



Birmingham City University Academies Trust

Operations Manual

City Road Primary Academy

2016/17

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1. Directory

BCUAT Board of Directors

Directors	Ms Maxine Penlington (Chair) Professor Ian Blair Mr Mark Hopton Professor Kevin Mattinson (Accounting Officer) Ms Helen Yorke
Company Secretary	Ms Karen Stephenson
Chief Financial Officer	Mr Leo Stamatakis
Trust Board Secretary	Ms Heather Brannan Tel: 0121 331 6599

Local Advisory Board – City Road Primary Academy

Chair	Helen Yorke
Deputy Chair	Elaine Ashraf
Principal	Jacqueline Gazeley
Members	Yvonne Rennalls Carole Share
Staff	Annette Harris Sara Vallis
Parents	Shahbon Hussain Susan Bradley
Community Rep	Tania Khanahmadi Shansol Arafeen
Board Clerk	Linda Rose
Observers	Sandhya Galloway, Deputy Principal Nasmeen Rehman, Academy Business Manager

City Road Primary Academy
 Cavendish Road
 Rotton Park
 Birmingham
 B16 OHL

Tel: 0121 464 3348

City Road Primary Academy – Staff

Senior Leadership Team

Name	Post	E-mail address
Teaching Staff		
Mrs. Jacqueline Gazeley	Principal	j.gazeley@cityroad.bham.sch.uk
Mrs. Sandhya Galloway	Vice-Principal / Year 6 Teacher (maternity cover) (Ellie Simmonds Swimmer)	s.galloway@cityroad.bham.sch.uk
Ms Lisa Costello	Year 2 Teacher / KS1 Phase Leader / Curriculum Lead Maths (Pele Footballer)	l.costello@cityroad.bham.sch.uk
Mrs Manjit Dhaliwal	Teacher / Phase Leader Lower KS2 / SENCO	m.dhaliwal@cityroad.bham.sch.uk
Mrs Sarvjeet Jandu	Year 6 Teacher / Phase Leader Upper KS2 / Curriculum Lead Literacy (Mo Farah Athlete)	s.jandu@cityroad.bham.sch.uk
Mrs Patricia Taylor	Assistant Principal/EYPS Reception Teacher (Michael Phelps Swimmer)	p.taylor@cityroad.bham.sch.uk

Teachers

Name	Post	E-mail address
Teaching Staff		
Mr Jamil Ahmed	Year 1 Teacher (David Weir Athlete)	j.ahmed@cityroad.bham.sch.uk
Ms Claire Antoine	Year 3 Teacher (Serena Williams Tennis Player)	c.antoine@cityroad.bham.sch.uk
Jennifer Credland- Bannatyne	Year 4 Teacher (Eddie The Eagle Ski Jumper)	j.credland- bannatyne@cityroad.bham.sch.uk
Ms Sherlena Glasgow	Year 3 Teacher (Louis Smith Gymnast)	s.glasgow@cityroad.bham.sch.uk
Ms Nicoll Greaves	Year 4 Teacher (Muhammad Ali Boxer)	n.greaves@cityroad.bham.sch.uk
Miss Charlene Hare	Year 1 Teacher (Usain Bolt Athlete)	c.hare@cityroad.bham.sch.uk
Miss Annette Harris	Teacher (Gabrielle Douglas Gymnast)	a.harris@cityroad.bham.sch.uk
Miss Louise Hope	Year 6 Teacher (maternity cover)	l.hill@cityroad.bham.sch.uk
Mrs Rosemary Kapadia	PPA Teacher	r.kapadia@cityroad.bham.sch.uk
Mrs Jayne Kearney	Active Curriculum Team	j.kearney@cityroad.bham.sch.uk
Ms Jackie Lawrence	Part Time Numbers Count Year 1 Maths Intervention Teacher	j.lawrence@cityroad.bham.sch.uk
Mrs Bridie McKenna	Nursery Teacher (Sportacus)	b.mckenna@cityroad.bham.sch.uk
Mrs Navdeep Rehsi	Year 2 Teacher (Eniola Aluka Footballer)	n.rehsi@cityroad.bham.sch.uk
Mrs Rakvinder Sivia	Year 5 Teacher (Michael Jordan Basketball)	r.sivia@cityroad.bham.sch.uk
Mrs Angela Tomlinson	PPA Part Time Teacher	a.tomlinson@cityroad.bham.sch.uk
Mrs Sara Vallis	French and SEN Support	s.vallis@cityroad.bham.sch.uk
Ms Paulette Williams	Year 5 Teacher (Jesse Owens Athlete)	p.williams@cityroad.bham.sch.uk

Teaching and Pastoral Assistants

Name	Post	E-mail address
Academy Support Staff		
Mrs. Nafisa Abbas	Learning Mentor Newly Arrived Pupils and Medical Needs (Jesse Owens Athlete)	n.abbas@cityroad.bham.sch.uk
Mrs. Naseem Akhtar	Year 5 Teaching Assistant (Michael Jordan Basketball)	n.akhtar@cityroad.bham.sch.uk
Mrs Nasreen Akhter	Reception Teaching Assistant (Michael Phelps Swimmer)	n.akhter@cityroad.bham.sch.uk
Mrs Amarjit Assi	Senior Lunchtime Supervisor / Year 2 Teaching Assistant (Pele Footballer)	
Mrs Fareeda Awan	Year 5 Teaching Assistant SEN (Michael Jordan Basketball)	f.awan@cityroad.bham.sch.uk
Miss Hyacinth Bailey	Year 4 Dyslexia Lead Teaching Assistant (Eddie The Eagle Ski Jumper)	h.bailey@cityroad.bham.sch.uk
Miss Afreda Begum	Year 1 Teaching Assistant (David Weir Athlete)	a.begum@cityroad.bham.sch.uk
Mrs Safina Begum	SEN Teaching Assistant / Lunchtime Supervisor	s.begum@cityroad.bham.sch.uk
Mr Ebrahim Bhayat	Behaviour and Clubs Learning Mentor	e.bhayat@cityroad.bham.sch.uk
Ms Yasmin Bibi	Senior Play Leader	y.bibi@cityroad.bham.sch.uk
Mrs Marie Carieri	Teaching Assistant	m.carieri@cityroad.bham.sch.uk
Mrs Savita Datt	Lunchtime Supervisor Teaching Assistant	s.datt@cityroad.bham.sch.uk
Miss Geeta Devi	Nursery Higher Level Teaching Assistant (Sportacus)	g.devi@cityroad.bham.sch.uk
Mr Elliott Downing	Senior Play Leader / Pupil Premium/	e.downing@cityroad.bham.sch.uk

