

CASH – Terms of Reference

PURPOSE

Cornwall Association of Secondary Headteachers aims to represent all publicly funded secondary schools in Cornwall and the Isles of Scilly teaching Key Stages 3 and 4 (11 -16 year old children) and post 16 where there is a Sixth Form, irrespective of governance or status. The county's four special schools and Alternative Provision Academies across the county are also members of CASH.

CASH is an unincorporated association, run by heads for heads, and principally paid for by Annual Membership Fees paid by their respective school. It aims to provide professional support both formally and informally for headteachers and school leaders with the aim of improving school outcomes for young people in Cornwall.

Effective communication, dialogue and trust between colleagues lies at the heart of CASH. We recognise that as individual headteachers our main responsibility is to work for the good of the students within our own school. However, by providing the support and professional development of its members' school leaders, CASH can offer much more to all the young people in our care than we can if we work in isolation.

We also act as an organisation to represent the views of headteachers in discussing issues of mutual interest with the officers and elected members of Cornwall Council and other groups including MPs and the media that wish to consult with the county's leaders of secondary education. We champion the cause of children where provisions/policy from other bodies may create barriers to the effective work of our schools.

CASH is not an organisation that is expected to directly represent its membership on individual salary negotiations, conditions of service and other issues that are the responsibility of the national professional associations and unions, including NAHT and ASCL.

PRINCIPLES

The key principle underlying the organisation of CASH is that by working together collaboratively we can further the interests of education in all maintained secondary schools in Cornwall.

1. CASH is driven by the moral imperative to provide the best possible educational experience for all Cornwall's young people, irrespective of need or ability.
2. Working collaboratively and in cooperation to spread and share best practice in school leadership and management, teaching, learning, and innovation among secondary schools in Cornwall.

3. Developing partnerships with Cornwall primary headteachers (CAPH), local authority officers (the LA), Cornwall Academy Chief Executives (CACE), and employers for the collective benefit of all Cornwall's young people.
4. Developing inter-professional collaboration with other partners in Cornwall, including health, social care and the police for the collective benefit of all Cornwall's young people.
5. Representing the views of Headteachers both locally and nationally including through links with national educational organisations.
6. Providing a system of informal and formal support for head teachers, including:
 - Facilitating feedback from representative groups, sharing ideas, and providing information from LA, regional and national government, and its agencies
 - Publishing a regular bulletin with updates on national events and policies
 - Organising conferences during the year, including an annual residential conference
 - Providing capacity to research and interpret emerging policies
 - Providing advice and support on an individual level for colleagues
 - Helping to mediate between colleagues when necessary
 - Induction support for new headteachers
7. Facilitating activities for school leaders, including:
 - Cornwall Sixth Forms Together (CSFT) – 11-18 school and post 16 leaders, including colleagues in the two independent 11-18 schools in the county
 - Small Schools for those members leading schools with an 11-16 roll less than 800 students
 - Designated Safeguarding Leads, led by the CASH representative on the Safeguarding Children's Partnership
 - Subject leaders workshops and conferences throughout the year
8. Embracing and actively working within the CASH Code of Conduct.

In order to achieve these principles, the work of the association will be facilitated through the engagement of a Consultant Executive Officer.

ELIGIBILITY FOR MEMBERSHIP OF CASH:

All publicly funded schools in Cornwall which educate students in each of Years 7-11 aged between 11 and 16, and 16-18 years where the school has a sixth form provision, are eligible to be members of CASH upon payment of the Annual Membership Fee (CASH Member).

A CASH Member's Annual Membership Fee shall be such a sum as recommended by the Executive Committee and determined by the CASH Members at the annual general meeting. The membership fee will be proportionate to the number on the school's Year 7 - 11 school roll.

All Annual Membership Fees are due for payment by the CASH Member's school no later than end of the Autumn Term in each year. If the CASH Member's Annual Membership

Fee is not paid following a written reminder of the arrears which remains unpaid after 3 months' of its due date, they shall automatically cease to be a CASH Member.

A CASH Member may resign from CASH during the year by notifying the Chair. However, their Annual Membership Fee remains non-refundable and they remain liable for the Annual Subscription Fee for the year in which they resigned.

