

Three Counties Academy Trust



Business and Pecuniary Interests Policy

#GV5

Last amended 6th May 2026 (v1.0)

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

Version history

Date	Version	Details	Actioned by	PDF to Websites	Word to Governor Hub
29.04.26	1.0	Creation of document. Formatted to house style and checked against model for updates	MF	✓	✓

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Policy Abbreviations and Acronyms

CEO	Chief Executive Officer
CFO	Chief Financial Officer
DfE	Department for Education
RPT	Related Party Transaction
SLT	Senior Leadership Team
TCAT	Three Counties Academy Trust

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

Pecuniary Interests: Financial interests that a Member, Trustee, Local Governor, or staff member has, such as payments, benefits, or financial gain that could influence their decisions within TCAT.

Business Interests: Connections a Member, Trustee, Local Governor, or staff member has with external businesses or organisations (for example ownership, employment, or directorship) that could create a conflict with TCAT’s decisions or contracts.

Statement of intent

Three Counties Academy Trust (TCAT) is committed to maintaining the highest standards of integrity, openness, accountability and probity in all aspects of governance, leadership and operational decision-making. As a publicly funded organisation, TCAT recognises our responsibility to ensure that all decisions are made solely in the best interests of pupils, staff, schools and the wider community, and that no individual derives improper personal benefit from the expenditure of public funds or the exercise of influence.

In accordance with the requirements of the Academy Trust Handbook and relevant statutory and regulatory guidance, TCAT will establish, maintain and regularly review an accurate and comprehensive Declared Conflicts of Interest Register. This Declared Conflicts of Interest Register will always include all Members, Trustees, Local Governors and Executive Leadership. Where there is a need to register an interest by Central Team staff, Senior Leaders or any other relevant individuals whose role or influence may give rise to an actual, potential or perceived conflict of interest, then these will be advised to the Governance Professional by the Executive Leadership and added to the Declared Conflicts of Interest Register for such time as those interests remain relevant.

The Declared Conflicts of Interest Register will record external appointments, directorships, partnerships, employment, trusteeships, governorships, shareholdings and any other interests that may reasonably be considered relevant to the business of TCAT or our schools. It will also include material interests arising through close family relationships or connected persons where such relationships could influence, or be perceived to influence, decision-making, procurement, appointments or governance arrangements.

TCAT expects all relevant individuals to declare interests promptly upon appointment, review them regularly and at least annually, and update them immediately where circumstances change. In addition to written declarations, individuals must declare any relevant interest at meetings where specific agenda items may create a conflict and, where appropriate, withdraw from discussion or decision-making.

TCAT will publish those interests required by the Academy Trust Handbook and applicable legislation, whilst ensuring that personal data is processed lawfully and proportionately in line with data protection obligations.

This policy supports a culture of ethical leadership and aligns with TCAT's Codes of Conduct. All relevant individuals are expected to act with honesty, impartiality and professionalism, and to uphold the Seven Principles of Public Life: selflessness, integrity, objectivity, accountability, openness, honesty and leadership. Through these arrangements, TCAT seeks to protect public confidence, ensure transparency, manage risks effectively, and demonstrate that all governance and financial decisions are taken fairly, independently and in the best interests of TCAT and the pupils it serves.

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:

- [Companies Act 2006](#)
- [Charities Act 2011](#)
- [Education and Skills Act 2008](#)
- [Bribery Act 2010](#)
- [Data Protection Act 2018](#)
- [Academy Trust Handbook](#)
- [Academy Trusts Governance Guide](#)
- [Managing Conflicts of Interest, Related Party Relationships and Related Party Transactions: A Good Practice Guide](#)
- [CC29: Conflicts of Interest: A Guide for Charity Trustees](#)
- [Academies Act 2010](#)
- [Fraud Act 2006](#)
- [Public Interest Disclosure Act 1998](#)
- [UK General Data Protection Regulation \(UK GDPR\)](#)
- [Equality Act 2010](#)
- [Academies Accounts Direction](#)
- [Keeping Children Safe in Education](#)
- [The Seven Principles of Public Life \(Nolan Principles\)](#)
- [HM Treasury Managing Public Money](#)

