

**Three Counties Academy Trust**



# Conflicts of Interest Policy

## #GN13

Last amended 19<sup>th</sup> June 2026 (v1.1)

Policy lifespan: 3 years. Subject to annual compliance check. Next full review 5<sup>th</sup> May 2029.

**Version history**

Date	Version	Details	Actioned by	PDF to Websites	Word to Governor Hub
06.05.26	1.0	Creation of document. Formatted to house style and checked against model for updates	MF	✓	✓
19.06.26	1.1	Member, Trustee, Local Governor and Staff Summary added. Adjustments to policy where Executive Headteacher and CEO roles have been split	MF	✓	✓

## **Contents:**

Version history

Policy abbreviations and acronyms

Statement of intent

Member, Trustee, Local Governor and Staff Summary

1. Legal framework
2. Roles and responsibilities
3. Identifying conflicts of interest
4. Identifying conflicts of loyalty
5. The register of interests
6. Trust Board and Local Governing Body benefits
7. Declaring interests
8. Removing conflicts of interest
9. Records of proceedings
10. Non-compliance
11. Related Party Transactions (RPTs)

Monitoring and review

Trust Glossary

## Policy Abbreviations and Acronyms

<b>CEO</b>	Chief Executive Officer
<b>CFO</b>	Chief Financial Officer
<b>DfE</b>	Department for Education
<b>RPT</b>	Related Party Transaction
<b>SLT</b>	Senior Leadership Team
<b>TCAT</b>	Three Counties Academy Trust
<b>UK GDPR</b>	United Kingdom General Data Protection Regulation

**NB. Where the term “parent” or “parents” is used this includes those who act as carers or have parental responsibility.**

## Statement of intent

This policy sets out the framework for ensuring that the decisions and decision-making processes at Three Counties Academy Trust (TCAT) and our member schools are, and are seen to be, free from personal bias and do not unfairly favour any individual or company connected with TCAT or our schools.

Members of the Trust Board, Local Governing Bodies and TCAT staff have an obligation to act in the best interests of TCAT and our school communities to avoid situations where there may be a potential conflict of interest.

Situations may arise where family interests or loyalties conflict with those of TCAT or our schools. Such interests may create problems as they can inhibit free discussions, result in decisions or actions that are not in the interests of TCAT or our schools, and risk reputational damage.

TCAT has created this policy to:

- Ensure that every Member, Trustee, Local Governor, and staff member understand what constitutes a conflict of interest, and that they have a responsibility to identify and declare any conflicts that might arise
- Record the conflict and the actions taken to ensure that the conflict does not affect the decision-making of TCAT governance and leaders

## **Member, Trustee, Local Governor and Staff Summary**

### **Purpose of the Policy**

- Ensures all decisions are free from bias and not influenced by personal interests
- Protects the integrity, transparency and reputation of TCAT
- Requires all Members, Trustees, Local Governors and staff to identify and declare conflicts promptly

### **Key Principles**

- All individuals must act in the best interests of TCAT and its pupils
- Conflicts must be identified early and managed effectively
- Transparency and accountability are essential in all decision-making

### **What is a Conflict of Interest?**

- A situation where personal, financial or professional interests may influence decisions
- Includes interests relating to family, business, relationships or external roles
- Also includes conflicts of loyalty (e.g. competing duties to another organisation or person)

### **Roles and Responsibilities**

- Trust Board / LGBs: oversee compliance, review declarations and ensure conflicts are managed
- Chair and CEO: ensure declarations are completed and risks are considered
- Governance Professional: maintain the register and ensure declarations are recorded
- Staff and volunteers: declare interests, remain objective and report concerns

### **Declaring Interests**

- All relevant individuals must declare interests annually and as they arise

- Declarations must be made before discussions or decisions take place
- 'Nil' returns must still be recorded where no conflict exists

### **Register of Interests**

- All interests are recorded in the Declared Conflicts of Interest Register
- Includes details of business, financial and personal interests and relationships
- Register is maintained by the Governance Professional and published as required

