The White Hills Park Trust

A Culture of Excellence

Governance Handbook

October 2024

Document Control	
Document Title: Governance Handbook	
Version Number	Author: James Macdonald, Chief Operations Officer
Date Approved:	Document Status: DRAFT
Effective Date:	Approved By:
Superseded Version:	Date of Next Review:

Version Control			
Version	**Author**	**Date**	**Changes**
0.1	James Macdonald	20.02.23	First draft
0.2	James Macdonald	1.3.23	Added CSO to Scheme of Delegation to show oversight of school improvement and oversight of value for money for PP
0.3	James Macdonald	7.10.24	Corrected spelling

Welcome

Our ethos is based on a strong and consistent set of values, which we live in our academies every day. Central to these are two themes – firstly, we want the very best for every child including all aspects of their development – academically, emotionally, culturally, physically so that they leave us with their lives enriched and able to succeed. Secondly, we behave in an ethical and transparent way that benefits our academies, but also our local community and the system as a whole.

At the heart of our Trust are our pupils. We want their time in our academies to be a time of discovery and excitement, a time of life-changing opportunities and life-enhancing experiences. We want them to realise their ambition to become scientists, musicians, athletes, engineers, teachers, farmers, police officers – wherever their ambition leads them. Most of all we want them to be positive, productive, kind, and generous members of their community, and that is the type of society we model in our academies.

We also want our academies to be great places to work, where our staff are given support and opportunities to develop, where collaboration is the natural way of working, and where we become stronger through working together. We are conscious of all our responsibilities as educators and public servants, including financial prudence and excellent community relationships.

This handbook is intended as a guide to how our Trust operates. In the belief in deep collaboration, we want to serve our schools in the most productive and efficient way possible. We are always open to feedback – both in terms of what has worked well and what could be done better. Please do not hesitate to contact the relevant service director or myself with any comments.

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The White Hills Park Trust's vision

Our Trust is founded on the principle that by working together within our locality, our schools become beacons of outstanding practice and provide opportunities and benefits for our pupils and for our local community.

The White Hills Park Trust is built on a clear vision, demonstrated in our practice.

> A partnership of schools, united by shared ethos and values, working in deep collaboration to give all our children the best possible start in life.

Our schools are autonomous bodies, each with their own leadership, management, and distinct character. However, we have a shared ethos and common values, and we believe that we are stronger together. The role of the Trust is to empower our schools and support them by unlocking the benefits of working together:

- Making the most of our resources
- Running our schools with maximum efficiency
- Bringing about continual school improvement
- Developing our workforce
- Providing opportunities for pupils
- Becoming a force for good in our community
- Establishing effective governance and leadership.

Our Values:

Inclusivity: We serve all children and enable them to succeed, regardless of the barriers they may face

Opportunity: We deliver education and experiences that are broad, rich, and creative

Destiny: We strive to give our children the opportunity to achieve the best possible outcomes and ensure that they have an excellent start in life

Community: We care for and support our staff and we are a force for good in our locality

Generosity: We work with others, within and beyond our Trust, for the greater good of children and young people

Equality and Diversity: We champion the uniqueness of each individual and recognise and respect our differences.

What is governance?

Governance determines how decisions are made within an organisation. It is the framework that establishes who makes decisions, how stakeholders play a part in decision-making and how organisations are held to account.

The core governance functions within a multi-academy trust are to:

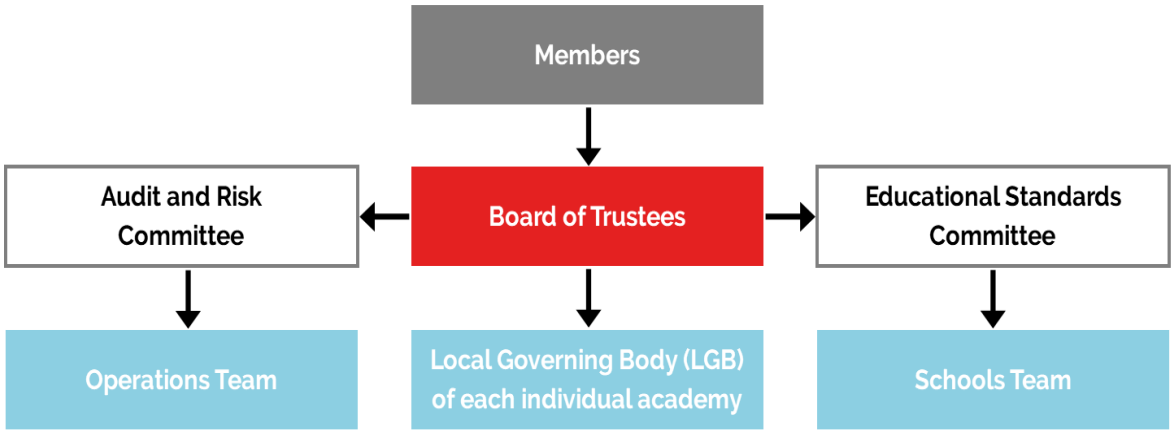
- Ensure there is clarity of vision, ethos, and strategic direction.
- Hold the executive leaders to account for the educational performance of the organisation and its pupils, and the performance management of staff.
- Oversee the financial performance of the organisations and makes sure its money is well spent.
- Ensure that other key players with a stake in the organisation get their voices heard.

Good governance is also accountable, ethical, and effective. It provides strong strategic leadership, creates a shared sense of organisational identity, and ensures compliance with statutory and contractual regulations.

Good governance relies on having people round the table with the right skills and knowledge to support good decision-making, and a balanced and diverse team. The Trust recruits its trustees and governors to reflect the local communities that it serves. Our trustees and governors have a range of skills and experience, including in education, business, human resources, finance, and risk management.

The White Hills Park Trust's board of trustees is legally accountable for the key decisions affecting the Trust and for carrying out the core functions of governance. Many of these functions are carried out directly by the board of trustees; others are delegated by the board of trustees to committees or to local governing boards. Day to day operational decisions are delegated to the Chief Executive Officer. Where decisions and functions have been delegated, trustees remain ultimately responsible in law for these functions. The scheme of delegation at the end of this document provides the detail behind which functions and powers are delegated and to whom.

Our Governance Structure



Roles and responsibilities

Members

Members have a similar role to the shareholders of a company. The role of members and trustees are separate to protect lines of accountability. The role of members is to safeguard the ethos and charitable purpose of the Trust. Members have ultimate control over the multi-academy trust, with the ability to:

- Amend the Articles of Association
- Appoint / remove / suspend existing members
- Receive the annual report and accounts at the Annual General Meeting
- By special resolution, issue direction to trustees to take a specific action
- Appoint external auditors and receive / approve the financial statement and annual report
- Change the name of the company and ultimately wind up the trust.

