



## Operational Procedures Manual including the Scheme of Financial Delegation. Version 4

<b>Document Control</b>	
Title:	Operational Procedures including the Scheme of Financial Delegation.
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Supersedes:	Version 3
Amendments:	Additions; Policies added to Trustees / LGB Procedures for Overtime Procedures for Building Security Routine Building Maintenance Budget Setting, Management & Monitoring Staff Pay Overtime Staff absence payments
Related Policies / Guidance:	<a href="http://www.gov.uk">Academy Trust Handbook - Guidance - GOV.UK (www.gov.uk)</a>
Review:	Annually

**Trustees Core Functions: The Academy Trust's objects ("the Objects") are specifically restricted to the following:**

- 1, To advance for the public benefit education in the United Kingdom, in particular but without prejudice to the generality of the foregoing, by establishing, maintaining, carrying on, managing and developing schools offering a broad and balanced curriculum ("the mainstream Academies") or educational institutions which are principally concerned with providing full-time or part-time education for children of compulsory school age who, by reason of illness, exclusion from school or otherwise, may not for any period receive suitable education unless alternative provision is made for them ("the alternative provision Academies") or 16 to 19 Academies offering a curriculum appropriate to the needs of its students ("the 16 to 19 Academies") or schools specially organised to make special educational provision for pupils with Special Educational Needs ("the Special Academies")
- 2, To promote for the benefit of the inhabitants of the areas in which the Academies are situated the provision of facilities for recreation or other leisure time occupation of individuals who have need of such facilities by reason of their youth, age, infirmity or disablement, financial hardship or social and economic circumstances or for the public at large in the interests of social welfare and with the object of improving the condition of life of the said inhabitants.

# Contents

Financial Delegation:	
Delegation and decision making in an academy trust	4-6
Roles	7
Budget	8
Bank Accounts	11
Income	11
Procurement and spending decisions	12
Payroll and payments to staff	18
Recruitment and training	22
Assets	23
Insurance	25
Audit	25
Property Management (including Filtering & Monitoring)	26
Policies / Risk Assessments	29-35
<b>Appendix 1</b>	
List of positions in school	36
Ordering of goods and services	36
Payment of accounts	37
Delivery notes/Invoices	37
Petty Cash	37
<b>Appendix 2</b>	
Meeting Schedules	38
<b>Appendix 3</b>	
Cherry Tree Trust - Members	39
Cherry Tree Trust – Trust Board	40
Cherry Tree Trust – Sub Committees	41
Functions / Terms of Reference	42
Local Governing Body	43-44
<b>Appendix 4</b>	
Governance Meetings	45-46
<b>Appendix 5</b>	
Our strategy	47

# Delegation and decision making in an academy trust

Governance function		Members	Trust board / board committees	CEO / accounting officer	Academy committees (LGBs)	HT
<b>Governance framework: people</b>	Members: appoint/remove	✓				
	Trustees: appoint/remove	✓	✓			
	Parent trustees/parent academy committee (LGB) members: appoint when elected		✓		✓	
	Board committee chairs: appoint and remove		✓			
	Named safeguarding trustee: appoint and remove		✓			
	Academy committee (LGB) chairs: appoint and remove		✓			
	Academy committee (LGB) members: appoint and remove		✓		✓	
	Clerk to board: appoint and remove		✓			
	Clerk to academy committees (LGBs): appoint and remove		✓		✓	
<b>Governance framework: systems and structures</b>	Articles of association: review and agree	✓				
	Governance structure for the trust: establish and review annually		✓			
	Committee terms of reference and scheme of delegation: agree annually		✓			
	Annual schedule of governance business: agree		✓		✓	
	Self-review of trust board and committees: complete annually		✓			
	Self-review of academy committees (LGBs): complete annually				✓	
	Chair's performance: carry out 360° review periodically		✓			
Trustee/academy committee (LGB) member contribution: review annually		✓		✓		
<b>Governance framework: reporting</b>	Publish governance arrangements on trust and schools' websites: ensure			✓		
	Annual report on the performance of the trust: submit to members and publish		✓		C	
	Annual self-review/triannual external review of board effectiveness: submit to members		✓		C	

Governance function		Members	Trust board / board committees	CEO / accounting officer	Academy committees (LGBs)	HT
	Annual report and accounts including accounting policies, signed statement on regularity, propriety and compliance, incorporating governance statement demonstrating value for money: submit to members and Companies House		✓			
	ESFA required reports and returns submit		✓			
	Annual report work of academy committee (LGB): submit to trust and publish				✓	
Being strategic	Determine trust wide policies which reflect the trust's ethos and values: approve		✓	C		
	Determine school level policies: approve				✓	C
	Management of risk: establish register, review and monitor		✓	C		
	Engagement with stakeholders: ensure		✓	✓	✓	✓
	Determine trust's vision, strategy and key priorities: approve		✓	C	C	
	Determine schools' vision, strategy and key priorities: approve			✓	C	
	Chief executive officer: appoint and dismiss		✓			
	Accounting officer: appoint and dismiss		✓			
	HTs: appoint and dismiss			✓		
	Budget plan to support delivery of trust key priorities: agree		✓	C		
	Budget plan to support delivery of schools' key priorities: agree			✓		C
	Trust's staffing structure: agree		✓	C		
	Schools' staffing structure: agree			✓		C
Holding to account	Ensuring compliance (e.g. safeguarding, H&S, employment): agree auditing and reporting arrangements		✓	C		
	Monitoring progress on key priorities: agree reporting arrangements		✓	C		
	Performance management of the chief executive: undertake		✓			
	Performance management of HTs: undertake			✓	C	
Financial oversight	External auditors: appoint	✓				
	Chief financial officer: appoint		✓	C		
	Trust's scheme of financial delegation: establish, monitor and review		✓	C		
	External auditors' report: receive and respond		✓			

Governance function		Members	Trust board / board committees	CEO / accounting officer	Academy committees (LGBs)	HT
	CEO pay award: agree		✓			
	Headteachers' pay award: agree			✓		
	Staff appraisal procedure and pay progression: review and agree		✓			
	Benchmarking and trust wide value for money: ensure robustness			✓		
	Monitoring budget: agree reporting		✓	C		

## Financial Delegation

The Trust Board have identified the Financial delegations so that responsibility is given to individuals / committees to ensure that the children's educational needs are central to the financial decision-making process.

Person / Group who make the decision	ATH	Decision to be made	Action required in the 'decision'	Person/Committee responsible for the decision	Procedures used for the area that the decision is assigned to.	Checking control
<b>ROLES</b>						
Accounting Officer						
	1.41	The Accounting Officer must complete and sign a statement on regularity, propriety and compliance each year and submit this to ESFA with the audited accounts	Governance statement to be written including the 'Must' information in the EFA handbook	AO	Statement to be included in accounts	ESFA
		The Accounting Officer must also demonstrate how the trust has secured value for money via the governance statement in the audited accounts.	Governance statement to be written including the benchmarking information	AO	Benchmarking & statement to evidence value for money included in audited accounts	ESFA
	1.42	The Accounting Officer must take personal responsibility (which must not be delegated) for assuring the board that there is compliance with the funding agreement and handbook.		AO	AO to read the handbook annually & update this document annually.	ESFA
	1.43	The Accounting Officer must advise the board in writing if action it is considering is incompatible with the articles, funding agreement or handbook.		AO		ESFA

	1.44	The Accounting Officer must notify ESFA's accounting officer immediately in writing if the Board go against AOs advice.		AO		ESFA
Chief Financial Officer	1.45  2.15	Holds ultimate responsibility for the trust's detailed financial procedures	2.15 The academy trust must submit to ESFA, in a form specified by ESFA, an Academies budget forecast return (BFR) each July in accordance with deadlines published annually.	CFO	CFO organise a date to complete the form with Financial Advisory service in good time to meet the dead-line. CFO to check website login details in good time to submit the form on time. Submit the form on the first day that forms can be submitted do not leave until the dead-line. The Budget needs to be approved by Trustees prior to submission with the ESFA.	Trust Board
Trustees	2.3	<u>Board Meetings</u> must take place at least three times a year (and business conducted only when quorate)	See meeting schedule	Clerk to Board	Overview of the meetings included in Appendix 2	Register displayed on CTT website
<b>BUDGET</b>						
	2.17	To review and report to the Board on any financial projections or plans		ARF	The board of trustees must notify ESFA within 14 calendar days of its meeting, <b>if proposing to set a deficit revenue budget for the current financial year, which it cannot address after taking into account unspent funds from previous years, as this would be non-compliant with the funding agreement and this handbook.</b>	Trust Board
		Audited Accounts		Trust Board	Irrespective of whether ESFA approval is required, the academy trust must disclose aggregate figures for transactions of any amount, and separate disclosure for individual transactions above £5,000, in its audited accounts for the following transactions: <ul style="list-style-type: none"> <li>• special payments – compensation [5.14]</li> <li>• special payments – ex gratia [5.17]</li> <li>• writing off debts and losses [5.19]</li> <li>• guarantees, letters of comfort and indemnities [5.19]</li> <li>• acquisition or disposal of freehold land and buildings [5.23]</li> <li>• disposal of heritage assets [5.23]</li> <li>• taking up or granting a leasehold on land and buildings [5.27]</li> </ul>	ESFA - through audited accounts.