Name	Post	E-mail address
Academy Support Staff		
	Dyslexia Lead Teaching Assistant	
Mrs Setta Fifield	Safeguarding, Attendance and Behaviour Lead Learning Mentor	s.fifield@cityroad.bham.sch.uk
Mrs Nasar Hasrat	Year 6 Teaching Assistant (Mo Farah Athlete)	n.hasrat@cityroad.bham.sch.uk
Miss Karen James	SEN Teaching Assistant (Autism lead)	k.james@cityroad.bham.sch.uk
Mrs Karamat Jan	Reception Teaching Assistant (Gabrielle Douglas Gymnast)	k.jan@cityroad.bham.sch.uk
Mrs Sukhjit Kaur	Year 6 Teaching Assistant (Ellie Simmonds Swimmer)	s.kaur@cityroad.bham.sch.uk
Mrs Sahira Kausar	Year 6 SEN Teaching Assistant	s.kausar@cityroad.bham.sch.uk
Mrs Zabina Kausar	Teaching Assistant (Jesse Owens Athlete)	z.kausar@cityroad.bham.sch.uk
Mrs Safina Kauser	Year 4 Teaching Assistant (Muhammad Ali Boxer) and Lunchtime Supervisor	s.kauser@cityroad.bham.sch.uk
Miss Catherine Kelly	Teaching Assistant	c.kelly@cityroad.bham.sch.uk
Ms Marta Konopka	Year 3 1:1 SEN Teaching Assistant to Kacper Piotrowski (Louis Smith Gymnast)	m.konopka@cityroad.bham.sch.uk
Mrs Karanpal Mann	Year 2 Teaching Assistant (Eniola Aluka Footballer)	k.mann@cityroad.bham.sch.uk
Mrs Shabana Nazia	Year 3 Teaching Assistant (Serena Williams Tennis Player)	s.nazia@cityroad.bham.sch.uk

Name	Post	E-mail address
Academy Support Staff		
Mrs Nita Pattni	Year 3 Teaching Assistant (Louis Smith Gymnast)	n.pattni@cityroad.bham.sch.uk
Miss Rajinder Ubhi	Teaching Assistant SEN (Sportacus)	r.ubhi@cityroad.bham.sch.uk
Mrs Sheama Yafai	Year 1 Teaching Assistant (Usain Bolt Athlete)	s.yafai@cityroad.bham.sch.uk

Support Staff

Name	Post	E-mail address
Academy Support Staff		
Mrs Kamaldeep Barmi	School Administrator (Finance)	k.barmi@cityroad.bham.sch.uk
Ms Asia Begum	Receptionist	as.begum@cityroad.bham.sch.uk
Mr Darren Hussain	ICT Network Manager	d.hussain@cityroad.bham.sch.uk
Mr Daniel Madden	Building Site Supervisor	d.madd@cityroad.bham.sch.uk
Mrs Zanutia Rahman	Senior School Secretary	z.rahman@cityroad.bham.sch.uk
Mrs Nasmeen Rehman	Academy Business Manager	n.rehman@cityroad.bham.sch.uk
Mrs Mary Trowman	Senior Office Manager	m.trowman@cityroad.bham.sch.uk

Lunchtime Supervisors

Name	Post	E-mail address
Academy Support Staff		
Mrs. Aisha Abbasi	Lunchtime Supervisor	
Mrs. Noreen Akhtar	Lunchtime Supervisor	
Mrs Rubeena Asif	Lunchtime Supervisor	
Mrs Amarjit Assi	Senior Lunchtime Supervisor /	

Name	Post	E-mail address
Academy Support Staff		
	Year 2 Teaching Assistant (Pele Footballer)	
Mrs Satvinder Bansel	Lunchtime Supervisor	
Mrs Safina Begum	SEN Teaching Assistant / Lunchtime Supervisor	s.begum@cityroad.bham.sch.uk
Mrs Nusrat Bi	Lunchtime Supervisor	
	Lunchtime Supervisor Teaching Assistant	
Mrs Lakhwinder Dhaliwal	Lunchtime Supervisor	
Mrs Tejinder Kaur	Lunchtime Supervisor	
Mrs Harjinder Kaur	Lunchtime Supervisor	
Mrs Safina Kauser	Year 4 Teaching Assistant (Muhammad Ali Boxer) and Lunchtime Supervisor	s.kauser@cityroad.bham.sch.uk
Mrs Petrona Mason	Lunchtime Supervisor	
Mrs Saira Mehrban	Lunchtime Supervisor	
Mrs Surinder Sanghera	Lunchtime Supervisor	
Ms Nighat Shaheen	Casual Lunchtime Supervisor	
Mrs Fatima Tuzohra	Lunchtime Supervisor	

BCU Key Personnel/Contacts

All enquiries should be directed through the Principal's office or through agreed professional services staff such as the Academy Business Manager or Office Manager. Academy staff should channel all queries through the Principal's office in the first instance.