### **Managing Conflicts**

- Conflicts must be removed or managed to prevent influence on decisions
- Individuals may be required to withdraw from discussions or decisions
- The Trust will decide the level of participation allowed based on risk

### **Decision-Making Expectations**

- All decisions must be taken in the best interests of TCAT and pupils
- Reputational risk and public perception must be considered
- Clear records must demonstrate how conflicts were managed

### **Related Party Transactions (RPTs)**

- All transactions with related parties must be transparent and properly declared
- Must comply with procurement processes and DfE approval thresholds where applicable
- Individuals must not use their position for personal gain

### **Recording and Accountability**

- All declarations and actions are recorded in meeting minutes

- Records must show how conflicts were identified and managed

### **Non-Compliance**

- Failure to declare conflicts may result in disciplinary action or removal from role
- Serious breaches may damage TCAT's reputation and governance integrity

### **Governance and Monitoring**

- Trust Board monitors compliance and ensures registers are updated
- Registers and records may be inspected by auditors or regulators

## 1. Legal framework

This policy has due regard to all relevant legislation and statutory guidance and good practice including, but not limited to, the following:

- [Charities Act 2011](#)
- [Data Protection Act 2018](#)
- [UK General Data Protection Regulation \(UK GDPR\)](#)
- [The Companies Act 2006 \(strategic Report and Directors' Report\) Regulations 2013](#)
- [DfE 'Academy trusts: governance guide'](#)
- [The Charity Commission \(2020\) 'Managing conflicts of interest in a charity'](#)
- [DfE 'Academy trust handbook'](#)

Where legislation has been passed or updated during the shelf life of this policy, we will always apply the latest version available.

This policy operates in conjunction with the following policies and documents:

- Declared Conflicts of Interest Register
- Reserves and Investment Policy (FI3)
- MAT Financial Procedures Policy (FI5)
- Tendering and Procurement Policy (FI8)
- Gifts, Hospitality and Anti-Bribery Policy (FI13)
- Anti-Fraud and Corruption Policy (FI14)
- Data Protection Policy (FI20)
- Asset Management Policy (FI24)
- Member, Trustee and Local Governor Code of Conduct (GV2)
- Business and Pecuniary Interests Policy (GV5)
- Disciplinary Policy and Procedure (HR3)
- Whistleblowing Policy (HR25)

Central TCAT policies have the policy number identified, e.g. "SG1". Where no policy number is identified this indicates the policy is a school specific policy available from an individual TCAT school's website. Where there is no policy number indicated but the document begins with "TCAT", then this indicates the document can be located on the TCAT website or be made available from TCAT Central Office.

## 2. Roles and responsibilities

The Trust Board and where delegated, Local Governing Bodies are responsible for:

- Ensuring that all members of staff, including volunteers, act in accordance with this policy at all times
- Identifying any conflicts of interest that have not been previously declared
- Reviewing declarations on an annual basis, and ensuring they are up to date
- Ensuring there are measures in place to manage and identify any conflicts of interest
- Operating and making decisions in the best interests of pupils and TCAT
- Independently and objectively making decisions about executive pay and benefits, scrutinising each decision so conflicts of interest are avoided
- Operating and making decisions in line with their charitable objectives, where applicable

The Chair of the Trust Board will be responsible for:

- Ensuring, in liaison with the CEO, that all members of the Trust Board and Local Governing Bodies have declared any conflicts of interest, in accordance with the Declared Conflicts of Interest Register
- Considering the risks associated with an individual who has declared a conflict of interest participating in any decision-making or voting and seeking advice from TCAT's HR team
- Setting professional standards of governance and accountability for the Trust Board and its committees

The Governance Professional will be responsible for:

- Keeping an accurate and up-to-date Declared Conflicts of Interest Register for all Trustees, Members, Local Governors, staff, and volunteers, which is reviewed annually, and can be accessed by relevant people, e.g., the CEO
- Ensuring Declaration of Interests are a standard agenda item for the Trust Board and all committees

- Deciding any staff declared interests that will be omitted from the published Declared Conflicts of Interest Register

