



Operational Procedures Manual including the Scheme of Financial Delegation. Version 8

Document Control	
Title:	Operational Procedures including the Scheme of Financial Delegation.
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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 and management tracking systems Procurement Policy – updated from Competitive Tendering Policy Minimum reserve changed from 3 months to 1 month
Related Policies / Guidance:	Academy Trust Handbook - Guidance - GOV.UK (www.gov.uk)
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.

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Delegation and decision making in an academy trust

Governance function		Members	Trust board / board committees	CEO / accounting officer	Academy committees (LGBs)	HT
Governance framework: people	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		✓		✓	
Governance framework: systems and structures	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		✓		✓	
Governance framework: reporting	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 Executive Headteacher's 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	CEO pay award: agree		✓			
	Executive Headteacher's 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
ROLES						
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	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
	2.15						
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
BUDGET							
	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, 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.		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">• special payments – compensation [5.14]• special payments – ex gratia [5.17]• writing off debts and losses [5.19]• guarantees, letters of comfort and indemnities [5.19]• acquisition or disposal of freehold land and buildings [5.23]• disposal of heritage assets [5.23]• taking up or granting a leasehold on land and buildings [5.27]		ESFA - through audited accounts.

				<ul style="list-style-type: none"> • gifts by the trust [5.32]. 5.3 The following transactions must be disclosed in total, and individually: <ul style="list-style-type: none"> • special payments – staff severance, of any value [5.7] <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 & 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 the 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"> •ensure appropriate accounting records are maintained within the school/schools, based on the principle of commitment accounting; •provide regular financial reports to the ARF committee giving information about spending against the approved budget; 	TB

				<ul style="list-style-type: none"> •Virement of resources between cost centres, provided that such virement shall not exceed limits (£5,000), which will be reviewed annually. •profiling expenditure and income. •The CFO delegates the management of curriculum budgets to the subject coordinator. •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. •CFO prepares management accounts every month setting out the financial performance and position. •CFO shares the accounts with Chair of Trustees every month and with all other Trustees 6 times a year. •The board must consider these when it does meet, and minute it. 	
2.14	Plan and oversee capital projects		AO	<p>Capital Projects</p> <ul style="list-style-type: none"> • Establish the need for a project through audit of external reports of building or Trust performance including 'strategic estate management document' (DfE) • Present project plan to Trust Board and get agreement on Specification for project for projects that require a CiF bid. • Follow the Procurement Policy to appoint Project Management Company who follow the CTT tendering process. • For work that does not need a CiF bid follow the limits in the procurement and spending decision section of this policy. • 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. 	TB
2.21	Reporting to Trustees		CFO	<p>The CFO must report to Trustees using;</p> <ul style="list-style-type: none"> •income and expenditure account •variation to budget report •cash flow •balance sheet 	TB
2.22	Key performance indicators		CFO	<p>The CFO must measure the financial performance INDICATORS against the KPIs set by the CTT.</p>	TB

BANK ACCOUNTS

	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		CFO	<ul style="list-style-type: none"> •The school's bank account is held at the Lloyds Bank, Lloyds Commercial online banking is used to process weekly BACs payments. •Bank statements are printed from the online account weekly. •The CFO reconciles each statement within 7 working days of receipt •Reconciliation is processed on the school's accounting system (Access) computerised •The opening balance is checked and confirmed with a tick on the statement •Each item is identified on the bank statement and confirmed with a tick on the bank statement. •The closing bank balance is confirmed on the bank statement with a tick. •The system bank statement report is printed. •The list of unreconciled items is printed. •On completion, the bank statement and associated reports are signed by the CFO. •Any discrepancies, errors, or unexplained items are investigated immediately and, if necessary, Lloyds Bank is consulted on 0345 072 5555 	AO
		Investments		CFO	Follow the guidance in the CTT Investment Policy	
INCOME						
	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. 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.	AO