					<ul style="list-style-type: none"> <li>• gifts by the trust [5.32]. 5.3 The following transactions must be disclosed in total, and individually: <ul style="list-style-type: none"> <li>• special payments – staff severance, of any value [5.7]</li> </ul> </li> </ul> <p>See page 16 of this document.</p>	
	2.8	Financial Plans		CFO	<p>Financial Plans must be prepared and monitored so that the CTT is financially sustainable.</p> <p>A 3-year budget forecast needs to be prepared to be submitted to the ESFA</p> <p>Reserves policy must be explained in annual report</p>	TB
	2.10	Budget Setting, Management & Monitoring		CFO	<p>Setting the Annual Budget</p> <p>The Budget Officer, AO &amp; CFO will draft a budget to be presented to the board of Trustees noting any significant changes to it, for the financial year to 31 August, which can draw on unspent funds brought forward from previous years. In addition, a commentary with assumptions should be tabled with the budget. The board must minute its approval.</p> <p>In addition, a commentary with assumptions should be evident to record the decision-making process.</p> <p>The CFO will be responsible for providing adequate financial information and forecasts to enable the ARF Committee to approve the budget plan for recommendation to the board of Trustees. These forecasts are compiled accurately, based on realistic assumptions including any provision being made to sustain capital assets, and reflect lessons learned from previous years.</p>	ARF
	2.11	Budget forecasts		CFO	<p>Forecasts must be compiled accurately by the CFO.</p> <p>They should be based on realistic assumptions including any provision being made to sustain capital assets.</p> <p>Lessons should be learnt from previous years.</p>	ARF
	2.12	Pupil Numbers		CFO	<p>The CFO must report on pupil numbers termly to the CTT because these numbers underpin revenue projections.</p>	TB
	2.13	Budgetary Control	To approve expenditure and banking arrangements	CFO	<p>The CFO must be confident that he financial decisions have the CTTs educational priorities central to the decision-making process.</p> <p>The CFO has the responsibility to;</p> <ul style="list-style-type: none"> <li>•ensure appropriate accounting records are maintained within the school/schools, based on the principle of commitment accounting;</li> <li>•provide regular financial reports to the ARF committee giving information about spending against the approved budget;</li> </ul>	TB

					<ul style="list-style-type: none"> <li>•Virement of resources between cost centres, provided that such virement shall not exceed limits (£5,000), which will be reviewed annually.</li> <li>•profiling expenditure and income.</li> <li>•The CFO delegates the management of curriculum budgets to the subject coordinator.</li> <li>•Any changes to the agreed budget will be recorded in the minutes of the committee meeting and ratified by the formal mention in the meeting minutes.</li> <li>•CFO prepares management accounts every month setting out the financial performance and position.</li> <li>•CFO shares the accounts with Chair of Trustees every month and with all other Trustees 6 times a year.</li> <li>•The board must consider these when it does meet, and minute it.</li> </ul>	
	2.14	Plan and oversee capital projects		AO	<p><b>Capital Projects</b></p> <ul style="list-style-type: none"> <li>• Establish the need for a project through audit of external reports of building or Trust performance including ‘strategic estate management document’ (DfE)</li> <li>• Present project plan to Trust Board and get agreement on Specification for project for projects that require a CiF bid.</li> <li>• Follow the Competitive Tendering Policy to appoint Project Management Company who follow the CTT tendering process.</li> <li>• For work that does not need a CiF bid follow the limits in the procurement and spending decision section of this policy.</li> <li>• If projects start within a limit and then through emergency work move into requiring Governor approval, a common sense approach will be taken and Governors / trustees informed at the next meeting.</li> </ul>	TB
	2.21	Reporting to Trustees		CFO	<p><b>The CFO must report to Trustees using;</b></p> <ul style="list-style-type: none"> <li>•income and expenditure account</li> <li>•variation to budget report</li> <li>•cash flow</li> <li>•balance sheet</li> </ul>	TB

	2.22	Key performance indicators		CFO	<b>The CFO must measure the financial performance INDICATORS against the KPIs set by the CTT.</b>	TB
<b>BANK ACCOUNTS</b>						
	2.24	Cash management		CFO	The trust must manage its cash position robustly. It must avoid becoming overdrawn on any of its bank accounts so that it does not breach restrictions on borrowing. It may be required to report on its cash position to ESFA where there are concerns about financial management. The cash flow is monitored fortnightly.	AO
		Bank Account		FA	<ul style="list-style-type: none"> <li>•The school's bank account is held at the Lloyds Bank</li> <li>•Bank statements are produced once the transactions reach the end of each sheet.</li> <li>•The Financial Administrator reconciles each statement within 7 working days of receipt</li> <li>•Reconciliation is processed on the school's accounting system (FMS Academy) computerised</li> <li>•The opening balance is checked and confirmed with a tick on the statement</li> <li>•Each item is identified on the bank statement and confirmed with a tick on the bank statement.</li> <li>•The closing bank balance is confirmed on the bank statement with a tick.</li> <li>•The system bank statement report is printed.</li> <li>•The list of unreconciled items is printed.</li> <li>•On completion, the bank statement and associated reports are presented to the School Business Manager for signature.</li> <li>•Any discrepancies, errors, or unexplained items are investigated immediately and, if necessary, Lloyds Bank is consulted on 0345 072 5555</li> </ul>	CFO
		Investments		CFO	Follow the guidance in the CTT Investment Policy	TB
<b>INCOME</b>						
	2.36	Income Generation		CFO	CFO is responsible for organising lettings of the school hall for after school activities in accordance with the CTT Charging Policy. The CFO is responsible for ensuring that all income is accounted for and banked promptly ensuring that principle of 'separation of duties' is maintained, which is logged by the School Business Manager.	AO

					The CFO ensures that persons using the building have suitable insurance arrangements in place such as a public liability certificate or 3rd party liability and have DBS checked staff & a fire plan in place. Parents should pay for meals, trips, clubs and donations using the cashless systems.	
		Professional services to other schools		CFO	Services provided to others such as Leadership Support will be organised through negotiation of a fee with the client.	AO
	5.33	Borrowing		CFO	Prior approval must be obtained by the CFO prior to borrowing (including financial leases and overdraft facilities) from any source, where such borrowing is to be repaid from grant monies or secured on assets funded by grant monies. <b>Credit cards must only be used for business expenditure, and balances cleared before interest accrues.</b>	TB
<b>PROCUREMENT AND SPENDING DECISIONS</b>						
		Reserves Policy		ARF	The Trust Board hold a working capital within the account so that the day to day business of the trust can continue. This is 3 MONTHS reserve cash.	TB
	2.28	General Purchasing/ Internal Delegation Levels.		CFO	<ul style="list-style-type: none"> <li>•The limit for the purchase of individual items, which can be authorised by the Senior Leadership Team is £2,000. For quotes less than £2000 one oral quotation (confirmed in writing where the total value exceeds £500) needs to be obtained.</li> <li>•The limit for the purchase of individual items which can be authorised by the Chair of Governors is £10,000.</li> <li>•The AO can authorise quotes up to the value of £10,000 for all works related to Buildings and Maintenance.</li> <li>• For purchases between £2,000 -£10,000, 3 quotes to be obtained and presented to the LGB – Clerk to this board will minute the decision-making process and chosen contractor.</li> <li>•Purchases over £10,000 must be approved by the Audit, Risk &amp; Finance Committee. For purchases between £10,000 up to £75,000, 3 quotes to be obtained and to be presented to ARF Committee.</li> <li>•Where the expected contract value is in excess of £75,000, the CTT Competitive Tendering Policy with Trust Board approval is required.</li> </ul>	AO
		Procurement basics		ARF	The segregation of duties is in place to ensure that spending has to be for the purpose intended & there is no probity in the use of public funds; Value for money Public funds are not to be used to buy alcohol	BT

		Orders		CFO	<ul style="list-style-type: none"> <li>•All orders must be initiated by means of the School's Internal Requisition Sheet that must be completed in full, indicating clearly the cost centre to be charged and signed by the Budget Holder.</li> <li>•Orders should be used only for goods and services provided to the school. Individuals must not use official orders to obtain goods and services for their private use or for the purchase of alcohol.</li> <li>•An Official Purchase Order should be used for all goods and services except those charges that are the subject of direct debits and petty cash payments.</li> <li>•A Finance Administrator generates the Purchase Order via FMS.</li> <li>•The Requisition Sheet &amp; Purchase Order are monitored by a member of SLT before an order can be placed.</li> <li>• The order is then recorded as received.</li> <li>• An official Purchase Order is then printed for checking against the Delivery Note.</li> <li>•Full receipt details must be obtained including any VAT element.</li> </ul>	AO
		Delivery of Goods/Invoices		CFO	<ul style="list-style-type: none"> <li>•An Admin Assistant checks the delivery note against the Internal Requisition Sheet (IRS). This is checked, signed and dated as soon as possible (but no longer than 48 hours). Any items on the IRS which have not been received will not be signed for. As soon as any missing items are received from this order, the IRS will be updated with the date of the receipt of the items. Any discrepancies will be noted and reported to supplier immediately.</li> <li>•A Finance Administrator makes a check to ensure the content of the original order has been received and the invoice is for the initial order. If all of the above tallies then this is signed and dated to confirm the invoice is ready to be processed for payment. If for any reason there is no Purchase Order attached to the IRS, then the invoice will be refused for payment. It will then be investigated where the Purchase Order is and if there isn't one available, the reasons why?</li> <li>•Inventory/Stock Any items lost, stolen or damaged above a value of £1000 to be reported to the Local Governing Body.</li> </ul>	AO
		Payment		CFO	<p>Payment should not be made unless a proper invoice has been received, checked, and certified for payment by an authorised person confirming that;</p> <ul style="list-style-type: none"> <li>•Goods and/or services have been received, cross-referenced to the order number</li> </ul>	AO