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:

- TCAT Funding Agreement / Master Funding Agreement
- TCAT Register of Interests
- TCAT Scheme of Delegation

- TCAT Articles of Association
- Charging and Remissions Policy (F11)
- Records Management Policy (F12)
- MAT Financial Procedures Policy (F15)
- Tendering and Procurement Policy (F18)
- Conflicts of Interest Policy (GN13)
- Member, Trustee and Local Governor Allowances Policy (GV1)
- Member, Trustee and Local Governor Code of Conduct (GV2)
- Staff Code of Conduct (HR26)

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

Members will:

- Appoint and remove Trustees in accordance with the TCAT's Articles of Association and applicable governance requirements
- Receive assurance that an effective Declared Conflicts of Interest Register is established, maintained and reviewed across TCAT
- Complete and keep their own declarations of interests accurate, current and updated promptly via TCAT's approved systems
- Declare any actual, potential or perceived conflict of interest at meetings and withdraw from discussion or decision-making where required
- Ensure that the Trust Board is held to account for compliance with the Academy Trust Handbook, related party transaction requirements and standards of probity
- Uphold the Seven Principles of Public Life and model high standards of integrity, openness and accountability in the discharge of their duties

Trustees will:

- Ensure that an effective Declared Conflicts of Interest Register is in place, regularly reviewed and maintained in accordance with statutory and regulatory requirements
- Complete, review and promptly update their own declarations of interests via TCAT's approved systems
- Declare any actual, potential or perceived conflict of interest at meetings and withdraw from discussion, decision-making or voting where required
- Ensure that all related party transactions are lawful, transparent, conducted at arm's length and demonstrate value for money
- Provide strategic oversight of compliance with the Academy Trust Handbook, financial regulations and governance standards relating to conflicts of interest
- Uphold and promote the Seven Principles of Public Life, setting the tone for ethical leadership across TCAT

Local Governors will:

- Complete, review and promptly update their own declarations of interests via TCAT's approved systems
- Declare any actual, potential or perceived conflict of interest at Local Governing Body meetings and withdraw from discussion, decision-making or voting where required
- Support the effective implementation of this policy within their school and maintain high standards of governance conduct
- Provide local scrutiny and challenge to ensure decisions are made fairly, transparently and in the best interests of pupils and their school
- Notify their Clerk of any changes in circumstances that may affect the Declared Conflicts of Interest Register
- Uphold the Seven Principles of Public Life and act at all times with integrity, openness and accountability

The Chairs of the Trust Board, Local Governing Bodies and any TCAT committees will:

- Ensure that declarations of interest are requested at the start of meetings and whenever relevant agenda items arise
- Determine, with appropriate advice where necessary, how declared conflicts of interest are to be managed during meetings
- Ensure that individuals with declared interests withdraw from discussion, decision-making or voting where required
- Promote a culture of openness, transparency and timely self-declaration of interests across governance forums
- Ensure that meeting minutes accurately record declarations of interest, withdrawals and decisions taken in relation to conflicts

- Escalate significant, complex or unresolved conflicts of interest to the appropriate governance level or TCAT's Governance Professional for further advice

The Governance Professional will be responsible for:

- Maintaining oversight of the full TCAT Declared Conflicts of Interest Register and monitoring compliance across TCAT
- Accept returns from Local Governing Body Clerks as appropriate
- Administering the Declared Conflicts of Interest Register, including reviewing declarations submitted through approved systems and by the Executive Leadership and identifying omissions or inconsistencies
- Requesting updated declarations for staff without access to Governor Hub from the Executive Leadership annually during the autumn term
- Coordinating annual review cycles and ensuring that new Members, Trustees and Local Governors complete declarations on appointment
- Advising Members, Trustees, Local Governors, Clerks and leaders on conflicts of interest, declarations and governance compliance requirements
- Supporting Chairs and Clerks to ensure declarations of interest are properly managed, recorded and reflected in governance processes
- Ensuring that statutory publication requirements relating to governance interests are met and kept up to date