Department	Name	Contact Details
BCUAT		
Chair of BCUAT Trust and Board of Directors	Maxine Penlington	Contact via Board Secretary
Company Secretary	Karen Stephenson	karen.stephenson@bcu.ac.uk 0121 331 7602
Board Secretary	Heather Brannan	heather.brannan@bcu.ac.uk

		0121 331 6599
Accounting Officer	Prof Kevin Mattinson	Kevin.mattinson@bcu.ac.uk 0121 331 7337
	PA: Ms Julie Deere	julie.deere@bcu.ac.uk 0121 331 7303
Chief Financial Officer	Leo Stamatakis	Leo.stamatakis@bcu.ac.uk 0121 331 5163
Financial Officer	Lorraine Grinham	Lorraine.Grinham@bcu.ac.uk 0121 331 5117
Academies Accountant	Zakya Jabeen	Zakya.Jabeen@bcu.ac.uk 0121 331 6554
Human Resources Consultant	Kirstie Dugmore	kirstie.dugmore@bcu.ac.uk 0121 331 7313
Administrative Officer	Jodie Black	Jodie.Black@bcu.ac.uk 0121 331 5127
Health and Safety		
Health and Safety Advisor	Simon Dunn	Simon.dunn@bcu.ac.uk 0121 331 5361
Marketing/PR		
Deputy Director of Marketing and Communications	Joseph Devo	Joseph.devo@bcu.ac.uk 0121 331 5558
Media Relations Manager	Benjamin Goodwin	Benjamin.goodwin@bcu.ac.uk 0121 331 5695/6738
Finance/Payroll		
Finance/ Accounts/ Budgets Purchasing/Contracts	Leo Stamatakis	leo.stamatakis@bcu.ac.uk 0121 331 5163
Payroll	Kirstie Dugmore/ Jodie Black	kirstie.dugmore@bcu.ac.uk 0121 331 7313 Jodie.Black@bcu.ac.uk 0121 331 5127
Estates		
Buildings/Works/Maintenance enquiries	Estates General Office	estates@bcu.ac.uk 0121 331 5672

2. Governance and Leadership

The Governance and Leadership of each academy is critical to the realisation of the BCUAT vision and mission:

Vision - To be the leading academies trust for school excellence, embedding Teacher education, innovation and enquiry

Mission - To transform the prospects of children by providing inspirational learning experiences through excellence in teaching, teacher education, research and innovation.

The leadership of each academy by the Local Advisory Board (LAB) and Principal is key to bringing about significant increases in standards of attainment, achievement and student progress at the Academies within the Trust. The Local Advisory Board must be a source of challenge and support to the Principal, holding to account those responsible for academic and pastoral standards.

BCUAT BOARD OF DIRECTORS – DATES OF MEETINGS 2016/17

1. Tuesday 4th October 2016 at 3.00 p.m.
2. Tuesday 29 November 2016 at 3.00 p.m.
3. Tuesday 31st January 2017 at 3.00pm
4. Tuesday 4th April 2017 at 3.00 p.m.
5. Tuesday 18 July 2017 at 3.00 p.m.

The Board will meet no less than three times per year.

Standard Agenda Items

1. Declaration of Interests
2. To receive apologies for absence
3. Minutes of the last meeting
4. Oral report of matters arising
5. Educational matters/Principal's report
6. HR matters
7. Financial matters/update
8. Minutes of Audit Committee meetings
9. Minutes of LAB meetings
10. Date of next meeting

LOCAL ADVISORY BOARD – DATES OF MEETINGS 2016/17

1. Tuesday 20th September 2016 at 5.30pm
2. Tuesday 8th November 2016 at 5.30pm (Finance and Resources)
3. Monday 5th December 2016 at 5.30pm (Performance and Standards)
4. Tuesday 24th January 2017 at 5.30pm (Finance and Resources)
5. Tuesday 21st March 2017 at 5.30pm (Performance and Standards)
6. Tuesday 25th April 2017 at 5.30pm (Finance and Resources)
7. Tuesday 20th June 2017 at 5.30pm (Budget Approval Meeting)
8. Monday 17th July 2017 at 5.30pm (Performance and Standards)

Standard Agenda Items

1. Apologies
2. Declarations of Pecuniary Interest
3. Minutes of Last Meeting
4. Matters Arising
5. Correspondence
6. Confidential items

7. Reports Health and Safety committee
8. Principal's Report - School Improvement
9. Policies
- 10.AOB

3. Escalation Protocol and Procedures

Day to day running of the academy will be the responsibility of the Principal, in consultation with the Chair of the Local Advisory Board where necessary. The Principal is the responsible manager for the welfare of children and staff, health and safety, academic activity and standards and management of premises and operations.

In certain instances, it is important that the Chair of the LAB, Board of Directors or others are informed quickly of matters relating to the business of the academy. The below outlines some key expectations in relation to matters which must be escalated outside of the normal reports to the LAB and Board of Directors either for decision making or for information of relevant parties.

There is also an expectation of regular reporting of routine information to both the LAB and the Board and these are covered within the standard agenda items of both committees.

Escalation protocol

Matter for report	To whom reported initially	Formal Report to LAB required	Timescale for reporting	Other reporting required	Chair of BCUAT Board to inform as deemed necessary
Child Protection - notification of potential issue and/or action taken	Safeguarding LAB Member/Chair of LAB/Accounting Officer	✓	As soon as issue becomes apparent, followed by Principal's report to LAB by the end of the same day. Chair of LAB report to Board	If issue arises out of hours – Chair of LAB to be notified via mobile phone. Chair of Board of Directors to receive report from Chair LAB immediately. Chair of Board to decide if Press Office notification necessary	If matter carries strong risk of bringing university into disrepute