					<ul style="list-style-type: none"> <li>•Expenditure has been properly incurred and that payment has not already been made.</li> <li>•Prices match quotations, tenders, contracts or catalogue prices and arithmetic is correct. If there is a discrepancy between amounts on the Purchase Order and the Invoice the Business Manager can allow for a 5% increase in order to balance the Invoice This may occur, for example, for Supply Staff when a higher paid individual is sent to cover absences when a lesser paid individual was originally quoted for. Any variations to Invoices will be annotated on the Invoice and a monthly report will be sent to the Finance Director of the Cherry Tree Trust.</li> <li>•VAT has been correctly calculated.</li> <li>•Discounts, where available, have been allowed for.</li> </ul>	
		Process of Payments		CFO	<ul style="list-style-type: none"> <li>•FMS is used to print cheques by the Second Finance Administrator at least weekly.</li> <li>•Printed cheques are then matched with the appropriate invoices and the values checked by the Second Admin Assistant.</li> <li>•Complete cheque sheets together with associated invoices are then presented for signature to two out of the three signatories (SLT members of staff)</li> <li>•Signatories are asked to check the validity of the payments and the values by signing the cheque and the cheque stub section of the stationery.</li> <li>•Completed paperwork is then passed back to the School Business Manager who is responsible for the overseeing of the secure storage.</li> <li>•Blank Kalamzoo cheques are stored ready for the process in the safe.</li> <li>•Cheques with attached payment advice and any suppliers' slips are then placed in envelopes and posted within two working days of preparation.</li> <li>•All processed invoices should be marked as paid, retained and stored securely for seven years (six plus the current year) together with all other related documents.</li> <li>•The AO and School Business Manager can authorise spending on the debit card on the internet.</li> </ul>	AO
		Use of Debit card		CFO	Three Debit cards have been issued to school which are locked in the safe unless in use.	AO

				<ul style="list-style-type: none"> <li>•The School Business Manager signs the debit card in and out of the safe each time it is used.</li> <li>•All spending on the debit card must be authorized before it is used. The following items can be purchased using the debit card;</li> <li>•Purchasing postage stamps, Cash withdrawals from the bank for Petty Cash purposes – up to £250</li> <li>•Internet purchases – up to £1,000 when Approval sought in advance from the appropriate budget holder in accordance with the school’s scheme of delegation. It must be established that there is sufficient budget available before making any purchase. Users must notify the School Business Manager of any intended purchases which exceed the school’s petty cash transaction limit. (Purchases made in this way are effectively petty cash transactions)</li> <li>•Procurement rules and regulations must be followed.</li> <li>•Debit cards can only be used where it is not possible to make normal commercial credit arrangements i.e. order – goods received – invoice.</li> <li>•Debit cards may be used to make purchases from the internet or from high street suppliers but not for building works, utility bills or <b>purchasing alcohol</b>. (2.35)</li> <li>•Payment in advance of receipt for goods and services with the debit card is permitted provided schools can demonstrate that by doing so they obtained best value. (e.g. the cost of the item if obtained elsewhere by other means or a demonstration that the items purchased could not be obtained elsewhere)</li> </ul>	
		Petty Cash		<p>CFO</p> <p>Staff may need to buy items for teaching purposes. Petty cash will be used to reimburse staff up to a maximum of £25. Staff need to produce a receipt or proof of payment such as a screen shot of a bank statement, which must be authorised by the CFO prior to the payment by the FA.</p> <ul style="list-style-type: none"> <li>• Do not use store reward cards when paying for items.</li> <li>• The Financial Administrator will then sign off all petty cash payments and the recipient will sign for the receipt of the cash.</li> <li>• The Financial Administrator then reconciles this transaction on the FMS system.</li> </ul>	AO
		Payment by Cash		<p>Admin</p> <p>Strive to be cashless times parents need to pay by cash For example, ASC</p>	CFO

					The person receiving the cash has to sign for it, who will then record it on their log. It is then taken to the office where it is checked and signed for. This is then totalled up to be deposited at the Bank.	
		Payment by Card		Admin	<p>We have a card net machine, which gives parents the option of paying by debit card for wrap around care, should they not have access to School Spider.</p> <p>All transaction receipts will be kept on file by the CFO and these receipts will be balanced against the bank statements, once the payment has been processed through the bank.</p>	CFO
		Transport of Cash to Bank		Admin	<p>2 members of staff total the amount to be taken to the bank and fill out the cash deposit slip. A different 2 members of staff then take it to the Bank and bring back the paying in slip as proof of deposit.</p> <p>A maximum of £500 can be transported using the process above and anything over £500, would need transporting by Securicor.</p> <p>We must never transport the cash to the bank on the same day / time of the week.</p>	CFO
		Internet Orders		CFO	<p>Full VAT receipts must be obtained for all relevant purchases.</p> <ul style="list-style-type: none"> <li>•When making purchases from internet suppliers the e-mail address of the School Business Manager should be provided (admin@newallgreen.manchester.sch.uk).</li> <li>•Goods and services must be delivered to the school not to a private address;</li> <li>•Internet orders must only be processed on a school computer that is linked to the Internet through the school firewall.</li> <li>•Users must always check that they are not being overlooked when using a debit card online. Many secure Websites use password access to authenticate cardholders and passwords must remain confidential;</li> <li>•On-line purchases should only be made on a secured web page. A secured page should have a little padlock (that is locked) displayed in the lower right corner of the browser. The web address will start "https" (other Web sites normally start "http"). Cardholders can check the level of security that the site has in place by moving the mouse pointer onto the padlock to see what number is displayed. If the number is less than 40 the site should not be used for on-line</li> </ul>	AO



					<p>purchases because this does not give a sufficiently secure connection to protect sensitive, financial or personal information;</p> <ul style="list-style-type: none"> <li>•Users should be wary when an on-line service you have already registered for asks for verification of billing information by sending it again via an on-line form. This is likely to be a fraudulent attempt to steal your credit card details and personal information. Even if the request seems legitimate users should not respond on-line, just call the company on the telephone;</li> <li>•Debit card/payment information should not be sent to a merchant via e-mail or instant messenger (MSN Messenger etc.). If payment information cannot be sent via a secured web page, then cardholders should telephone the supplier instead. Internet sites will often record all details (name, address etc.) for the purchase before switching to a secure web page for entering card details;</li> <li>•Users should never give personal details that are commonly used for identity verification (e.g. mother's maiden name) over an insecure internet connection. Even over the telephone, this information should only be given if the company ABSOLUTELY requires it.</li> </ul>	
		Leasing		AO	<p>There are two types of lease:</p> <ul style="list-style-type: none"> <li>• finance leases: these are a form of borrowing</li> <li>• operating leases: these are not borrowing.</li> </ul> <p>Trusts must obtain ESFA's prior approval for the following leasing transactions:</p> <ul style="list-style-type: none"> <li>• taking up a finance lease on any asset for any duration from another party, which are subject to the borrowing restrictions</li> <li>• taking up a leasehold or tenancy agreement on land or buildings from another party for a term of seven or more years</li> <li>• granting a leasehold interest, including a tenancy agreement, of any duration, on land and buildings to another party.</li> </ul> <p>Other than the above, trusts do not require ESFA's approval for operating leases.</p> <p>Trusts must ensure any lease maintains the principles of value for money, regularity and propriety. Trusts should seek advice from their professional adviser and/or external auditor if they are in doubt over whether a lease involves borrowing.</p>	TB
	5.19	Writing-off debts and losses		AO	In relation to these limits:	ESFA

					<p>The trust always pursue recovery of amounts owed to it, including overpayments, or erroneous payments. In practice, however, there will be practical and legal limits to how cases should be handled</p> <p>The trust only considers writing-off losses after careful appraisal, including whether all reasonable recovery action has been taken with the debtor, the trust's insurers, or the risk protection arrangement, and should be satisfied there is no feasible alternative.</p> <p>The trust follows this guidance; Writing-off debts and losses -The delegated limits, are:</p> <ul style="list-style-type: none"> <li>• 1% of total annual income or £45,000 (whichever is smaller) per single transaction.</li> <li>• cumulatively, 5% of total annual income (subject to a maximum of £250,000) in any financial year per category of transaction for trusts that have submitted timely, unqualified accounts for the previous two financial years.</li> </ul>	
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<b>PAYROLL AND PAYMENTS TO STAFF</b>						
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		Staff Pay		AO	<p>The staffing structure in School is agreed with Trustees and reviewed annually.</p> <p>Staff are paid following the Manchester City Councils Teachers Pay Scales and Allowances, which is set out in the Cherry Tree Trust Pay Policy. Support staff are paid in line with <i>The Green Book</i> regulations, <a href="#">Local government terms and conditions (Green book)   Local Government Association</a>.</p> <p>The CFO &amp; AO monitor the monthly payments made to staff, discrepancies are identified and the reasons recorded and signed for.</p>	TB
		Overtime		CFO	<p>Phase Leaders organise the overtime for staff within their phase.</p> <p>Overtime sheets are completed by the staff member, signed off by the phase leader and monitored by the CFO.</p> <p>Overtime is monitored on a monthly basis.</p>	AO
		Staff absence payments		CFO	<p>Payment will be implemented in line with the Cherry Tree Trust Staff Attendance and Management Policy.</p>	AO
		New starters, leavers and changes in pay		CFO	<p>The CFO processes all new starters by following the guidance in the CTT Safer Recruitment Policy. The Starter Pack will be completed by the CFO and then passed on to the AO for approval. Leavers will be</p>	