Membership entitles each individual school to one member of CASH. The CASH Member shall be the Headteacher, Principal or Head of School and will be nominated by the appropriate Governing Body or MAT Board their school. Due to the transient nature of their cohorts, Special Schools and Alternative Provision providers pay an agreed, fixed annual subscription. Each of the four Special Schools are entitled to nominate one member of CASH; Alternative Provision providers are entitled to nominate one member of CASH from across their Cornish settings.

STAKEHOLDER REPRESENTATION:

In keeping with our core purpose that 'CASH is run by heads for heads', day to day school leader support and network groups will focus on the CASH Member and colleagues working within their schools (for example, subject leaders, designated safeguarding leaders).

Pivotal to the purpose and principles of CASH is the professional collaboration of all school leaders across the county; Executive Principals and CEO's of multi academy trusts bring an experience and expertise to the association. In aiming to provide professional support and development for all leaders as we strive to improve student outcomes across Cornwall, conferences arranged with this purpose will be open to leaders of trust boards with a responsibility for secondary aged students. An appropriate charge determined for each conference may be made to cover costs, based on speaker costs, lunch arrangements.

ORGANISATIONAL STRUCTURE OF CASH

CASH will operate as an association with an equal voice for each CASH member.

Officers of the Executive Committee

The management and control of all of the affairs of CASH shall be vested in a committee of CASH Members (the Executive Committee).

The Executive Committee shall consist of up to 8 elected members (the Executive Committee Members). They will be elected bi-annually at the annual general meeting.

The Executive Committee Members shall elect the following officers from their number;

- A Chair
- A Vice Chair
- Treasurer

Upon election, all Executive Committee Members (including the Officers) shall hold office for a term of 2 years when their term of office shall expire but they may offer themselves for re-election.

The Executive Committee shall seek as far as possible to be representative of the CASH Members by striving to achieve a balance of the different size, type of schools and circumstances of different schools across Cornwall including;

- 11-18 schools
- 11-16 schools
- Special Schools
- Alternative Education providers
- Heads of School
- Headteachers in their first two years of headship

In addition, a leader within a Multi-Academy Trust Board (i.e. Executive Headteacher/Principal or CEO) may be co-opted to the Executive Committee as a non-voting Executive Committee Member (the Co-opted Executive Committee Member). The Co-opted Executive Committee Member will be appointed (and removed) by the Executive Committee on the basis of their level of knowledge and experience for such term as they shall see fit. The Co-opted Executive Committee Member shall not be permitted to take the role as an Officer, and they are exempt from the Annual Membership Fee.

Powers of the Executive Committee

The role of the Executive Committee is to provide support for CASH Members, and to represent them in:

- appointing an Executive Officer, as detailed in the Consultancy Agreement
- developing a development plan for CASH
- determining conference agendas and programmes
- meeting with other agencies who wish to work with CASH, and determine the appropriateness of their attendance at conferences within the agendas and programmes
- reviewing and recommending to the CASH Members the appropriate level of Annual Membership Fees that ensure the future sustainability of CASH whilst also ensuring best value for schools; although a small sum, it is recognised that the school leaders and governors must be satisfied that value for money is being achieved
- ensuring that CASH Members views are represented at the Executive Committee

For clarity, the Executive Committee shall have the following specific powers;

- To fill any vacancies amongst the Officers until the next annual general meeting
- Appoint such sub-committees as it deems necessary
- Appoint any in year vacancy on to the Executive Committee should this be necessary.
- Open a bank account in the name of CASH and arrange such facilities as may be necessary to carry on the activities of CASH
- To retain and hold the property of CASH including all sums of money coming into and out of CASH and to bank the funds of CASH. All cheques and payments made by CASH shall be authorised and signed by the Chair and/or the Treasurer, or by such other Executive Committee Members as are duly authorised by the Executive Committee from time to time
- To permit Executive Committee Members to receive such out of pocket expenses or fees when on approved CASH business, as are agreed by the Executive Committee from time to time
- To enter into such contracts for and on behalf of CASH including the commissioning arrangements for the provision of services to CASH, such as the engagement of the CASH

Executive Officer.

