

**DIOCESE OF WORCESTER MULTI ACADEMY TRUST**

**The Diocese of Worcester Multi Academy Trust Offer Document**

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## 1. INTRODUCTION

1.1 Worcester Diocese Academies Trust (WDAT) is a charitable company set up by the Diocesan Board of Education (DBE) in 2011 in response to the challenge of Church of England schools converting to academies; to help support and to appoint academy members and trustees in order to hold governing bodies to account.

1.2 The principal activities of the company are those of ensuring Church of England Academy Trusts within the Diocese of Worcester fulfil their responsibility for the standard of education provided at the academies operated by them, support continual school improvement and promote the Christian character of the schools.

1.3 WDAT has a duty to ensure all Church of England academies within the Diocese of Worcester maintain their Christian distinctiveness - with an aim to be at least 'good' in their SIAMS Inspection. WDAT seeks to encourage each of its academies to deliver holistic education, supporting children in their academic, spiritual, moral, social, cultural and physical development. It is the WDAT expectation that each child, in any Church of England academy within the Diocese of Worcester, has the opportunity to achieve of their very best in every sense so that they are fully equipped for their life ahead.

1.4 WDAT believes in a collaborative approach to ensuring excellence in educational provision and thus aims to encourage all Church of England academies within the Diocese of Worcester to participate fully within the wider Diocesan family by sharing knowledge and best practice, and by supporting each other so the sum becomes much more than the constituent parts.

1.5 WDAT acknowledges that there are several routes available for Church of England Schools seeking academy status. One alternative, is the Diocese of Worcester Multi Academy Trust (DoWMAT), established by WDAT in September 2016.

1.6 DOWMAT, established on the governance principles of a VA school, works with growing number of academies. All are deeply committed to implementing a collaborative approach to developing and securing excellent educational provision for all their pupils.

1.7 DoWMAT serves schools within the Diocese of Worcester which encompasses the Local Authorities of Worcester and Dudley. DoWMAT welcomes both church and non-church schools into the Trust.

1.8 Schools that join the DOWMAT contribute 5% of their General Annual Grant as a membership fee, in return for which they will receive the support and services described in Section 2.0 of this document.

1.9 Each and every academy within the DOWMAT retains a Local Governing Body that will operate under the terms of a Scheme of Delegation set out by the Board of Directors

1.10 Schools wishing to join DoWMAT will be given full support throughout the conversion process.

1.11 The academy conversion grant (currently £25,000) is provided by the DfE, and will be paid to the DOWMAT. The DfE lay down strict parameters for the expenditure of the grant, and the monies will be used to pay services and tasks such as legal advisors and due diligence exercises. The DOWMAT undertake to obtain best value when procuring these services. Any unused grant will be returned to the academy for use by the academy.

## **DoWMAT Vision**

The Diocese of Worcester Multi Academy Trust (DoWMAT) will, through its mission statement 'to love, to learn, to serve', enable all its academies to flourish so that all stakeholders can 'live life in all its fullness'. (John 10:10)

## **DoWMAT Aims**

To Love:

- For pupils to grow and learn in schools where, as children of God, their individual qualities are nurtured to give them fulfilment, self-worth, the skills to contribute to society and confidence in the future
- For staff, accorded dignity and respect, to be enabled to become the very best practitioners that they can be, inspiring and sharing a joy for learning and aspiration
- For academies to be hospitable to diversity, to become the centre of their communities as places of nurture and beacons of educational excellence
- For all learning to be centred in relationships based upon compassion, generosity, truth-telling, forgiveness and reconciliation

To Learn:

- For academies to be resourced and supported so that all pupils within the DoWMAT are enabled to flourish and achieve of their best whatever their starting points
- To ensure staff and governors access high quality professional development so that standards of teaching and learning are excellent
- For academic rigour to be set in the context of rich curricular and extra-curricular opportunities for learning
- For academies to be places where explicit Christian values, collective worship, religious education and opportunities for reflection nurture the spiritual and moral growth of pupils and staff

To Serve:

- To fulfil the wider vision of the Church of England, serving our communities through the work of local academies
- To ensure academies are places of safety for pupils and staff where needs are met with dignity and respect
- To offer help and advice to those who lead our academies at all levels so that they are well equipped to face the challenges ahead
- To ensure that Members, Trustees, Local Governing Bodies and Trust staff understand the pressures, challenges and opportunities of education in the 21<sup>st</sup> century ensuring that those leading and teaching in our academies are resourced and supported

## **In order to fulfil the aims of DoWMAT, all schools wishing to join the Trust will:**

- fully understand, support and live out the vision and aims of the trust
- be rigorously assessed against agreed criteria to ensure that they are operationally sound and viable in terms of budget, staffing, pupil numbers, premises, standards and leadership. ***Schools which are unable to set a balanced, surplus budget will not be able to join until this is possible. Academies within the trust must maintain a surplus budget at all times.***
- aspire to be the very best that they can be so that pupils achieve well and make good progress, whatever their starting points
- benefit from regular, high quality school improvement which will support and challenge. Successes will be celebrated and challenges faced together with hope, wisdom, dignity and an understanding of academies as communities
- be a community of learning so that all stakeholders are able to learn from one another
- if in an OFSTED category, have clear action plans in place to ensure that progress towards expected standards is rapid and that outcomes for pupils are good
- work together locally, across the Trust and in partnerships beyond the Trust to deliver high quality outcomes for pupils

## **2. Diocesan Multi Academy Trust Service Offer**

The DOWMAT has established a comprehensive range of services to support all the academies within the Trust. The services that are provided will be kept under constant review by the DOWMAT and, in discussions with the schools, will be developed and amended as required.

### **2.1 Part 1 –Diocesan Board of Education support:**

**Core Gifted Services which are available to all church schools and academies at no cost and irrespective of membership of the Service Level Agreement (SLA).**

All diocesan church schools and academies will continue to receive a core of services whether or not they enter into the SLA. These are designed to support all of our schools' and academies' deeply Christian character and our ambition is that all schools should be judged good or outstanding in their SIAMS.

The entitlement of all schools includes:

- regular regional governor and headteacher meetings
- places at governor specific training events listed in the Diocesan training programme
- administration and support with foundation governor appointments
- a Diocesan partnership meeting - an annual meeting with a member of the Diocesan Education Team to discuss aspects of the school's deeply Christian character, as defined by the SIAMS Evaluation Schedule
- administration of SIAMS support and telephone or email advice pre and post inspection
- attendance at Ofsted feedback by the DDE or her representative
- access to and information on education resources via electronic mailings and the Diocesan website
- regular information from the Diocesan Education Team
- basic telephone and email advice and support as required
- pastoral support, including in times of crisis

- invitations to all training opportunities and events (N.B. costs to attend will be higher for schools which do not belong to the SLA scheme)
- attendance and support through headteacher appointment processes (interviews and preparation meetings) and an initial visit to a newly appointed headteacher
- attendance at a training course at the Old Palace for newly appointed headteachers
- advice on legal issues related to church school property, site ownership and trust deeds
- support with school buildings issues
- school organisation advice and support (academies, collaborations etc)
- advice, training and resources (e.g. prayer days, BREATHE) from the Worcester Diocese Youth Officer and Children’s Officer
- chaplaincy advice and development with local clergy links from the Worcester Diocese Youth Officer
- monthly ‘drop-in’ term time surgeries, where members of the Diocesan Education Team available to meet face to face or via telephone for all senior leaders, teaching staff and governors.

## 2.2 Part 2 –Diocesan Board of Education Service Level Agreement.

### Services provided to SLA schools and academies:

**The DBE currently provides additional services to schools by way of a SLA. These services will be provided to all academies within the DOWMAT as part of the membership fee i.e. at no additional cost to the academy:**

- access to all training courses set out in the Training Events Programme for an **unlimited number of members of the school staff and/or governing body**
- attendance by up to two school leaders at the annual Diocesan Headteacher and School Leader Conference
- in addition, schools are entitled to **15 hours of support**, offered in a variety of categories, detailed below;