					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. Credit cards must only be used for business expenditure, and balances cleared before interest accrues.	TB
PROCUREMENT AND SPENDING DECISIONS						
	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 a minimum of 1 MONTH reserve cash.	TB
2.28	General Purchasing/ Internal Delegation Levels.		CFO		<ul style="list-style-type: none"> 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. The limit for the purchase of individual items or building work, can be authorised by the AO is £10,000, using best value purchasing. Anything over £10,000 must have 3 quotes, which will be authorised by ARF. For purchases between £10,000 up to £75,000, 3 quotes to be obtained and to be presented to Trust Board. Where the expected contract value is in excess of £75,000, the CTT Procurement Policy with Trust Board approval is required. 	AO
	Procurement basics		ARF		The segregation of duties is used to ensure that spending is 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	TB
	Orders		CFO		<ul style="list-style-type: none"> Access Finance is used to generate and process orders. Before an order is generated, the cost centre budget should be reviewed. All orders must be initiated by means of the School's Internal Requisition Sheet, either paper / electronic copy, that must be completed in full, indicating clearly the cost centre to be charged and signed off by the Budget Holder. 	AO

				<ul style="list-style-type: none"> Completed orders are given to the FA, who will generate a purchase requisition order. This 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. 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. A Finance Administrator generates the Purchase Order via Access. The Requisition Sheet is authorised by SLT before the official purchase order is raised. The Purchase Order is then checked against the Delivery Note. Full receipt details must be obtained including any VAT element. 	
	Delivery of Goods/Invoices		CFO	<ul style="list-style-type: none"> 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. 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? Inventory/Stock Any items lost, stolen or damaged above a value of £1000 to be reported to the Local Governing Body. 	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"> Goods and/or services have been received, cross-referenced to the order number Expenditure has been properly incurred and that payment has not already been made. 	AO

				<ul style="list-style-type: none"> •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. •VAT has been correctly calculated. •Discounts, where available, have been allowed for. 	
	Process of Payments		CFO	<ul style="list-style-type: none"> •We use Access to process invoices weekly. •BACs payment is processed by the Business Manager •BACs payment report printed & invoices given to final signatory to check & process. •Payments made via Lloyds Commercial on-line banking. 	AO
	Use of Debit card		CFO	<p>Three Debit cards have been issued to school which are locked in the safe unless in use.</p> <ul style="list-style-type: none"> •The School Business Manager signs the debit card in and out of the safe each time it is used. •All spending on the debit card must be authorized before it is used. The following items can be purchased using the debit card; •Purchasing postage stamps, Cash withdrawals from the bank for Petty Cash purposes – up to £250 •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. <p>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)</p> <ul style="list-style-type: none"> •Procurement rules and regulations must be followed. •Debit cards can only be used where it is not possible to make normal commercial credit arrangements i.e. order – goods received – invoice. 	AO

				<ul style="list-style-type: none"> Debit cards may be used to make purchases from the internet or from high street suppliers but not for building works, utility bills or purchasing alcohol. (2.35) 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) 	
	Petty Cash		CFO	<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"> Do not use store reward cards when paying for items. The Financial Administrator will then sign off all petty cash payments and the recipient will sign for the receipt of the cash. The Financial Administrator then reconciles this transaction on the Access system. 	AO
	Payment by Cash		Admin	<p>Strive to be cashless times parents need to pay by cash For example, ASC 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.</p>	CFO
	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. A maximum of £500 can be transported using the process above and anything over £500, would need transporting by Securicor.</p>	CFO

				We must never transport the cash to the bank on the same day / time of the week.	
	Internet Orders		CFO	<p>Full VAT receipts must be obtained for all relevant purchases.</p> <ul style="list-style-type: none"> •When making purchases from internet suppliers the e-mail address of the School Business Manager should be provided (admin@newallgreen.manchester.sch.uk). •Goods and services must be delivered to the school not to a private address; •Internet orders must only be processed on a school computer that is linked to the Internet through the school firewall. •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; •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 purchases because this does not give a sufficiently secure connection to protect sensitive, financial or personal information; •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; •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; •Users should never give personal details that are commonly used for identity verification (e.g. mother's maiden name) over an insecure 	AO

