



Bishop Anthony Educational Trust

Leadership Handbook 2017-2018

Foreword from John Clark

Believing – Aspiring – Excelling – Together – The four words that feature in the Bishop Anthony Educational Trust (BAET) logo neatly encapsulate the ethos of this Multi Academy Trust (MAT).

Believing - The BAET is a faith based organisation firmly within the traditions of the Church of England and guided by Christian principles. The pupils, staff and Local Governing Bodies of our academies are not required to share our faith belief, but are expected to support Christian values that, over the centuries, have been instrumental in forming much of our secular law and creating a fair and tolerant society.

Aspiring – We believe every child should be able to reach its full potential. To achieve this, we will work to develop, in every pupil, confidence, self-awareness and a desire to learn. We will be tireless in helping each pupil identify their personal goals and ambitions and in equipping them to achieve.

Excelling – This does not necessarily mean being the best in everything, but it does mean achieving the best possible outcome with available resources. The BAET will work closely with individual academies and LGBs to build on what is successful, strengthen and improve on what is less so, and share good practice across the family of academies to the benefit of all.

Together – No one element of the BAET can, in isolation, deliver a first class education to our pupils. Academy teaching, support staff, LGBs and the central BAET team, with the Board, will work in partnership to make the most of our limited resources; share experience, good practice and provide mutual support.

We care passionately about providing the very best learning opportunities for young people; and strongly believe that children should be empowered to maximise their potential through the removal of barriers to learning.

It is very important to us that our academies remain part of their local community, sharing resources and expertise and collaborating for the benefit of all.

We look forward to working with you in the coming year.

John Clark

Chair of the Board



Foreword from Judith Tinsley

Welcome to the Bishop Anthony Educational Trust (BAET) family.

The BAET Board of Directors is determined to see a high performing and successful Multi Academy Trust that delivers the very best educational experience for pupils at nursery, primary and secondary stages. The rapidly changing educational landscape continues to challenge everyone's perceptions and pace for planning change, with greater numbers of schools converting to academies. This plan sets out how we will guide, support and improve our academies, including those academies who are interested in joining us, across the wide geographical area of the Hereford Diocese. Our focus will remain on improving leadership and governance, teaching, learning, and raising standards for both Church and Community academies.

We have built a strong and effective team over the last twelve months, who are now poised to move the trust forward into a period of significant growth. We have a cost effective organisation which has a clear business model that delivers the efficiency, effectiveness and challenge required to ensure that BAET are considered a good employer, and as an effective home and family base for our academies, with the leadership and track record to succeed.

However, we must not take our eyes off the most important objective of The Bishop Anthony Educational Trust. This is to ensure all of the children and young people in our academies get the very best education we can possibly provide, within an organisation that cares about the whole child, their growth and development, preparing them for their next stage of education.

As leaders in our academies, we look at all of the family to be both givers and receivers of support and expertise. Over the next twelve months, we have clear objectives to look at how this is organised and brokered, both informally and formally, as we build partnerships with other Teaching School Alliances and MATS.

I look forward to working with all of our staff and academies to deliver this plan to ensure the very best possible outcomes for all.

Judith Tinsley, Chief Executive



The Bishop Anthony Educational Trust

Our Vision, Mission and Values

The Bishop Anthony Educational Trust was set up in Autumn 2013, and is a Charitable Trust and Company Limited by Guarantee.

Our Vision

Delivering outstanding education within an inclusive Christian context

Our Mission:

To establish and manage a family of academies, where inclusive values and academic excellence enables students to learn within an environment of respect for themselves and others

Our Values:

Educating for Wisdom, Knowledge and Skills

Good academies foster confidence, delight and offer structure in seeking wisdom, knowledge, truth, understanding, know-how, and the skills needed to shape life well. They nurture academic habits and skills, emotional intelligence, and creativity across the whole range of school subjects, and what one needs to understand and practise, in order to be a good person, citizen, parent, employee, team, group member or leader.