Members meet twice a year, including the Annual General Meeting.

Trustees

Trustees of the White Hills Park Trust are both charity trustees and company directors. Academy trusts are charitable companies and trustees must comply with company law requirements. Duties are largely the same as those of a governor of a maintained school. Trustees establish the vision and strategic direction of the Trust and ensure the Trust's policies and culture are consistent with this vision. Trustees ensure financial probity and assess and manage risk through a framework of controls monitored by the board's audit and risk committee. Trustees are also responsible for the academic performance of the Trust's schools. This is monitored through the board's educational standards committee. Trustees play a strategic role in the Trust and do not get involved in day-to-day operational decision making, which falls within the remit of the CEO and academy leaders. Trustees appoint and hold the CEO to account. The board of trustees meets five times a year.

Local governing boards

The White Hills Park Trust empowers local governing boards (or bodies) to play an important role in school governance. The Trust's local governance tier is strong and influential, retaining many of the decision-making powers of maintained schools. The local governing board of each school meets at least three times a year to assure the highest quality provision, safeguarding and equality of opportunity for all pupils, and effective support and management of staff. Through formal reviews the local governing board robustly considers school performance.

Local governing boards (LGBs):

- Consider the headteacher's report and reviews examination results
- Monitor the progress of all pupils, including disadvantaged groups and SEND pupils
- Review spending of pupil premium and targeted funding streams
- Approve school policies
- Review the school's budget and approve end of year finance results
- Oversee self-evaluation against current OFSTED criteria and any other criteria set up the LGB or the trust
- Monitor the impact of key actions from the school improvement / development plan
- Oversee staff and pupil wellbeing
- Consider local and contextualised issues.

More information on the role and functions of local governing boards can be found in Appendix A.

Chairs of governors are responsible for the effective functioning of local governing boards. Chairs of governors across the trust are encouraged to share learning through termly meetings of the chairs of governors' group. This group also provides chairs of governors with the opportunity to receive updates from the Trust's CEO and raise any queries.

The board of trustees operates in partnership with and in support of its LGBs to improve outcomes. Link trustees are assigned to each of the Trust's schools and allow trustees to connect with headteachers and chairs of governors informally so that all the Trust's schools are known to the board of trustees. Link trustees pay termly visits to their assigned school. Trustees are responsible for ensuring that local governance is effective. Annual summary reports are prepared by the Trust Governance Manager and presented the board of trustees at the end of each academic year.

LGBs have delegated responsibility for recruiting and appointing governors. Parent and staff engagement in the Trust is encouraged through its local governing boards. Each local governing board has two staff governors and two parent governors. Governors are also co-opted from the local area to provide LGBs with the specific skills and knowledge they require.

Board committees

The board of trustees delegates certain specialist functions to committees. Trustees sitting on these committees have suitable skills and knowledge to effectively support the area of work.

Audit and Risk

The audit and risk committee supports the board of trustees ensure effective internal controls and adequate risk management systems are in place, and financial regulations are fully complied with.

The committee has three functions:

- An audit function, with responsibility for ensuring arrangements for annual internal and external audits, financial reporting, the annual report, and accounts are in place.
- A risk assurance function, ensuring risk management and internal control systems are in place.
- And a financial management function, with delegated responsibility to review and approve budgets on behalf of the board of trustees.

Educational standards committee

The educational standards committee provides assurance to the board of trustees on educational standards and the academic performance of all the Trust's schools. This committee is an advisory group and does not have delegated responsibilities.

Both committees report back to the board of trustees five times a year.

Chief Executive Officer

The board of trustees delegates responsibility for the delivery of the Trust's vision and strategy to the CEO. Trustees hold the CEO to account for the performance of the Trust, including the financial and academic performance of the schools within the Trust. The CEO is the accounting officer and has overall responsibility for ensuring the Trust is run with financial effectiveness and stability, avoiding waste, and securing value for money. The CEO has delegated responsibility for the operation of the Trust and for leading the executive management team.

Trust Governance Manager

The Trust Governance Manager supports the effective governance of the Trust, ensures governance adheres to good practice and meets statutory and regulatory requirements. The Trust Governance Manager supports the efficient operation of the board or trustees and its committees, develops, oversees the Trust's governance framework and coordinates the clerking of local governing boards.

Code of Conduct

This code sets out the expectations of and commitment required from trustees and governors so that they can properly carry out its work within the Trust and the community.

All those involved in governance in the Trust will:

Role & Responsibilities

- Understand the purpose of the LGB and the role of the board of trustees.
- Accept that they have no legal authority to act individually, except when the board of trustees has given us delegated authority to do so, and therefore they will only speak on behalf of the board of trustees when we have been specifically authorised to do so.
- Accept collective responsibility for all decisions made by the LGB. This means that they will not speak against majority decisions outside the LGB meetings, including using any social media.
- Have a duty to act fairly and without prejudice, and in so far as they have responsibility for staff, will fulfil all that is expected of a good employer.
- Encourage open governance and will act appropriately.
- Consider carefully how their decisions may affect the community and other schools/academies.
- Always be mindful of their responsibility to maintain and develop the ethos and reputation of our school. Their actions within the Trust and the local community will reflect this.
- In making or responding to criticism or complaints affecting the Trust, will follow the procedures established by the board of trustees.
- Actively support and challenge the headteacher.

Commitment

- Acknowledge that accepting office as a governor or trustee involves the commitment of significant amounts of time and energy.
- Involve themselves actively in the work of the LGB / board of trustees, and accept their fair share of responsibilities, including service on committees or working groups.
- Make full efforts to attend all meetings and where we cannot attend, explain in advance why we are unable to.
- Get to know the school / Trust well and respond to opportunities to involve themselves in school activities.
- Visit the school, with all visits arranged in advance with the headteacher and staff and undertaken within the framework established by the board of trustees
- Consider seriously their individual and collective needs for training and development, and will undertake relevant training
- Accept that in the interests of open governance, their names will be published on the school's website.

Relationships

- Strive to work as a team in which constructive working relationships are actively promoted.
- Express views openly, courteously, and respectfully in all their communications with other trustees or governors.

- Support the chair in their role of always ensuring appropriate conduct both at meetings and.
- Be prepared to answer queries from other governors / trustees in relation to delegated functions and consider any concerns expressed, and acknowledge the time, effort and skills that have been committed to the delegated function by those involved.
- Seek to develop effective working relationships with the headteacher, school staff and the Trust's staff, the local authority and other relevant agencies and the community.