Matter for report	To whom reported initially	Formal Report to LAB required	Timescale for reporting	Other reporting required	Chair of BCUAT Board to inform as deemed necessary
Permanent or temporary exclusion of a pupil	Chair of LAB	✓	As soon as issue arises requiring exclusion	Principal's report to Board/ Accounting Officer	If matter likely to generate publicity or press interest
Force Majeure – disasters etc.	Health and Safety LAB Member/ Chair of LAB	✓	As soon as practicable	Board of Directors to be alerted immediately	
Health and Safety/Accidents – accident reporting/actions taken	Health and Safety LAB Member /Chair of LAB Accident report to be completed	✓	Same Day to Chair LAB, followed by Principal's report to Board	Immediately to Health and Safety Officer. Chair of Board of Directors to receive report from Chair LAB immediately	If matter carries strong risk of bringing university into disrepute and/or legal claim
Ofsted	Chair of LAB/ LAB members/ Accounting Officer/ Board of Directors	✓	Immediately notice received and daily during Ofsted	Chair of LAB and Head to keep Board of Directors informed	If matter carries strong risk of bringing university into disrepute
Serious staffing – suspension, disciplinary requiring Board level intervention	Chair of LAB/ Accounting Officer	✓	Same day	BCUAT HR Consultant to be consulted prior to action Board to receive report from Chair LAB	If matter carries strong risk of bringing university into disrepute
Suspected Fraud or financial irregularity	Chair of LAB/ Accounting Officer/ Chief Financial Officer/ University Secretary	✓	As soon as identified	BCUAT HR Consultant, Director of Financial Services and Reporting, Chair of Board of Directors.	If matter carries strong risk of bringing university into disrepute
Legal Claims	Chair of LAB/ Accounting Officer	✓	As soon as notified	Chair of Board of Directors, Company Secretary	If matter carries strong risk of bringing University

Matter for report	To whom reported initially	Formal Report to LAB required	Timescale for reporting	Other reporting required	Chair of BCUAT Board to inform as deemed necessary
					into disrepute and/or legal claim
EFA/DfE - serious matters relating to misuse of funding, closure of academy, standards issues etc.	Chair of LAB/ Accounting Officer/ Chair of Board of Directors	✓	As soon as notified	Chair of Board of Directors, Company Secretary	If matter carries strong risk of bringing university into disrepute
Serious press related incident	Chair of LAB/ Accounting Officer/ Chair of Board of Directors	✓	As soon as issue arises	Press and PR Officers	If matter carries strong risk of bringing university into disrepute
Parental Complaints	Chair of LAB	✓	Within 24 hours	Chair of LAB to report to Board of Directors immediately if serious matter likely to bring Board/University into disrepute	If matter carries strong risk of bringing university into disrepute
Routine Inspections: Food Hygiene Fire Inspection	Health and Safety LAB Member/Chair of LAB/ Accounting Officer	✓	Immediately notice received	Chair of LAB normal report to Board of Directors meeting unless serious issue identified in which case consult with Chair of Board of Directors immediately	If matter carries strong risk of bringing university into disrepute
Strike Action	Chair of LAB/ BCUAT HR Consultant	✓	In advance of notified action or immediately	BCUAT Board via Principal's report	

Matter for report	To whom reported initially	Formal Report to LAB required	Timescale for reporting	Other reporting required	Chair of BCUAT Board to inform as deemed necessary
			if unofficial action		
Academy Closure	Chair of LAB/ Accounting Officer	✓	In advance or immediately if emergency closure	BCUAT Board via Principal's report	
Issues relating to Academy standards	Chair of LAB/ Accounting Officer	✓	As soon as notified	Regional School Commissioner/ Chair of Board	

4. Day-to-Day Management

Activity	BCUAT BOARD responsibility	Local Advisory Board responsibility	Principal's responsibility	BCU/BCUAT Officer responsibility	Approvals	External Supplier or contracting required
Ofsted	To support Ofsted planning and monitor progress	To support Ofsted planning and inspection and monitor progress	To support staff and implement required actions	HELS School of Education Support as necessary		
School Self Evaluation (SEF) / School improvement Plan (SIP)	To approve	To review, evaluate, support and provide challenge	Principal/ Senior Leadership Team to review Academy performance and write SEF and SIP and present to LAB for approval.	HELS School of Education to support as necessary	Action Plan and responses to Ofsted to be approved by LAB/ BCUAT Board Expenditure to be approved according to agreed protocols	GREET Teaching Alliance

Activity	BCUAT BOARD responsibility	Local Advisory Board responsibility	Principal's responsibility	BCU/BCUAT Officer responsibility	Approvals	External Supplier or contracting required
Standards	To receive regular reports from LAB	To report to Board	To report to LAB and Board	HELS School of Education to support action plan as necessary		External training as required and budgeted for
Pupil Progress Tracking	To receive regular reports from LAB	To report to Board	To report to LAB and Board			
Safeguarding	To receive reports To attend training and have current DBS check	To receive reports To attend training and have current DBS check	To report to LAB and BCUAT Board To ensure training and DBS checks in place	BCUAT HR Consultant FFC	To approve training within budget	
HR	To receive regular reports To performance manage the Principal	To oversee staff welfare and receive regular reports on staff issues. Ensure value for money from staffing budget	To manage day to day staffing and appointments issues and performance management of staff	BCUAT HR Consultant	To approve new roles	

Activity	BCUAT BOARD responsibility	Local Advisory Board responsibility	Principal's responsibility	BCU/BCUAT Officer responsibility	Approvals	External Supplier or contracting required
Health and Safety	To receive reports and ensure legal requirements carried out	To report to Board on H&S matters and ensure appropriate processes in Place Health and Safety committee to ensure all legal requirements are met	To manage day to day health and safety issues	BCUAT HR Consultant/ Health and Safety Team		Training for Governors Training for Staff on issues that cannot be delivered by BCU
Administration – Board of Directors and Committees	Appoint committee clerks and secretaries	Appraise and work with LAB Clerk	Work with LAB Clerk	Secretariat/ BCUAT Admin Officer/ LAB Clerk		
Administration - Academy		To report to Board on any administration needs	To manage day to day administrative matters within the academy and deploy staff	BCUAT HR Consultant		