				internet connection. Even over the telephone, this information should only be given if the company ABSOLUTELY requires it.	
	Leasing		AO	<p>There are two types of lease:</p> <ul style="list-style-type: none"> • finance leases: these are a form of borrowing • operating leases: these are not borrowing. <p>Trusts must obtain ESFA's prior approval for the following leasing transactions:</p> <ul style="list-style-type: none"> • taking up a finance lease on any asset for any duration from another party, which are subject to the borrowing restrictions • taking up a leasehold or tenancy agreement on land or buildings from another party for a term of seven or more years • granting a leasehold interest, including a tenancy agreement, of any duration, on land and buildings to another party. <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
	Service level agreements		CFO	<p>Where services are provided with an individual or company a serviced level agreement is drawn up by the provider to out-line the planned work and responsibilities.</p> <p>This will be signed off by the CFO prior to work taking place.</p> <p>It will include length of contract, roles and responsibilities, cost, insurance provisions, VAT information & GDPR 3rd party retention of data.</p>	
	GDPR DPO		CFO	See GDPR policy	
5.19	Writing-off debts and losses		AO	<p>In relation to these limits:</p> <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;</p>	ESFA

				<p>Writing-off debts and losses -The delegated limits, are:</p> <ul style="list-style-type: none"> • 1% of total annual income or £45,000 (whichever is smaller) per single transaction. • 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. 	
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PAYROLL AND PAYMENTS TO STAFF

	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, Local government terms and conditions (Green book) Local Government Association.</p> <p>The CFO & 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 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.</p>	
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</p>	ESFA

				<p>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"> • Novel transactions are those of which the academy trust has no experience, or are outside its range of normal business. • Contentious transactions are those that might cause criticism of the trust by Parliament, the public or the media. • Repercussive transactions are those likely to cause pressure on other trusts to take a similar approach and hence have wider financial implications. 	
	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"> • that the proposed payment is in the trust's interests • 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. <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>	TB

				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)	
	Compensation payments		AO	<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	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.	TB

				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.	
	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"> · A contract or other agreement exceeding £2,000 · 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 	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>6.1 Executive Pay Ranges</p> <p>The minimum pay ranges are identified below. Additional discretionary pay points are agreed with the Board of Trustees on the outcome of the Executive Leaders Performance Management Review which is undertaken using the approaches outlined 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> <p>Chief Executive Officer L26 – L30</p> <p>Chief Financial Officer Grade 8 point 31-35 Outlined in the CTT Pay Policy</p>	TB

RECRUITMENT & TRAINING

	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	<p>CFO to record using Single Central Record.</p> <p>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.)</p> <p>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 https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/550197/Regulated_activity_in_relation_to_children.pdf).</p> <p>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</p> <p>Prohibition – (for teaching posts) the teacher has not been included in the prohibition list, interim prohibition list or subject to GTCE sanctions</p> <p>Prohibition from management anyone appointed to a management position is not barred from management by the Secretary of State Health</p> <p>Ensure the candidate is medically fit to take up the post. This requirement can be satisfied by using a self-declaration medical form.</p> <p>Disqualification from childcare – (for relevant posts only) go to https://www.gov.uk/government/publications/disqualification-under-the-childcare-act-2006/disqualification-under-the-childcare-act-2006 for more guidance on who is bound by the disqualification rules.</p> <p>Employing individuals who have lived or worked outside the UK – These individuals must undergo the same checks as any other candidate, as well as further checks so that relevant events that</p>	Trust – monthly check of Single Central Record

					occurred outside the UK can be considered. Further guidance on overseas criminal checks can be found here: https://www.gov.uk/government/publications/criminal-records-checks-for-overseas-applicants	
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 & Safety including working at heights & 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>CFO <u>—will continuously update their knowledge</u> 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		A skill audit annually will identify the gaps in Governance & the Clerk will organise training for Trustees to reduce any gaps.	
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"> • acquiring a freehold of land or buildings • disposing of a freehold of land or buildings 	ESFA