Educating for Hope and Aspiration

Good academies open up horizons of hope and aspiration, and guide pupils into ways of fulfilling them. They also cope wisely when challenges are presented.

Educating for Community and Living Well Together

Whatever our circumstances, we are each called to show responsibility towards others and to contribute responsibly to our communities; and so, education needs to have a core focus on relationships and commitments, participation in communities and institutions, and the qualities of character that enable people to flourish together.

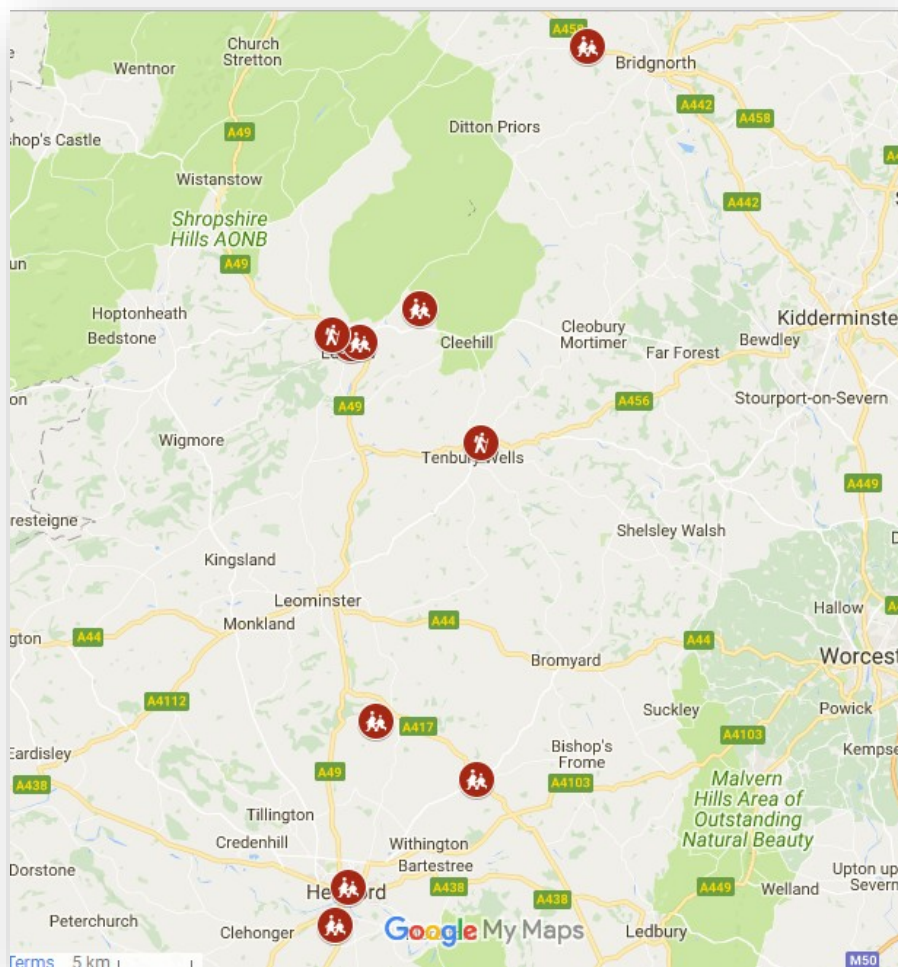
Educating for Dignity and Respect

Human dignity, the ultimate worth of each person, is central to good education. The basic principle of respect for the value of each person involves continual discernment, deliberation and action, and our academies are one of the main places where this happens, and where the understanding and practices it requires are learned.

Our Aims:

- To ensure that our academies are centres of excellence, with a focus on the nurture and achievement of all their members.
- To foster, maintain and celebrate the Christian distinctiveness of our Church academies as places for those of faith, or no faith.
- To promote mutual support, encouragement and benefit between all our academies.
- To develop, as the foundation stone of academic achievement, a strong culture of professional development amongst our staff.
- To recognise and address the challenges of small rural communities.
- To celebrate and maintain the unique identity of each academy within its community, and within the family of academies
- To recognise and enable those who often remain invisible, through ethnic or cultural disadvantage, or through disability or poverty.