The Executive Committee shall not have the power to employ any individuals for and on behalf of CASH.

The Executive Committee shall meet on a regular basis and sufficiently often to carry out its duties efficiently. It is anticipated that this will be at least termly. Any Executive Committee Member who is absent without an accepted apology from three consecutive meetings shall be deemed to have vacated office.

The quorum for an Executive Meeting shall be four Executive Members (the Co-opted Executive Member shall not be counted in the quorum). Any or all of the Executive Members may participate in Executive Committee meetings by means of virtual conference or similar communications equipment which enables all Executive Committee Members participating in the meeting to hear each other and participate. Any matter subject to voting will be passed by a simple majority of a quorate meeting with the Chair holding the casting vote should that prove necessary. The appointment of an alternative or use of a proxy is not permitted.

The Executive Committee shall be chaired by the Chair. The Vice-Chair will undertake the duties for the Chair in his or her absence.

All Executive Committee Members must disclose any conflicts of interest to the Executive Committee. An Executive Committee Member disclosing an interest shall not be entitled to vote on that matter and the non-conflicted Executive Committee Members shall decide if the conflicted Executive Committee Member may participate further in the discussion.

Indemnity of CASH Executive members

The Executive Committee Members shall be indemnified by CASH out of CASH funds against any legal or monetary claim made against them by any third party in connection with the proper discharge of their duties. The limit of each CASH Member's indemnity given to the Executive Committee in each academic year shall be limited to the Annual Membership Fee.

On those occasions where CASH is agreeing contracts with external parties on behalf of the association, the Executive Committee will further seek to limit their liability by agreeing with contracting parties an express clause within all contracts which provides that the Executive Committee is only liable to the extent of CASH's funds (or, alternatively to an explicit cap subject to compliance with the terms of the Unfair Contract Terms Act 1977).

The Chair

Any prospective Chair must have the support of their governing body/Trust Board before putting themselves forward for election to the Executive Committee.

The key roles of the Chair will be to:

- Attend and chair meetings of the Executive Committee and CASH conferences
- Lead on communications and public relations either directly, or through delegation to other members of the Executive Committee and the Executive Officer
- Actively manage the engagement of the Executive Officer and ensure that robust contract reviews are completed in a timely manner.
- Manage the relationship with the Executive Officer and act as the principle point of contact for

them in relation to operational issues.

- The Chair will gather the views of CASH Members and will incorporate review meetings with the Executive Officer throughout the year.

A **Vice Chair** will carry out the responsibilities and duties of the Chair in the event of the Chair being unavailable.

The role of the **Treasurer** will be to;

- monitor the financial administration of CASH
- oversee CASH's financial and accounting systems and act as a counter signatory/authority on all cheques / payments
- ensure proper, external audit of the CASH accounts
- oversee the management accounts of CASH and present the budget, management accounts and annual accounts to the Executive Committee and at the annual general meeting
- ensure that proper accounting records are kept and that financial resources are properly invested and economically spent
- oversee CASH's risk-management processes and associated insurances, and
- monitor and seek advice on the ongoing financial viability of CASH.

CASH Members may be asked by the Executive Committee to attend meetings to act as a conduit for information to CASH. In doing so they do not represent or act for or on behalf of CASH or any other CASH Member. All views that they may share will be made solely in their personal capacity and as such they have no authority to bind CASH or CASH's Members.

The Executive Committee will engage the services of an Executive Officer on a self-employed basis. The Executive Officer will support all CASH Members. The Executive Officer will ensure that CASH Members are kept up-to-date with national, regional and local initiatives through reading and research, offering invitations for relevant agencies and individuals to present to Executive Committee and contributing relevant updates and reports to the CASH bulletin. The Executive officer will represent CASH members on such bodies as required by the Executive Committee.

A register of CASH Members will be maintained by the CASH Executive Officer, together with a regularly reviewed and accurate record of working groups/Boards on which Headteachers sit.