The Accounting Officer will be responsible for:

- Being TCAT's lead in financial matters, including a personal responsibility to government and to the DfE's accounting officer
- Completing and signing a statement on regularity, propriety, and compliance each year and submitting this to the DfE with the audited accounts
- Ensuring the Trust Board is compliant with TCAT's articles of association, funding agreement, and 'Academy Trust Handbook'
- Notifying the DfE's accounting officer immediately, in writing, if the Board is not compliant

The CEO will be responsible for:

- Ensuring, in liaison with the Chair of the Trust Board, that all Trustees and Local Governors have declared any conflicts of interest, in accordance with the Declared Conflicts of Interest Register
- Ensuring that the Declared Conflicts of Interest Register is published on the TCAT website
- Ensuring that any staff member who is responsible for proposing a course of action or handling elements of TCAT's budget has declared any conflicts of interest
- Deciding who else is considered an 'interested party,' and ensuring they declare any conflicts of interest

Staff and volunteers will be responsible for:

- Declaring any conflicts of interest
- Acting in accordance with this policy at all times
- Identifying any conflicts of interest that have not been previously declared
- Following TCAT's Whistleblowing Policy where there are concerns that a conflict of interest has not been declared, and an individual might have subsequently benefitted
- Ensuring that all individuals in a discussion do not have a vested interest in the subject as far as reasonably possible

### 3. Identifying conflicts of interest

All staff and volunteers will be able to demonstrate that they do not have a vested interest in any decision-making or budget spending. All staff and volunteers will remain objective and act within the best interests of TCAT and its pupils.

Members, Trustees and Local Governors will declare any conflicts of interest at an early stage and inform the relevant people, e.g., the CEO, Governance Professional, Clerk or Chair of the Trust Board. Members, Trustees and Local Governors will ensure that any conflicts of interest do not prevent them from making a decision that would be in the best interests of TCAT and all of its pupils.

Members, Trustees, Local Governors and members of staff will declare the following interests where they have direct relevance to their work with TCAT:

- Holding another public office
- Being an employee, director, adviser or partner of another business or organisation
- Pursuing business opportunities
- Being a member of a club, society, or association
- Having a legal or professional obligation to someone else
- Having a beneficial interest in a trust other than TCAT
- Owning or occupying a piece of land
- Owning shares or some other investment or asset
- Having received a gift, hospitality, or other benefit from someone/an organisation
- Owing a debt to someone/an organisation
- Holding or expressing strong political or personal views that may indicate prejudice or predetermination for or against a person or issue
- Being a Governor, Associate Member, or Trustee at any other educational establishment not within TCAT
- Being a spouse, partner, relative or close friend of someone who has one of these interests

All interests and connections that could influence TCAT's reputation with the public will be declared.

If TCAT's staff, volunteers, Members, Trustees, or Local Governors have a relative whom they know to have relevant interests, this will be declared.

Only relevant interests will be declared, e.g., the spouse of the owner of a catering service when TCAT is seeking a new catering company.

Any interests that do not directly benefit individuals or their relatives will not need to be declared, e.g., being a small shareholder in a large national company rather than a significant shareholder.

#### **4. Identifying conflicts of loyalty**

Members, Trustees and Local Governors and relevant staff will declare any interest that might conflict with their loyalty to:

- Another organisation, such as their employer
- A member of their family
- Another connected person or organisation
- Another Trust or Governing Board or committee of which they are a member
- The individual that appointed them as Members, Trustees and Local Governors

Members, Trustees and Local Governors will also be required to declare any conflicts of interest where their religious, political, or personal views could interfere with their ability to make decisions in the best interests of TCAT.

#### **5. The register of interests**

Each declaration of interest will be recorded on TCAT's Declared Conflicts of Interest Register maintained by the Governance Professional.

This register will allow all Members, Trustees, Local Governors, and relevant employees to identify any business, commercial, financial, or personal interests they have.