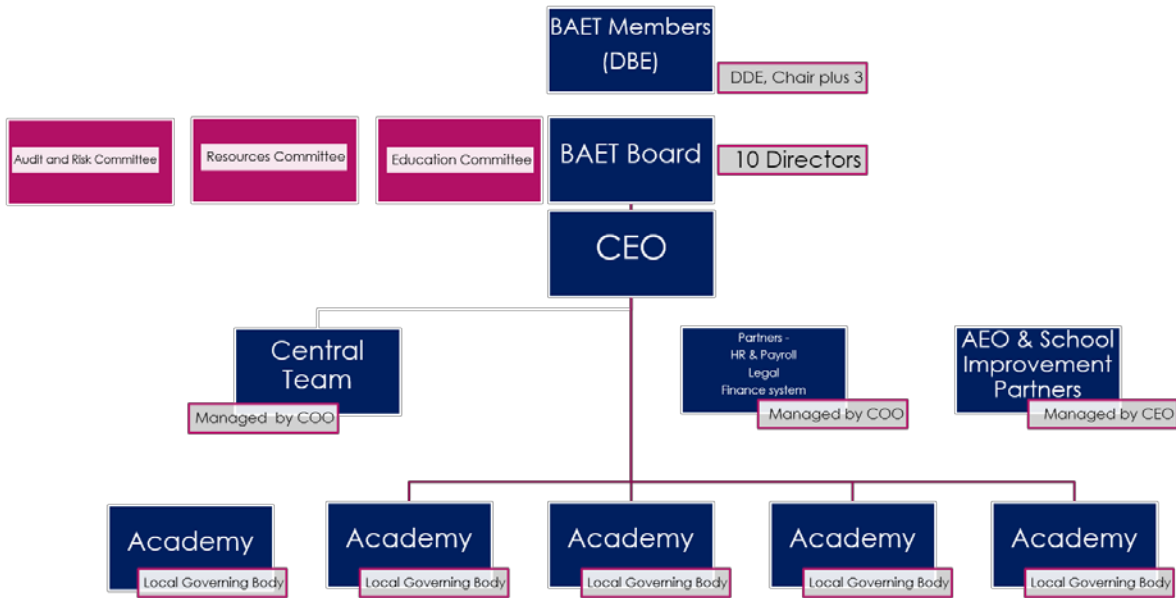
We will adopt a collegiate approach to developing communities of excellence, working in partnership with our academies, and other educational partners, to design flexible models of working, which are tailored to match the needs of each academy.



Leadership and Governance

As a Charitable Trust, our Board ensure that they comply with charity and company law requirements. The BAET Board has two core functions; to set the strategic direction of the organisation and ensure the financial probity of the Trust.

As a Multi-Academy Trust, the Board is responsible for all of the academies in the Trust. We do this by delegating functions to the Local Governing Body of each academy, through a Scheme of Delegation.





BAET Board and Committees

BAET Board

Bishop Anthony Educational Trust (BAET founded in 2013) is an incorporated company and charity that aims to establish and maintain a number of academies in accordance with guidelines laid down in its funding agreement with the DfE.

Resources Committee

The objective of the committee is to assist the Board in meeting its responsibilities of monitoring financial performance and forecasts, ensuring the adequacy and effectiveness of the financial reporting, the value for money of resources, capital projects, and risk management. In addition, it will monitor personnel and HR support.

Audit and Risk Committee

The objective of the committee is to assist the Board in meeting its responsibilities for financial reporting, and internal and external auditing. It will also oversee the risk register for the Trust.

Education Committee

The objective of the committee is to support the strategic role of the board, by scrutinising in-depth the standards achieved by BAET academies, and then to report its observations succinctly to the main board.