					processed once a written resignation has been received from the member of staff and the AO has accepted their resignation. Any changes in pay to current staff members will be discussed with the AO, the CFO and the Trustees. Once this is agreed, the CFO will notify MCC Payroll of the changes to be made and from when. The CFO will also send any new starter information or leaver information to MCC Payroll via email once the AO has agreed the process.	
	5.19	Novel, contentious and repercussive transactions		AO	<p>Novel, contentious and/or repercussive transactions must always be referred to ESFA for approval, and the request must be made to ESFA before the transaction occurs. ESFA may refer such transactions to HM Treasury for approval, so trusts should allow sufficient time for proposals to be considered.</p> <ul style="list-style-type: none"> <li>• Novel transactions are those of which the academy trust has no experience, or are outside its range of normal business.</li> <li>• Contentious transactions are those that might cause criticism of the trust by Parliament, the public or the media.</li> <li>• Repercussive transactions are those likely to cause pressure on other trusts to take a similar approach and hence have wider financial implications.</li> </ul>	ESFA
		Special payments including staff severance payments		AO	<p>Special staff severance payments are paid to employees outside statutory or contractual requirements when leaving public employment. They are different to ex gratia payments.</p> <p>CTT will consider the following when contemplating a staff severance payment above statutory or contractual entitlements, it must consider the following issues before making a binding commitment:</p> <ul style="list-style-type: none"> <li>• that the proposed payment is in the trust's interests</li> <li>• whether the payment is justified, based on legal assessment of the trust's chances of successfully defending the case at employment tribunal. If there is a significant prospect of losing the case, a settlement may be justified, especially if the costs of a defence are likely to be high. Where a legal assessment suggests the trust is likely to be successful, a settlement should not be offered.</li> </ul>	TB

				<p>Staff severance payments should not be made where they could be seen as a reward for failure, such as gross misconduct or poor performance. The only acceptable rationale in the case of gross misconduct would be where legal advice is that the claimant is likely to succeed in an employment tribunal because of employment law procedural errors. In the case of poor performance, an acceptable comparison would be the time and cost of taking someone through performance management and capability procedures.</p> <p>Where the academy trust is considering a staff severance payment including a non-statutory/non-contractual element of £50,000 or more, (gross, before income tax or other deductions), ESFA's prior approval must be obtained before making any binding offer to staff. ESFA will refer such transactions to HM Treasury, so trusts should allow sufficient time for proposals to be considered. (see page 43 of ATH)</p>	
		Compensation payments		<p>AO</p> <p>Compensation payments provide redress for loss or injury, for example personal injuries, traffic accidents or damage to property. If an academy trust is considering a compensation payment, it must base its decision on a careful appraisal, including legal advice where relevant, and ensure value for money.</p> <p>Academy trusts have delegated authority to approve individual compensation payments provided any non-statutory/non-contractual element is under £50,000. Where the trust is considering a non-statutory/non-contractual payment of £50,000 or more ESFA's prior approval must be obtained. ESFA will refer such transactions to HM Treasury.</p> <p>Trusts should consider whether cases reveal concerns about the effectiveness of internal control systems and take steps to correct failings.</p>	TB

		Ex gratia payments		AO	<p>Ex gratia payments are another type of transaction going beyond statutory or contractual cover, or administrative rules. Annex 4.13 of Managing Public Money provides examples, including payments to meet hardship caused by official failure or delay, and to avoid legal action due to official inadequacy.</p> <p>Ex gratia transactions must always be referred to ESFA for prior approval. HM Treasury approval may also be needed. If trusts are in doubt about a proposed transaction, they should seek ESFA advice.</p>	TB
		Related Party Transactions		CFO	<p>The CTT will report any contacts or other agreements with related parties to the ESFA prior to the contract or agreement commencing.</p> <p>The CTT will obtain prior approval from the ESFA for contracts and other agreements for the supply of goods or services to the Trust by a related party. The following limits must be adhered to:</p> <ul style="list-style-type: none"> <li>· A contract or other agreement exceeding £2,000</li> <li>· A contract or other agreement of any value that would mean the cumulative value of contracts and other agreements with the related party exceeds, or continues to exceed, £20,000 in the same financial year</li> </ul>	TB
	2.32	Setting Executive Pay	The trust must publish on its website in a separate readily accessible form the number of employees whose benefits exceeded £100k	CTT Pay Committee	<p><b>6.1 Executive Pay Ranges</b></p> <p>The minimum pay ranges are identified below. Additional discretionary pay points are agreed with the Board of Trustees on the out-come of the Executive Leaders Performance Management Review which is undertaken using the approaches out-lined above.</p> <p>All individual Leadership pay ranges will be reviewed at the time of appointment of a new post holder into an Executive Role. All leadership pay ranges will be reviewed if a new school was to enter the trust but this is not a guarantee that they will change.</p>	TB

					<b>Chief Executive Officer</b> L26 – L30 <b>Chief Financial Officer</b> Grade 8 point 31-35 Outlined in the CTT Pay Policy	
<b>RECRUITMENT &amp; TRAINING</b>						
	2.6	Safer Recruitment		ARF	Update annually the Safer Recruitment Policy so that the Trust Board has assurance that suitably trained staff are employed to undertake specific roles. (This policy is also part of the Safeguarding Policy)	Trust Board
	1.51	Enhanced Disclosure and Barring Service (DBS) certificates are obtained as appropriate for all staff and supply staff.		CFO	CFO to record using Single Central Record. The Single Central Record records that academy trust members, trustees and individuals on any committees including local governing bodies are required to have an enhanced criminal records certificate from the Disclosure and Barring Service (DBS.) Barred list check – check the candidate is not barred from taking up the post (this check should only be undertaken for those working in regulated activity guidance at <a href="https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/550197/Regulated_activity_in_relation_to_childre_n.pdf">https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/550197/Regulated_activity_in_relation_to_childre_n.pdf</a> ). Qualified Teacher Status (QTS) the check that the teacher has obtained QTS or is exempt from the requirement to hold QTS (for teaching posts in FE colleges), the teacher has obtained a PGCE or Certificate of Education (Cert. Ed) or FE Teaching Certificate <b>Prohibition – (for teaching posts)</b> the teacher has not been included in the prohibition list, interim prohibition list or subject to GTCE sanctions <b>Prohibition from management</b> anyone appointed to a management position is not barred from management by the Secretary of State Health <b>Ensure the candidate is medically fit to take up the post.</b> This requirement can be satisfied by using a self-declaration medical form. <b>Disqualification from childcare – (for relevant posts only)</b> go to	Trust – monthly check of Single Central Record

					<p><a href="https://www.gov.uk/government/publications/disqualification-under-the-childcare-act-2006/disqualification-under-the-childcare-act-2006">https://www.gov.uk/government/publications/disqualification-under-the-childcare-act-2006/disqualification-under-the-childcare-act-2006</a> for more guidance on who is bound by the disqualification rules.</p> <p><b>Employing individuals who have lived or worked outside the UK –</b> These individuals must undergo the same checks as any other candidate, as well as further checks so that relevant events that occurred outside the UK can be considered. Further guidance on overseas criminal checks can be found here:  <a href="https://www.gov.uk/government/publications/criminal-records-checks-for-overseas-applicants">https://www.gov.uk/government/publications/criminal-records-checks-for-overseas-applicants</a></p>	
	1.47	Procedures, structures & training of staff		Exec Head	<p>Update annually the Performance Management Policy so that the Trust Board has assurance that Continuous Professional Development is provided to maintain and improve knowledge and skill sets.</p> <p><u>All staff</u> along side subject specific training all staff will receive training on Child Protection, KCSIE, safeguarding procedures, Health &amp; Safety including working at heights &amp; fire safety, Risk Assessment training, Whistleblowing and E-Safety all via SSS training package.</p> <p>Dependant on job role / responsibilities further training will be provided, which includes first aid, paediatric first aid, supporting pupils with medical conditions, safer recruitment, National Award for SEN Co-Ordination, looked after children and Data Protection Training.</p> <p><b>CFO –will continuously update their knowledge</b> working with the external finance provider and by attending the cluster Business Management Meetings.</p>	Pay Committee
		Financing Training Opportunities		Exec Head and CFO	<p>Staff are encouraged to seek CPD.</p> <p>Release time will be organised if this fits in with the staffing ratios within school.</p> <p>Where staff have been given CPD opportunities, there is an expectation that staff will stay on the school roll for 2 years, unless a teaching position within school is unavailable.</p> <p>Staff undertaking the teaching CPD , when agreed prior to commencing the course, will be paid on their current pay point outlined within the Pay Policy.</p>	
	1.27	Annual Skills Audit of Governors and Trustees		Clerk to CTT	<p>A skill audit annually will identify the gaps in Governance &amp; the Clerk will organise training for Trustees to reduce any gaps.</p>	