				<ul style="list-style-type: none"> • disposing of heritage assets, as defined in financial reporting standards, beyond any limits in the funding agreement for the disposal of assets generally. <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>	
	Acquisition and disposal of items over £500		CFO	<ul style="list-style-type: none"> • An Inventory should be maintained 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. • Inventory to be checked, at least once per year. • Any discrepancies should be investigated and pursued to a satisfactory conclusion. • Write offs are reported to ARF Committee. 	ARF
	Security Stock and Inventory of Assets		CFO	<ul style="list-style-type: none"> • The Head Teacher is responsible for the safe custody and control of cash and other property belonging to the school on a day to day bases. • The Head Teacher 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. • 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. • The CFO will arrange for an External Company to check the Asset Register, 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. • Computer 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. • The ARF committee body should authorise all write-offs and disposals of surplus stocks and equipment. • 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. • The Trust Board have agreed that furniture purchased before 2025 is not included in the asset register as logging these individual items is cost prohibitive. 	ARF

INSURANCE						
		Insurance		CFO	RPA insurance Policy	ARF
		Staff with Permission to transport children in school hours		CFO	File in Finance Office – log of checks that need to be updated Annually.	ARF
AUDIT						
	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>The Handbook has 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 & 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 be 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&F committee this will be made available to all trustees promptly so ensuring that the grant</p>	ESFA – through annual governance statement

					from the 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 2024-2025 including financial and non-financial procedures.	
PROPERTY MANAGEMENT						
		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 Headteacher (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: https://www.cherrytreestrust.org.uk/serve_file/23205878	
		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"> 1. Annual Fire Assessment organised and completed. 2. Business Manager to feedback actions in the weekly building management meeting. 3. Business Manager to organise any repairs or modifications in line with the advice given in the fire risk assessment. 4. Fire Risk Assessment shared with Audit, Risk and Finance Committee. 	

	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 Pauline Powell 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. Business Manager – Annual ICT review & update systems	

				Head Teacher annual report to Trustees Teachers monitor by physically watching the screens the students are using, supervision live – purple mash site, monitor devices such as Ipads periodically.	
	Breakfast and After School Club		Assistant Head	<ul style="list-style-type: none"> • Breakfast Club (7.30am-8.45am) organised into three rooms: EYFS (1:8), KS1 (1:8) and KS2 (1:13). • After School Club (3pm – 5.30pm) organised into two rooms: EYFS and KS1 (1:8) and KS2 (1:13). • All children to be booked in to Breakfast and After School club through School Spider. • All parents/carers have a login and separate group has been created for staff children which overwrites the payment requirement. • All children sign in and out of Breakfast and After School club through the main office. • 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. • Two members of staff on the front desk for Breakfast and After School club. • All staff trained on how to use School Spider and procedures. • Paper copies of registers printed each day in case of a fire. • Rotas in place to ensure staff: children ratios are upheld. 	
Roles within School -for Teachers, Subject Leads and Senior Leadership Positions see the CTT Pay Policy Document.					
	The Hive Admission		Deputy Head	<p>The Hive will have 3 types of place available – Internal AP, Intervention place (up to 10) and APEX place (6 places). There can be a maximum of 28 places in the Hive.</p> <p>Internal AP</p> <p>Internal AP places are allocated through inclusion / behaviour meetings, and liaison with the class teacher, pupil and family.</p>	