Details of each interest will be recorded on the Declared Conflicts of Interest Register, including the following:

- The nature and name of the business and/or interest
- The date the interest began
- A brief description of duties or responsibilities
- The date of cessation of interest

- The date of entry onto the register
- Relevant material interests which occur through close family relationships between those individuals and employees

The Governance Professional on behalf of TCAT will keep a Declared Conflicts of Interest Register that details the nature of interests declared, including those of Local Governing Bodies.

The Declared Conflicts of Interest Register will be stored and held by the Governance Professional, where it can be accessed by the CEO and Chair of Trustees, as well as inspected by Ofsted or anyone else who has a right to it to carry out their statutory duties.

The DPO will be consulted to ensure that the Declared Conflicts of Interest Register is protected in accordance with TCAT's Data Protection Policy.

The Trust Board will decide who else has administrative access to the Declared Conflicts of Interest Register, including other staff Members, Trustees, Local Governors, and parents.

If an individual has no interest to declare, they will indicate this by stating 'nil' on their conflicts of interest form, before signing and dating the declaration.

If an individual is unsure whether they have a conflict of interest, the CEO or Governance Professional will advise the individual to declare any interests until they can confirm their interests at a later date.

Any conflicting interests or relationships will be described in sufficient detail using appropriate language to clarify under what circumstances an individual's position might be brought into question.

If a new interest becomes applicable during the academic year, it will be the responsibility of the individual concerned to amend their profile on Governor Hub and notify their Clerk or the Governance Professional or to inform their Headteacher/Head of School.

The Declared Conflicts of Interest Register will be published publicly on the TCAT website; however, certain interests of staff members may be omitted from the published copy at the discretion of the Governance Professional, unless they are also a Local Governor or relevant member of staff.

The relevant business and pecuniary interests of Members, Trustees, Local Governors, and the Accounting Officer will be published publicly on the TCAT website.

Trustees will consider any other interests they deem relevant and, if there is any doubt, register them regardless.

The Trust Board will be responsible for keeping the Declared Conflicts of Interest Register up to date through regular review by the Governance Professional.

## **6. Trust Board and Local Governing Body benefits**

Members, Trustees and Local Governors will only be permitted to benefit from TCAT where there is an explicit authority in place in TCAT's governing documents.

Such benefits will include any payments or benefits to Members, Trustees or Local Governors, or a connected person, apart from their reasonable out-of-pocket expenses. Benefits will also include situations where Members, Trustees or Local Governors could receive property, loans, goods, or services from TCAT.

Where there is a proposed sale or lease of land to a Member, Trustee or Local Governor, or to a person or company closely connected with a member, this will require authorisation from the DfE before it is granted, even if the disposal is at full market value.

The payment of reasonable expenses to a Member, Trustee or Local Governor will not be a benefit and therefore will not create a conflict of interest or require authorisation.

## **7. Declaring interests**

Wherever possible, the CEO and Chair of Trustees will make arrangements to avoid a conflict of interest arising.

The stipulations below will apply to all Members, Trustees, Local Governors, the CEO, and any others in attendance at meetings, including the SLT.

The Trust Board and its committees will be provided with a standard agenda item at the beginning of each meeting, to declare or confirm actual or potential conflicts of interest. Declarations will be made in writing, unless they are made at a meeting where official minutes are being taken or taken from the profiles held on Governor Hub or the records submitted to the Governance Professional by Executive Leaders.

All members of the Trust Board and its committees will be required to declare any interest that has been outlined as an item to be discussed, at the earliest possible opportunity and before any discussion of the item itself.

If a member is unsure whether they are conflicted, they will declare the issue and discuss it with the rest of the Trust Board or its committees.

If a member is aware of an undeclared conflict of interest affecting another member, they will be required to notify the rest of the Trust Board or committee for appropriate action.

If the person making the declaration is only one of a number participating in the Trust Board or committee's discussion and decision-making process, the declaration will be made to the other participants. If the person making the declaration is the only person making a decision on behalf of the Trust Board or committee, the declaration will be made to the CEO. If the person making the declaration is the CEO, the declaration will be made to the Chair of the Trust Board.

Staff will declare conflicts of interest to their Headteacher/Head of School, or for Central Team, the CEO or CFO and ensure that this information is up to date.