ASSETS						
		Acquisition and disposal of fixed assets		AO	<p>Academy trusts must obtain prior approval from ESFA for the following transactions:</p> <ul style="list-style-type: none"> <li>• acquiring a freehold of land or buildings</li> <li>• disposing of a freehold of land or buildings</li> <li>• disposing of heritage assets, as defined in financial reporting standards, beyond any limits in the funding agreement for the disposal of assets generally.</li> </ul> <p>Other than land, buildings and heritage assets, trusts can dispose of other fixed assets without ESFA's approval subject to achieving the best price that can reasonably be obtained, and maintaining the principles of regularity, propriety and value for money.</p>	ESFA
		Acquisition and disposal of items over £500		CFO	<ul style="list-style-type: none"> <li>•An Inventory should be maintained of all valuable items with a note of make, model number and serial number where appropriate.</li> <li>•Items should be identified with a security mark where appropriate.</li> <li>•<b>Inventory to be checked, at least once per year.</b></li> <li>•Any discrepancies should be investigated and pursued to a satisfactory conclusion.</li> <li>•Write offs are reported to ARF Committee.</li> </ul>	ARF
		Security Stock and Inventory of Assets		CFO	<ul style="list-style-type: none"> <li>•The Head of School is responsible for the safe custody and control of cash and other property belonging to the school on a day to day bases.</li> <li>•The Head of School should ensure that stock of equipment for teaching and learning, catering and cleaning are maintained at reasonable levels and subject to regular, independent physical check.</li> <li>• The Business Manager will maintain An Asset Register to record the location of all valuable items with a note of make, model number and serial number where appropriate. Items should be identified with a security mark where appropriate.</li> <li>•The CFO will arrange for an <b>External Company to check the Asset Register</b>, at least once per year. Any discrepancies should be investigated and pursued to a satisfactory conclusion. The CFO will report discrepancies to the Trust Board.</li> <li>•Computers equipment which is assigned to an individual must be used in accordance with the ICT policy. The CFO coordinated the termly checking of appliances for security and professional use.</li> <li>•The ARF committee body should authorise all write-offs and disposals of surplus stocks and equipment.</li> </ul>	ARF



					•Safes should hold no more than £2000. This should be the only storage place for cash. No cash should be left in classrooms or offices.	
<b>INSURANCE</b>						
		Insurance		CFO	RPA insurance Policy	ARF
		Staff with Permission too transport children in school hours		CFO	File in Finance Office – log of checks that need to be updated Annually.	ARF
<b>AUDIT</b>						
	3.6	Audit Risk & Finance Committee			Please see terms of reference & all audit information needed for EFA handbook point 3.12 in the appendix section	
	2.5	Audit, Risk & Finance Committee to which the board has delegated the financial scrutiny and oversight, and which can support the board in maintaining the trust as a going concern.		ARF Internal Audit	<p>External Provider appointed by Trustees scrutinises financial and non-financial procedures identified through inspection of Risk Register. The areas of focus are agreed in advance with Trustees.</p> <p>Level of Assurance is determined through assessing whether procedures are designed effectively and efficiently, and checking whether agreed procedures have been followed.</p> <p>An Action Plan with the programme of work spread appropriately over the year so higher risk areas are reviewed in good time this is based upon advice and guidance utilised to develop practices.</p> <p>Internal Audit will include regular updates to the audit and risk committee, including recommendations, where appropriate to enhance financial and non-financial controls and risk management the dates for these to be included in the Audit &amp; Risk Programme.</p> <p>Internal Audit will provide an annual summary report to the Audit and Risk Committee for each year ended 31 August. This will outlining the areas reviewed, key findings, recommendations and conclusions, to help the committee consider actions and assess year on year progress. Once scrutinised by the AR&amp;F committee this will be made available to all trustees promptly so ensuring that the grant from the</p>	ESFA – through annual governance statement

					EFA is used only for the purposes intended and to follow the advice in the Academies financial handbook.	
	3.3	Identify areas for review			The appendix has the document which identifies which risks have been reviewed for 2022-2023 including financial and non-financial procedures.	
<b>PROPERTY MANAGEMENT</b>						
		Health and Safety Policy Review		Exec Head Business Manager and Site Manager	September  Health and Safety Policy reviewed and Health and Safety Audit arranged.  Whole School Risk Assessment completed by Site Manager and the Property Plan updated by the Business Manager and Executive Head (to inform future CiF bids).	
		Annual Inspecting / Testing		Business Manager and Site Manager	September  Annual Inspecting and Testing organised for the aspects identified in the Premises Management Policy:  <a href="https://www.cherrytreetrust.org.uk/serve_file/23205878">https://www.cherrytreetrust.org.uk/serve_file/23205878</a>	
		5 Year Electrical Inspection		Business Manager and Site Manager	Date of last certification: 28/10/2022  Annual scheme of work to be outlined to inform premises management planning.	
		Asbestos Management Plan update and review		Site Manager and Exec Head	Reviewed and updated with any remedial work booked in for completion.  Annual check that training is up to date.	
		Legionella		Site Manager and Business Manager	See Health & Safety Policy	

		COSHH		Site Manager and Business Manager	See Health & Safety Policy	
		Gas Safety		Site Manager and Business Manager	See Health & Safety Policy	
		Electrical Equipment		Site Manager and Business Manager	See Health & Safety Policy	
		Site Security		Site Manager and Business Manager	Daily checks undertaken of windows, doors, school boundaries and fences, to check that they are fit for purpose.	
		Working at Height Risk Assessment		Exec Head and Site Manager	Updated annually with any changes to the areas where working at height may be performed.  Monitor ladder checks at this time.	
		Transporting Children		Business Manager and SLT	Update the risk assessment annually.  Each new member of staff transporting children needs to sign to say that they have read the risk assessment.  Policy documents requested by the Business Manager are stored in the office file.	
		Under 18s on Work Experience		Under 18s Co-Ordinator	Annual update of the Risk Assessment, which is completed by the under 18s co-ordinator prior to an under 18 working in the setting.	
		Fire Risk Assessment		Business Manager	<ol style="list-style-type: none"> <li>1. Annual Fire Assessment organised and completed.</li> <li>2. Business Manager to feedback actions in the weekly building management meeting.</li> <li>3. Business Manager to organise any repairs or modifications in line with the advice given in the fire risk assessment.</li> <li>4. Fire Risk Assessment shared with Audit, Risk and Finance Committee.</li> </ol>	

		Fire Evacuation Plans		Business Manager and Site Manager	SLT members to write the plans for the children who need it within their phase.  A copy of the plan to go in the SEN file, office folder and provision map writer.	
		Display Screen Equipment Monitoring		Site Manager and Business Manager	All office staff, or staff members who spend a considerable amount of time on a computer, to complete the risk assessment  Business Manager to organise optician appointments, if required.	
		Manual Handling (Students)		AP / RP Managers	New students to the provisions assessed for social and emotional needs. Key worker and provision manager to work with parents to devise the risk assessment and the social and emotional plan. This will be reviewed half-termly by the room lead.	
		Off-Site Visits		Assistant Head for Phase	Class Teacher / Activity Lead to complete a risk assessment, identifying key groups of children and risk activities.	
		Expectant Pregnant Mothers		Assistant Head for Phase	Risk assessment to be carried out by Assistant Head for the phase in conjunction with the expectant pregnant mother.	
		First Aid and Accident Reporting		Designated Office Staff	See First Aid Policy	
		Reporting to the Health and Safety Executive		Designated Office Staff	See First Aid Policy	
		Reporting to Child Protection Agencies		DSL	See Safeguarding Policy	
		Filtering & Monitoring		DSL / IT Tec	SLT Tom Rudd / Governor Sarah Drake Staff ask IT tec to remove filter block & IT tec record discussion Head Teacher & DSL – Senso Report to monitor access to blocked sites, including name of user & IP address. One Education – update fire walls and filtering systems which filter all internet feeds. DSL – monitor internet safeguarding concerns in weekly Inclusion Meeting.	

					<p>Business Manager – Annual ICT review &amp; update systems</p> <p>Head Teacher annual report to Trustees</p> <p>Teachers monitor by physically watching the screens the students are using, supervision live – purple mash site, monitor devices such as I pads periodically.</p>	
		Breakfast and After School Club		Assistant Head	<ul style="list-style-type: none"> <li>• Breakfast Club (7.30am-8.45am) organised into three rooms: EYFS (1:8), KS1 (1:8) and KS2 (1:13).</li> <li>• After School Club (3pm – 5.30pm) organised into two rooms: EYFS and KS1 (1:8) and KS2 (1:13).</li> <li>• All children to be booked in to Breakfast and After School club through School Spider.</li> <li>• All parents/carers have a login and separate group has been created for staff children which overwrites the payment requirement.</li> <li>• All children sign in and out of Breakfast and After School club through the main desk in the Whitehouse Centre.</li> <li>• All children are signed in on the online register on School Spider and then signed in on inventory. Gates to Ks1 playground should remain closed.</li> <li>• Two members of staff on the front desk for Breakfast and After School club.</li> <li>• All staff trained on how to use School Spider and procedures.</li> <li>• Paper copies of registers printed each day in case of a fire.</li> <li>• Rotas in place to ensure staff: children ratios are upheld.</li> </ul>	
		The Hive Admission		Deputy Head	<ul style="list-style-type: none"> <li>• Places to the Hive are allocated through half termly APEX placement panels led by Bridgelea.</li> <li>• Once a place has been allocated Mainstream school is to complete the Hive SLA.</li> <li>• Transition meetings held between the child’s placing school and the Hive, and to include visits to see the child in the placing school – this is to include the sharing of all relevant information regarding the pupil’s academic, social and emotional needs, including any assessments that have been undertaken or advice provided.</li> </ul>	