Local Governing Body Clerks will be responsible for:

- Supporting Local Governors to complete, review and update declarations of interests through TCAT's approved systems
- Monitoring completion of declarations for their Local Governing Body and following up any outstanding actions
- Requesting declarations of interest at the start of meetings and when relevant agenda items arise
- Ensuring that declarations, withdrawals and related decisions are accurately recorded within meeting minutes
- Submit returns as required to the Governance Professional
- Collating local changes in interests and notifying TCAT's Governance Professional of matters requiring update or oversight
- Supporting the Chair and Local Governing Body to ensure compliance with this policy and good governance practice

The Accounting Officer will:

- Ensure that TCAT maintains effective systems and controls for identifying, declaring and managing business, pecuniary and related party interests
- Complete, review and promptly update their own declarations of interests in accordance with TCAT requirements
- Ensure that all related party transactions are disclosed, properly authorised and compliant with Academy Trust Handbook requirements
- Provide assurance to the Trust Board that public funds are used properly, transparently and free from improper personal benefit
- Escalate any significant conflicts of interest, governance concerns or irregularities to the Trust Board and relevant authorities where required
- Uphold the highest standards of regularity, propriety and value for money in all TCAT operations and decision-making
- Advise the Governance Professional where required of known declared conflicts for staff and other relevant individuals

The Chief Financial Officer (CFO) will:

- Maintain effective financial controls and processes to identify, record and monitor business, pecuniary and related party interests
- Complete, review and promptly update their own declarations of interests in accordance with TCAT requirements
- Advise the Accounting Officer and Trustees on the financial implications of conflicts of interest and related party transactions
- Ensure that any related party transactions are appropriately scrutinised, properly procured, represent value for money and meet regulatory requirements
- Maintain accurate financial records and disclosures relating to connected party transactions within TCAT's accounts and returns
- Escalate any financial irregularity, undeclared interest or compliance concern to the Accounting Officer and Trust Board as appropriate
- Advise the Governance Professional where required of known declared conflicts for staff and other relevant individuals
- Notify the Governance Professional of any DfE approved Related Party Transactions (RPTs)

Staff will:

- Complete, review and promptly update any declarations of interests required for their role in accordance with TCAT procedures
- Declare any actual, potential or perceived conflict of interest at the earliest opportunity to their line manager or Headteacher/Head of School

- Avoid situations where personal, financial or external interests could improperly influence professional judgement or decision-making
- Withdraw from any recruitment, procurement or operational decision-making process where a declared conflict exists
- Notify their Headteacher/Head of School promptly of outside employment, business interests or relationships that may be relevant to their role
- Uphold TCAT's Staff Code of Conduct and act at all times with honesty, integrity and professionalism

3. The Declared Conflicts of Interest Register

TCAT's Governance Professional will maintain a formal Declared Conflicts of Interest Register to support effective governance, transparency and proper stewardship of public funds. The Declared Conflicts of Interest Register will be reviewed regularly and kept accurate and current at all times. The content of the Declared Conflicts of Interest Register will be informed through the use of Governor Hub records of any relevant interests.

For each declared interest, the Declared Conflicts of Interest Register will record the name of the business, organisation or body concerned, the nature of the interest held, and the date on which that interest commenced. Interests to be declared include, where applicable, directorships, partnerships, external employment, trusteeships, governorships, significant shareholdings and other appointments of influence within any business or organisation that may have dealings with TCAT or our schools.

The Declared Conflicts of Interest Register will also record material interests arising through close family relationships and other connected persons where those relationships are relevant to Members, Trustees, Local Governors or employees. For these purposes, close family relationships include relatives, members of the same household, business partners, companies in which a relevant individual or relative holds more than twenty percent of the share capital or voting rights, and organisations controlled by such persons.