Bespoke, school-based training offered as:	INSET full day	<b>6 hours</b>
	INSET half day	<b>3 hours</b>
	staff meeting	<b>1.5 hours</b>
	twilight session	<b>2.5 hours</b>
<p><b>Bespoke training <u>can include</u> the following topics:</b></p> <ul style="list-style-type: none"> <li>• Developing a Christian Vision for staff and governors</li> <li>• Spirituality training for staff and governors</li> <li>• Collective Worship training for staff and pupil lead worship teams</li> <li>• Understanding Christianity training for staff</li> <li>• RE teaching and learning and/or assessment and monitoring</li> <li>• Being an effective governing body for all school governors</li> <li>• SIAMS monitoring for governors</li> <li>• New SIAMS Framework for all staff and governors</li> <li>• School-based ASP training for staff or governors</li> </ul>		
<b>Audits and Reviews available:</b>		<b>Academies</b>

Level 1 DfE website check (carried out offsite)	<b>3 hours</b>
Level 2 DfE website check (carried out in school)	<b>4 hours</b>
RE subject audit	<b>6 hours</b>
Collective Worship and Spirituality review	<b>6 hours</b>
Statutory policy audit	<b>5 hours</b>
Inventory of all school property valued at £250 and above	<b>6 hours</b>
Whole school teaching and learning review	<b>9 hours</b>

These services will be delivered, as they are now, by the Diocesan Education Team.

Schools may indicate how they wish to make use of their 15 hours of support by contacting the Diocese of Worcester Education Team.

### 2.3 Part 3 –Diocese of Worcester Multi Academy Trust (DoWMAT) Services

The DOWMAT will provide a range of high quality services to the schools within the Trust, in exchange for the membership fee.

#### 2.3.1 General

All DOWMAT academies will benefit from:

- Provision of Trust Members for the DOWMAT
- Provision of Directors for the DOWMAT
- Trust salaries including CEO, Finance Director, Central Finance Team, Central Education Team and Central Administration
- Support with negotiations with the Local Authority (LA) on all individual academy matters
- Negotiations with the LA on academy matters at a strategic DoWMAT level
- Relationships with the LA, Department for Education (DfE), Education and Skills Funding Agency (ESFA) and Regional Schools Commissioner (RSC) at a strategic DoWMAT level
- Relationships with the Diocesan Board of Finance (DBF) and Diocesan Board of Education (DBE)
- Monthly briefing sheets on all relevant topics
- Annual DoWMAT Headteacher conference or equivalent
- Facilitated school to school networks
- Succession planning
- Risk management at a Trust level and the preparation and oversight of DoWMAT risk and issue registers
- Basic telephone and e-mail advice and support as required
- Access to and information on education resources via electronic mailings and the DoWMAT website
- Attendance and support though Headteacher and Deputy Headteacher appointment processes (interviews and preparation meetings)
- Access to new Headteacher Induction / Mentoring programme, access to NQT programme, Pastoral Support, including in times of crisis

- Invitations to all training opportunities and events, including bespoke training (Staff or governors)
- Support through the Ofsted process
- Crisis Management Support

### 2.3.2 School Improvement

All DOWMAT academies will benefit from a school improvement service which will:

- Support and challenge through a minimum of six visits a year – one visit to undertake the Headteacher’s Performance Management
- Be bespoke
- Build capacity within individual academies and school to school
- Develop self-sustaining school improvement
- Facilitate system leadership
- Work in partnership with existing centres of educational excellence
- Share best practice, research and evidence
- Provide quality assured professionals to act as trusted partners
- School Improvement Reviews, as required

The DOWMAT will build on the clarity of vision and purpose of education, derived from the historic Church of England foundation of inclusive Christian education. This vision underpins school improvement and helps to create the climate in schools to enable the whole school community to thrive.

### 2.3.3 Finance and Business

The DOWMAT finance team offers professional support to enable academies to plan and manage their budgets effectively, and to ensure compliance with good financial practice. The team will work with academies to achieve effective financial management and assurance in governance, leadership and management.

