice Chair will chair the meetings.

Quorum

Decisions will not be voted on until at least three trustees are present, including any Associate members.

Link Trustees

Link trustees not on the committee are welcome to attend meetings. Minutes can be requested from the Governance Professional.

Name of Committee Members	T/AM/Advisor	Date Appointed to the Committee
Libby Reed (Chair)	Trustee	14.10.10
Elizabeth Rowbotham	Trustee	13.07.22
Neil Ingram	Trustee	12.05.22
Erica Wafford	Trustee	05.03.23
Adrian Thomas	Trustee	14.11.23
Jo Lindley	Head	01.09.23
Stephen Pritchard (Deputy Head)	Advisor	12.11.19
Debbie Christopher	Advisor	14.10.10
Jeremy Morland	Advisor	05.11.14

Trevor Lee	Advisor	04.11.15
Darren Stillman	Advisor	12.11.19
Claire Cleaver	Gov	20.06.18
Seb Thomas	Gov	11.10.18
Penny Hicks	Gov	11.10.18

Chair of the Committee	Libby Reed

Governance Professional	Becky Bryant

Quorum (minimum of 3 Trustees)	3

Date of review:	November 2024

Terms of Reference agreed by the Impact Committee	

Updated November 2023

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Headteacher	Business Manager	Deputy Headteacher	Senior Assistant Headteacher	Senior Assistant Headteacher	Assistant Headteacher	Assistant Headteacher
Ethos & Culture **Raise Aspiration** **Create Opportunity**	**Ethos & Culture** **Raise Aspiration** **Create Opportunity**	**Excellent Teaching & Ambitious Learning** **High Ambition for All**	**Ethos & Culture** **Intentional Character Development** **Raise Aspiration**	**High Ambition for All** **Ethos & Culture**	**Excellent Teaching & Learning** **Raise Aspiration** **Unlock Potential**	**Excellent Teaching & Learning** **Raise Aspiration** **Unlock Potential**
Key Strategic Responsibilities:	**Key Strategic Responsibilities:**	**Key Strategic Responsibilities:**	**Key Strategic Responsibilities:**	**Key Strategic Responsibilities:**	**Key Strategic Responsibilities:**	**Key Strategic Responsibilities:**
Vision for the School School Development Plan & SEF Ofsted Action Plan School Environment Pace Setting: Wellbeing & Workload Parental Engagement & Community Links	Financial management of the school All aspects of Health & Safety All HR matters incl staff absence	Strategic oversight for the development of the Quality of Education HoF CPLD lead CPLD Middle Leader Programme Strategic Oversight of the Extend Curriculum	STEPs Securing greater Futures: KS4 CPLD Year Leader Programme House System PD	Safeguarding Attendance Behaviour Transition KS2 to Kingshill	Implementation of high-quality Teaching & Learning CPLD: MGM Strategic Oversight of the CPLD Teacher Programme *Strategic Oversight of the Wellbeing Strategy*	Strategic oversight of all data dashboards Strategic planning of the physical curriculum offer and school day Strategic oversight of the RSL process Strategic Leadership of the CKS Digital Strategy Strategic Oversight of the GDPR processes at CKS
Main leadership responsibilities:	**Main leadership responsibilities:**	**Main leadership responsibilities:**	**Main leadership responsibilities:**	**Main leadership responsibilities:**	**Main leadership responsibilities:**	**Main leadership responsibilities:**
Shaping greater futures for all students	Appraisal Policy & Pay Progression for All Staff	Curriculum Intent is secure across all departments	STEPs: student bulletin, assembly programme, celebration & rewards, positive attitudes to learning,	Unlocking potential for safeguarding concerns	Develop a consistent approach to the implementation of the curriculum	Develop data dashboards to support all aspects of school self-evaluation

28 June 2022

Leadership for All: CKS Team & Students	Auditing	Development of assessment rationale and implementation Strategy, progress and outcomes for all Disadvantaged students [7-11]	behaviour curriculum	Unlocking potential for attendance concerns	Secure students working and thinking harder	Unlock potential for our students through the RSL process
Securing Impact from the Board of Trustees	HR Policies		Student Leadership	Unlocking potential for behaviour concerns	Support the DHT in the development of HOFs	Support the DHT in the development of HOFs
Staffing - Appointments and Appraisal process	Delivering, preparation and implemention of all aspects linked to catering	Shaping Greater Futures: within and beyond the classroom	Strategic oversight of Personal Development		Unlock potential for our SEND students	
Marketing Strategy	Strategic lead on improving the Site & Premises	Lead on impact of HoF meetings	Student Council: KS4	Securing greater Futures KS3		Lead on the RSL process for KS3 for all HoDs
				Student Leadership: Transition	Develop teachers to deliver the curriculum effectively and share best practice	Lead on the Options process for Y9 students
	Company Secretary	*HPA* strategy - years 7 - 11				Lead on the digital strategy both in infrastructure and technologies to be maximised to enhance learning
CKS Team Voice Being ahead of the curve: forging collaborative links within the community & beyond	Educational Visits Co-ordinator			Student Council: KS3	Professional Tutor for ITT students, Induction Tutor ECTs	
		Home Learning		Community Links Development of CPLD HOY Programme to unlock potential of tutors in relation to behaviour, attendance and safeguarding matters		Construct the timetable
						Provide duty rotas and on-call
Communication with Unions	Lead on the CKS Risk Register					

	Facilities Hire	*Buses* Leading the school in the absence of the Headteacher				leading on curriculum delivery in the event of mid-long-term staff absence
Line Management of:	**Line Management of:**	**Line Management of:**	**Line Management of:**	**Line Management of:**	**Line Management of:**	**Line Management of:**
Business Manager	Site Manager	HoF English	HoY Y10 & Y11	HoY Y7, Y8 & Y9	SENDCo	Data Manager
Deputy Headteacher - QofE	Personnel Officer	HoF Science	Careers Advisor	Attendance Officer	HoF Maths	IT Manager
Senior Assistant Headteacher - Unlocking Potential	Finance Officer	HoF Hums	HoF RS/ PSHE	Emotional and Behaviour Support Manager	HoF MFL	Exams Officer
Senior Assistant Headteacher - Intentional Character Development	Headteacher's PA	HoF PE	Inclusion Manager	Emotional Support Worker	HoF IT	Cover Manager
Assistant Headteacher - Teaching & Learning		HoF DT			HoF Expressives	
Assistant Headteacher - Impact of the Curriculum		Learning Mentor Schools Games Organiser Midday Supervisors				
Accountable to Board of the Trustees	**Accountable to Headteacher**	**Accountable to the Headteacher**	**Accountable to the Headteacher**	**Accountable to the Headteacher**	**Accountable to the Headteacher**	**Accountable to the Headteacher**

28 June 2022

SLT Link for:	SLT LInk for:	SLT LInk for:	SLT LInk for:	SLT LInk for:	SLT LInk for:	SLT LInk for:
N/A	**N/A**	**Year 10**	**Year 11**	**Year 7**	**Year 8**	**Year 9**

Quality Assurance Lead on:	Quality Assurance Lead on:	Quality Assurance Lead on:	Quality Assurance Lead on:	Quality Assurance Lead on:	Quality Assurance Lead on:	Quality Assurance Lead on:
All aspects relating to governance, Appraisal, SEF	**Budget and financial matters, Health & Safety, Support Staff Appraisals**	**QofE Tracker**	**QofE: PD,Tutoring, Attitudes & Engagement KS4**	**Safeguarding**	**QofE: implementation of the curriculum**	**RSL process**

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