Confidentiality

- Observe complete confidentiality when matters are deemed confidential or where they concern specific members of staff or pupils, both inside and outside the Trust, including using any social media.
- Always exercise the greatest prudence when discussions regarding school /Trust business arise outside a LGB meeting.
- Not reveal the details of any vote undertaken by the local governing board or board of trustees.

Conflicts of interest

- Record any pecuniary or other business interest (including those related to people they are connected with) that we have in connection with the local governing body or board of trustees' business in the Register of Business Interests, and if any such conflicted matter arises in a meeting, we will offer to leave the meeting for the appropriate length of time. They accept that the Register of Business Interests will be published on the Trust's website.
- Declare any conflict of loyalty at the start of any meeting should the situation arise.
- Act in the best interests of the Trust as a whole and not as a representative of any group, even if elected to the board of trustees.

The Seven Principles of Public Life

All those involved in governance within the Trust will adhere to the seven Nolan principles of public service:

Selflessness - Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.

Integrity - Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.

Objectivity - In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

Accountability - Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

Openness - Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

Honesty - Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

Leadership - Holders of public office should promote and support these principles by leadership and example.

Safeguarding

Local authorities have overarching statutory responsibility for safeguarding and promoting the welfare of all children and young people in their area. Whilst local authorities play a lead role in this, safeguarding children and protecting them from harm is **everyone's responsibility.**

The DfE publishes '*Keeping Children Safe in Education (DfE)*– statutory guidance for schools and colleges'. This guidance contains information on what schools, including academies, should do and sets out the legal duties with which they must comply. This document is regularly updated to ensure that schools and colleges are clear about what they must do to protect children and young people from harm, and the action they must take if they believe there is risk of harm to individuals.

The values and principles that underpin The White Hills Park Trust means that it is essential that our Trust ensures not only compliance at local level but also assumes a strategic responsibility to ensure that safeguarding practice is of high quality. The Trust is committed to ensuring that our schools' policies and procedures comply with what is expected in law, but also reflect best practice guidance. We want to go beyond compliance to ensure that our schools have a culture in which safeguarding is at the heart of their work with children and young people.

In keeping with DFE requirements, the board of trustees takes leadership responsibility for our schools' safeguarding arrangements. The White Hills Park Trust ensures that all our schools fulfil all their statutory responsibilities in respect of safeguarding and promoting the welfare of children. Individual schools will:

- have a designated professional leader and a designated governor for safeguarding.
- have in place safeguarding arrangements which are designed to take account of all possible safeguarding issues including Child Sexual Exploitation and Preventing Radicalisation *Prevent Duty (DfE)*
- adhere to safe recruitment practices.
- have arrangements for working together with other agencies and for sharing information with other professionals.
- take account of our local authority's procedures and practices established by the *Nottinghamshire Safeguarding Children's Partnership Board.*
- have in place effective child protection and staff expectations/code of conduct policies.
- develop a culture of listening to children and take account of their wishes and feelings.
- provide appropriate supervision and support for staff including undertaking safeguarding induction and training.
- follow clear policies for dealing with allegations against people who work with children.
- have clear whistleblowing procedures.
- make age-appropriate provision for teaching children and young people about how to keep themselves safe, including online, and enjoy healthy lifestyles, as part of a broad and balanced curriculum.

- appoint a designated teacher to promote the educational achievement of children who are looked after (LAC), and (from January 2018) for those who are post adoption, and to ensure that staff have the skills, knowledge and understanding necessary to keep LAC safe.
- take into account the Public Sector Equality Duty when considering this policy.
- put in place appropriate safeguarding responses to children who are missing from education.

Policy in respect of safeguarding is mainly determined at national and local authority level and it is the responsibility of each school to implement such policy. WHP's Trust safeguarding support ensures adherence to both national and local policy in the interests of vulnerable children and young people. Failure to implement appropriate arrangements in academies to safeguard and promote the wellbeing of children will result in direct intervention by the Trust, in order that children and young people are fully and properly protected.

The duty is to ensure that safeguarding permeates all activity and functions. This policy complements and supports a range of other policies, for instance:

- Employee Code of Conduct (including the mandatory duty for reporting Female Genital Mutilation (FGM) and the Prevent Duty)
- Whistleblowing and Confidential Reporting Policy
- Anti-bullying
- Anti-racism
- Homophobic and Transphobic
- Physical intervention
- Trust IT Policy, Internet safety (including social media and Internet Usage Policy).
- Individual school's child protection policy including their appendix templates.
- Allegations of abuse made against teachers and other staff – (Trust / LA policies Included in the Trust Disciplinary Procedure)
- Guidance on Visitors, including VIPs, to our schools and the Trust.

The above list is not exhaustive but when undertaking development or planning of any kind the school will consider safeguarding matters. Our schools will also have regard to government guidance as amended from time to time including *Working Together to Safeguard Students, Keeping Students Safe in Education, The Prevent Duty, Use of Reasonable Force in Schools, and the Public Sector Equality Duty*.

Principles

The Trust recognises the contribution it can and must make to protecting and supporting children and young people in its academies. Their welfare is of paramount importance. The Trust requires each individual school to have a safeguarding policy and practice which:

- meets statutory requirements.
- reflects the requirements of our Local Authority.
- complies with any additional expectations of good practice, determined at Trust level.

School and Local Authority Policies and Contacts

Please check our individual school's safeguarding policy for further details of school and Local Authority contact points, together with other locally determined arrangements.

The first port of call for raising safeguarding concerns related to a school within the Trust, should ordinarily be to senior designated safeguarding lead or the headteacher of each school. If this route is unavailable or inappropriate, contact The White Hills Park Trust at *safeguarding@whptrust.org.*

Trust's Designated Safeguarding Lead: Paul Heery, paul.heery@*whptrust*.org

Trust's Deputy Designated Safeguarding Lead: Jacquie Sainsbury, jacquie.sainsbury@whptrust.org

Scheme of Delegation

The following pages set out the Trust's scheme of delegation. This sets out in detail which functions are delegated by the board of trustees and to whom. It outlines who is responsible and accountable for various decisions, as well as who will be consulted and informed at each stage of the decision-making process. The scheme of delegation is reviewed and updated annually.

The following matrix is based on the legal documents that inform the management and running of the Trust namely:

- The Articles of Association of the Trust
- The Master Funding Agreement
- Supplementary Funding Agreements relative to each school
- The Trust Financial Handbook
- Scheme of Delegation
- Advice and guidance of the DfE and/or the ESFA

KEY

R	RESPONSIBLE	The person / group who actually carries out the process or task assignment; responsible for getting the job done
A	ACCOUNTABLE	The person / group ultimately accountable for the process or task being completed appropriately; responsible person (s) is accountable to this group
C	CONSULTED	People who are not directly involved with carrying out the task, but are consulted and may contribute to the shaping
I	INFORMED	Those who receive information about the process or task, or need to stay informed

* Delegated wholly or in part to the Audit and Risk Committee. The Trust Board retains accountability.