DOWMAT academies will receive;

- Strategic finance support from a central finance function
- Support of all financial, back office and business support functions
- Provision of DoWMAT financial handbook, policy setting and liaison with the ESFA
- Bespoke financial package and set up of bank account
- Annual accounting software licences
- Training and support
- Advice with regard to budget setting
- Support for 1 – 3 year budget preparation and management
- Budget monitoring / biannual budget meetings with the headteacher, DoWMAT COO
- Procurement, best value and contract negotiation
- Support with applications for additional grants and funding opportunities
- Support with the management of all month end procedures and submissions e.g. VAT returns, if required by the school
- Support with the preparation of monthly management accounts, if required by the school
- Support with the administration of the Teachers’ Pension Scheme and Local Government Pension Scheme including annual certificates and audit administration
- Preparation and audit of annual accounts
- Regularity audit
- Preparation and submission of the SORP - charity accounts

- Completion and submission of all reports required by DfE and EFA
- Ensure compliance to the academies handbook and accounts direction
- School business management forum

It is recognised that schools in the Diocese of Worcester may have signed alternative Finance Service Level Agreements. In those cases, the service provided by the DOWMAT to the academy will be refined to suit the agreement and the services being provided.

#### 2.3.4 Human Resources / Staffing

The DOWMAT HR team will coordinate HR services from the central team. DOWMAT academies will receive support with:

- Strategic HR advice
- Headteacher / Deputy Headteacher recruitment
- CEO attendance at Headteacher Performance Management
- Negotiations with Unions
- CPD/training opportunities for governors and staff
- Review of HR practice and disseminating best practice
- Advice and support to Headteachers and Local Governing Bodies so they can carry out their responsibilities
- Access to specialist HR legal advisers
- Support with day to day HR queries
- Payroll
- Staff contracts

It is recognised that schools in the Diocese of Worcester may have signed alternative HR Service Level Agreements. In those cases, the service provided by the DOWMAT to the academy will be refined to suit the agreement and the services being provided.

#### 2.3.5 Health and Safety

The DOWMAT works with an external consultant to provide strategic health and safety advice to the DOWMAT and academies. All DOWMAT academies will benefit from:

- Up to date policy documentation through the development and coordination of common policy and share best practice
- Advice on occupational health
- Advice on welfare and security
- Educational visit training, as appropriate
- Regular H&S updates
- Coordination of annual visit which will include checks to ensure the academy school's testing regime is up to date

#### 2.3.6 Policies and Procedures

All DOWMAT academies will benefit from:

- Up to date policy documentation through the development and co-ordination of DoWMAT policies
- Annual review to ensure each academy has all statutory policies / key documents in place (provided through the DBE SLA)

### 2.3.7 Governance Support

All DOWMAT academies will benefit from:

- Support and advice for local governing bodies
- Training and continued support of the LGB
- Governance support when establishing committees etc.
- CPD/training opportunities for governors and staff
- NGA membership
- Processing LGB appointments
- Chair of Governors reference group
- Provision of the Scheme of Delegation
- Recruiting developing and training for effective governance
- Telephone support and advice
- Maintenance of governor database
- Support with skills audits
- Attendance at LGB meetings as required, and at least once a year

### 2.3.8 Premises and Insurance

All DOWMAT academies will benefit from:

- Support for a strategic approach to estates management and premises development
- Negotiation and set-up of insurance premiums, including land and buildings
- Arrangement of RPA insurance for each academy
- Advice on insurances and insurance liaison
- Procurement of all legally required insurance covers
- Emergency planning and implementation
- Annual audit of H&S and legal compliance
- Advice on catering and cleaning contracts
- Cross DOWMAT procurement of utilities
- Advice on community use of facilities

The DOWMAT will also oversee any capital projects and provide advice on:

- Writing, submission and tendering of all condition improvements fund bids and other capital projects
- Tendering for capital projects
- Management of capital projects

### 2.3.9 I.T. / Data Services

All DOWMAT academies will benefit from:

- Annual website compliance checks (through the DBE SLA)
- Registering with the ICO
- Advice / support with GDPR
- Support with DoWMAT MIS / assessment programs
- Access to key documents / forums via Sharepoint

### 2.3.10 PR Marketing and Communications

DoWMAT will offer the following to meet marketing and communication needs within its academies;

- DoWMAT website
- Access to key documents / forums via Sharepoint
- Information sessions to LGBs / GBs
- Half termly Headteacher meetings
- Annual Headteacher Conference
- Termly meetings for the Chairs of the LGBs
- Support for recruitment and retention, as required

### 2.3.11 Admissions

All DOWMAT academies will benefit from:

- Production of a model admissions policy
- Advice on admissions consultations
- Advice and support for admissions
- Liaison with LA admissions teams
- Strategic response to changing admissions needs
- Attendance at meetings
- Access to an Admissions Appeals Panel (charged at cost)

### 2.3.12 Safeguarding

All DOWMAT academies will benefit from:

- A model policy which is updated at least annually in line with current legislation
- An initial safeguarding audit
- Advice and guidance on the single central register
- Support in dealing with allegations against staff etc
- Guidance on mandatory training

### 2.3.13 Legal

The DOWMAT has a working relationship with a nationally recognised law firm who provide a telephone helpline service, giving academies access to initial advice. Should further support be required, this is paid for by the academies but at preferential rates.