			<p>Regular reviews of this are held so that the child is returned to their mainstream class as soon as possible while ensuring the needs of the pupil and class are met.</p> <p>Intervention place</p> <p>Intervention places are bought in directly by the placing school by contact with the Deputy Head.</p> <p>The pupil will be with us for 4 of the 5 days, with a day back at the placing school for a maximum of 16 weeks.</p> <p>The placing school will have access to outreach/inreach to support the pupils transition back to the placing school. Support will also be available for the placing school during the term after the pupils return.</p> <p>APEX place</p> <p>APEX places to the Hive are allocated through half termly APEX placement panels led by Bridgelea.</p> <p>Once a place has been allocated Mainstream school is to complete the Hive SLA.</p> <p>Transition Meetings</p> <p>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.</p> <p>The length of the place is agreed at each 6 weekly/half termly review meeting.</p> <p>Invoicing and registers</p>	
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				<p>Invoice issued and submitted to the placing school once the SLA has been completed, with invoices following half termly.</p> <p>Pupil will be dual rolled at their mainstream school and Newall Green Primary School.</p> <p>If a pupil is absent, then the placing school will still be invoiced for the day. However, they will not be invoiced for the day that a pupil is back in their placing school.</p> <p>Reviews</p> <p>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.</p> <p>Cases who may need transition to an APEX place at Bridgelea will be discussed at meetings between the Hive lead and Bridgelea. If they have an intervention place, but an APEX place is needed the Hive staff will work with the placing school to complete the paperwork for the APEX panel.</p>		
	Staff Absence Management		Assistant Head	<p>See Policy</p> <p>https://www.newallgreen.manchester.sch.uk/serve_file/7418597</p>		
	Roles and Responsibilities in Arbor					
			School Business Manager	<ul style="list-style-type: none"> • School Workforce Census • System Manager • Staff Details • Staff Contracts 	AO	
			Administrator	<ul style="list-style-type: none"> • Input new starters • Update pupil records 	CFO	

				<ul style="list-style-type: none"> • Check FSM allocation • Leavers • Waiting list returns • CTF's – in and out • Census termly 	
			Attendance Officer	<ul style="list-style-type: none"> • Daily attendance • Attendance reporting • Exclusions 	CFO

	ATH		Action	Committee	Procedures	Checking control
Trust		Policies / Risk Assessments				
		• Accessibility Plan	In place	Kirstie McKenzie / CFO		TB
		• Accessibility Audit	Every 3 Years	CFO		TB
		• Admission arrangements	Annual review	TB		TB
		• Anti-Fraud, Corruption & Cybercrime	November 2024	CFO		TB
		• Attendance Management Policy	October 2024	Assistant Heads		TB
		• Behaviour Policy	January 2025	Behaviour Team		TB
		• Business Continuity Plan	Monitor Annually	Alec		
		• Capability	November 2025 -monitor annually	Head Teacher		TB
		• Charging & Remissions	April 2025	CFO		TB
		• Child Looked After Policy (CLA)	June 2025	CLA Team		TB
		• Child Protection, including Dealing with Allegations of Abuse Against People who work with Children	October 2024	Safeguarding Lead		TB
		• Children with Health Needs who cannot attend school	June 2024	SEN team,		TB
		• Code of Conduct – including Leave of absence	September 2024	CFO / Head TEACHER		TB
		• Complaints Policy	May 2025	CFO		TB

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

		• Pecuniary Interest Policy	June 2025	CFO		TB
		• Performance Management	September 2025	Head Teacher		TB
		• PREVENT	June 2025	Head Teacher		TB
		• Premises Management Policy	January 2025	Head Teacher		TB
		• Privacy notices	January 2025	CFO		TB
		• Procurement including competitive tendering	annually	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	Head Teacher		TB
		• Risk register	Ongoing	CO		TB
		• Restructure & Redundancy	Jan 2025	CO		TB
		• Safer Recruitment	November 2024	CFO		TB
		• Safeguarding & Child Protection	annually	DSL		TB
		• Safer Recruitment Policy	annually	CFO		TB
		• Single central record	Ongoing	CFO		TB

		<ul style="list-style-type: none"> • Special educational needs (SEN) policy and SEN information report 	October 2024	SEND team		TB
		<ul style="list-style-type: none"> • Staff disciplinary policy and procedures 	June 2024	Head Teacher		TB
		<ul style="list-style-type: none"> • Staff grievance policy and procedures 	January 2025	Head Teacher		TB
		<ul style="list-style-type: none"> • Supporting pupils with medical conditions 	May 2025	SEND team		TB
		<ul style="list-style-type: none"> • Whistle-blowing procedures 	December 2024	Safeguarding Lead		TB
		<ul style="list-style-type: none"> • Write offs 	See Operational Procedures Manual including the Scheme of Financial Delegation – Page 20	CFO		TB