Activity	BCUAT BOARD responsibility	Local Advisory Board responsibility	Principal's responsibility	BCU/BCUAT Officer responsibility	Approvals	External Supplier or contracting required
Finance/ Contracts/ Purchasing/ Budget control/ Audit/ Reporting/ Insurances	To approve budget and receive reports	To approve budget proposals and oversee budget control	To propose budget for approval/ manage Academy Business Manager and ensure budgetary controls	Chief Financial Officer	Expenditure to be approved according to agreed protocols	Audit and financial advice Insurance policies
Estates/ buildings maintenance	To receive reports and approve proposals	To report issues and make proposals to Board for the development and maintenance of buildings and grounds	To monitor and report issues and action where appropriate and manage the development of the building and grounds to ensure value for money and impact on pupil outcomes	Estates	Expenditure to be approved according to agreed protocols	Cleaning contract Maintenance contract

Activity	BCUAT BOARD responsibility	Local Advisory Board responsibility	Principal's responsibility	BCU/BCUAT Officer responsibility	Approvals	External Supplier or contracting required
IT/Website/ Domain names	To note and approve	To review and evaluate	To oversee development with CICT and ICT Network Manager	CICT		External platform provider contract
Volunteering	To receive regular reports	To receive reports To support in identifying projects and volunteering opportunities	To agree volunteering opportunities and identify projects	HELS School of Education to support BCUSU to support BCU HR to support DBS process		
Marketing	To receive regular reports and approve major activities	To approve regular activity and day to day marketing and promotions	To propose and identify opportunities To plan with marketing team for promotion of academy	BCU Marketing and Press Office to provide support for activity and provide annual report to BCUAT Board of Directors	Expenditure to be approved according to agreed protocols	

Activity	BCUAT BOARD responsibility	Local Advisory Board responsibility	Principal's responsibility	BCU/BCUAT Officer responsibility	Approvals	External Supplier or contracting required
Periodic reports to BCU Governing Body	Board to report once a year to BCU Governors to up-date and inform. Board to report to VC and BCU Governing Body any serious matters likely to bring University into disrepute or impose financial or legal liability over and above normal expectations					

5. Approvals

Activity	Manager Responsible	Approvals Required and by Whom
Financial Transactions	Principal CFO	Budget recommended for approval by LAB and then approved by BCUAT Board Expenditure to be approved according to agreed protocols
Purchasing	Accounting Officer CFO Principal	Day to day purchases within budget managed within expenditure protocols above Significant investments to be approved by BCUAT Directors LAB to advise and recommend purchase of significant equipment/IT/Building works to BCUAT Board
Building Works and Disposals	Accounting Officer/ Principal / CFO BCU Estates to advise	BCUAT Directors on recommendation
Staff appointments and recruitment Other HR related matters such as redundancy, compromise, dismissals	Principal BCUAT HR Consultant	Principal to liaise with Accounting Officer, Chair of LAB and Chief Financial Officer to authorise appointments. Senior appointments to be authorised by BCUAT Directors

6. Annual Returns and Reports A/Y 2016-17

Return or Report	Due Date	Prepared by	Submitted by	Reviewed by	Submitted to
Board Related Returns					
Next Year's Budget Forecast	End July 2017	Financial Controller/Responsible Officer	Financial Controller	Board of Directors Audit Committee LAB	EFA
Annual Report and Financial Statements	End of December 2016	Financial Controller/Responsible Officer/Trustees	Financial Controller/Responsible Officer/Auditors		EFA
Annual Confirmation Statement/ PSC Register	End of June 2017	BCUAT Board Secretary	Company Secretary		Companies House
Annual Accounts at Companies House	End of May 2017	Financial Controller (9 months after year end)	Financial Controller /Auditors		Companies House
School Related Returns					
School Census	October 2016	Senior Office Manager	Senior Office Manager	LAB Audit Committee Board of Directors	DfE
	February 2017				
	June 2017				
School Workforce Census	December 2016	Academy Business Manager	Academy Business Manager		DfE
School Assessment Data Collections					
EYFSP (reception year)	June 2017	Academy Business Manager	Principal	LAB Board of Directors	BCC
Year 1 Phonics / Year 2 retakes	July 2017				
KSI (Year 2 pupils)	June 2017				
KS2 Teacher Assessments (year 6)	May 2017				
CTFs for Secondary Transfers (Year 6 pupils)	July 2017				

7. Board of Director, LAB and Principal's Responsibilities

The Board of Directors has overall responsibility and ultimate decision-making authority for all the work of the Academies Trust, including the establishment and maintenance of the Academies.

Directors are the charity Trustees (within the terms of section 177(1) of the Charities Act 2011) and are responsible for the general control and management of the administration of the Trust in accordance with the provisions set out in the Memorandum and Articles of Association. The Board of Directors is the accountable body for the performance of all Academies within the Trust and must adhere to the three core principals of governance:

- Ensure clarity of vision, ethos and strategic direction
- Hold the Accounting Officer, Chief Financial Officer and Principal to account for the educational performance of the Academy's and their pupils, and the performance management of staff
- Oversee the financial performance of the Trust and make sure its money is well spent

Directors are bound by both charity and company law, the terms 'Trustees' and 'Directors' are often used interchangeably.

The Board of Directors is permitted to exercise all the powers on behalf of the Academies Trust. The Board of Directors will delegate to the Accounting Officer responsibility for the day to day operations of the Trust. Each Academy is governed and managed by Birmingham City University Academies Trust. The Directors determine the level of governance functions that will be delegated and bestows specific governance responsibilities on the LAB to enable the running of each Academy, according to the principle of earned autonomy.

The Board of Directors has the right to review and adapt its governance structure at any time, which includes the removal of delegated powers. The Academies Trust will offer educational and administrative support for specific functions in a number of ways: either directly from the Trust, the University or by facilitating access to support required from external agencies.

The Board of Directors will meet no less than three times per year. The composition of the Board of Directors according to the Articles of Association is:

- Not less than three and not more than seven Trustees/Directors
- Up to four Directors appointed by Birmingham City University (BCU)
- The Chair of the first / one of the Academy LABs
- A Pro Vice-Chancellor of Birmingham City University
- A member of the BCU Board of Governors
- Trustees may also appoint co-opted Trustees/Directors

- The Company Secretary to the Board of Directors will be the University Secretary

Trustee terms of office are four years (renewable)

The role of the Local Advisory Board (LAB)

The Board of Directors will establish a LAB in each Academy that will be responsible for ensuring the good governance, high standards of attainment and progress of pupils and that national expectations are at least met, and preferably exceeded in each Academy.

