

NORTHERN STAR ACADEMIES TRUST
OPERATING PROCEDURES:
BUSINESS MANAGEMENT PROCESSES



NSAT BUSINESS MANAGEMENT FRAMEWORK

How we share responsibilities for key business
management processes across our Trust

November 2025

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Section 1: Introduction

This framework is about how we organise ourselves as a Trust Partnership to be operationally efficient and effective. It describes how we manage the business of schools and the Trust outside the classroom, to support high quality teaching and learning.

The framework has three broad aims. These are:

- to support **consistency and coherence** in operational management across the Trust by defining roles and responsibilities and “who does what”;
- to provide a framework for driving **continuous improvement** of operational and business management, so that we continue to develop as a Trust; and
- to consolidate a scalable operating model across our Trust, **supporting further future growth.**

Some of the processes set out here are described in greater detail in companion NSAT manuals covering finance; recruitment; the SCR; and payroll management. These are cross referenced where relevant.

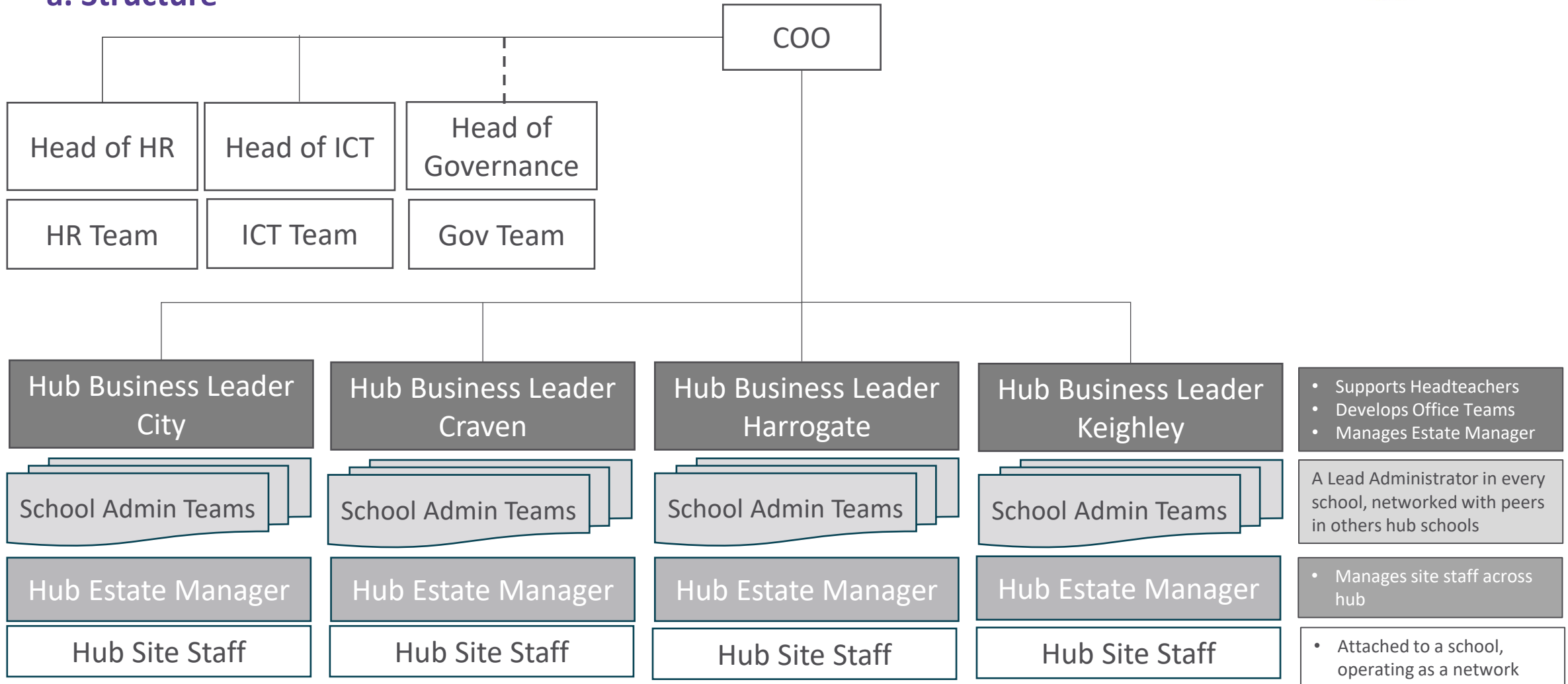
This framework is modelled on frameworks developed by the Institute of School Business Leadership (ISBL). The Institute has defined the key disciplines of operational and business management in schools. These are:

- the management of finance and resources
- procurement
- infrastructure management (that is, estates, facilities and capital management)
- people and HR management
- marketing and income generation

The framework sets out how these disciplines are managed within NSAT. For each business area, the framework defines the roles and responsibilities of the Trust centrally and school-based business management and administration.

Section 2: How We Work

a. Structure



b. Systems

System	What is it used for?	Who uses it as part of their job?		
		Hub Business Leader	Hub Estate Manager	School Office Team Leader
Arbor	Overall Management Information System (MIS). Holds all pupil-related data. Includes App.	Yes	No	Yes
Every (HR)	Holds all staff data and payroll functions.	Yes	No	Yes
Every (Compliance)	Holds all buildings compliance records, a library of key policies and documents	Yes	Yes	Yes (Documents)
Intacct	Purchase ordering	Yes	Yes	Yes
IMP	Budgeting	Yes	No	No
CPOMS	Safeguarding reporting	No	No	Yes
Staff Safe	Staff wellbeing and safeguarding reporting	Yes	No	Yes
Jedu (Judicium)	Health and Safety auditing	Yes	Yes	No
Inventry access system	Visitor, staff (and students in high school context) access management	Yes	No	Yes

c. Knowledge Management

We hold all our information securely within the Office 365 environment, using Sharepoint and our Trust-wide intranet, The Loop. This means we can share access to information, and documents are accessible from any location, on any device, at any time (subject to appropriate permissions).

These are the key Loop sites for business, estate and admin staff.

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NSAT Business Network

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New

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Page details

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Preview

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Analytics

Welcome to the NSAT Business Network

This site is for colleagues who provide business, operational and administrative support within NSAT, either in schools or within the Trust Team. Unlike other areas of The Loop, this site is only open to colleagues with access permission. This also enables colleagues to upload documents and to edit content within this site if needed.

Easy access to business management resources:

- Arbor and Every Help Centres
- Insurance certificates
- Photolibrary, logos and templates
- Login links
- Census dates

<https://northernstaracademies.sharepoint.com/sites/nsat-businessnetwork>

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NSAT Estate Management - The Loop

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Analytics

Welcome to the NSAT Estate Management Site

This is a closed site for colleagues with responsibility for business, estate and site management. Unlike other areas of The Loop, if you have access to this site, you can also edit, upload and download content.

Easy access to estate management resources:

- Site and building plans, condition reports
- Legal documents – leases etc
- Meeting dates
- Useful estates documents
- SCA documents

<https://northernstaracademies.sharepoint.com/sites/NSATEstateManagement-TheLoop/SitePages/Home.aspx>

Section 3: Roles & Responsibilities

a. Overview

WHOLE TRUST	HUB		SCHOOL
Trust-wide Functional Teams: Finance, HR, IT, Governance	Hub Business Leader	Hub Estate Manager	School Admin Lead ("Common Core Tasks)" in all schools)
Key Trust-wide responsibilities: - Set and maintain trust-wide policy frameworks across all business areas - Overall management of trust-wide systems - Lead trust-wide procurements - Sign off on budget setting - IT security and systems standards - Determine governance model - All HR casework and advice - Payroll management - Ensure upward accountability and reporting to Trust Board	Key Hub responsibilities: - Overall financial oversight of hub school budgets - Lead, develops and supports School Admin team effectiveness - Manages Hub Estates Manager - SCA planning - Drives hub level procurement planning - Advises Headteachers on all operational/business matters - Oversight and management of catering service at Hub level - Lead on risk management, incident management and business continuity across Hub.	Key Hub responsibilities: - Leads all site staff and oversees planned maintenance of sites - Manages H&S compliance activity and H&S risk assessments (including oversight of incident/accident reporting). - Oversees cleaning services. - Oversees delivery of capital projects. - Inputs to capital budget bids - First port of call for estate emergencies	Key school-based responsibilities: - Parent and visitor first point of contact & parental comms - Admissions - Staff absence admin & cover arrangements - Maternity risk assessments - Monthly payroll variations - Maintain compliant SCR - Pupil census - Ordering & goods receipting - Payments system admin - Pupil attendance admin - School meals administration - Data returns (LA, Trust, DfE etc). - Inventory system admin - Staff training records - First Aid and accident recording