** Delegated to a panel comprising a minimum of 3 members of either the Trust Board or the relevant school's LGB. If not possible then Trustees or members of the LGB of any school may complete the panel.

*** Delegated to the Pay Committee appointed by Trust Board.

The scheme of delegation identifies the lead responsibility for each duty. Roles are abbreviated as follows:

CoG	Chair of Governors Group	CEO	Chief Executive Officer
COO	Chief Operating Officer	TGM	Trust Governance Manager
CFO	Chief Finance Officer	DPE	Director of Property and Estates
CSO	Chief Schools Officer	AL	Academy Leaders

Strategy and Leadership	Members	Trust Board	Chief Executive Officer	Local Governing Body	Head Teacher	Trust / School Link
Change the name of the company (Trust).	A, R					
Set vision and strategic objectives of the Trust.	C	A	R	C	C	CoG
Review and approval of policies (including level of delegation to academies).		A	R	C	C	CoG
Manage response to legal claims.		A	R	I	I	COO
Design and implement the Trust Improvement Plan.	I	A	R	C	C	CoG
Design and implement school plan in line with strategic aims of the Trust (annual requirement).		I	I	A	R	CEO
Reviewing performance of the Trust.	I	A	R	I	I	CoG
Reviewing performance of Academies and reporting to Trust.		I	I	A	R	CEO

Governance	Members	Trust Board	Chief Executive Officer	Local Governing Body	Head Teacher	Trust / School Link
Appoint new or remove existing Members.	A/R					
Amend the Articles of Association.	A/R					
Appoint/remove Trustees.	A/R					
Establish and appoint Board Committees, including Audit and Risk, and Standards		A/R				
Appointment of Governors – ensuring processes in place for appointment of governors (including ensuring that the Governors have the skills to run the Academies).		A	C	R	C	CoG
Appointment of Trust external auditors.	A		R			
Appointment of Trust internal auditors.		A*	R			
Appointment of Trust Board Company Secretary.		A*	R			
Appointment of Clerk to Local Governing Board.		I	R	C	I	TGM
Appointment of Chairs of LGB.		A		R	I	CoG
Prepare scheme of delegation for LGBs.		A/R	C	I	I	CoG
Setting governance policies (data protection, information sharing, Freedom of Information (FOI), code of conduct, complaints, whistleblowing)		A	R	C	C	CoG
Management of GDPR / FOI requests		A	R	C	C	COO
Implement central training programme for Trustees and LGBs.		A	R	I	I	TGM
Complete the register of business interests and put in place a procedure to deal with conflicts of interest and connected party transactions.	I	A*	R			CFO

Comply with charity law and company law.	A	A*	R			

Educational Effectiveness and Pupil Behaviour	**Members**	**Trust Board**	**Chief Executive Officer**	**Local Governing Body**	**Academy Head Teacher**	**Trust / Academy Link**
Determining the School Development Strategy		A	R	C	C	AL
Ensuring appropriate levels of support, challenge, and intervention to support delivery of education outcomes.		A	R	C	C	CSO
Determining Trust Curriculum and Assessment Statements.		A	R	C	C	AL
Determining school curriculum and assessment policy, in line with trust Statement.		A	R	C	C	AL
Reviewing and challenging the value for money of the use of Pupil Premium and other dedicated funding.		C	C	A	R	CSO
Setting term dates and length of the school day.		I	C	A	R	CoG
Analysis and reporting of assessment data, including statutory data		A	R	I	I	AL
Agreeing formal collaborations and partnership.	I	A	R	C	C	CoG
To hear pupil exclusions representations and determine outcome.		R**		R		CEO
To annually review the Behaviour Policy and Anti-Bullying Policy and use the exclusion data in comparison with local and national data.				A	R	
To appoint a Clerk to the Disciplinary Committee (who is not a Member, Trustee, Governor, or the Chief Executive Officer).		I	R			

Statutory reporting	Members	Trust Board	CEO	LGB	Academy HT	Trust/Academy link
Trust annual accounts	I	A	R			CFO
Response to auditor management letter		A*	R			CEO
Budget Forecast Return and School Resource Management Self-Assessment Tool		A	R			CFO
Other Accounting Returns to the DfE/ESFA		A*	A R			CEO/CFO
Teacher Pension and Local Government Pension End of Year submissions			A			CEO/CFO
Corporation tax return		A*	R			CEO/CFO
VAT compliance		A*	R			CEO/CFO
Compliance with requirements of ESFA funding agreements	A	A*	R			CEO/CFO
Manage strategic risk register.	C	A*	R	I	I	COO

Financial controls	Members	Trust Board	CEO	LGB	Academy HT	Trust/Academy link
Internal financial control system		A*	R			CEO/CFO
Financial regulations, including delegated limits for financial transactions and budget virements		A*	R			CEO/CFO
Other finance related policies, including procurement, gifts and hospitality, investments, anti-fraud and charges and remissions		A*	R			CEO/CFO
Internal scrutiny plan		A*	R			CEO/CFO
Open new bank accounts		A*	R			CEO/CFO
New credit cards			A R			CEO/CFO

Budget, management reporting and asset management						
Trust 3–5-year budget plan		A	R			CEO/CFO
School 3–5-year budget plan		A*	I	A	R	CEO/CFO
Monthly management accounts		A*	R			CEO/CFO
Trust funding model, including % contribution to Trust.		A	R	I	I	CEO/CFO
Cashflow forecasting and management		A*	R			CEO/CFO
Maintain asset registers by school/Trust		A* R	I	I		CFO

Operations and Estates	Members	Trust Board	Chief Executive Officer	Local Governing Body	Academy Head Teacher	Trust / School Link
Determining and allocating the central services provided to the Academies by the Trust.	I	A*	R	C	C	CoG
Overseeing the effectiveness of services provided centrally by the Trust.		A*	R	C	C	CoG
Determining use of Academies' premises and ensuring premises are adequately maintained.		A*	R	C	C	DPE
Determining Trust insurance arrangements.		A*	R	I	I	CFO
Determining the Trust Health and Safety Policy		A*	R	I	I	DPE
Carrying out annual Health and Safety audit and maintaining the Health and Safety dashboard		A*	R	I	C	DPE
Setting the school business continuity / disaster recovery plan			I	A	C	DPE
Setting the Trust business continuity / disaster recovery plan		A*	R			
Ensuring school websites meet statutory requirements.		A	R	I	I	COO
Determining and overseeing the overall buildings replacement and maintenance schedule and plan.		A*	R	C	C	DPE
Ensure school lunch is provided to appropriate nutritional standards.				A	R	COO
Ensure provision of free school meals to those meeting criteria.				A	R	COO
Set Admissions Policy.	I	A	R	C	C	CoG
Admission application decisions and appeals.		A	R	C	C	COO
Maintaining admissions and attendance registers				A	R	COO