The LAB is responsible for overseeing and monitoring the finances of the Academies in accordance with the Trust's expectations and delegation principles.

The LAB will support and challenge Academy Principals and will be mindful that the Board of Directors determine the strategic direction and procedures to be followed by the Academies. The Board of Directors will from time to time advise and challenge the LAB to ensure that they are effective and discharging their duties appropriately. The foundation of the LAB Terms of Reference are to be found in the Articles of Association.

The Board of Directors will appoint the LAB Chair and a number of members of each LAB. Two parents and two staff (a member of teaching and support staff) will be elected as members of the LAB.

The LAB is required to:

- To advise and support the Academy Principal in maintaining and improving academic standards and performance
- To monitor and receive reports on pupil performance and progress and to report any areas of concern to the Trust.
- To monitor pupil behaviour and attendance, to uphold and encourage good pupil behaviour, and to consider appeals against any decisions to exclude students from attendance
- To collaborate with the Academy Trust and the Principal in the appointment of staff through a procedure set out by the Academy Trust and agreed with the Principal
- To establish sub-committees on any matter, with the agreement of the Trust Board, with the power to co-opt up to two additional members, which will further the mission and objectives of the Academy 6 To facilitate effective communication between the Academy and its stakeholders including pupils, parents and staff by establishing consultation groups as required in line with Trust policy and agreed procedures
- To advise the Academy Trust on the effectiveness of Trust policies and to monitor and support Academy improvement through the School Improvement Plan.
- To submit an annual report on the work of the committee and sub-committees to the Trust Board

- To receive reports, monitor the progress of work and consider recommendations made by subgroups.
- To review member contributions, skills and terms of office to ensure continuity and effectiveness.
- To review and monitor the management of risk and the associated register bi-annually

Curriculum Responsibilities

- Monitor the quality of teaching and learning across the Academy and ensure actions being taken to address areas of underperformance.
- To ensure that the curriculum is broad and balanced, relevant to the needs of all children and adequately resourced.
- Monitor and review procedures for ensuring the effective implementation of the School Improvement Plan relating to teaching, learning, curriculum and quality of provision.
- Consider and recommend appropriate targets for pupils at Early Years Foundation, Key Stages 1 and 2.
- Establish, monitor the impact of, and review the Teaching and Learning Policy, SEND Policy and other curriculum related policies in line with the agreed cycle and make recommendations to the Local Advisory Board as necessary.
- Monitor the progress of each year group and the attainment of groups of pupils by gender, FSM, SEN, and those identified under Pupil Premium and to ensure effective strategies are in place in order to narrow gaps in performance between different groups.
- To ensure that policies and procedures are in place to promote British values and the spiritual, moral, social and cultural development of children.
- To celebrate children's achievements.

Finance and Resources Responsibilities

- Monitor the Annual Budget as approved by BCUAT and establish formal procedures and timetables for planning the budget.
- Receive a prepared budget and proposals for capital expenditure for the proceeding financial year.
- Receive budget reports from the Academy Business Manager.
- Assess, at least once a year, financial progress towards achieving the objectives in the School Improvement Plan and consistent with this aim, review projected expenditure for future years in accordance with the School Improvement Plan.
- Review the audited accounts and review the audit of the Academy Fund and other voluntary funds held within the Academy.
- Review the EFA Risk Protection Arrangements (RPA) to ensure that it provides adequate protection against risks.
- Ensure as far as is reasonably possible that the Academy's procedures and practices that relate to human resources, comply with equal opportunities legislations and Trust approved policies.

- Draft and keep under review the Academy staffing structure in consultation with the Principal and in line with the School Improvement Plan
- Oversee the implementation of a revised Academy staffing structure and ensure informed HR advice is given to the Local Advisory Board in all revisions.
- Monitor and review the procedures followed by the Principal who leads on the process of making staff appointments, providing particular assistance and support with the process of appointments to the leadership group.
- Keep under review staff work/life balance, working conditions and wellbeing, including the monitoring of absence
- Monitor the programme of staff development and training and ensure that it is meeting the needs of the Academy and its staff and school improvement priorities.
- Consider staff requests for leave of absence in line with BCUAT guidance including study leave.
- Agree the way in which Pupil Premium is used to support better outcomes and narrow gaps in attainment. Monitor the impact of Pupil Premium in narrowing gaps.
- Review, monitor and evaluate the Academy's annual maintenance programme
- To provide support and guidance for the Principal in all matters relating to Safeguarding,
- To ensure the academy fulfils its role in relation to safeguarding issues and has the required procedures in place.

The role of the Academy Principal

The Academy Principal is responsible for the day to day management of the Academy and is accountable to the Accounting Officer, LAB and Board of Directors. The Academy Principal performance manages Academy staff.

The Academy Principal will be delegated certain powers and functions for the internal organisation, management and control of the Academy and will be responsible for:

- Promoting of the Academy to parents and the local community to ensure good recruitment and maintenance of pupil roll
- The performance management, staff appointments and professional development of all staff
- the quality of teaching
- Embedding leadership at all levels throughout the Academy, particularly senior, subject and phase leadership
- Operationalising the Trust Boards vision and strategy for the Academy
- working with senior leaders to develop appropriate policies and procedures
- The consistent application of all Academy policies and procedures
- Implementing a broad and balanced curriculum in line with national requirements

- Ensuring the good governance, high standards of attainment and progress of pupils and that national expectations are at least met, and preferably exceeded in each Academy
- Ensuring attendance meets national expected levels
- Behaviour and safety being managed effectively and gaining parental confidence that pupils are safe and that behaviour is good
- Building effective working relationship between the Academy and the LAB ensuring that members have all the information required for them to provide the support and challenge required
- Providing timely information to the LAB and Board of Directors to support them in carrying out their roles
- Providing the information necessary to monitor progress against annual development priorities, targets and budgets including information on attendance, the progress of groups of pupils, quality of teaching, staff performance and financial information
- Managing and expending all monies received on account of and for the Academy
- Ensuring that all financial procedures are complied with and that management information is regularly provided to BCUAT Officers
- Prepare the annual budget and capital expenditure proposals for the Academy
- Ensuring safeguarding, health and safety procedures meet with or exceed statutory requirements
- Promoting British values

8. Provision of Operational Management, Advice and Guidance by Birmingham City University and BCUAT

Whilst some service provision will be externally procured as appropriate, a range of central provision will be provided from Birmingham City University to the Birmingham City University Academies Trust. This will allow for economies of scale across the trust and will ensure a core level of quality assured provision for the academies within the Trust. This will be provided within the terms of the Trust's annually agreed contribution from each academy and will be charged at cost.