b. School Level “Common Core”

This is not intended to be an exhaustive list of every task that falls on a school admin team. Some office tasks – such as managing the school’s “front of house” with parents and other visitors - are self evident. Many other tasks are a consequence of how workloads are allocated locally and may vary from one school to another. Instead, this list is the core set of responsibilities that rests in every school office across the Trust to ensure the maintenance of effective trust-wide systems. This is the “common core”.

Common Core Responsibility	What the responsibility means	What office staff are able to do
Safeguarding: Every school office maintains a compliant Single Central Record	This means maintaining accurate records in the Every SCR module so that they are always up to date, including uploading relevant documents such as letters of assurance.	• Use the Every SCR system confidently to input and maintain data. • Identify when information is missing and what action to take. • Know when to seek advice on SCR maintenance and where to get it.
Finance: Every school office manages routine financial transactions	This means entering orders into the Intacct system, providing POs to suppliers for billing and receipting goods.	• Access and use the Intacct system.
Payroll: Every school office alerts HR of any monthly payroll variation which affects staff pay	This means providing monthly payroll variation information to HR as a result of changes of staff working hours (which are not the subject of an overtime e-claim).	• Recognise when a pay roll variation has occurred and understand the process for notifying HR. • Able to complete the relevant spreadsheet accurately, within the payroll deadline. [NOTE: There is wide variety of practice in this area currently. This will require early action (with HR colleagues) to standardise practice].
School meals: Every school office manages the admin systems for school meals	This means ability to manipulate the Arbor app to enable meal choices (where relevant) and meal payments, monitor any school meal debt and supports admin to maximise free school meal uptake.	• Add meal menus to the Arbor app for pre-order (in primaries). • Manage payment systems via Arbor Pay. • Under direction, manage school meal debts • Administration related to FSM meals

Common Core Responsibility	What the responsibility means	What office staff are able to do
School Census: Every school office completes the school census (x3 each year)	This means completing and submitting the school pupil census, three times each year, within the deadlines set by DfE.	With support, know how to complete the school census ready for approval and submission within deadline.
Staffing: Every school office records local HR information	This means recording information in the Every HR system which takes place at school level, specifically: changes in staff working pattern which do not affect pay; staff absence and return to work (RTW) records.	Use the Every SCR system confidently to input and maintain data. [NOTE: RTW processes vary from school to school. This will require discussion with HTs and admin teams to establish robust working arrangements locally].
Arbor management: Every school office has sufficient knowledge of the Arbor system (including the parent app) to manage most everyday routine business.	This means being able to conduct everyday Arbor administration such as the addition of new joiners and removal of leavers. Able to support parents to set up and use the Arbor app.	- Able log into Arbor and use the system confidently for commonplace administration tasks. - Set up and use the Arbor app.
Internet and intranet: Every school office can add emergency update messages to school websites and (where relevant) school intranet sites.	This means being able to add alerts to the school website (eg in case of unexpected closure) and carry out simple edits when needed (such as changing names, dates etc). This also means being able to add news and alerts to school intranet sites (as they come online). This will be an evolving development objective for most schools.	- Able to log into the school website content management system (CMS). - An understanding of the tools available within the CMS. specifically in relation to emergency announcements. - Able to make simple edits to existing content within school websites – such as correcting a spelling mistake or correcting an error. - Able to access Sharepoint to a level which enable making simple edits or additions to school intranet sites.