Human Resources & Personnel	Members	Trust Board	Chief Executive Officer	Local Governing Body	Academy Head Teacher	Trust Academy Link
To determine and review school staffing structure including any temporary appointments.				A	R	CEO
To determine annually the appraisal and performance management policy.		A/R***	C	I	I	CoG
To implement the appraisal and performance management policy.		A	I	I	R	CEO
To determine annually the pay policy.		A/R***	C	I	I	CoG
To monitor implementation of the pay policy.		A***	R	I	I	CEO
To manage the annual salary review for the Chief Executive Officer.		A/R***				
To manage the annual appraisal and salary review for the school Head Teacher.		A	I	R	R	CEO
To manage the annual salary review, including post- threshold progression for teachers.		A	I	R	R	CEO
To recruit the Chief Executive Officer.		A/R				
To recruit Trust staff.		A	R			
To recruit the school Head Teacher.		I	C	A/R		CEO
To recruit staff on the leadership spine.		I	C	A	R	CEO
To recruit all other school staff.			C	A	R	CEO
To suspend/dismiss the Chief Executive Officer.		A/R				
To suspend/dismiss other staff.		A	R	C	C	CEO
To develop and systematically review policies relating to staffing matters and to make recommendations for adoption/amendment of these to the Board of Trustees. E.g., disciplinary/capability procedures/absence management.		A	R	C	C	CoG

Safeguarding	Members	Trust Board	Chief Executive Officer	Local Governing Body	Academy Head Teacher	Trust Academy Link
Determining Trust Safeguarding policy, with regard to statutory guidance		A	R	I	I	AL
Appoint Trust DSL		A	R	I	I	AL
Nominate Safeguarding lead Trustee		A	R	I	I	AL
Carrying out DBS checks		A	R	I	I	AL
Maintaining SCR		A	R	I	I	AL
Monitor and review school safeguarding policy and practice and report to Trustees / Governors, including through an annual Safeguarding Audit			A/R	I	I	AL
To hear appeals made by staff in relation to the above and to ensure that any hearing or appeal panels set up to consider staffing matters are properly convened.		R **		R		CEO
To determine dismissal payments/early retirement.		A	R	I	I	CEO
To agree and monitor a training strategy for teachers, support staff and directors.		I	R	I	C	CEO
To ensure compliance with Equalities legislation.		A	R	C	C	CoG

Appendix A: Governance Model

The following table provides more detailed information on the functions and responsibilities of local governing boards.

	School Headteacher **Delivers on school performance and operations)**	**Local Governing Body** **(Monitors and challenges academies)**	**Executive and Operations** **(Approves key items and supports schools)**	**Trust Board** **(Ultimately accountable and approves all statutory policies and finance)**
Headteacher recruitment, appraisal		• LGB panel / committee: • carries out Headteacher recruitment. • carries out Headteacher appraisal with support from CEO or suitably qualified external adviser. • Recommends Headteacher pay progression through appraisal.	• Supports and advises LGB in Headteacher recruitment: • supports and advises LGB Headteacher Appraisal Committee	• Trust Pay Committee approves salary and PRP.
Finance and procurement	• Delivers budget and financial targets. • Works with SBM / admin & CFO to prepare and propose budget and 3-year forecasting. • Works with SBM & CFO on preparation of monthly and end-of-year school finance documents. • Manages delivery of IT contract locally.	• Hold Headteacher to account for budget. • Responsible for monitoring the allocation of ring-fenced funding such as Pupil Premium, PE and Sports Premium, SEND funding and catch-up funding and for holding the Headteacher to account for their impact on pupils' learning.	• Sets financial policies. • Recommends to Trust Board: ○ School Budget & forecasts ○ Use of reserves ○ MAT top-slice • Recommends school finance targets to Audit & Risk Committee. • Supports Headteachers with school finances.	• Overseeing and ensuring effective financial performance. • Appoints Audit & Risk Committee. • Ensures the appointment of external and internal auditors. • Appoints external auditors (Members). • Approves: - schools budget, forecasts and use of reserves

	School Headteacher Delivers on school performance and operations)	Local Governing Body (Monitors and challenges academies)	Executive and Operations (Approves key items and supports schools)	Trust Board (Ultimately accountable and approves all statutory policies and finance)
	• Provides feedback to Executive on performance of central services.		• Responsible for all Trust finances as delegated by accounting officer.	
HR / Recruitment	• Ensures HR policies and processes are implemented in line with policy, including performance appraisals and pay reviews. • Develops and presents staff restructure proposals. • Liaises with local level unions. • Develops and retains great staff in academies. • Has the power to dismiss, in line with Trust policies and having consulted the Executive. • Implement disciplinary and capability procedures in respect of senior leaders and other staff members.	• Responsible for additional HR activities including: • Chair leads on complaints against the Headteacher (guided by Executive) • Supplies representation for hearings and tribunals. • Adopts policies. • Approves pay recommendations (through Pay Committee)	• Drafts HR and recruitment policies. • Approves significant staff restructures. • Supports academies with ongoing HR guidance. • Responsible for additional HR activities including: ○ supplying representation for hearings ○ conducting Staff Consultative Committee as required ○ liaising with national level unions when	• Accountable for all HR compliance. • Appointing CEO as Accounting Officer. • Approves Trust policies and ensures that policies and procedures are followed and used to maximise achievement and effectiveness. • Engages in and approves the recruitment of the CEO and COO. • Engages in recruitment of CEO (Members). • Approves recruitment of a Headteacher.