GOVERNANCE STRUCTURE July 2017

BAET Members (Diocese Board of Education Appointed)

Philip Sell	Director of Education – Former Headteacher of five Primary Schools.
Kym Wilcocks	Experienced Primary Headteacher (now retired) and Chair of Governors, plus National Lead for Governance.
Eleanor Benson	Retired Secondary Headteacher and SIAMS Inspector.
Vacancy	
John Clark (Chair)	See Directors overleaf.



BAET Trustees/Directors: 11 Registered



Mr John Clark: Chair of the Board.
Ex-Diocesan Secretary: Experience in company law and management. Charity law compliance. Also acted as Secretary to the BAET and to the Diocesan Board of Finance.



The Rev. Dr. Ken Hopkins: Ken is the retired Pro-Vice chancellor of Kingston University, responsible for performance management and quality assurance. He is currently Chair of Governors at The Hereford Sixth Form College.



Alan Soper: Acting CEO of several multi-million pound businesses, Alan has a background in business, HR and finance and lectures in Business Studies.



Andrew Smith: Headteacher at Mary Webb Secondary School. Chair of Shrewsbury Partnership for Education and Training, Secondary schools and academies, post 16 colleges and training providers. Promoting cooperation and collaboration across the Shrewsbury area. (LA association applies)



Andrew Teale: Headteacher of a large stand-alone C.E Academy, whose last OFSTED grading was outstanding. Andrew is an NLE and his school is recognised as a National Support School. He also a practicing SIAMs Inspector.



Stephen Price: Public Health and Housing background in Shropshire Council. Now retired (2013), he is Chair of Shropshire Rural Housing Association and Board Member of Healthcare Shropshire.



Jeremy Wilding: MBE qualified as a solicitor in 1987, and is a Director at Gabbs Solicitors Hereford. Appointments include:

- Undersheriff for Herefordshire
- Past President of the Herefordshire, Breconshire and Radnorshire Law Society
- Formerly Visiting Tutor in Law, Magdalen College, Oxford
- Current Chairman of the Board of Trustees of the Three Choirs Festival Society
- Member of the Ecclesiastical Law Society



Susanna Whawell: Managing Director, Auxilium Management: Founding director of Auxilium Management, a division of the Auxilium Group. Shortlisted for SME awards locally and nationally.

Supply Chain & Consultancy Roles: Worked for firms such as Gist, Allied Bakeries, and Karndean International in a variety of operational and leadership roles. Susanna has led teams of up to 80 with 12 direct reports and responsibility for over 1000. Examiner for the CILT on their panel of experts. Past chair of the NW CILT group. Keynote speaker at national events.



Donna Cook: has recently retired from the Armed forces after 31 years' service. Donna is an experienced, professional, conscientious and versatile HR Manager with a proven record of success delivered within extremely demanding and pressurised environments. She has the ability to remain calm and able to meet complex deadlines in situations, requiring diplomacy whilst remaining customer focused.

A natural leader with tremendous drive and enthusiasm qualified and practised in HR and personnel financial management.

Demonstrates adaptability and interpersonal skills and has experience of the Law Enforcement Sector.



Judith Tinsley – CEO (Ex Officio): Former Headteacher with 14 years' experience in Oxfordshire and Herefordshire. School Improvement Head teacher with Oxfordshire 2008 – 2012. March 2012- August 2013 - Senior Improvement Advisor) Herefordshire. Accredited Ofsted Inspector.

Insert photo

Keith Bowley spent his working life in the life assurance industry, progressing to senior management positions, with responsibility for systems, HR and administration.