c. Roles & Responsibilities: By Business Area

Finance & Resources

This is how we make best use of the financial resources that are available to the Trust. It covers the effective management, reporting and recording of school and Trust finances. It includes effective budget planning, monitoring, control and communication of financial information for decision-making. **These areas are covered in more detail in the NSAT Finance Manual.**

Task	What happens at Trust Level	What Hub Business Leads Do	What School Admin Teams Do
Budget Setting and Budget Control	The Trust: • Determines trust-wide budget parameters and works with Hub Business Leads and school leaders with the budgeting process. • Sets central budgets and prepares and submits the consolidated budget for the whole Trust. • Conducts regular budget monitoring meetings with Headteachers and Hub Business Leads. • Completes all regulatory budget returns.	• Works closely with headteachers to prepare a school budget. • Holds regular meetings with headteachers to monitor budgets in-year to identify and manage challenges. • Monitors school level spending to ensure spending stays within budget. • Ensures budget software system (IMP) is up to date to reflect an accurate picture of school budgets. • Leads school admin teams in day to day budget management.	• Adheres to budgets in procurement at school level. • Monitors school level expenditure to make sure orders are entered in an accurate and timely way.
Financial Management and Control <i>See NSAT Finance Manual for more detail.</i>	The Trust: • Establishes and maintains a robust financial control environment. • Has overall management and control of the Trust budget-setting system. • Processes all payments and receipts. • Ensures a compliant Trust Finance Manual is in place	• Ensures local compliance with the provisions of the Finance Manual. • Ensures Trust finance software systems are up to date in relation to their schools.	• Uses Trust finance software system to support local procurement. • Observes the requirements of the finance manual in relation to local transactions.

Task	What happens at Trust Level	What Hub Business Leads Do	What School Admin Teams Do
Economy and Efficiency	The Trust: - Identifies opportunities for central procurement to achieve economies of scale. - Oversees tender processes for trust-wide procurement to ensure best value.	- Challenges school-level planning to ensure the best use of resources at all times. - Ensures all local procurement follows best value principles.	Observes the requirements of the finance manual in relation to local transactions, observing best value requirements.
Risk Management	The Trust: - Sets the overall risk management policy. - Maintains the Trust-wide risk register.	Maintains school-level risk registers and reviews them with headteachers. .	

Procurement

This is how we buy the goods and services that schools and the Trust need to operate. This covers everything from how we procure (say) energy for many thousands of pounds, to how we buy office stationery for small amounts. There are strict rules for who can authorise expenditure, and the limits on their authorisation. **These are set out annually in the NSAT Finance Manual.**

Task	What happens at Trust Level	What Hub Business Leads Do	What School Admin Teams Do
Tendering and Purchasing	The Trust: • Sets the rules for procurement and authorisation limits in the NSAT Finance Manual. • Leads procurement for any Trust-wide goods and services. • Mandates the use of the purchasing and ordering system across the Trust and provides training in its use. • Processes all payments.	• Oversees all procurement at school level to ensure compliance with the Finance Manual and to monitor spend vs budget. • Leads on the tendering /procurement process for school-wide goods and services, ensuring a compliant process. • Enters requisitions into the procurement system for procurements they are leading.	• Enters requisitions into the procurement system, in line with available budgets. • Liaises with Trust finance processing team.
Contract Register	The Trust: • Sets the framework for contract registers in Every. • Maintains the contract register for Trust-wide contracts.	• Establishes and maintains school level contract registers in Every, managing renewals, cancellations and/or retendering processes.	• Maintains contract registers under the guidance of the Business Manager.
Contract Management	The Trust: • Sets the performance framework and KPIs for trust-wide contracts.	• Manages the performance of school-level contractors.	• As directed by the Hub Business Lead, manages the performance of smaller contracts.

Infrastructure

This is how we manage our estates and buildings to make sure they are well maintained and that we are operating safely and efficiently. It also involves making the best use of our available assets so that we are making best use of the space available to us to improve the quality of education delivered.