	School Headteacher Delivers on school performance and operations)	Local Governing Body (Monitors and challenges academies)	Executive and Operations (Approves key items and supports schools)	Trust Board (Ultimately accountable and approves all statutory policies and finance)
			required Recruits Trust operational staff. ○ Recommends Trust pay scales. • Implement disciplinary and capability procedures in respect of executive leaders and Headteachers.	• Chair leads on complaints against CEO (guided by independent advice). • Audit & Risk Committee: - sets pay policy. • Implement disciplinary and capability procedures in respect of the CEO.
Safeguarding, H&S and other compliance	• Ensures compliance with statutory obligations and mandatory policies, including H&S, safeguarding, SEND, admissions and exclusions. • Provides information for FOI requests. • Responds to all school level complaints.	• Chair leads on complaints against Headteacher (guided by Executive). • Appoints LGB links for safeguarding and SEND (mandatory). ○ Consulted and adopt policies. ○ QA processes through safeguarding link governor ○ Ensure staff and governors are suitably trained.	• Drafts statutory and Trust policies. • Supports the CoG on safeguarding concerns against the Headteacher. • Consulted in responding to any complaint against a staff member. • Supports academies as needed, e.g., admissions, safeguarding, H&S, etc. • Responsible for additional activities, including: ○ Support for admissions appeals.	• Accountable for all compliance. • Approve all statutory Trust policies. • Monitors school implementation of statutory compliance and risk management.

	School Headteacher Delivers on school performance and operations)	Local Governing Body (Monitors and challenges academies)	Executive and Operations (Approves key items and supports schools)	Trust Board (Ultimately accountable and approves all statutory policies and finance)
		○ Hold school to account that duties are discharged effectively.	○ coordinates response to FOI requests	
Comms and community	• Delivers on school communications strategy and school visual identity. • Manages parent, community, local stakeholder, and school media engagement. • Leads on LA communications. • Refers any reputational risk to the CEO or Executive Leaders.	• Supports family communications and community engagement.	• Develops comms toolkit and guidance. • Manages crisis communications and reputational risk. • Supports Headteachers with LAs and families as needed. • Leads on marketing for Trust and • Academies and develops brand guidelines.	• Approves any changes to the overall WHP Trust brand
Estates Management	• Leads proposal development for significant building projects and refurbishments. • Leads on project delivery with engagement from SBM and Executive especially on procurement and CDM compliance.	• Recommend the estate supports a first-class safe learning environment for the benefit of pupils.	• To plan and manage the Trust estates strategy incorporating expenditure of CIF / SCA funding and other significant capital projects. • To maintain the estate in a safe working condition. • Approves significant building projects.	• To approve the Trust estates strategy incorporating expenditure of CIF / SCA funding and other significant capital projects. • Accountable for all compliance with building projects. • Engages in procurement process for significant projects.

	School Headteacher Delivers on school performance and operations)	Local Governing Body (Monitors and challenges academies)	Executive and Operations (Approves key items and supports schools)	Trust Board (Ultimately accountable and approves all statutory policies and finance)
			• Supports significant building project delivery. • Engages in project delivery for procurement if subject to OJEU procurement law.	
School Organisation	• Set times of school day and term dates and holidays	• LGB ratify INSET days		• Approve new schools joining the trust and Sponsor academies. • Due diligence process.

	School Headteacher Delivers on school performance and operations)	Local Governing Body (Monitors and challenges academies)	Executive and Operations (Approves key items and supports schools)	Trust Board (Ultimately accountable and approves all statutory policies and finance)
Governance	• Plan activity for stakeholder engagement with regards to delivery of school planning.	• Ensure and monitor stakeholder engagement (parents, pupils, community partnerships, communications strategy etc). • Attending school inspections. • Elect chair and vice chair • Appoint governors. • Appoint link governors. • Set committee structure. • Approve and monitor school improvement plan (SIP / SEF) • Responsible for pupil / student disciplinary hearings • Arrange minute taking for committees.	• Plan activity for stakeholder engagement with regards to delivery of school planning. • Appoint governance professional and clerks.	• Ensure and monitor stakeholder engagement (parents, pupils, community partnerships, communications strategy etc). • Amend/approve changes to the Articles of Association. • Establish and appoint board committees (including LGB) and terms of reference for those committees. • Consider whether to delegate functions to individuals or working groups. • Determine the indicators that trigger the withdraw of delegated responsibilities. • In state intervention boards when required. • Agree and implement governance review and monitoring process. • Establish/approve and monitor trust strategic plan. • Establish/approve and monitor trust growth plan. • Ensuring financial skill set on the board. • Attending Trust inspections.

1. Compliance Delegations

	Headteacher Delivers on academy performance and operations)	Local Governing Body (Monitors and challenges academies)	Executive and Operations (Approves key items and supports academies)	Trust Board (Ultimately accountable and approves all statutory policies and finance)
Health and Safety	• Responsible for local implementation of policies, including development of school procedures and internal reporting on statutory requirements.	• Informed of any significant changes to health and safety procedures that would impact on pupil's education or welfare. • Informed of any significant breach of statutory compliance. • Appoint a health and safety link governor. • Consulted on and adopt H&S policy. • Receive and review annual health & safety report	• Drafts Trust H&S policies. • Monitors school H&S by arranging inspections / audit and supports implementation, as needed. • Prepare annual health & safety report	• Accountable for ensuring a safe and healthy environment for staff, pupils, and other persons on Trust premises. • Approves H&S policy. • Monitors school compliance, with H&S policies and statutory obligations as well as challenging academies to ensure best practice is followed. • Publish up-to-date details of the overall governance arrangements on the website.
Safeguarding (Including Prevent duties)	• Drafts safeguarding policy in line with LA safeguarding team recommendations. • Ensure the implementation of the safeguarding policy and training across the school. • Appoints Designated Senior Lead (DSL). • Manages all safeguarding complaints (exc. against Headteacher) with Executive engagement.	• Approves school'safeguarding policy in line with LA team safeguarding recommendations. • Monitors implementation of safeguarding procedures through reports from DSL on the measures being taken to ensure compliance. • Appoints Safeguarding LGB link.	• Trust Safeguarding lead to develop the trust safeguarding strategy whilst ensuring trust compliance with policy and practice to safeguard and promote the welfare of children. • Ensures safeguarding policies are in line with LA safeguarding team recommendations. • Supports academies to assess the need for referrals for children at risk. • Maintains SCR at Trust level.	• Ensure all statutory responsibilities are in place to safeguard and promote the welfare of children. • Ensure the suitability of staff, supply staff, volunteers, and proprietors. • Appoints link Safeguarding Trustee.