The Declared Conflicts of Interest Register will further include any individual, or organisation granted the right under TCAT's Articles of Association to appoint a Member or Trustee, together with any connected person, and any individual or organisation recognised by the Secretary of State as a sponsor of TCAT, together with any connected person.

All individuals are required to complete any declarations in full, ensure that the information provided is accurate, and notify TCAT immediately of any change in circumstances so that the Declared Conflicts of Interest Register remains up to date. TCAT may determine that additional interests should be declared where this is necessary to protect public confidence or to ensure proper oversight.

The existence of the Declared Conflicts of Interest Register does not remove the requirement for any individual to declare an interest verbally at a meeting where a matter under consideration may affect that interest. Where appropriate, the individual must withdraw from discussion, decision-making or voting for that item.

TCAT will publish those interests required under the Academy Trust Handbook on our website. This includes the relevant business and pecuniary interests of Members, Trustees, Local Governors and the Accounting Officer. TCAT may also publish the interests of other individuals named on the register where it considers this appropriate and lawful.

The Declared Conflicts of Interest Register forms an important part of TCAT's wider governance framework and provides assurance that decisions are taken openly, fairly and without improper influence.

4. Maintaining the Declared Conflicts of Interest Register

The format of the Declared Conflicts of Interest Register is determined by the Governance Professional and populated by returns made on Governor Hub and/or those made by staff to their Headteacher/Head of School. Separate register entries will be maintained for each relevant individual. Where necessary, additional continuation sheets may be used to ensure that all interests are fully and accurately recorded.

Each individual will be required to confirm their register entry to ensure that the information held is complete, accurate and up to date. At each meeting, the Chair should ask individuals to confirm that their interests are correct and up to date and the Clerk or Governance Professional will record this within the meeting minutes.

The Declared Conflicts of Interest Register will be held centrally by TCAT's Governance Professional, who will take lead responsibility for the administration of the register, including identifying all relevant individuals who are required to make declarations and ensuring that entries are completed and maintained appropriately, and liaising with Clerks to ensure information is complete and accurate.

Whilst the Declared Conflicts of Interest Register is centrally administered, responsibility for declaring interests remains with the individual concerned. All relevant individuals must notify their Clerk, the Governance professional or their Headteacher/Head of School as appropriate promptly of any relevant change in circumstances, including new appointments, ceased interests, amended relationships or any other matter requiring the register to be updated.

All new appointees must complete an initial declaration upon joining TCAT and before taking part in governance, leadership or decision-making activities where conflicts of interest could arise.

TCAT expects all declarations to be completed honestly, fully and without delay to ensure that the register remains an accurate and reliable record at all times.

5. Declarations of Interests at meetings

Any relevant individual attending a meeting who has a direct or indirect interest in a matter being considered must declare that interest as soon as possible after the start of the meeting, or immediately when the relevant agenda item arises.

Following such a declaration, the individual must withdraw from the meeting for the duration of that item, including leaving the room while the matter is discussed. The individual must not participate in the discussion, influence the decision-making process, or vote on the matter.

An interest may arise not only through the individual personally, but also through a relative or personal associate. For the purposes of this policy, a relative includes a close family member or member of the same household who may reasonably be expected to influence, or be influenced by, the individual. This includes, but is not limited to, a child, parent, spouse or civil partner.

A conflict of interest may also exist where no financial benefit or pecuniary advantage is involved. Conflicts can arise where personal relationships, loyalties or associations could reasonably be perceived as affecting impartial judgement or creating the impression of personal motive.

A TCAT employee will not normally be regarded as having a pecuniary interest in a matter solely because they share the same general interest as other employees. A pecuniary interest will arise only where the individual's position or benefit is greater than that of other staff generally.

The responsibility for declaring an interest rests with the individual concerned. Where any doubt exists, the individual is expected to declare the potential interest and withdraw from consideration of the item unless advised otherwise.