					<ul style="list-style-type: none"> <li>• The length of the place is agreed at each 6 weekly/half termly review meeting.</li> <li>• Invoice issued and submitted to the placing school once the SLA has been completed, with invoices following half termly.</li> <li>• Pupil will be dual rolled at their mainstream school and Newall Green Primary School.</li> <li>• Half termly reviews to be held to discuss placement with placing school and the Hive and if this is continued for a further 6 weeks, transitioned back to the placing school or to an APEX place at Bridgelea.</li> <li>• Cases who may need transition to an APEX place at Bridgelea will be discussed at meetings between the Hive lead and Bridgelea.</li> </ul>	
		Staff Absence Management		Assistant Head	<ul style="list-style-type: none"> <li>• Employees must inform the Headteacher or nominated person of their inability to attend work and the reason for this on the first day of absence</li> <li>• Each period of absence will be formally recorded and information on an employee's absence will be reviewed by the Headteacher or nominated person. Where appropriate this information will be discussed with the employee or provided to their Line Manager to assist them.</li> <li>• When an employee returns to work following a period of sickness absence or unauthorised leave, they will be required to attend a Return to Work Interview (RTW) with their Assistant Head or Deputy Head, regardless of the duration of the absence. The RTW interview should take place within two days of returning to work, and must be attended by both the employee and line manager. Ahead of the meeting, the line manager will obtain a copy of the employee's absence record over the last 12 months to review general attendance and to check if employee has hit triggers.</li> <li>• Stage One - first Attendance Monitoring Review Meeting (AMR)</li> </ul>	

					<ul style="list-style-type: none"> <li>• Depending on the circumstances discussed in the RTW meeting, if it has been decided that a trigger point has been reached, the Headteacher or Nominated Person should meet with the employee at an AMR meeting to ascertain the reasons for the employee reaching the trigger and whether support to maintain their attendance is appropriate. Employees should be given 5 working days' notice of any AMR meeting.</li> <li>• A letter will be sent to the employee normally within 10 school working days of the meeting. The letter will confirm the outcome of the meeting including any action points and any support or adjustments agreed.</li> <li>• Stage Two A second AMR will be held if the revised triggers are hit; or there has been insufficient improvement in the employee's attendance during the further monitoring /review period established at the first AMR; or a recurring, recognisable pattern of absence emerges.</li> <li>• A letter will be sent to the employee normally within 10 school working days of the AMR confirming the points discussed and actions identified.</li> <li>• Stage Three - Attendance Management Hearing (AMH) - If, following the issue of a final AMW, the employee has not achieved and/or sustained the improvement required within the further review/monitoring period, an AMH may be held. This could result in a decision to dismiss the employee on notice.</li> </ul> <p>Long Term Absence</p> <ul style="list-style-type: none"> <li>• Absences of more than 10 consecutive school working days are considered long term in the majority of cases. Where appropriate an AMR meeting will be held with the employee after the first 4 weeks' of absence, and then every 4 weeks in order to discuss the employee's absence and the points</li> </ul>	
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					<p>discussed and actions identified at AMRs will be confirmed in writing to the employee within 10 school working days of the meetings.</p> <ul style="list-style-type: none"> <li>• 12-week review meeting - A formal review following 12 weeks of continued absence from the School should be arranged. The Headteacher or Line Manager will write to the employee inviting them to attend a formal review meeting giving at least 5 school working days' notice and providing any relevant documentation that may be referred to at the meeting.</li> <li>• If the period of monitoring is extended the case should then be reviewed every 4 weeks and the employee should be invited to 16-20-24-week attendance management review meetings.</li> </ul> <p>Please see attendance management policy for further details <a href="https://www.newallgreen.manchester.sch.uk/serve_file/7418597">https://www.newallgreen.manchester.sch.uk/serve_file/7418597</a></p>	
		Roles and Responsibilities in SIMS				
				School Business Manager	<ul style="list-style-type: none"> <li>• School Workforce Census</li> <li>• System Manager</li> <li>• Staff Details</li> <li>• Staff Contracts</li> </ul>	AO
				Administrator	<ul style="list-style-type: none"> <li>• Input new starters</li> <li>• Update pupil records</li> <li>• Check FSM allocation</li> <li>• Leavers</li> <li>• Waiting list returns</li> <li>• CTF's – in and out</li> <li>• Census termly</li> </ul>	CFO
				Attendance Officer	<ul style="list-style-type: none"> <li>• Daily attendance</li> <li>• Attendance reporting</li> <li>• Exclusions</li> </ul>	CFO



	ATH		Action	Committee	Procedures	Checking control
Trust		Policies / Risk Assessments				
		<ul style="list-style-type: none"> <li>Accessibility Plan</li> </ul>	In place	Kirstie McKenzie / CFO		TB
		<ul style="list-style-type: none"> <li>Accessibility Audit</li> </ul>	Every 3 Years	CFO		TB
		<ul style="list-style-type: none"> <li>Admission arrangements</li> </ul>	In Place	TB		TB
		<ul style="list-style-type: none"> <li>Anti-Fraud, Corruption &amp; Cybercrime</li> </ul>	November 2024	CFO		TB
		<ul style="list-style-type: none"> <li>Attendance Management Policy</li> </ul>	October 2024	Assistant Heads		TB
		<ul style="list-style-type: none"> <li>Behaviour Policy</li> </ul>	January 2025	Behaviour Team		TB
		<ul style="list-style-type: none"> <li>Capability</li> </ul>	November 2024	Exec Head		TB
		<ul style="list-style-type: none"> <li>Charging &amp; Remissions</li> </ul>	November 2024	CFO		TB
		<ul style="list-style-type: none"> <li>Child Looked After Policy (CLA)</li> </ul>	June 2024	CLA Team		TB
		<ul style="list-style-type: none"> <li>Child Protection, including Dealing with Allegations of Abuse Against People who work with Children</li> </ul>	October 2024	Safeguarding Lead		TB
		<ul style="list-style-type: none"> <li>Children with Health Needs who cannot attend school</li> </ul>	June 2024	SEN team,		TB
		<ul style="list-style-type: none"> <li>Code of Conduct – including Leave of absence</li> </ul>	September 2024	CFO		TB
		<ul style="list-style-type: none"> <li>Competitive Tendering</li> </ul>	November 2024	CFO		TB

		• Complaints Policy	June 2024	CFO		TB
		• Critical Incident	January 2025	CFO		TB
		• Data Protection – Including CCTV & Bodycams	July 2024	CFO		TB
		• Fire Risk assessment	Ongoing			
		• Gifts Hospitality & Bribery	November 2024	CFO		TB
		• ECT Policy	June 2024	ECT Lead		TB
		• Educational Visits Policy	January 2025	Liz		TB
		• Equality Policy & statement	June 2024	Exec Head		TB
		• Exclusions	MCC toolkit			TB
		• First Aid & administering medicines	January 2025	Office		TB
		• Freedom of information publication scheme	On Website	CFO		TB
		• Trustees / Governors' allowances	January 2025	CFO		TB
		• Health and Safety Policy, including Asbestos	May 2024	Site Manager		TB
		• Health & Safety Compliance Review	Every 3 Years	CFO		TB
		• Investment Policy	November 2024	CFO		TB
		• Lone Working	January 2025	CFO		TB

		• Pay Policy	November 2024	CFO		TB
		• Pecuniary Interest Policy	June 2024	CFO		TB
		• Performance Management	September 2025	Exec Head		TB
		• PREVENT	June 2024	Exec Head		TB
		• Premises Management Policy	January 2025			
		• Privacy notices	January 2025	CFO		TB
		• Register of business interests	Annually September 2023	CFO		TB
		• Relationships and sex education (RSE)	See PHSE & RSE below	PHSE Lead		TB
		• Restructure and Redundancy Policy	January 2025	CFO		
		• Risk Assessment Policy	November 2024	Exec Head		TB
		• Risk register	Ongoing	Exec Head		TB
		• Safer Recruitment	November 2024	CFO		TB
		• Single central record	Ongoing	CFO		TB
		• Special educational needs (SEN) policy and SEN information report	October 2024	SEND team		TB
		• Staff disciplinary policy and procedures	June 2024	Exec Head		TB
		• Staff grievance policy and procedures	January 2025	Exec Head		TB

		<ul style="list-style-type: none"> <li>Supporting pupils with medical conditions</li> </ul>	June 2024	SEND team		TB
		<ul style="list-style-type: none"> <li>Whistle-blowing procedures</li> </ul>	December 2024	Safeguarding Lead		TB
		<ul style="list-style-type: none"> <li>Write offs</li> </ul>	See Operational Procedures Manual including the Scheme of Financial Delegation – Page 20	CFO		TB

LGB		Policies / Risk Assessment				
		After School Club	June 2024	Vanessa		
		Anti-bullying (Behaviour Policy)	January 2025	Cat / Helen		
		Art & Design	February 2024	Helena J		
		Assessment	March 2024	Liz		
		Attendance	January 2025	Adam		
		Calculation Policy	February 2024	Adam / Helen		
		Design Technology	March 2024	Hannah		
		Display Policy	February 2024	Vanessa		
		Dogs on School Grounds	June 2024	Business Manager		
		Drugs & Alcohol	June 2024	Cat		
		Early Years Teaching & Learning Policy	November 2024	Kirstie		