	Headteacher Delivers on academy performance and operations)	Local Governing Body (Monitors and challenges academies)	Executive and Operations (Approves key items and supports academies)	Trust Board (Ultimately accountable and approves all statutory policies and finance)
	• Responsible for referrals for children at risk. • Appoint lead teacher with responsibility for looked after children.		• Provide SCR check for inspection.	
SEND	• Drafts and sets school specific SEND policy. • Appoints qualified SENCO. • Responsible for implementation in line with all relevant statutory requirements.	• Approves SEND policy. • Monitors and challenges implementation of SEND policy and performance of SEND pupils. • Appoints SEND LGB link who understands responsibilities for SEND code of practise and educational act.	• Engaged in school SEND policy. • Supports academies and monitors implementation.	• Accountable for all legal responsibilities. • Appoints link SEND Trustee.
Equalities	• Responsible for ensuring compliance with all aspects of equalities legislation.	• Holds school to account for performance of all pupils / students	• Scrutinises complaints around protected characteristics.	• Sets employee equalities objectives
Admissions	• Participates and negotiates with LA over local fair access / in-year placements protocols – and then implements.	• Agree school admissions policy in line with LA arrangements.	• Drafts mandatory admissions policy and responsible for its implementation. • Support on admissions appeals.	• Accountable for all legal responsibilities. • Agree any significant changes to the admissions policies i.e., selection criteria, removing or adding a key stage and

	Headteacher Delivers on academy performance and operations)	Local Governing Body (Monitors and challenges academies)	Executive and Operations (Approves key items and supports academies)	Trust Board (Ultimately accountable and approves all statutory policies and finance)
			• Sets guiding principles for fair access/ in year protocols; provides expertise.	significant change to pupil numbers.
Exclusions	• Responsible for issuing an exclusion, informing all relevant parties, and managing any appeal processes. · Drafts mandatory behaviour and exclusions policy.	• Informed of every permanent exclusion and monitors FTE frequency and trends. Review exclusions in line with statutory guidance. ○ Responsible for pupil / student disciplinary hearings		• Accountable for all legal responsibilities. Monitors exclusion patterns, trends, and actions across all academies.
FOI requests	• Provides information needed to respond to FOI requests.	• Engages as needed to respond accurately to requests.	• Responds to all FOI requests.	• Accountable for ensuring Trust fulfils FOI/ data protection statutory obligations.
Finance	• Registers and publishes all pecuniary and business interests. · Accountable for financial probity and best value in school expenditure.	• Registers and publishes all pecuniary and business interests.	• Registers and publishes all pecuniary and business interests. Responsible for Trust-wide financial regularity, propriety, and compliance. Prepares ESFA returns and Annual Report. Maintaining strategic risk register.	• Registers and publishes all pecuniary and business interests ○ Accountable for Trust-wide financial regularity, propriety, and compliance. Responsible for Scheme of Delegation. Acts on the advice of its Audit & Risk Committee. • Audit & Risk committee reviews, monitor and assures the Trust's strategic risk register.

	Headteacher Delivers on academy performance and operations)	Local Governing Body (Monitors and challenges academies)	Executive and Operations (Approves key items and supports academies)	Trust Board (Ultimately accountable and approves all statutory policies and finance)
				• The Full Trust Board has overall responsibility for risk management, including ultimate oversight of the strategic risk register, drawing on advice provided by the Audit & Risk committee.

Appendix B

The following outlines the support that schools can expect from the Trust.

Finance Support Offer; Email **finance@whptrust.org**

The CFO and Trust Finance Manager lead in the provision, coordination, and management of financial services across the Trust, which includes:

- Regular meetings with those responsible for finance in our academies.
- A suite of Trust-wide financial policies and procedures.
- The development of the Trust's financial strategies.
- Provision of regular financial performance reports including management accounts and year end audited financial statements.
- Management of the internal audit function on behalf of the Board and the management of the external audit activity, including review & sign off financial statements.
- Management of payroll.
- Business planning including framework and key assumptions.
- Finance monitoring and reporting to Board and local governing bodies.
- Management of the financial relationships with the EFSA including completion of mandatory reporting deliverables.

Management of Finance Systems including:

- Access Budget
- Access Accounting
- Bromcom Online Payments

Management of Bank Accounts

- Cashflow management
- Statement reconciliation
- Online payments/orders

Payroll

- Determination of employment / self-employment status
- Processing of ad-hoc payroll submissions
- Importing of payroll reports from current payroll supplier (NCC)
- Payment of Trust payovers
- Submission of monthly Pension Returns for the Teacher Pension Scheme
- Preparation of year end returns for LGPS and TPS
- Monthly payroll reconciliations

Trial Balance

- Management of Recharge Schedules
- Management of internal journals
- Month end journals and reports

Purchase Ledger

- Supplier Verification
- Processing of orders/conversion of requisitions to order
- Processing Invoices for payment
- Supplier statement Reviews
- BACS/Cheque payments

Staff Ledger

- Petty cash reimbursements
- Mileage and other expense claims

Sales Ledger

- Invoicing for services
- Lettings
- Banking of all income

Pupil Activities

- Receipting of Bromcom online payments into the ledger
- Maintain school fund accounts
- Liaison with relevant school staff member on school trips/activities
- Financial management of music tuition/DoE schemes for secondary schools

Fixed assets

- Maintain the Trust fixed asset register and ensure it is updated monthly for purchases and disposals
- Calculate the monthly depreciation charge
- Carry out periodic physical verification of fixed assets

Risk management

- Securing sufficient insurance cover, and administration of any insurance claims
- Maintain the overall Trust strategic risk register and advise on local/operational risk management as required

Apprenticeship Levy

- Financial management of the Trust Apprenticeship Levy, enabling maximum opportunities open to all staff across the Trust

Performance management

- Ongoing financial reporting and analysis, including preparation of information as required by schools for Governing body and committee meetings
- Preparation of monthly management accounts and cashflow statements in accordance with ESFA requirements
- Management of fundamental aspects financial planning, budgeting, and forecasting

Other external reporting requirements

- Management of the process and produce the required documentation to meet obligations in respect of Gender Pay Gap reporting, Payment Practices reporting, returns on meeting the apprenticeship target and any other such reporting which becomes applicable for the Trust or school.

Human Resources Support Offer Email **hr@whptrust.org**

The HR Team ensure that our employment practices support staff and the smooth and efficient operation of our academies and conform to the highest ethical standards. We are responsible for organisation and management of all aspects of the Trust's Human Resources function and fulfilling the requirements of safer recruitment legislation. The team ensures the effective operation of systems and policies within the Trust and the development of its Human Resources service, ensuring compliance with employment law and appropriate education legislation. We assist with and oversee the recruitment, selection, and retention process. We provide a bespoke HR Service offer to academies on behalf of the Trust, ensuring academies receive best value and a high standard of service delivery.