Where uncertainty remains regarding whether a Member, Trustee, Local Governor or other participant should withdraw, the final determination will rest with the relevant body considering the matter.

Although occasions requiring formal declarations may be infrequent, all individuals attending meetings are expected to remain alert at all times to the possibility of conflicts of interest arising and to act with openness, caution and integrity.

6. Conflicts of interest

A conflict of interest arises where an individual's personal interests, or those of a connected person, could interfere with their duty to act in the best interests of TCAT and our schools. Conflicts may be actual, potential or perceived, and all three must be treated seriously.

All relevant individuals are expected to avoid circumstances in which personal interests may conflict, or appear to conflict, with their responsibilities to TCAT. This includes, but is not limited to, outside employment, directorships, trusteeships, business interests, close relationships, or any other arrangement that could influence judgement, decision-making or professional conduct.

Any conflict of interest must be declared at the earliest opportunity. Where a conflict arises, individuals must:

- Disclose the matter to TCAT's Governance Professional, their Clerk or their Headteacher/Head of School as appropriate
- Ensure that the Declared Conflicts of Interest Register is updated accordingly
- Withdraw from any discussion, consideration or decision-making process where the conflict exists

TCAT expects all individuals to maintain the highest standards of honesty, integrity, objectivity and impartiality in accordance with our Codes of Conduct. Any behaviour that compromises, or appears to compromise, these standards may be addressed through TCAT's disciplinary procedures or other appropriate action.

Where relationships with pupils, parents, carers or external organisations exist outside the normal school context, including family connections, close friendships or other personal associations, these must be declared to the Governance Professional, Clerk or Headteacher/Head of School as appropriate where they may give rise to a conflict or perception of bias. Such declarations are intended to protect both the individual and TCAT by ensuring openness and preventing misunderstanding.

TCAT promotes a culture of transparency and encourages individuals to self-refer any matter they believe could reasonably be misinterpreted or perceived as a conflict of interest. Early disclosure allows concerns to be considered proportionately and managed appropriately.

Where there is uncertainty as to whether a situation amounts to a conflict of interest, individuals should seek advice without delay from the Governance Professional, Clerk or their Headteacher/Head of School. In cases of doubt, the expectation is that the matter should be declared so that an informed decision can be made.

7. Related Party Transactions (RPTs)

TCAT will ensure that all transactions with related parties are conducted openly, fairly and at arm's length, so that no connected individual or organisation receives improper advantage. All such arrangements must be capable of demonstrating clear value for money and must be in the best interests of TCAT and our schools.

For the purposes of this policy, a related party includes any individual or organisation with a connection to TCAT through governance, employment, control, influence or close personal relationship, where that connection could affect, or be perceived to affect, decision-making.

All relevant individuals are required to declare promptly any relationship, interest or association that could give rise to a related party transaction. This includes circumstances where an individual, family member, business associate or connected organisation may seek to provide goods, services or other benefits to TCAT.

Where a proposed transaction falls within the scope of regulatory approval requirements, TCAT will comply fully with all external reporting and approval obligations. Transactions exceeding £20,000 must be referred to and approved in advance by the DfE, in line with current guidance.

No related party transaction may proceed unless TCAT is satisfied that:

- the arrangement is necessary and, in TCAT's, interests
- the terms are no more favourable than would be available through an open market arrangement
- appropriate procurement, approval and governance processes have been followed; and
- the individual with the declared interest has taken no part in the decision-making process

TCAT will retain appropriate records of all related party declarations, approvals and transactions as part of its wider governance and financial control framework. Failure to declare a relevant relationship or interest may result in disciplinary action, referral to the Trust Board, or any other action considered appropriate.

8. The Seven Principles of Public Life (The Nolan Principles)

All Members, Trustees, Local Governors, leaders and employees of TCAT are expected to uphold the Seven Principles of Public Life, widely referred to as the Nolan Principles, and to apply them in all governance, leadership and professional decision-making.