It is intended that the CASH Executive officer's term of engagement shall be one year with the possibility of a further two year extension to be discussed at the end of the first year, as detailed in the engagement documentation. The Executive Committee shall determine the process for the commissioning such services by reference to criteria determined by the Executive Committee from time to time.

CASH MEMBER CONFERENCES

There will be a programme of conferences for CASH members during the year incorporating a blend of face to face conferences and virtual.

Annual General Meeting

One of these conferences, normally a Summer Term conference shall incorporate the annual general meeting. CASH Members will receive at least 21 days' notice of the annual general meeting and an agenda. Save with the permission of the Chair, any CASH Member must notify the Chair of any item to be included on the agenda no later than 7 days before the meeting date.

The purpose of the annual general meeting is to receive reports from the Executive Committee in respect of CASH's activities since the last annual general meeting, receive and approve the accounts in respect of the preceding financial year, agree the Annual Membership Fee and elect the Executive Committee Members (on a bi-annual basis save where a vacancy has arisen since the last annual general meeting).

Special Meeting

A special meeting of CASH Members can be held within 28 days of a request from the Executive Committee or a notice signed by not less than one fifth of the total CASH Members. All CASH Members will receive at least 14 days' notice of such a special meeting being convened. The notice will specify the purpose of the meeting.

Quorum and voting

The Annual General Meeting or a special meeting may only pass a resolution if a fifth of the nominated CASH members are present. Only CASH Members that have paid their Annual Membership Fee will be eligible to vote. Any decision will require a simple majority of those entitled to vote and present at the meeting.

Any proposed amendment to the Terms of Reference, or the dissolution of CASH shall require a two-thirds majority of all nominated CASH members.

In most cases, conferences will be open to leaders in multi academy trusts where they have a responsibility for secondary aged students; there may be occasions where CASH business will necessarily be conducted solely by the individual school member representatives.

AMENDMENT TO TERMS OF REFERENCE

These terms of reference may be added to, altered or revoked by CASH Members at a special meeting or if the amendment is proposed by the Executive Committee at an annual general meeting. Any amendments to be proposed at an annual general meeting must be contained in the notice of the annual general meeting as outlined above.

DISSOLUTION OF CASH

In the event that the members pass a resolution to dissolve CASH, any such proposal must be contained in the notice of the annual general meeting as outlined above.

Any property belonging to CASH shall not be distributed to the members if there is a surplus of assets over liabilities but will be govern or transferred to any other such body having similar objects to CASH as the members may decide upon.

CODE OF CONDUCT

This Code of Conduct sets out the values and behaviours expected of CASH Members.

- **Demonstrate leadership:** CASH Members will act in a professional manner in all matters relating to CASH and will ensure that the reputation of CASH is upheld.
- **Act within the Terms of Reference:** It is the responsibility of all CASH Members to act within these Terms of Reference and the law.
- **Act in the best interest of CASH as a whole:** All CASH Members must do what is best for all CASH Members and the wider education sector. In doing so CASH Members must avoid bringing CASH or any CASH Member into disrepute.
- **Act with integrity:** CASH Members will conduct themselves fairly in applying CASH's values and will challenge any CASH Member whose behaviour does not meet the required standards.
- **Manage conflicts of interest effectively:** CASH Members must be aware of conflicts of interest and agree not to take steps to gain materially or financially unless specifically authorised to do so.
- **Engagement:** All CASH members agree to actively engage in discussion, debate and voting in meetings – contributing positively, listening carefully and challenging sensitively.
- **Collective responsibility:** CASH Members will act jointly and accept a majority decision – making decisions collectively, standing by them and not acting individually unless specifically authorised to do so.
- **Respect:** CASH Members will work considerately and respectfully with all CASH Members and within the sector more widely– respecting diversity, different roles and boundaries.

The Executive Committee shall have the authority to suspend (for a period to be determined by the Executive Committee) or terminate the membership of any CASH Member whose conduct does not adhere to the principles outlined in the Code of Conduct. No CASH Member will be suspended or have their membership terminated without the opportunity to make representations to the Executive Committee. The Executive Committee shall then vote on suspension or termination of the CASH Member's membership which shall require a two-thirds majority.