Subsequently he has been a consultant, specialising in computer systems design and integration. Although now retired from employment, he remains a director of a local motor garage, in his home town of Bridgnorth. He serves as a governor of a local secondary school and is a trustee of several Christian ministries and other charities



Executive Members

Judith Tinsley – Chief Executive Officer

Judith is a former Headteacher, with 14 years' experience in Oxfordshire and Herefordshire. Her experience covers all key stages, and her roles have included inclusion advisor and science specialist. She was also an Executive Advisory Head teacher with Oxfordshire 2008 – 2012. From March 2012-August 2013, she was Senior Advisor (Schools) in Herefordshire. She was also an accredited Ofsted Inspector. Her previous post was as a Headteacher in Herefordshire

Samantha John - Chief Operating Officer



Sam joined the BAET after working as a School Business Manager at a Shropshire secondary school for 12 years. Her previous experience includes working as an Auditor with both the Audit Commission, and 13 years with Hereford City/Herefordshire Council. She has a Diploma and Certificate in School Business Management, as well as AAT and is a Practitioner of the Institute of Internal Auditors.

Sam was a founder member of the Shropshire SBM Association, and will continue to represent the BAET at their meetings. In addition, she is an accredited Safer Recruitment trainer with the Lucy Faithful Foundation.

Janet Du Cros – Academy Effectiveness Officer



Janet joined the BAET in September 2017. Her career history includes being a Primary School Improvement Advisor with Trafford Council and successful Executive Headship experience in Surrey plus a successful Headship in Northampton – leading Good and Outstanding Schools



BAET Central Team

Finance Team



Georgia Moss
Finance Lead



Samantha Orme
Finance Assistant

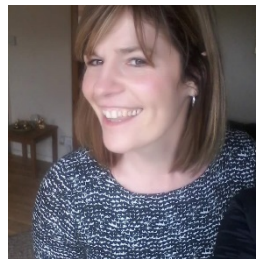


Hannah Broome
Finance Apprentice

Governance and Administration



Karen Bowen
Governance &
Compliance Officer



Lisa Tromans
Business Support
Assistant

Complaints

Lisa Tromans Business Support
email: complaints@baet.org.uk t: 01584 838880

Each academy is expected to manage its own parental concerns and to deal with these in a professional and speedy manner, using the BAET Complaints Policy. However, if a complaint, or concern is raised by the following bodies, The Headteacher must immediately share this with the CEO, who will ensure that you receive support to deal with it.

- Education Skills and Funding Agency (EFSA)
- Ofsted
- Safeguarding
- Local Authority

If you receive a complaint, and require assistance, please contact the Lisa Tromans on the above contact details.

Should any complaint not be resolved at academy level, there is an additional policy 'Management of Complaints to the Multi Academy Trust'. This outlines the way complaints are managed at Trust level. Any parent/carer who wishes to contact BAET to raise a concern, or make a complaint, can do so through the following ways:

- An email to complaints@baet.org.uk
- A letter addressed to the CEO at our registered address

The CEO will deal with any complaint, or enquiry, received in these ways. If a complaint is received, the complainant will always be encouraged to communicate with their pupils' academy and Headteacher, as this is the best way to resolve any issues. BAET always acknowledges receipt of correspondence, listens to concerns and directs these to the academy Headteacher, in an attempt to gain swift resolution.

Please ensure that both of the policies stated here are clearly displayed on your academy website

Ofsted/SIAMS Notification Procedure

Janet Du Cros – Academy Effectiveness Officer (AEO)

t: 01584 838880 | m: 07951 392516

e j.ducros@baet.org.uk

When an academy is informed of an Ofsted/SIAMS visit (whether it is a Section 5, Section 8, Section 48, a monitoring visit, a survey inspection or any other type of visit) the academy must:

- Contact the BAET Team on 01584 838880. In addition, the Headteacher must phone or email the Academy Effectiveness Officer and copy in, the CEO, giving the date of the inspection/visit, name of the lead inspector and team inspectors

Once the above information is received, in the case of a Section 5 or Section 8 inspection, the Academy Effectiveness officer or CEO will:

- Inform the BAET Board of Directors
- Co-ordinate and confirm with the academy the BAET representatives at the inspection for a meeting on day one and attendance at the feedback session
- Send a confirmation email to the CEO and Headteacher to confirm arrangements throughout the inspection