Selflessness requires individuals to act solely in the interests of TCAT, our schools and pupils. Decisions should never be taken to secure personal advantage or benefit for family members, friends or connected parties. For example, when approving expenditure or awarding contracts, those involved must focus entirely on what offers the greatest benefit and value to TCAT.

Integrity requires individuals to avoid placing themselves under any obligation to outside persons or organisations that could improperly influence their work. This includes refusing gifts, hospitality or favours where these could compromise, or appear to compromise, impartiality. For instance, a leader should not accept incentives from a supplier seeking to secure TCAT business.

Objectivity means decisions must be made fairly, impartially and on merit, using evidence and proper process. This principle is particularly important in recruitment, performance management, procurement, admissions and disciplinary matters. An appointment, for example, should always be made on the strength of the candidate rather than personal relationships.

Accountability requires individuals to be answerable for their actions and decisions, and to submit themselves to appropriate scrutiny. Those making governance or financial decisions must be prepared to explain the reasons for them and ensure proper records are maintained, including accurate minutes and audit trails.

Openness requires decisions and actions to be undertaken as transparently as possible, subject only to legitimate confidentiality or data protection requirements. TCAT demonstrates this through publication of statutory information, governance arrangements, policies and registers where required.

Honesty requires individuals to be truthful and straightforward in all matters relating to their role. This includes declaring conflicts of interest, providing accurate information, and not withholding facts relevant to decision-making. For example, a Local Governor whose family member may benefit from a proposed contract must declare that interest immediately.

Leadership requires those in positions of responsibility to model these principles through their own behaviour and to promote a culture where high standards are expected of others. Senior leaders, Trustees and Local Governors should lead by example, challenge poor practice, and ensure ethical conduct is embedded throughout TCAT.

By adhering to these principles, TCAT strengthens public confidence, safeguards public money, promotes fairness, and ensures that all decisions are taken in the best interests of pupils and the wider TCAT community.

9. The role of Local Governing Body Clerks and the Governance Professional

TCAT recognises the important role of both Local Governing Body Clerks and our Governance Professional in ensuring that the Declared Conflicts of Interest Register remains accurate, current and effectively administered across all schools within TCAT.

For Local Governing Bodies, the Clerk will support the practical administration of declarations at school level. This includes reminding Local Governors of their duty to complete declarations on appointment, review entries regularly, and notify any changes in circumstances promptly. The Clerk will also ensure that declarations of interest are requested at meetings where required and that any relevant declarations are accurately recorded within meeting minutes.

TCAT uses Governor Hub as the primary system for the recording and management of governance interests. Local Governing Body Clerks will therefore support Local Governors in completing or updating their declarations through Governor Hub and will monitor completion rates and outstanding actions for their respective Local Governing Body.

Once declarations have been completed or updated, the Clerk will collate relevant information and notify TCAT's Governance Professional of any changes, omissions, concerns or matters requiring Trust-level consideration. This ensures that local declarations are reflected within the wider TCAT register and that consistency is maintained across all schools.

TCAT's Governance Professional will maintain strategic oversight of the Declared Conflicts of Interest Register across the whole of Three Counties Academy Trust. This includes monitoring compliance, maintaining a central overview of declarations submitted through Governor Hub, identifying gaps or inconsistencies, coordinating annual review cycles, and ensuring that statutory publication requirements are met.

The Governance Professional will also advise Members, Trustees, Local Governors, Clerks and senior leaders on matters relating to declarations, conflicts of interest and governance compliance, escalating concerns where necessary to the Chair, Chief Executive Officer or Trust Board.

Through this coordinated approach, Clerks provide effective operational support at school level, while TCAT's Governance Professional ensures robust assurance, consistency and compliance across TCAT. Together, these roles help protect transparency, strengthen governance standards and ensure that the register remains a reliable and effective control across TCAT.

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 Executive Headteacher/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 5th May 2029.

Date approved by the Board Appointed Trustee: 6th May 2026.

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

Trust Glossary

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

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

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

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