If new conflicts of interest arise for Members, Trustees, Local Governors or staff, they will inform the Chair of the Trust Board, their Clerk, Headteacher/Head of School or the CEO/CFO as appropriate and the registers will be updated.

## **8. Removing conflicts of interest**

The Trust Board and its committees will consider any conflict of interest declared, ensuring that any potential effect on decision-making is eliminated.

If an individual has declared an interest, they will be required to leave the room when the matter is being discussed.

Where there is a conflict of loyalty and the affected member does not stand to gain any benefit, they will be required to declare the interest.

The rest of the Trust Board or committee will decide on what level of participation in decision-making, if any, is acceptable on the part of the conflicted member.

- The Trust Board or committee will decide whether the affected member:
  - Can participate in the decision, after having registered and fully declared their interest
  - Can stay in the meetings where the decision is discussed and made, but not participate
  - Must be withdrawn from the decision-making process

When deciding which course of action to take, the Trust Board or committee will:

- Always make their decisions in the best interests of TCAT, our schools and pupils
- Always protect TCAT's reputation and be aware of the impression that their actions and decisions may have on others
- Always be able to demonstrate that they have made decisions in the best interests of TCAT our schools and pupils, and independently of any competing interest
- Require the withdrawal of the affected member from any decisions where their other interest is relevant to a high-risk or controversial decision, or could significantly affect the member's decision-making
- Allow a member to participate where the existence of their other interest poses a low risk to decision-making in TCAT's interest, or is likely to have only an insignificant bearing on their approach to an issue
- Be aware that the presence of a conflicted member can affect trust between other members of the Trust Board or its committees, could inhibit free discussion, and might influence decision-making in some way

If the Trust Board or its committee is discussing the appointment of a post or making decisions that may lead to a staff vacancy, regarding a role for which a member of the Trust Board or committee could apply, the member in question will be required to leave the discussion, as this is classed a conflict of interest.

Members of the Trust Board or its committees who have declared an interest will not be able to vote or make decisions regarding that topic, including any financial activity connected to the matter, and will not be present when the vote is taken.

The Governance Professional or Clerk as appropriate will record an entry in the minutes when an individual withdraws from a meeting.

Declarations will be clearly recorded so that there can be no potential for misunderstandings.

In circumstances where participation is unavoidable, the Chair of the Trust Board will consider the risks associated with the situation and advice will be sought from TCAT's HR team. An entry of the situation, including the outcome, will be recorded in the minutes.

The Trust Board and its committees will follow any legal or governing document requirements on how a conflict of interest must be handled, but may, in serious cases, decide that removing a conflict of interest itself is the most effective way of preventing it from affecting their decision-making.

Serious conflicts of interest will include, but will not be limited to, those which:

- Are so acute and extensive that the member is unable to make their decision in the best interests of TCAT, our schools and pupils
- Are present in significant high-risk decisions of the Trustees or Local Governors
- Mean that effective decision-making is regularly undermined or cannot be managed in accordance with the required or best practice approach
- Are associated with an inappropriate benefit

To remove a conflict of interest, the Trust Board and its committees will undertake appropriate action, including:

- Not pursuing the course of action
- Proceeding with the issue in a different way so that a conflict of interest does not arise
- Securing the resignation of the member affected by a conflict of interest
- Not making member appointments that would knowingly introduce a conflict of interest

## **9. Records of proceedings**

Each time a declaration has been made during a meeting or an individual has withdrawn from a discussion, a record will be kept in the meeting minutes.

At a minimum, the following information will be recorded:

- The nature of the conflict
- Which members were affected

- Whether the conflicts of interest were declared in advance
- Whether anyone withdrew from the discussion
- How the Trustees or Local Governors reached the decision made
- A description of what was disclosed and in what circumstances
- A cross-reference to an entry in the Declared Conflicts of Interest Register
- The Chair of the Trust Board, Chair of the committee or CEO will sign and date the recording

## **10. Non-compliance**

Any member of the Trust Board who fails to reveal information to enable the Trust Board or its committees to fulfil its responsibilities might be in breach of TCAT's Members, Trustees and Local Governors Code of Conduct – as such, these incidents will be dealt with on a case-by-case basis accordingly.