The following section sets out the support which the University can provide.

1. Colleagues from Birmingham City University are able to assist BCUAT, and its constituent schools. The nature of the advice and expertise which can be sought from the University are set out in section 9 of the Operations Manual.
2. The key contact for the services provided is as set out. Initial contact should always be made with the University via the key contact person listed. If for reasons of absence (such as annual or sick leave) the key contact is not available, then one of the following should be contacted to

provide advice on the best source of support: Accounting Officer of BCUAT or the Chair of the LAB.

3. In the event of an emergency (for example, an urgent HR issue or discovery of a financial irregularity), the relevant key contact should be approached in the first instance. If that person is not available, then one of the following should be contacted to advise on the best source of support: the Accounting Officer, the Chief Financial Officer, or the BCUAT Company Secretary¹.
4. For the purposes of advice and support, BCUAT and its constituent academies will be treated exactly the same as a Faculty or School of the University: every effort will be made to provide advice and guidance to the same timescales as for a department of the University.
5. In some instances the advice and support that is required will exceed that which the University can provide, within the resources available. Where this is the case, the key contact will inform the Academy/ Trust, and options for delivering the required support will be considered; these will include providing bespoke support, the costs of which will then be charged to the Academy/ Trust; or, in the event of an extended piece of work, recruiting dedicated resource.
6. In either instance, the Academy / Trust will be made aware of the costs in advance and work will not be commenced until agreement on any additional costs is reached. The amount charged will always be equivalent only to the additional costs incurred, with no mark-up or service charge.
7. Concerns about the arrangements outlined in this manual should be raised with the Accounting Officer and the Company Secretary, in the first instance.
8. The service support arrangements will be reviewed by the Trust Board once a year and any necessary adjustments will be considered.

The range of services below will be provided by Birmingham City University during the calendar year July 2016-17. Services provided will be reviewed on an annual basis to ensure efficiency and practicality. All externally sourced services will be recorded separately for each academy within the trust and similarly reviewed annually. Where external suppliers are used the intention will be to consolidate service provision into a centrally approved list of suppliers as the Trust develops.

¹ For contact details see the Directory section of the Operations Manual.

Service Provision by Birmingham City University and BCUAT 2016/17

Service to be Provided in support of the Academies	Providing Department	Services to be Provided	Service Provided to:	Service Level Agreement in Place	Key Personnel
Finance – day to day management and supervision	Trust Head Office	<ul style="list-style-type: none"> Day to day supervision of Academy Business Manager and individual academy budget 	City Road Primary Academy		CFO, Deputy CFO and Academies Accountant
		<ul style="list-style-type: none"> Reporting to Local Advisory Board 			
		<ul style="list-style-type: none"> Annual and periodic financial returns to funding bodies for each individual academy 			
Human Resources	Health and Safety BCUAT HR Consultant	<ul style="list-style-type: none"> Health and safety support 	City Road Primary Academy		H&S Advisor
		<ul style="list-style-type: none"> Reporting 			BCUAT HR Consultant
		<ul style="list-style-type: none"> Advice to Principal 			
		<ul style="list-style-type: none"> Support for full range of staffing issues including grievance, discipline, capability, redundancy 			
		<ul style="list-style-type: none"> HR policies and procedures 			
		<ul style="list-style-type: none"> Legislative requirements and updating 			
		<ul style="list-style-type: none"> Staff development 			

Service to be Provided in support of the Academies	Providing Department	Services to be Provided	Service Provided to:	Service Level Agreement in Place	Key Personnel
		<ul style="list-style-type: none"> Pensions and Pay (jointly with Payroll) Support for legal issues such as tribunal claims, compromise etc 			
Payroll	Payroll Department	<ul style="list-style-type: none"> Payroll Pensions 			BCUAT HR Consultant/ Head of Payroll
Estates and Buildings	Estates Department	<p>Service provision relating to individual academies:</p> <ul style="list-style-type: none"> Advice on estates related matters Urgent repairs and normal repairs schedule Procurement of on-going maintenance contract Security and Safety of site, required inspections, regular statutory maintenance Commissioning of works as required 	City Road Primary Academy		Accounting Officer Estates Academies Accountant
Technology Support Services	CICT	<ul style="list-style-type: none"> Provision of acceptable use policies and protocols Advice to academies where required 	City Road Primary Academy		CFO CICT Client Manager

Service to be Provided in support of the Academies	Providing Department	Services to be Provided	Service Provided to:	Service Level Agreement in Place	Key Personnel
		<ul style="list-style-type: none"> • Procurement of equipment 			
Marketing and Communications	Marketing Department	<ul style="list-style-type: none"> • Advice re corporate image, logos, stamps and visual representation of Trust and individual academies • Development of individual academy logos and corporate ID • Website development – content management • Communications protocols • Marketing and PR • Liaison re events management and support where required • Press and publicity management – press office support • Social Media use – development of protocols and advice to academies • Advice to individual academies as required • Procurement of marketing promotional gifts/materials 	City Road Primary Academy		Accounting officer HELS Marketing Officer