Task	What happens at Trust Level	What Hub Business Leads Do	What School Admin Teams Do
Estate Management	The Trust: • Sets the overall estates strategy, which is informed by up to date condition survey data and current asset management plans. • Aligns SCA funding to the needs of the estate, in response to submission from schools based on their asset management plans. • Agrees governance structure for managing capital works.	Manages the Hub Estates Manager to: • Maintain an up to date asset management plan based on expert condition surveys. • Maintain school estate document and data, as defined in GEMS guidance. • Manage a planned rolling programme of maintenance and improvement of buildings. • Develop annual bids to SCA funding. • Manage capital projects to ensure they are delivered on time and on budget. • Manage site staff/teams and contractors when on site.	• Enter requisitions into the procurement system. • Liaise with Trust finance processing team.
Suitability and Sufficiency of Estate	The Trust: • Commissions external expertise when needed to support capacity planning.	• Works with headteachers to ensure the use of school space is optimised to maximise school efficiency and effectiveness.	

Task	What happens at Trust Level	What Hub Business Leads Do	What School Admin Teams Do
Health & Safety Compliance	The Trust: • Sets the Trust-wide H&S policy. • Ensures that there is an external H&S competent person in place. • Ensures there is regular external audit of H&S compliance in schools. • Sets the compliance framework which is monitored via Every.	Manages the Hub Estates Manager to: • Take on the role of the designated health and safety lead in schools, and ensures local H&S policy is completed • Organise H&S inspection visits each year, and takes lead responsibility for follow up 30 day action plans. • Sets in place a planned maintenance programme to meet legal compliance requirements and maintains accurate records on Every. • Ensure there is a mechanism for recording health and safety-related incidents and manage the investigation of any incidents as required.	• According to local arrangements, may record accidents and other health and safety incidents, within the processes set by the business manager. • Working with the Hub Estates Manager, may ensure that Every compliance records are up to date.
Facilities: Site Management and Cleaning	The Trust: • Facilitates the development of consistent standards for cleaning across Trust schools. • Facilitates collective procurement of cleaning consumables.	Manages the Hub Estates Manager to: • Manage site staff (caretakers etc) to ensure their time is used effectively to maintain the estate. • Ensure there is an effective cleaning service in place (whether in-house or contracted out), and provide (or ensure) effective management and supervision of cleaning services. • Ensure there is effective training and induction in place for cleaning teams.	

Task	What happens at Trust Level	What Hub Business Leads Do	What School Admin Teams Do
Facilities: Catering	The Trust: • Tenders and contracts for a Trust-wide catering partner. • Sets an ethical food charter. • Ensures audit of performance of catering provider.	• Manages the local delivery of the Trust catering contract in school, liaising directly with the provider to maximise uptake of meals and resolve challenges. • Ensures effective debt management in relation to school meals.	• Communicates with parents as required, including on payment arrangement and debt management.
Grounds Maintenance	The Trust: • Develops a Trust-wide contractor framework to achieve economy and efficiency	Manages the Hub Estates Manager to: • Develop specification and tenders for grounds maintenance services. • Develop and manages grounds maintenance plans for schools. • Liaise with, and manages the performance of, contractors.	• Under the direction of Hub Estates Manager, liaises with contractors on site.
Energy	The Trust: • Secures Trust-wide contracts for the supply of energy.	• Develops and implements plans for improving energy efficiency of school buildings by reducing their environmental impact, for example by improving energy efficiency, reducing water consumption and pursuing decarbonisation projects.	• According to local arrangements, may take meter readings (in some locations this will be done by site staff).

Task	What happens at Trust Level	What Hub Business Leads Do	What School Admin Teams Do
ICT	The Trust: • Sets the Trust-wide digital strategy, including security and system standards • Leads development of the Trust-wide IT infrastructure and network. • Manages IT procurement • Provides IT support to schools.	• Identifies individual school IT priorities. • Develops costed plans within school budgets for IT requirements.	• Liaise with IT technicians on their scheduled visits, as necessary.

Human Resources

In the context of this manual, this is how we manage our people to ensure regulatory and legal compliance with the highest standards of employment practice, ensuring we recruit and retain the right people to deliver schools' and the Trust's strategic priorities.