The Trust Board will consider suspending a Member, Trustee or Local Governor if they fail to declare information that brings the Trust Board's reputation into question.

Where necessary, any member of staff found to be withholding information about a conflict of interest will be subject to disciplinary action in line with the Disciplinary Policy and Procedure.

Any staff member or Member, Trustee or Local Governor who fails to declare an interest and is found to be in conflict with their decision-making will be required to explain the reasons for their omission to the Trust Board.

## **11. Related Party Transactions (RPTs)**

TCAT will be even-handed in its relationship with related parties by ensuring:

- Members, Trustees and Local Governors compliance with their statutory duties to avoid conflicts of interest, not accept benefits from third parties, and declare interest in proposed transactions or arrangements
- A Declared Conflicts of Interest Register, including any interests designated as Related Party Transactions, has been completed by the Governance Professional
- No Member, Trustee or Local Governor uses their connections to TCAT for personal gain

- All payments are permitted by the articles of association or by authority from the Charity Commission
- The Charity Commission approves payments to Members, Trustees or Local Governors where there is a significant advantage to TCAT
- Any payment provided to a person satisfies the 'at cost' requirement

All related party transactions will be reported to the DfE in advance of transactions taking place, using the DfE's online form.

The DfE's prior approval will be obtained, using the online form, for contracts for the supply of goods or services to TCAT by a related party where any of the following limits apply:

- A contract exceeding £40,000
- A contract or other agreement of any value that would mean the cumulative value of contracts and other agreements with related party exceeds, or continues to exceed, £40,000 in the same financial year ending 31 August

For the purposes of reporting to the DfE, transactions with related parties will not include salaries and other payments made by TCAT to a person under a contract of employment through the TCAT payroll.

When completing the DfE's online form, all the information required to complete the form will be collected – it is not possible to partially complete a form and then return to it.

The following information will be required to create a record for the supplier:

- The name of the supplier
- The supplier's address
- The supplier's company number which can be found using the Companies House website (for limited companies)
- The statement which best describes the relationship between the supplier and TCAT
- Confirmation that the supplier is listed on TCAT's Declared Conflicts of Interest Register in the event of a Related Party Transaction (RPT)
- Confirmation that TCAT has a statement of assurance from the supplier
- Confirmation that TCAT has an open-book agreement with the supplier

The following information about the related party transaction will be required:

- A short description of the goods or services
- Details of the proposed cost
- The start and end date of any contract or agreement

When seeking approval for a related party transaction, evidence including the following will be required:

- How TCAT agreed to the related party transaction
- That TCAT followed its Tendering and Procurement Policy
- That TCAT tested the market before making a decision
- How TCAT managed any conflicts of interest
- A copy of the agreement and proposed contract

The Trust Board and Accounting Officer will manage personal relationships with related parties to avoid both real and perceived conflicts of interest, promoting integrity and openness in accordance with the seven principles of public life.

The Chair of the Trust Board and the Accounting Officer will ensure their capacity to control and influence does not conflict with requirements.

TCAT will recognise that some relationships with related parties may attract greater public scrutiny, such as:

- Transactions with individuals in a position of control and influence, including the Chair of the Trust Board and the Accounting Officer
- Payments to organisations with a profit motive, as opposed to those in the public or voluntary sectors
- Relationships with external auditors beyond their duty to deliver a statutory audit

TCAT will keep up-to-date records and make sufficient disclosures in their annual accounts to show accordance with the high standards of accountability and transparency required within the public sector.

TCAT's Declared Conflicts of Interest Register will include business and pecuniary interests, including:

- Directorships, partnerships, and employments with businesses
- Trusteeships and governorships at other educational institutions and charities
- For each interest: the name of the business; the nature of the business; the nature of the interest; and the date the interest began

- Any other interests deemed relevant by the Trust Board

The Declared Conflicts of Interest Register will identify any relevant material interests from close family relationships between TCAT's Members, Trustees and Local Governors. It will also identify relevant materials arising from close family relationships between those individuals and employees.