Service to be Provided in support of the Academies	Providing Department	Services to be Provided	Service Provided to:	Service Level Agreement in Place	Key Personnel
School improvement support	Faculty of HELS – delivery and co-ordination, plus liaison with HR	<ul style="list-style-type: none"> Procurement of LAB members from industry, relevant bodies external to the University Chair of LAB and Accounting Officer 	City Road Primary Academy	School improvement action plan in place	Chair of LAB/ Accounting Officer
		<ul style="list-style-type: none"> Education Support – improvement of standards, staff development, LAB membership 			Chair of LAB/Accounting Officer/ School Improvement Partner BCUAT HR Consultant
		<ul style="list-style-type: none"> Provision of certified training and development – MTL, MA, TA Training, QTS etc. 			HELS Education/ BCUAT HR Consultant
		<ul style="list-style-type: none"> Day to day line management of Principal 			Chair of LAB/ Accounting Officer
		<ul style="list-style-type: none"> Student placements 			Accounting Officer / Chair of LAB
		<ul style="list-style-type: none"> Support for curriculum development 			Chair of LAB/ HELS Education/ School Improvement Partner
		<ul style="list-style-type: none"> Local Advisory Board Training and development 			Chair of LAB/ Trust Board

Service to be Provided in support of the Academies	Providing Department	Services to be Provided	Service Provided to:	Service Level Agreement in Place	Key Personnel
School improvement support continued		<ul style="list-style-type: none"> Setting up and running of Local Advisory Board network 			Trust Board /Accounting Officer
		<ul style="list-style-type: none"> Liaison with wider university re academies, volunteering and employment opportunities for students and staff, provision of information, aim higher related liaison, promotion of wider university to academies 			Accounting Officer/Trust Board
		<ul style="list-style-type: none"> Business in the Community support as appropriate 			BCU HR to support via 'Opportunity'
		<ul style="list-style-type: none"> Support for academy networking, membership of relevant support activities 			Trust Board
					Accounting Officer/Trust Board

10. Quality Assurance

Each Academy website should hold copies and details of the following in accordance with the guidance from the Department for Education published on 30 June 2016:

- Name of your academy
- Postal address of your academy
- Telephone number of your academy
- Name of the member of staff who deals with queries from parents and other members of the public
- Name of the principal
- Name and address of the chair of the LAB
- Name and details of the SEN coordinator
- Details about your academy's owner:
- Admission arrangements
- Exclusion arrangements
- Ofsted reports
- Exam and assessment results for Key stage 2 (KS2). The DfE will publish the 2016 KS2 performance tables in December 2016. From December 2016, the academy should publish the following KS2 related information on the website:
 - percentage of pupils that achieved the expected standard in reading, writing and maths
 - average progress that pupils have made in reading between KS1 and KS2
 - average progress that pupils have made in writing between KS1 and KS2
 - average progress that pupils have made in maths between KS1 and KS2
 - percentage of pupils that exceeded the expected higher standard in reading, writing and maths
 - your pupils' average score in the reading test
 - your pupils' average score in the maths test
- DfE performance tables
- Curriculum for every subject, the approach to the curriculum and how parents or other members of the public can find out more information
- Behaviour policy
- Pupil premium including:
 - published details of the pupil premium strategy for the current academic year
 - publish: how much pupil premium funding has been received
 - detail the main barriers to educational achievement that the disadvantaged children in the Academy face
 - how pupil premium funding will be spent to address the barriers and the reasons for the approach chosen
 - how you will measure the impact of the pupil premium

- the date of the next pupil premium strategy review
- For the previous academic year pupil premium publish:
 - how you spent your pupil premium funding
 - the impact that the pupil premium had on pupils
- PE and sport premium for primary academies publish:
 - how much PE and sport premium funding you received for this academic year
 - a full breakdown of how you've spent or will spend the funding this year
 - the effect of the premium on pupils' PE and sport participation and attainment
 - how you will make sure these improvements are sustainable
- Details of special educational needs and disability provisions (SEND)
- Special educational needs (SEN) report
- Accessibility plan for disabled pupils (the accessibility plan can either be a freestanding document or part of another document)
- Equality objectives
- Complaints policy
- A link to the Trust website to view the Annual reports, accounts, memorandum of association, articles of association, names of charity trustees and members, funding agreement, annual members' report and audited financial statement
- LAB member information and duties (update DfE Edubase at the same time)
- Charging and remissions policies
- Values and ethos
- Requests for copies - If a parent requests a paper copy of the information on your website, you must provide this free of charge

Copies of the following documentation should be held by the Academy:

- SEF
- School Improvement Action Plan – regularly updated
- Log of Staff Development
- Log of Staff IPR's and Development Plans

11. Volunteering Opportunities/Student Employment

The Faculty of HELS will be responsible for oversight of the following aspects of wider engagement across the University. It will identify opportunities and invite participation:

- Volunteering – staff and students
- Student Union
- Protocol for academies to request volunteers
- DBS checks where required
- Safeguarding
- Risk Assessment

- Insurance checking

The Trust will also seek opportunities for external engagement with the academies within the Trust. It will seek appropriate opportunities for sponsorship or funding of academy related activities and identify these to academies. It will support applications made to funding streams and will promote opportunities that arise. Examples could include volunteering activity by commercial firms and organisations via Business in the Community, the Chamber of Commerce or Corporate CSR streams and vetting of such offers.

The Trust will also support academies in extending their external networks and support – for example by building relationships from primary feeder schools to receiving secondary education providers and vice versa. It will also encourage academies to join suitable enhancement networks and capitalise on its own membership of these to provide benefit for academies within the Trust.

12. Policies and Procedures

Up to date policies and procedures can be found at www.bcuat.ac.uk and www.cityroad.bham.sch.uk. An up to date policy approval reference guide will be available on the websites in the near future.

Owner of Policy	Central Admin
Legislation Status (Statutory / Non-Statutory)	Non-Statutory
Last updated	17.10.2016
Date Ratified and Version Number	13.07.2016 V2
Date to be reviewed	July 2017