Strategic HR management services

- TUPE consultation and support to ensure the smooth transition of new academies joining the Trust.
- Additional HR support and introductory meetings for new Head Teachers joining the Trust.
- Comprehensive advice to Head Teachers and LGB's regarding all employee relations matters including restructures, reorganisations, redundancy, performance, discipline, and grievance.
- Monitoring of staff absence, provision of management information and advice on strategic action.
- Advisory support to Head Teachers and LGB's regarding the management of complex casework, including investigations and on-site support at formal hearings and appeals. Professional support to produce subsequent documentation, e.g., letters confirming decisions taken at formal meetings/hearings and appeals.
- Conciliation and mediation advice and services to support HR processes.
- Management of national HR-related requirements, for example gender pay gap reporting and public sector equality duty.
- Act as a critical friend and sounding board to all Head Teachers and LGB's on all HR matters.

Training

- Bespoke training on HR processes tailored to the requirements of your management team and LGB.
- Provision of centrally organised training for staff and governors on key topics, for example new policies and safer recruitment

Recruitment

- Lead on recruitment for Head Teacher vacancies.
- Provide 'arms-length' support of all other recruitment.

General HR advice and tasks

- Advice on all terms and conditions of teaching and support staff.
- Pension administration

IT Support Offer Email **IThelpdesk@whptrust.org**

What we offer

IT forms an integral part of life – academies require fast, reliable, and cost-effective IT infrastructure with dedicated support which can have a positive impact on teaching and learning rather than a hinderance. Technology within education is specialised, fast-moving, constantly evolving and can be very complex.

The White Hills Park Trust offers a range of support in this area, from the development of IT policies and procedures for staff and students, to wholesale implementation of IT systems and organisational IT strategies. With a vast network of contacts in the IT education sector, our team keeps up to date with changes in technology to ensure the aspirational needs of leaders are met, whilst harnessing the benefits of new technologies and maintaining value for money.

Remote and on-site support
Provision of an onsite IT Technician to assist with the setup and maintenance of IT estate. Academies also have access to full-time remote support from the Trust's centralised IT Team, through an email or phone call to the IT Helpdesk.

Emergencies and serious failures
In the event of an emergency or serious systems failure, support will be on-site as soon as possible to assist (usually in no more than 4 hours during a school day).

Project management, procurement, and development of IT systems
Advice, support and guidance on the procurement and provision of new hardware such as laptops, desktop PCs, tablets, and servers. Opportunities to benefit from purchasing through the trust's access to frameworks and by leveraging the benefit of buying on a larger scale when academies buy together, which helps to ensure we can offer academies value for money on areas such as software licensing and hardware upgrades. Our expert team can advise, guide, and inform on a range of IT specific areas, from software and hardware upgrades to telecommunications solutions and data protection.

Development of IT strategies
Academies join our Trust-wide strategy for development of IT to ensure potential for new technologies can be harnessed, including advice on end-of-life for various technologies and budgeting for future improvements. Our team will provide advice and guidance for development of long- or short-term IT strategies, helping leaders meet their goals and aspirations for technologies to support teaching and learning.

Software support and maintenance
Software procurement, installation, and maintenance with advice and guidance of which software or technologies are the best fit for the school..

Statutory and Legal Compliance
We work closely with school leaders to ensure compliance and requirements are met for areas such as Data Protection, Online Safety, RPA Cyber Insurance.

Consistency across Key Systems
We ensure key systems for security, backup, protection, and monitoring are consistent across the Trust and all academies, and support migration to the trust's preferred solutions where necessary.

Telecoms and Communications
Advising on cost saving, reliable and effective strategies for each school, helping to deliver a 21st century solution to keep all stakeholders in the loop.

Full support and provision, from using VoIP technology for telephony systems to school apps and text messaging systems for parental communication.

School Management and Information Systems
Assistance with migration to the Trust's preferred MIS.

Safeguarding Systems and Monitoring
Guiding academies to help ensure staff and pupils are aware of and secure from the dangers of the internet, social media, and apps.

Data Protection
A key area as the education sector manages significant amounts of personal information. The Trust provides advice, conducts audits and carries out training in this area to ensure compliance with the UK GDPR.

Property & Estates Support Email **Estates@whptrust.org**

The Property & Estates team have the professional responsibility for the development and delivery of all property and estates services across the Trust. They provide building and construction expertise to support academies and are the principal advisor on all land, property and estates matters Our Head of Property & Estates helps school leaders ensure that their sites are safe and compliant. Together with ensuring our schools get best value for all estate services.

Estates development strategies and overviews

- To provide a holistic overview of what input our premises need to provide safe and secure environments which support the Education Vision.
- To ensure premise data, information and knowledge informs how we provide capital investment and prioritisation across the Trust.
- To explore decarbonisation and green credentials across the Trust.
- Liaison with external partners/contractors related to property and estates.
- Co-ordinate capital bids in line with strategic plan.
- Manage major building projects and refurbishments
- Review Site Conditions Survey.
- Manage maintenance/development programme, including decoration/refurbishment.
- Advise on budgetary requirements.
- Advise on any external letting / property opportunities.
- Cleaning and hygiene
- Support on arranging and procuring cleaning services, be it in house supplied or Third-party provision.

Refuse and utilities

- Advice and monitoring of refuse/utilities contracts.
- Annual review of utility contracts
- Benchmark energy and water usage across Trust sites.
- Advise on energy and water saving devices where appropriate.

Maintenance

- Review of authorised suppliers.
- Maintenance advice and guidance
- Ensure all statutory maintenance and checks are carried out.
- Set up and maintain a trust Framework Provision of authorised suppliers for maintenance and repairs.
- Report to and advise Local Governing Bodies

Grounds maintenance

- Yearly review of ground keeping requirements / contracts.
- Support on arranging one-off services e.g., tree felling.

Catering

- Annual review of catering contracts.
- Benchmark cost of provision across Trust sites.
- Coordinate Purchasing of all new capital equipment.
- Implementation and monitoring of Agreed Service standards / KPIs.

Health and safety

- Carry out annual Health and Safety Audits, report to Trust/Academies and manage remedial action.
- Monitoring of compliance testing – Legionella, water coolers, PAT, fixed-wire, fire alarm and extinguishers, emergency lighting, asbestos survey and plans, regular equipment checks for workshops, playground, and PE equipment.

In conjunction with headteachers-

- Update Health and Safety Policy Annually.
- Ensure all risk assessments are in place.
- Staff Health and Safety Training plans developed and implemented.

Feedback

If you have feedback, examples of ways the Trust has supported your school, or comments on how Trust services could be further improved, please contact:

Finance – *Julia.gibbs@whptrust.org*

HR – *Sue.angood@whptrust.oeg*

IT – *Paul.bedford@whpotrust.org*

Property & Estates – *Colin.strawbridge@whptrust.org*

Or please go direct to James if you feel appropriate:

James Macdonald - *James.macdonald@whptrust.org*