BAET Ofsted/SIAMS support

The Academy Improvement Team are committed to providing our academies with high quality, differentiated and targeted support prior to, during, and after an Ofsted inspection visit. This support can take various forms, and is likely to include some, or all, of the following:

- INSET and training as part of new Heads and Chair of Governors induction, and, where appropriate, for individual principals due inspection
- Regular Ofsted updates and information through the Newsletter
- Information and practical Ofsted preparation tools and resources
- Sharing of BAET experiences at the Heads and Chairs termly meetings
- Forensic data support prior to, and where necessary, during an inspection
- On-site support during the inspection
- Advice and support in the event of the drafting of a letter of complaint to Ofsted
- Media advice and support post inspection

If any Headteacher wishes to discuss their individual or academy needs in preparation for Ofsted, please discuss with your AIP or AEO in the first instance.

NB. Please inform the AEO or CEO of any formal contact from Ofsted, HMI, the ESFA, or any other organisation with statutory responsibilities. In addition, advice should be sought from your CEO before initiating contact with such bodies.

Census returns: Pupil achievement, data, attendance and exclusions

Janet Du Cros Academy Effectiveness Advisor/ Georgia Moss Finance lead (AEO)
 t: 01584 838882 | m: : 07951 392516 | e j.ducros@baet.org.uk / g.moss@baet.org.uk

As the DFE do not currently have the facility to link directly between academies and their sponsors on statutory returns, they have advised us to collect a copy of the census information directly from our academies each term Academies are therefore required to submit their Autumn, Spring and Summer Term Census Returns directly to us no later than five working days after the DFE COLLECT deadline.

Additional returns

As part of the regular monitoring and evaluation cycles at BAET, the following returns will be required at times to be confirmed each academic year:

- EYFS/KS1 teacher assessment validated outcomes
- KS2 SAT results
- KS4 and KS5 examination outcomes
- Formal predictions for all subjects and key stages, to be submitted to internal and external audiences
- Termly E-SEF updates
- Regular returns for the progress of students in all key stages and subject areas Please see Assessment Calendar 2017-18 for specific timings.

Assessment and Self-Evaluation Cycle 2017/2018

The information below relates to the timings for data assessment and self-evaluation updates in the 2017/2018 academic year.

	EYFS,Y2,Y6,Y11,Y12 and Y13	Y1,Y3,Y4,Y5,Y7,Y8,Y9 and Y10	Self-Evaluation Analysis
Collection	Data	SEF/SDP	CENSUS
Collection 1	Monday 22 January 2018	Thursday 19 October 2017	Thursday 19 October 2017
Collection 2	Tuesday 10 April 2018	Thursday 1 March 2018	Thursday 1 February 2018
Collection 3	Wednesday 11 July 2018	Thursday 5 July 2018	Thursday 12 July 2018
Y12 and Y13 exam results	Wednesday 15 August 2018: Headline Data to BAET Thursday 16 August 2018: Student data to EVA		
Y11 Exam Results	Wednesday 22 August 2018: Headline date to BAET Thursday 23 August 2018		

Safeguarding, levels of reporting, incident and accidents

Judith Tinsley CEO

t. 01584 838880 m.07495 785676 e: j.tinsley@baet.org uk

As all Headteachers and Chairs of Governors will be aware, all matters relating to the safeguarding of students and staff must be given the very highest priority. The consequences of failing to do so can be devastating for individual students, as well as for teachers. Safeguarding failings can also cause very damaging publicity, and have the potential to cause an academy to be deemed to require Special Measures.