The Governance Professional will record a Related Party Transactions (RPT) on the Declared Conflicts of Interest Register, which will be stored in accordance with TCAT's Data Protection Policy.

## **Monitoring and review**

### **Lifespan of Policy: 3 Years**

At any point this policy is updated or fully reviewed, it will be updated on the main TCAT website and will automatically update on all TCAT school websites simultaneously.

Where an annual check or other check results in minor changes, the Version History will be reviewed and updated with a change in the number following the decimal point, for example, v1.1 ⇒ v1.2. Where the policy is reviewed in full, then the number before the decimal point will change and reset, for example v1.4 ⇒ v2.0.

Any changes made by the CEO in collaboration with the Board Appointed Trustee will be passed to the Trust Board for ratification and subsequently be notified to Clerks to Local Governing Bodies and Headteachers/Heads of School.

The next scheduled full review date for this policy is 5<sup>th</sup> May 2029.

Date approved by the Board Appointed Trustee: 6<sup>th</sup> May 2026.

To be ratified and recorded in the minutes at the first Trust Board Meeting after 6<sup>th</sup> May 2026.

## Trust Glossary

<b>AA</b>	Admissions Authority	<b>H&amp;S</b>	Health and Safety
<b>AAI</b>	Adrenaline Auto-Injector (Epi Pen)	<b>HoS</b>	Head of School
<b>ACM</b>	Asbestos Containing Materials	<b>HSE</b>	Health and Safety Executive
<b>AHT</b>	Assistant Headteacher	<b>ICO</b>	Information Commissioners Office
<b>AIR</b>	Attendance Intervention Reviews	<b>IDSR</b>	Inspection Data Summary Report
<b>APDR</b>	Assess Plan Do Review Cycle	<b>IHP</b>	Individual Healthcare Plan
<b>APIs</b>	Application Programming Interfaces	<b>IRMS</b>	Information and Records Management Society
<b>ASC</b>	Autistic Spectrum Condition	<b>IWF</b>	Internet Watch Foundation
<b>ASP</b>	Analyse School Performance	<b>KCSIE</b>	Keeping Children Safe in Education
<b>ATH</b>	Academy Trust Handbook	<b>KS1/2/3/4</b>	Key Stage 1/2/3/4
<b>BAME</b>	Black, Asian and Minority Ethnic Backgrounds	<b>LAC</b>	Looked After Child
<b>BAT</b>	Board Appointed Trustee	<b>LADO</b>	Local Authority Designated Officer
<b>BCP</b>	Business Continuity Plan	<b>LGB</b>	Local Governing Body
<b>BFR</b>	Budget Forecast Return	<b>LLC</b>	Low-Level Concerns
<b>CEO</b>	Chief Executive Officer	<b>LSA</b>	Learning Support Assistants
<b>CFO</b>	Chief Financial Officer	<b>MASH</b>	Multi-Agency Safeguarding Hub
<b>CIF</b>	Condition Improvement Fund	<b>MAT</b>	Multi-Academy Trust