	E-Safety	May 2024	Cat		
	Flexible Working Requests Policy	November 2023	Business Manager		
	Geography	January 2025	Zena		
	Governors' code of conduct		Clerk to the Governors		
	Handwriting Policy	July 2024	Sophie		
	Healthy Food In School Policy	June 2024	Cat		
	History	May 2023	Lucy		
	Homework Policy	November 2024	Liz		
	ICT and internet acceptable use	July 2023	Cat / Helen		
	Inclusion Policy	May 2023	Tom		
	Intimate care and nappy changing	Feb 2024	Kirstie		
	Literacy Policy + Planned Writing Opportunities Handwriting RWI	September 2024	Sophie		
	Lunchtime Supervision Policy	June 2024	Cat / Helen		
	Maths	February 2024	Adam / Helen		
	Maternity Leave	November 2024	Business Manager		
	Marking Policy	Jan 2025	Liz		

		Mental Health in School Policy for Students	May 2024	Amanda C		
		Music Policy	March 2024	Rebecca G		
		Parent code of conduct	November 2024	OFFICE		
		PE Policy	July 2024	Jake		
		Physical Intervention Policy	May 2024	Harriett		
		Planned Writing Opportunities	September 2023	Sophie		
		Progression In Writing	September 2023	Sophie		
		PSHE & RSE policy, including British Values and SMSC	October 2024	Cat		
		Pupil Premium Statement	July 2024	Kirstie		
		Pupil Transition Policy	Needs updating	Assistant Heads		
		Risk assessment for Under 18's	November 2024	Sophie		
		School Uniform	July 2024	OFFICE		
		Social Media Policy	November 2024	SLT		
		Science Policy	March 2024	Michael		
		Staff Attendance Management	October 2024	Business Manager		
		Staff handbook including <ul style="list-style-type: none"> <li>Smoking &amp; e-cigs</li> </ul>	July 2024	OFFICE		
		Staff wellbeing (see H&S Policy)	N/A	H&S Team		

		Teaching & Learning Overview	Annually	Liz		
		Visitor to School Policy	March 2024	Office		
		Volunteer Agreement	November 2023	Sophie		

**List of positions in school and the named member of staff:**

Executive Head	Sarah Rudd
Deputy Heads	Liz Pattenden Adam Pattenden Alec Smith
Assistant Heads	Sophie Tait Tom Rudd Kirstie McKenzie Cat Campbell Helen Ackerley
Business Manager	Dianne Harris
Administration Officer	Kath Fisher
Attendance Officer	Lisa Redford

**A Ordering of Goods and Services**

The following may authorise orders:

<b>Title</b>	<b>Name</b>
Deputy Headteacher	Liz Pattenden
Deputy Headteacher	Adam Pattenden
Deputy Headteacher	Alec Smith
Assistant Headteacher	Sophie Tait
Assistant Headteacher	Tom Rudd
Assistant Headteacher	Kirstie McKenzie
Assistant Headteacher	Cat Campbell
Assistant Headteacher	Helen Ackerley



**B Payment of Accounts**

The following are authorised to sign cheques:

<b>Title</b>	<b>Name</b>
Headteacher	Sarah Rudd
School Business Manager	Dianne Harris

**C Delivery Notes/Invoices**

The following may endorse/certify/authorise invoices and delivery notes:

<b>Title</b>	<b>Name</b>
School Business Manager	Dianne Harris
Administrator	Lisa Redford
Administrator	Kath Fisher

**D Petty Cash**

The following may draw cash to a maximum of £250

<b>Title</b>	<b>Name</b>
School Business Manager	Dianne Harris
Headteacher	Sarah Rudd

## LGB Meetings

<b>Autumn 1 Drop In</b>	<b>Autumn 2 PPM Data</b>	<b>Autumn 2 Meeting</b>	<b>Spring 1 PPM Data</b>	<b>Spring 1 Drop In</b>	<b>Spring 1 Meeting</b>	<b>Spring 2 Drop In</b>	<b>Spring 2* Meeting</b>	<b>Summer 1 PPM Data</b>	<b>Summer 1 Drop In</b>	<b>Summer 1 Meeting</b>	<b>Summer 2 Meeting</b>
5 <sup>th</sup> Oct 23	W/C 30 <sup>th</sup> Oct 23	16 <sup>th</sup> Nov 23	W/C 8 <sup>th</sup> Jan 24	18 <sup>th</sup> Jan 24	25 <sup>th</sup> Jan 24	7 <sup>th</sup> Mar 24	21 <sup>st</sup> Mar 24	W/C 15 <sup>th</sup> Apr 24	23 <sup>rd</sup> Apr 24	23 <sup>rd</sup> May 24	18 <sup>th</sup> Jul 24
LGB Drop In & LGB Meeting?	Autumn 1 Data	LGB Meeting 1.00pm	Autumn 2 Data	LGB Drop In	LGB Meeting 1.00pm	LGB Drop In	LGB Meeting 1.00pm	Spring 2 Data	LGB Drop In	LGB Meeting 1.00pm	LGB Meeting 1.00pm

\*Spring 1 data is teacher assessment data

## Trustees

<b>Autumn 1</b>	<b>Autumn 2</b>	<b>Autumn 2</b>	<b>Spring 1</b>	<b>Spring 2</b>	<b>Summer 1</b>	<b>Summer 2</b>
5 <sup>th</sup> Oct 23	16 <sup>th</sup> Nov 23	4 <sup>th</sup> Dec 23 End of Year Accounts 11am	25 <sup>th</sup> Jan 24	21 <sup>st</sup> Mar 24	23 <sup>rd</sup> May 24	18 <sup>th</sup> Jul 24
3.30pm			3.30pm			3.30pm

## Audit Risk & Finance Committee

<b>Summer 2 23 Governance</b>	<b>Autumn 1 23 Payroll</b>	<b>Autumn 2 23 Building</b>	<b>Spring 2 24</b>	<b>Summer 2 24</b>
10 <sup>th</sup> July 23 10.30am	5 <sup>th</sup> Oct 23 3.00pm	16 <sup>th</sup> Nov 23 3.00pm	21 <sup>st</sup> Mar 24 3.00pm	18 <sup>th</sup> Jul 24 3.00pm

Appendix 3

## Terms of Reference for The Cherry Tree Trust – Members

**Membership** A minimum of three Members at any one time.

The Executive Headteacher will be in attendance; the Clerk will convene and minute meetings

**Quorum** A Member counts towards the quorum by being present either in person or by proxy. Two persons entitled to vote upon the business to be transacted, each being a Member or a proxy of a Member or a duly authorised representative of a Member organisation shall constitute a quorum.

**Meetings** One meeting a year unless The Trustees call a General Meetings and, on the requisition of Members pursuant to the provisions of the Companies Act 2006, shall forthwith proceed to convene a General Meeting in accordance with that Act.

**Reporting** Minutes to be submitted to the trust within three weeks of the meeting

**Functions -Remit**

Ensure the 'Objects' of the Cherry Tree Trust are adhered to as set out in the Articles.

- Appoint or Remove Trustees.
- Appoint / Remove External Auditors.

## Cherry Tree Trust – Members

Name	Member
Phil Moore	Member
Barry Dawson	Member
Dan Lampard	Member
Simon Young	Member
Johny Anderson	Member

## Terms of Reference for The Cherry Tree Trust – Trust Board (TB)

**Membership** A minimum of five and a maximum of nine committee members.

The Executive Headteacher will be in attendance; the Clerk will convene and minute meetings

**Quorum** A minimum of three committee members appointed by the Trust

**Meetings** Four meeting a year, two in the autumn term, one in the spring term and one in the summer term

**Reporting** Minutes to be submitted to the trust within three weeks of the meeting

**Functions-** Remit.

- Ensure clarity of Vision, Ethos and Values ensuring a strategic direction.
- Hold the Executive Head to account for the educational performance of the schools within the CTT.
- Oversee the financial performance of the schools within the trust ensuring that the Academy Trust handbook is complied with.

## Cherry Tree Trust – Trust Board (TB)

Name	Governor Type	End of Term of Office
Andrew Wild	Director / Trustee (Chair)	31/10/23
Jo Reynolds	Director / Trustee	17/06/25
Roger Stone	Director / Trustee	17/06/25
David Thomas	Director / Trustee	01/01/26
Mark Chapman	Director / Trustee	
Sarah Rudd	Executive Head / Executive Head	

## Cherry Tree Trust Sub Committees

### Head Teachers Performance Management

Andrew Wild	Chair
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David Thomas
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### Audit, Risk & Finance Committee

Jo Reynolds	Chair
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Roger Stone	Vice Chair
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David Thomas
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#### Remit for the Audit Risk & Finance Committee

- Employees of the trust should not be audit and risk committee members, but the Accounting Officer and Chief Financial Officer should attend to provide information and participate in discussions.
- The Chair of Trustees should not be chair of the Audit and Risk & Finance Committee.
- Where the audit and risk committee are combined with another committee, employees should not participate as members when audit matters are discussed.