All Headteachers must ensure that they, their staff, and governors, are compliant with all legal safeguarding requirements, and able to respond appropriately to Ofsted scrutiny. BAET's annual safeguarding audit template offers full details, but requirements include:

- The need to have, and to publish via the website, an approved safeguarding policy, as ratified on an annual basis by your Local Governing Body
- Other up-to-date policies, such as those relating to online safety, bullying, behaviour, whistleblowing, the use of reasonable force, and acceptable use agreements are compliant, accessible and followed
- Policies relating to evacuation and to the response to critical incidents are in place, in date, and inform practice
- Evidence that staff have received guidance upon the nature of contact, including via social media and telephone, that they must not have with pupils outside of the academy day
- Evidence that staff have been issued with these policies and the latest iteration of 'Keeping Children Safe in Education', and that they understand the responsibilities they place upon them
- Making sure that all staff receive safeguarding training, as part of their induction, that covers, at the minimum, the 'Keeping Children Safe in Education' content and that training is updated annually, or as often, as it needs to be to ensure that staff have an up-to-date understanding of different risks, how to spot them, and what to do in response
- The designated Safeguarding Lead is a member of the academy's Senior Leadership Team
- The designated Safeguarding Lead has had Prevent Training and has disseminated this to all staff
- Staff are aware of the reporting requirements with regards to cases of suspected or actual FGM
- Ensuring that all safer recruitment processes are followed, and that references and other documents are retained within personnel files
- An up-to-date and compliant 'Single Central Record' is checked periodically by a member of the governing body and the Headteacher, and that both sign and indicate the date of each check
- Ensuring that the designated safeguarding lead, and deputy, both have sufficient training and time in order to discharge their responsibilities effectively
- Ascertaining reasons for non-attendance, or late arrival at school, carefully, keeping careful records of follow-up action, analysing trends and taking appropriate subsequent action
- Ensuring that the curriculum addresses aspects of safeguarding, such as online safety, anti-bullying and sex and relationships, so that students understand and learn how to manage risks
- Making sure that appropriate firewall, virus protection and keyword detection systems are installed on the academy's ICT equipment
- Ensuring that records of medical incidents are kept, and are available to view, and that a sufficient number of colleagues are first aid trained

- Ensuring that security arrangements regarding the academy's grounds, premises and facilities are fit for purpose
- Maintaining an up to date risk assessment that addresses the risk of pupils being drawn in to terrorism
- The completion of a termly safeguarding report to governors, together with a platform for the regular discussion of safeguarding matters
- The requirement to have a staff member responsible for looked after children
- The requirement that the most recent DfE 'Working Together to Safeguard Children and Keeping Children Safe in Education' guidance documents are accessible to parents via the website
- Ensuring that your CEO is informed of any significant safeguarding incident involving a student, and taking appropriate media advice where necessary

Each BAET academy will receive an annual safeguarding audit. BAET may carry out a no-notice safeguarding audit visit, should concerns arise, or where there are concerns about the timeliness or impact of actions taken by an academy's leaders to address those that have been previously identified.

In the event of any safeguarding concerns or allegations that relate to members of staff, academies are required to make the CEO fully aware of the issues and the steps that you are taking to resolve them.

School Improvement

Janet Du Cros Academy Effectiveness Officer

t: 01584 838882 | m : 07951 392516 | e j.ducros@baet.org.uk

The BAET school improvement team operates through a grouping structure (with one AIP working with a group of academies). Each academy is entitled to a bespoke and differentiated programme of support that is dependent on its needs and circumstances. The programme of support will be agreed at a meeting between the Headteacher and the AIP at the start of the academic year and kept under review at the termly meetings. Support will include the use of high quality school improvement professionals, drawn from a dedicated pool of expertise, or from within BAET's in-house expertise.

Our commitment is to ensure:

- Year on year improvement in all academies is achieved through the provision of management, targeted interactions, support and challenge
- Areas for further improvement and development in individual academies are identified and addressed early and effectively, and support is targeted to address any under performance
- Quality assurance, monitoring and self-evaluation within each academy is effective and accurate
- Solutions are quick and effective when difficulties occur, and focus on impact
- Academies are prepared for, and supported during, their section 5 and section 8 inspections, and are better placed to achieve an 'outstanding' judgement
- Standards rise year on year.