<b>CIN</b>	Child in Need	<b>MFA</b>	Multi-Factor Authentication
<b>CLA</b>	Children Looked After	<b>MFL</b>	Modern Foreign Language
<b>CMIE</b>	Child Missing in Education	<b>NCSC</b>	National Cyber Security Centre
<b>COO</b>	Chief Operating Officer	<b>NoV</b>	Note of Visit
<b>COSHH</b>	Control of Substances Hazardous to Health	<b>NPQ</b>	National Professional Qualifications
<b>CP</b>	Child Protection	<b>PA</b>	Persistent Absence
<b>CPD</b>	Continuing Professional Development	<b>PAN</b>	Published Admission Number
<b>CPOMS</b>	Child Protection Online Management System	<b>PECR</b>	Privacy and Electronic Communications Regulations
<b>CSCS</b>	Children's Social Care Services	<b>PEP</b>	Personal Education Plan
<b>CSE</b>	Child Sexual Exploitation	<b>PEEP</b>	Personal Emergency Evacuation Plan
<b>CTIRU</b>	Counter-Terrorism Internet Referral Unit	<b>PEx</b>	Permanent Exclusion
<b>CWD</b>	Children with Disabilities	<b>PP</b>	Pupil Premium
<b>CYPMHS</b>	Children and Young People's Mental Health Services	<b>PPG</b>	Pupil Premium Grant
<b>DBS</b>	Disclosure and Barring Service	<b>PSHE</b>	Personal, Social and Health Education
<b>DDSL</b>	Deputy Designated Safeguarding Lead	<b>PSED</b>	Public Sector Equality Duty
<b>DfE</b>	Department for Education	<b>PTFA</b>	Parent, Teacher and Friends Association
<b>DHT</b>	Deputy Headteacher	<b>QA</b>	Quality Assurance

<b>DSE</b>	Display Screen Equipment	<b>RIDDOR</b>	Reporting of Injuries, Diseases and Dangerous Occurrences Regulations
<b>DSL</b>	Designated Safeguarding Lead	<b>RHE</b>	Relationships and Health Education
<b>DPO</b>	Data Protection Officer	<b>RPA</b>	Risk Protection Arrangement
<b>EAL</b>	English as an Additional Language	<b>RSHE</b>	Relationships, Sex and Health Education
<b>ECT</b>	Early Career Teacher	<b>SA</b>	Severely Absent
<b>EDIB</b>	Equality, Diversity, Inclusion and Belonging	<b>SALT</b>	Speech and Language Therapist
<b>EHA</b>	Early Help Assessment	<b>SARC</b>	Sexual Assault Referral Centre
<b>EHCNA</b>	Education, Health and Care Needs Assessment	<b>SBM</b>	School Business Manager
<b>EHCP</b>	Education, Health and Care Plan	<b>SCC</b>	Standard Contractual Clause
<b>EHE</b>	Elective Home Education	<b>SCITT</b>	School-Centred Initial Teacher Training
<b>ELSA</b>	Emotional Literacy Support Assistant	<b>SCR</b>	Single Central Record
<b>ESFA</b>	Education and Skills Funding Agency	<b>SDP</b>	School Development Plan
<b>EVC</b>	Educational Visit Coordinator	<b>SDQ</b>	Strengths and Difficulties Questionnaire
<b>EWOSSO</b>	Education Welfare and Safeguarding Support Officer	<b>SEF</b>	Self-Evaluation Form
<b>EYFS</b>	Early Years Foundation Stage	<b>SEMH</b>	Social, Emotional, and Mental Health
<b>FBV</b>	Fundamental British Values	<b>SENCO</b>	Special Educational Needs Coordinator
<b>FFT</b>	Fischer Family Trust	<b>SEND</b>	Special Educational Needs and Disabilities

<b>FGM</b>	Female Genital Mutilation	<b>SIP</b>	School Improvement Partner
<b>FGMPO</b>	FGM Protection Order	<b>SLA</b>	Service Level Agreement
<b>FOI</b>	Freedom of Information	<b>SLCN</b>	Speech, Language and Communication Needs
<b>FSM</b>	Free School Meals	<b>SLT</b>	Senior Leadership Team
<b>FTS</b>	Find a Tender Service	<b>SPOC</b>	Single Point of Contact
<b>GAG</b>	General Annual Grant	<b>STEM</b>	Science, Technology, Engineering and Maths
<b>GDPR</b>	General Data Protection Regulation	<b>TA</b>	Teaching Assistant
<b>GIAS</b>	Get Information about Schools	<b>TAC</b>	Team Around the Child
<b>HASH</b>	Herefordshire Association of Secondary Heads	<b>TCAT</b>	Three Counties Academy Trust
<b>HBA</b>	Honour Based Abuse	<b>TUPE</b>	Transfer of Undertakings (Protection of Employment)
<b>HR</b>	Human Resources	<b>VSH</b>	Virtual School Headteacher