## 3. OBLIGATIONS OF INDIVIDUAL ACADEMIES TO DOWMAT

3.1 Schools that join the DOWMAT will;

- Agree to live the DoWMAT mission statement, 'to love, to learn, to serve'. (See DoWMAT Aims)
- Contribute 5% of their General Annual Grant as a membership fee, in return for which they will receive the support and services described in Section 2.0 of this document
- Accept the published Scheme of Delegation and understands this may be subject to change following annual reviews by the Trust Board. This is non-negotiable.

- Set a three year budget that will not take it into deficit
- Understand that, while DoWMAT will respect the local management and opinions of the Local Governing Body, final strategic decisions will remain the responsibility of the Board of Directors
- Agree to work collaboratively with staff in academies across DoWMAT to support best practice in teaching and learning in each DoWMAT academy
- Understand that the cost of conversion to academy status is covered by the conversion grant but if this figure is exceeded, the additional cost will be covered by the school

3.2 Termly data returns must be submitted to the DOWMAT in the required timescales, containing key data using a standard template. This will be used to inform school improvement and how this will be best achieved.

The standard template will be kept as short and simple as possible to minimise the administrative burden, whilst still presenting all of the required data. There will be sections for the Academy to self-evaluate and RAG rate

- Leadership and Management
- Personal development, behaviour and welfare
- Quality of teaching, learning and assessment
- Outcomes for pupils
- Self-Evaluation against SIAMs Framework

There will also be a data return section which will be based on the current DfE / Ofsted criteria.

The termly reports will be circulated to the DOWMAT board in advance of any meeting and, if appropriate, individual academies will be asked to attend the board meetings to present their reports. Attendance will be mandatory if so requested.

#### 4. WHAT IS NOT COVERED BY THE SERVICE LEVEL AGREEMENT:

The membership fee will cover all central services but will not cover all management and support services necessary to run a successful academy. For example, learning support and IT support, although it is hoped that as the trust grows, these services will be able to be brought in house. The distinctions will be discussed with the school during the conversion process.

#### APPENDIX 1 - Constitution of the Local Governing Body

1. In terms of Foundation Governor representation, the Local Governing Body (LGB) composition shall remain as the predecessor school. Should an inspection report indicate that the school and governing body is not achieving as expected, DOWMAT reserves the right to intervene at the appropriate level, including as a last resort to replace the LGB.
2. In the event that the predecessor school has an interim executive board, the DOWMAT will appoint a committee consistent with the Articles to act as local governing body of the Academy.
3. The CEO and Directors (all or any of them) shall also be entitled to attend any meetings of the LGB. Any Director attending a meeting of the LGB shall not count towards the quorum for the purposes of the meeting and shall not be entitled to vote on any resolution being considered by the LGB.
4. All persons appointed or elected to the LGB shall give a written undertaking to the Directors to uphold the objects, ethos and mission of WDAT and the DOWMAT.
5. Any governor vacancies must be notified to the DOWMAT as soon as they arise and noted in LGB minutes.
6. Subject to the provisions of the Companies Act 2006 and in accordance with the DOWMAT Articles of Association, every member of the LGB or other officer or auditor of the DOWMAT acting in relation to the

Academy shall be indemnified out of the assets of the DOWMAT against any liability incurred by him/her in that capacity in defending any proceedings, whether civil or criminal, in which judgment is given in favour or in which he is acquitted or in connection with any application in which relief is granted to him/her by the court from liability for negligence, default, breach of duty or breach of trust in relation to the affairs of the DOWMAT.