#### Quorum – both members of the Committee

**Meetings** -Three meetings a year.

#### Reporting

Minutes to be submitted to the trust within three weeks of the meeting.

Annual Governance Statement to reflect the Annual Summary of Internal Scrutiny by 31<sup>st</sup> December.

## Functions /terms of reference

- oversee and approve the trust’s programme of internal scrutiny
- ensure that risks are being addressed appropriately through internal scrutiny • report to the board on the adequacy of the trust’s internal control framework, including financial and non-financial controls and management of risks.
- Advise the Board and Accounting Officer on the adequacy and effectiveness of the Trust’s governance, risk management, internal control and value for money systems and frameworks.
- Advise the Board on the appointment, re-appointment, dismissal and remuneration of the external auditor.
- Advise the Board on the need for and then, where appropriate, the appointment, reappointment, dismissal and remuneration of an internal auditor or other assurance provider.
- Review the external auditor’s annual planning document and approve the planned audit approach.
- Receive reports (assignment reports, annual reports, management letters etc) from the external auditor, internal auditor and other bodies, for example the EFA, and consider any issues raised, the associated management response and action plans. Where deemed appropriate, reports should be referred to the Board or other committee for information or action.
- Regularly monitor outstanding audit recommendations from whatever source and ensure any delays to agreed implementation dates are reasonable.
- Review the Trust’s fraud response plan and ensure that all allegations of fraud or irregularity are managed and investigated appropriately.
- Ensure appropriate cooperation and coordination of the work of the external auditor and internal auditor.

### Agreed programme of work for 2022-2023;

Area to be audited	Purpose	Dates
Governance	To provide assurance that the Governance delegation of duties is being actioned.	13 <sup>th</sup> March 23
Payroll	To provide assurance that the Payroll procedures are robust and used correctly.	10 <sup>th</sup> July 23
Building	To provide assurance that assets are being maintained, following the improvements made in 2021-2022.	Autumn
Safeguarding		
Site Management		
Absences for staff		
Absences for pupils		
Procurement		

- review the ratings and responses on the risk register to inform the programme of work, ensuring checks are modified as appropriate each year

Risk recorded on Risk Register	Risk rating	modifications

## Terms of Reference for The Local Governing Board (LGB)

Name	Governor Type	Link Governor	End of Term of Office
Tracey Rawlins	Chair of LGB		05/10/26
Sarah Drake	Trust Appointed	Safeguarding	23/11/25
Lucy Yardley	Trust Appointed	Pupil Premium	23/11/25
Charlotte Cooper	Trust Appointed	Curriculum	26/01/26
Robert Pattison	Trust Appointed		
Kimberley Lilley	Parent Governor	Attendance / Healthy Schools	09/11/26
Liz Mulligan	Parent Governor		
Steph Ashton	Staff Governor		24/01/26
Hasna Ali	Teacher Governor		
Dianne Harris	Accounting Officer / Business Manager		

**Membership** - A minimum of seven and a maximum of nine committee members to include:

- Two elected parents
- One elected member of staff
- Four committee members appointed by the trust, one of whom will be the chair

The Executive Head will be in attendance; the Clerk will convene and minute meetings

**Quorum** -A minimum of three committee members appointed by the trust

## **Meetings**

Six meetings a year, two in each term. One being a 'drop in day' the second meeting of the term is a full meeting.

## **Reporting**

Minutes to be submitted to the trust within three weeks of the meeting

## **Functions**

The Local Governing Board are responsible for the link between the trust and the parents and the community, feeding into the trust's oversight and management of the school. The board delegates to them the following functions:

1. Building an understanding of the trust's ambitions for the school and its pupils – its vision and strategy and how this is realised at school level outlined in the School Development Plan. Monitor the implementation of the School Development Plan in accordance with the actions outlined in the plan.
2. Knowing the trust's values and becoming familiar with key policies, understanding how these work in practice so that they are creating a healthy culture for all. Evidence by observation and discussion that actions outlined on the plan are being put into place.
3. Ensuring that trustees and the CEO are aware of parents' and community views
4. Support and challenge NGPS leaders to ensure that the curriculum and the learning environment is the best that can be achieved for the pupils in NGPS.
5. Monitoring the work of the school, escalating any concerns to the CEO and / or trustees by:
  - a. Scrutinising reports on the school's progress with achieving its ambitions
  - b. Scrutinising reports on how the school complies with key policies
  - c. Visiting the school during the school day and attending events
6. Reviewing key decisions made by the headteacher e.g. pupil exclusions and responses to complaints



## Appendix 4

### Governance Meetings

Trustees						
Aut 1	DECEMBER End of year accounts	Spring 1	Spring 2	Summer 1	Head Teachers PM	Summer 2
<ul style="list-style-type: none"> <li>* General House keeping, code of conduct, pecuniary interests.</li> <li>* Vision statement for the TRUST</li> <li>* Review the schools SDP</li> <li>* Set the allocated budget &amp; check it fits with SDP then approve.</li> <li>* Approve 3 year forecast</li> </ul>	<p><b>Accounts</b></p> <ul style="list-style-type: none"> <li>* AGM</li> <li>* AUDIT COMMITTEE - MEET</li> </ul>		<ul style="list-style-type: none"> <li>* QA feedback</li> <li>* Budget – revise budget</li> <li>* Safeguarding update</li> <li>* SEN update</li> <li>* Numbers of pupils</li> <li>* Attendance</li> <li>* Behaviour report</li> <li>* Resource &amp; Risk feedback</li> <li>* feedback from the LGB</li> </ul>		<ul style="list-style-type: none"> <li>* Performance management review ( 3 Governors )</li> <li>Exec Head Teacher</li> </ul>	<ul style="list-style-type: none"> <li>* Website monitoring</li> <li>* Policy review</li> <li>* Data review</li> <li>* Attendance review</li> <li>* Safeguarding review</li> <li>* Behaviour review</li> </ul>
<b>Audit, Risk &amp; Finance</b>						
	<ul style="list-style-type: none"> <li>* Risk Register updated from feedback from internal audits.</li> <li>* Budget review &amp; problem solving</li> <li>* Cashflow</li> <li>* Bank balance review</li> <li>* Cost centre spending overview</li> <li>* Staffing</li> <li>* Pupil numbers</li> <li>* H&amp;S report &amp; Actions</li> </ul>		<ul style="list-style-type: none"> <li>* Update from internal audits.</li> <li>* Budget review &amp; problem solving</li> <li>* Cashflow</li> <li>* Bank balance review</li> <li>* Cost centre spending overview</li> <li>* Staffing</li> <li>* Pupil numbers</li> <li>* H&amp;S report &amp; Actions</li> </ul>			<ul style="list-style-type: none"> <li>* Update from internal audits.</li> <li>* Budget review &amp; problem solving</li> <li>* Next years budget</li> <li>* Cashflow</li> <li>* Bank balance review</li> <li>* Cost centre spending overview</li> <li>* Staffing</li> <li>* Pupil numbers</li> <li>* H&amp;S report &amp; Actions (fire drill report)</li> <li>* Pupil premium statement</li> </ul>

	<b>Aut 1</b>	<b>Aut 2</b>	<b>Accounts</b>	<b>Spr1</b>	<b>Spr2</b>	<b>Summer 1</b>	<b>PM rev</b>	<b>Summer 2</b>
<b>NGPS LGB</b>	<ul style="list-style-type: none"> <li>* Student Council meet LGB &amp; complete tour of school</li> <li>* General House keeping</li> <li>* Code of conduct</li> <li>* Pecuniary interests</li> <li>* Handbook</li> <li>* Committee remits/membership</li> <li>* Overviewing the SDP</li> <li>* Data review of last years SATs results &amp; actions. What the objectives are &amp; why these particular objectives.</li> <li>* Numbers of pupils</li> <li>* SEN update</li> <li>* Safeguarding</li> </ul>	<ul style="list-style-type: none"> <li>* Subject lead update</li> <li>SDP – review progress to targets in plan.</li> <li>* SEN update</li> <li>* Attendance</li> <li>* Behaviour report</li> </ul>		<ul style="list-style-type: none"> <li>* Data review from Autumn NFER tests</li> </ul>	<ul style="list-style-type: none"> <li>* Student council</li> <li>* Deputy Heads School Report</li> <li>Including: <ul style="list-style-type: none"> <li>- SEN update</li> <li>- Numbers of pupils</li> </ul> </li> <li>* Health &amp; Safety committee feedback</li> <li>* Curriculum &amp; data Committee feedback</li> </ul>	<ul style="list-style-type: none"> <li>* Data review from Autumn NFER</li> </ul>		<ul style="list-style-type: none"> <li>* SATs data review</li> <li>* SDP – actions for next year numbers of pupils</li> <li>* Review Pupil Premium Strat + Sports funding for previous year.</li> <li>* Annual governors statement for website</li> <li>* Annual Equality Objectives – Accessibility Policy</li> <li>* SEN statement on website</li> <li>* Pupil Premium statement</li> <li>* Sports funding statement</li> <li>* Schools Performance</li> <li>* Covid Catch up Grant</li> </ul>



# Mission Statement

**At Newall Green Primary School, we are a Peace Mala and Rights Respecting School. We provide an environment where the children feel happy, safe and ready to learn.**

**We use the five key skills for life; problem solving, teamwork, self-management (initiative, organisation, accountability), self-belief (confidence, resilience, positive attitude), and communication, so we are...**



***Aiming High To Reach Our Goals***