LGB		Policies / Risk Assessment				
		Absconding		Helen		
		Adverse Weather	annually	Head Teacher		
		Allegations and Low Level Concerns	Annually	Head Teacher		
		After School Club	June 2024	Cat		
		Anti-bullying (Behaviour Policy)	Annually	Cat / Helen		
		Appraisal and performance management	Annually	Head Teacher		
		Art & Design	January 2025	Helena J		

		Assessment	March 2025 -update annually	Liz		
		Asthma	June 2025	Cat		
		Attendance management Children	January 2025	Adam		
		Attendance Management staff	Annually	Adam		
		Breakfast and After School Club	Update annually	Cat		
		Calculation Policy	February 2024	Adam / Helen		
		Computing	March 2025	Alec		
		COSHH Policy	Nov 2025	Robert		
		Design Technology	March 2025	Helena J		
		Display Policy	February 2024	Vanessa		
		Dogs on School Grounds	June 2024	Business Manager		
		Drugs & Alcohol	June 2024	Cat		
		DT	Feb 2025	Helena		
		Display (classrooms & corridors)	June 2026	SLT		
		Display Screen Equipment	Annually Nov 2025	CFO		
		Dogs on School Grounds	Annually	SLT		
		Drugs and Alcohol	September 2025	Cat		

		Early Years Teaching & Learning Policy	November 2024	Liz		
		E-Safety	May 2024	Alec		
		Family and Parental Leave Policy (formally Maternity)	May 2025	CFO		
		Flexible Working Requests Policy	April 2024	Business Manager		
		Geography	January 2025	Rachel		
		Governors' code of conduct	September 2025 - annually	Clerk to the Governors		
		Governor handbook	2025 - Annually	CO		
		Handwriting Policy	July 2024	Sophie		
		Healthy Food In School Policy	June 2024	Cat		
		History	May 2023	MATT		
		Homework Policy	November 2024	Liz		
		ICT and internet acceptable use	July 2023	Alec		
		Intimate care and nappy changing	Feb 2024 – Emailed	Kirstie		
		Leave of absence	annual	Head Teacher		
		Literacy Policy + Planned Writing Opportunities Handwriting RWI	September 2024	Sophie		
		Lone working	2025 - annual	Head teacher		

	Lunchtime Supervision Policy	Jan 2025	Cat / Helen		
	Manual Handling	Nov 2025 - annual	Hive staff / SEN unit		
	Maths	February 2024	Adam / Helen		
	Marking Policy	Jan 2025	Liz		
	Menopause	2025	Head Teacher		
	Mental Health in School Policy for Students	May 2024	Amanda C		
	Music Policy	March 2024 – Emailed	Rebecca G		
	Online safety Policy	July 2025	Alec		
	Parent code of conduct	November 2024	OFFICE		
	PE Policy	July 2025	Hannah		
	Positive Handling Policy	2025 -annual review	Alec		
	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		
	Pupil Premium Policy + information for website	annual	Head Teacher		

		Risk Assessment Policy	annual	Head Teacher		
		Policy & Risk assessment for Under 18's (Under 18's working in school policy)	November 2024	Sophie		
		School Uniform	May 2025	Office		
		Social Media Policy	November 2024	SLT		
		Science Policy	March 2025	Michael		
		Staff Attendance Management	October 2024	Business Manager		
		Staff handbook including • Smoking & e-cigs	July 2024	OFFICE		
		Staff wellbeing Policy including tokens	annually	Head teacher		
		Subject Leader Policy	annually	Head Teacher		
		Supporting Pupils with medical needs	annually	SENDCo		
		Teaching & Learning Overview	Annually	Liz		
		Uniform Policy	annually	Office / SLT		
		Use of IA in school	annually	Alec		
		Visitor to School Policy	March 2025	Office		
		Volunteer Agreement Working at Height	March 2025	Sophie		
			annually	Head Teacher		

Appendix 1

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

Executive Head	Sarah Rudd
Deputy Heads	Liz Pattenden
	Adam Pattenden
	Alec Smith
	Kirstie McKenzie
Assistant Heads	Sophie Tait
	Tom Rudd
	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:

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

B Payment of Accounts

The following are authorised to sign cheques:

Title	Name
Executive Headteacher	Sarah Rudd
School Business Manager	Dianne Harris

C Delivery Notes/Invoices

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

Title	Name
School Business Manager	Dianne Harris
Administrator	Lisa Redford
Administrator	Kath Fisher

D Petty Cash

The following may draw cash to a maximum of £250

Title	Name
School Business Manager	Dianne Harris
Executive Headteacher	Sarah Rudd

Appendix 2

Meeting Schedule can be found in Appendix 4 – there is an outline for agendas but these will be confirmed prior to the meeting.