## APPENDIX 2 - Scheme of Delegation

The Scheme of Delegation for the DOWMAT, and the academies that are included within, is as shown on the DoWMAT website ([www.dowmat.education](http://www.dowmat.education)). Each local governing body (LGB) within the DOWMAT will operate under the terms of this Scheme of Delegation, which is subject to review by the Directors of the DOWMAT on an annual basis.

Subject to the academy achieving progress as expected, the DOWMAT will operate a 'light touch' approach allowing academies to operate independently. Where an Inspection report (or any other report as defined by WDAT or the DOWMAT) indicates there are weaknesses in governance at the academy, the DOWMAT will trigger appropriate intervention (see Section 4 above). In such a case, the LGB will continue to have the same level of delegation but will be subject to greater scrutiny and evaluation about how they operate.

## Glossary

**CPD** – Continuing Professional Development. This would be available for all members of staff and governors within DOWMAT as appropriate.

**DBE** – Diocesan Board of Education. Appointed by the Diocese to oversee the education of all children in church schools in the Dioceses of Worcester and Dudley. Members represent a variety of interests, including the church, schools and the local authorities. The DBE reports to diocesan synod annually. There are 25 voluntary aided schools and 75 voluntary controlled schools in the Dioceses of Worcester and Dudley.

**DBF** – Diocesan Board of Finance. The board is responsible for the custody and management of the Diocesan Synod's financial affairs and is charged with a duty to promote and assist the work of the Church of England in the Diocese of Worcester and elsewhere.

**DDE** – Diocesan Director of Education. Appointed by the DBF to lead the work of the diocese within schools and to support the SIAMS process. The post is supported by a small team, some of whom are recent head teachers, with a wide range of expertise.

**DfE** – Department for Education. This body is led by the Secretary of State for Education, who is appointed by the Prime Minister. The department is responsible for the education of all pupils in England.

**DOWMAT** – the Diocese of Worcester Multi Academy Trust. Set up by the DBE to be the operational arm of the its work with academies. It will have 3 members and 7 directors, each with a particular expertise needed to operate a successful MAT.

**ESFA** – Education and Skills Funding Agency. This is the body that funds academies; money is paid directly to the schools each month.

**HR** – Human Resources. A department which deals with all areas of staffing and payroll.

**LA** – Local Authority. The body which has responsibility, through the County Council, for standards of achievement in all schools in Worcestershire and Dudley. Historically, they have provided many of the services which will now be provided by DOWMAT.

**LGB** – Local Governing Body. It fulfils all the same functions as a full governing body but is answerable to DOWMAT, instead of the LA.

**LGPS** – Local Government Pension Scheme. Currently all staff, other than teachers, make contributions to their pensions through this body.

**MAT** – Multi Academy Trust. A group of schools who, through a legally binding agreement, have agreed to work together for their mutual benefit.

**NGA** – National Governors Association. A national organisation which supports governors through research, information and dialogue.

**RAG** – Red, Amber, Green. A quick way to assess either priorities or progress towards set targets.

**RSC** – Regional Schools Commissioner. Academies fall into a separate region. Ours is the West Midlands. The RSC is responsible to the Secretary of State for Education for the standards and achievements of all academies in their region.

**SIAMS** – Statutory Inspection of Anglican and Methodist Schools. Anglican and Methodist schools are inspected once every five years to ensure that they are effective as distinctive Christian schools.

**SLA** – Service Level Agreement. An agreement between the DBF and a school for the DBE to provide a range of services. It is funded by the school and is based on a lump sum and a per capita payment.

**SORP** – Standard operating and reporting procedures. These will be uniform across DOWMAT to ensure schools are able to concisely report financial and educational data to the board.

**TPS** – Teachers Pension Scheme. This body administers the contributions that employers and teachers make to teachers' pensions.

**VA** – Voluntary Aided church school. The Governing Body is the employer of all staff and is also the admissions authority. The majority of governors are appointed by the diocese. The land and buildings are usually owned by a charitable foundation.

**VAT** – Value Added Tax. A tax set by central government for a variety of services and goods. It is currently 20%.

**VC** – Voluntary Controlled church school. The LA authority employs the staff and determines the admissions policy. The land and buildings are owned by the LA. These would be leased to DOWMAT if a school decides to join.

**WDAT** – Worcester Diocesan Academy Trust. This body is set up by the DBE to provide an executive role within its academy strategy.