School Effectiveness and Compliance requirements

On a termly basis, academies will be required to submit information and data to assist the CEO and the Board of Directors in their monitoring function. The range of information required will include aspects such as attendance and exclusions data; policy compliance; NOR etc. The Academy Effectiveness Officer will oversee the requests for this information.

Raising Achievement Groups (RAG)

RAGs are established for any academy in an Ofsted category or giving cause for concern. The RAG usually consists of:

- The Chair
- The Headteacher
- The Deputy or Assistant Headteacher
- At least one governor

They normally meet every 4–6 weeks. The CEO, when appropriate, may Chair this group.

The agenda will focus on improvement set out in Ofsted/HMI reports and include the following:

- A short report at every meeting on the Ofsted action points and the progress on these
- Different specific areas of action, identified for a detailed report for each meeting
- Key questions on the impact the actions have had, and how these have been measured
- The sharing of evidence by the Headteacher and SLT
- An examination of threats and obstacles that may arise that could hinder progress

Freedom of Information requests

Samantha John Chief Operating Officer (COO)

t: 01584 838888 | m: 07506 786526 | e:s.john@baet.org.uk

BAET has two main obligations under the Freedom of Information Act 2000 (FOIA). These obligations mean that we must:

- Publish certain information proactively
- Respond to requests for information

BAET meet its obligations under the FOIA by putting in place processes that allow people to request information from us, as well as actively publishing specific information about our activities. FOI's can be requested through the BAET website, or directly, and these are dealt with by Samantha John, COO.

The FOIA covers any recorded information held by the academy, including (but not limited to) printed documents, computer files, letters, emails, photographs and video recordings. It does not give people access to their own personal data, which is covered by the Data Protection Act 1998 (DPA) and our Data Protection Policy.

Registration with the Information Commissioners Office (ICO), is a requirement under the Data Protection Act. It is officially called 'Notification'. Academy Trusts are subject to the FOI Act because they are listed in the Act in Schedule 1 as 'public authorities' (and are legal entities) and, as such, we annually register all our individual academies with the ICO for FOI purposes.

If you receive a Freedom of Information request, you are directed to share this with the COO, who can advise on a response (and whether it is necessary to comply with the request). We find that sometimes the same request may have been sent to many academies and a uniform response saves time. It is also valuable to see if patterns of requests are occurring which may be vexatious.

Where FOI requests relate to our academies, please note that during academy closure/school holidays a response cannot be provided until the academy re-opens; this affects the timescales for response.

Where the cost of compliance, i.e. locating, retrieving and extracting the information, exceeds the appropriate limit, a charge will be made. Where a charge is applicable, a fees notice will be issued to the requester within the 20 working day period for responding to the request.

Premises, CIF Bids and Health and Safety

Samantha John Chief Operating Officer (COO)

t: 01584 838888 | m: 07506 786526 | e: s.john@baet.org.uk

Should the LGB consider that significant building works are required which exceed their delegated financial authority, the Board of Directors must grant tendering permission; the same applies to the application to the ESFA CIF bids. For church academies, permission must also be gained from the Diocesan Trustees, via Sian Lines at the Diocesan Education team on 01584 871074 or by email to s.lines@hereford.anglican.org.

Details of the proposed project need to be sent to the BAET, Ludlow Office either in a detailed letter or on the form previously distributed to Heads and Chairs.

The appointed premises management company must liaise with the LGB and the COO at all times. so that decisions can be made in a timely manner.

Access to the Trust's CIF portal must come through the COO, and all tenders **must be opened** at the appointed time at the Trust's main Office in Ludlow.

Any leases must also be taken out in the Trust's name, and with permission of the Directors. It is essential you check the details of these with the COO, as we are not allowed to enter into any agreement, which could be considered a loan e.g. a finance lease. This will be breaking the conditions of the Academies Financial Handbook.

Any serious Health and Safety concerns must be reported to the COO. However, advice should always be sought from your named Health and Safety consultant. In most cases, this is Nick O'Sullivan, at All Safety Matters Tel: 01432 367 303.