Terms of Reference for The Cherry Tree Trust – Members

Membership A minimum of three Members at any one time.

The 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
Simon Young	Member
John Anderson	Member
Jim Liggett	Member

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

Membership Five Trustees appointed by the Members.

The 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 Headteacher 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
Mark Chapman	Director / Trustee	20/09/2027
Sarah Rudd	Executive Head / Executive Head	

Cherry Tree Trust Sub Committees

Head Teachers Performance Management

Andrew Wild Chair

Jo Reynolds

Audit, Risk & Finance Committee

Jo Reynolds Chair

Roger Stone Vice Chair

Mark Chapman

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 31st 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 each year is agreed through the Audit, Risk & Finance Committee. The following table is updated to reflect previous audits & to reflect the current years Audit. Each audit has been devised considering the ratings and responses on the risk register to inform the programme of work, ensuring checks are modified as appropriate each year.

Area to be audited	Purpose	Dates
Governance	To provide assurance that the Governance delegation of duties is being actioned.	13 th March 23
Payroll	To provide assurance that the Payroll procedures are robust and used correctly.	10 th July 23
Building / Site Management	To provide assurance that assets are being maintained, following the improvements made in 2021-2022.	March 23
Safeguarding	Provide assurances about systems in place	2023-2024
		2024-2025
Absences for pupils / Absences for staff	Low level of attendance for some groups of children identified	2024-2025
Procurement		2024-2025
GDPR	To check compliance	2024-2025 (March 2025)
SEN	Full SEN audit – after parental complaints about the Hive	2024-2025 (Sep 2025)

Cyber	DFE requirements monitored including filtering and monitoring	2024-2025
Pupil Premium Funding		2025-2026
SEN Unit		2025-2026
Security	To identify risks – Martins Law	2025-2026

Terms of Reference for The Local Governing Board (LGB)

Name	Governor Type	Link Governor	End of Term of Office
Tracey Rawlins	Chair of LGB	Equality, Diversity & Inclusion (EDI) Link Governor	05/10/2026
Liz Mulligan	Parent Governor / Vice Chair	SEND Link Governor	31/10/2027
Robert Pattison	Trust Appointed	Early Years Link Governor	18/01/2027
Pauline Powell	Trust Appointed	Safeguarding Link Governor	29/09/2029
Jason Baines	Parent Governor	Attendance Link	29/09/2029
Hannah Jones	Teacher Governor		16/12/2028
Steph Ashton	Staff Governor		24/01/2026
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 Headteacher 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

Autumn 1 30/9/25	Autumn 2 4/11/25	2 nd DECEMBER 2025 End of year accounts	Spring 1 6/1/26	Spring 2 24/2/26	Summer 1 21/4/26	Head Teachers PM To be confirmed	Summer 2 7 th July 2026
Members							
		AGM Appointment of chair			Half yearly update for the position of the Trust		
Trustees							
Safeguarding training		End of year accounts	Review QA report Monitor Budget / agree revised budget Safeguarding update SEN update Risk Register Review		Agenda to be confirmed	Performance management Review	Data Review
Audit, Risk & Finance							
		Risk Register updated from feedback from internal audits. Budget review & problem solving Cashflow Bank balance review Cost centre spending overview *Staffing Pupil numbers H&S report & Actions			internal audit update Budget review & problem solving Cashflow Bank balance review Cost centre spending overview Staffing Pupil numbers H&S report & Actions		Update from internal audits. Budget review & problem solving * Next years budget * Cashflow * Bank balance review * Cost centre spending overview * Staffing * Pupil numbers * H&S report & Actions (fire drill report) * Pupil premium statement
NGPS LGB							
<u>General House keeping</u> * Code of conduct * Pecuniary interests * Handbook <u>Pupil Voice</u> Meet the student council & listen to their aims for the year.	<u>Pupil Voice</u> Meet the student council & listen to their feedback		Review of SDP – With any actions or questions that Governors have submitted 7 days ahead of the meeting Feedback from Governor Drop ins	<u>Pupil Voice</u> Meet the student council & listen to their feedback	Data review from Spring tests Safeguarding Report SEDCO Report		<u>Pupil Voice</u> Meet the student council & listen to their feedback
	<u>Subject Coordinator feedback</u> <u>SEND (KPI)</u> Overview of assessment information			<u>Subject Coordinator feedback</u> <u>ICT (KPI)</u> Overview of assessment information			<u>Subject Coordinator feedback</u> <u>ICT (KPI)</u> Overview of assessment information

<p><u>Implementation of SDP</u></p> <p>Cost centre allocations for each curriculum area linked to the School Development Plan.</p> <p>* Numbers of pupils on roll / class overview</p> <p>*SEN numbers in each year -update</p> <p>*Safeguarding -any incidents to date & any changes to KCSIE Policy</p>	<p>Any other points to note</p> <p>* Data review from Autumn tests</p> <p><u>Pupil Progress Information (KPI)</u></p> <p><u>Percentage on track of specific groups</u></p> <p>All pupils</p> <p>Boy / girl</p> <p>Pp/ npp</p> <p>SEN</p> <p>Numbers of children in 'on track interventions'</p>	<p>Behaviour /Safeguarding Report</p> <p>Attendance report</p> <p>Data of number of fluent readers on track in KS2</p> <p>Percentage of writing on track throughout the whole school</p>	<p>CPD</p> <p>Any other points to note</p> <p><u>Pupil Progress Information (KPI)</u></p> <p><u>Percentage on track of specific groups</u></p> <p>All pupils</p> <p>Boy / girl</p> <p>Pp/ npp</p> <p>SEN</p> <p>Numbers of children in 'on track interventions'</p> <p><u>Attendance (KPI)</u></p> <p>Attendance target – progress to target</p> <p>Whole school attendance</p> <p>SEN attendance</p> <p>PP / nPP</p> <p>Numbers of PA</p> <p>Severely PA (below 50%)</p> <p><u>Behaviour report including;</u></p> <p>On-line incidents in school. (KPI)</p> <p>On-line incidents at home. (KPI)</p> <p>Lunch time incidents</p> <p>Fixed term exclusions</p>			<p>CPD</p> <p>Any other points to note</p> <p><u>Pupil Progress Information (KPI)</u></p> <p><u>Percentage on track of specific groups</u></p> <p>All pupils</p> <p>Boy / girl</p> <p>Pp/ npp</p> <p>SEN</p> <p>Numbers of children in 'on track interventions'</p> <p><u>Attendance (KPI)</u></p> <p>Attendance target – progress to target</p> <p>Whole school attendance</p> <p>SEN attendance</p> <p>PP / nPP</p> <p>Numbers of PA</p> <p>Severely PA (below 50%)</p> <p><u>Behaviour report including;</u></p> <p>On-line incidents in school. (KPI)</p> <p>On-line incidents at home. (KPI)</p> <p>Lunch time incidents</p> <p>Fixed term exclusions</p>
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Drop In for LGB

Autumn 1 Meeting	Autumn 1 Drop In	Autumn 2 Meeting	Spring 1 Meeting	Spring 1 Drop In	Spring 2 Meeting	Spring 2 Drop In	Summer 1 Meeting	Summer 1 Drop In	Summer 2 Meeting	Summer 1 Drop In	Summer 2 Meeting
	23 rd Oct 25 LGB Working Day / PPM'S (PM)			20 th Jan 26 LGB Drop In		17 th Mar 26 LGB Drop In		12 th May 26 LGB Drop In		23 rd Jun 26 LGB Drop In	



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