Task	What happens at Trust Level	What Hub Business Leads Do	What School Admin Teams Do
HR Policies	The Trust: • Sets Trust-wide HR policies and keeps them under review. • Consults with Trade Unions via the JCC. • Facilitates training in HR policies where necessary.	• Ensures local line management practice is compliant with HR policies and safeguarding requirements (including the SCR and Safer Recruitment), with a particular focus on attendance management.	• Maintains HR records for school staff.
HR Casework	The Trust: • Advises school leaders and Hub Business Leads on individual HR casework. • Engages legal advice and external HR advisory support when needed. • Supports leaders directly with individual casework which involves formal disciplinary or capability processes. • Manages all long term absences	• Leads implementation of Every attendance management module in school and oversees management of short term absence to ensure compliance with policy.	• Ensures that local HR records are up to date and relevant documents are uploaded to Every.
Employment contracts and records	The Trust: • Prepares contracts for all new starters. • Issues variation letters when an individual's terms and conditions change. • Uploads centrally issued documents to individual's Every record.	• Ensures schools have accurate and up to date HR files at school level. • Supports school admin teams with maintenance of Every HR records. • Oversees destruction of files in line with data retention and destruction policy.	• Ensures that local HR records are up to date and locally-held documents are uploaded to Every.

Task	What happens at Trust Level	What Hub Business Leads Do	What School Admin Teams Do
Payroll Management <i>See NSAT Payroll Manual for more detail.</i>	The Trust: - Has overall responsibility for the monthly payroll management process. - Liases with the external payroll provider. - Conducts budget reconciliations against payroll. - Gives final approval to the payroll, based on the data provided by schools.	Gathers and approves payroll changes at the start of the monthly payroll cycle and ensures variations are submitted on time for processing (either directly or via school admin leads).	Gathers monthly pay roll changes.
Recruitment <i>See NSAT Payroll Manual for more detail.</i>	The Trust: - Defines detailed roles and responsibilities within the recruitment process via the NSAT Recruitment Manual. - Approves all recruitment via “Request to Recruit” forms. - Places all recruitment advertising. - Leads on headteacher recruitment.	- Maintains oversight of recruitment activity at school level, within the terms of the NSAT Recruitment Manual. - Ensures that local recruitment practice is compliant in respect of Safer Recruitment and SCR requirements.	Administers school recruitment processes as defined by the NSAT Recruitment Manual (in summary, leads on candidate management and interview logistics).
Single Central Record (SCR)	The Trust: - Maintains the NSAT SCR Manual which defines roles and responsibilities in respect of maintaining Every SCR records. - Supports schools with QA checks on school SCRs.	Ensures that school’s have effective arrangements for maintenance of their SCR (via Every and locally-held HR records), so that schools have compliant SCRs at all times.	- Maintains records so that schools are compliant with SCR requirements at all times. - Understands how to generate a compliant SCR from the Every database.

Marketing

This is how we manage our external communications and maximise additional revenue generation.

Task	What happens at Trust Level	What Hub Business Leads Do	What School Admin Teams Do
Communications and Promotions	The Trust: • Advises and supports all formal marketing output. • Handles all regional or national media enquiries. • Manages NSAT Trust website and whole-trust social media accounts. • Audits and supports management of content of school websites • Sets the Trust brand guidelines.	• Supports local communications targeted with their own local school communities.	• Administer all communications targeted at their own school community, as directed by school leaders. • Able to make basic updates to school websites.
Income Generation	The Trust: • Leads on bidding processes to national or regional bodies/organisations where the potential beneficiaries are more than one school within the Trust.	• Supports headteachers with local bid writing/grant applications to local organisations and/or where the potential beneficiary is a single school. • Promotes and manages lettings to maximise additional income.	

Section 4: Hub Business Leadership

a. Introduction

This section focuses on the particular contribution that Hub Business Leaders make to the Trust. It draws on the professional standards developed by the Institute of School Business Leadership, to define the role that Hub Business Leaders play within our operating model.

The success of Hub Business Leaders is determined by their ability to forge strong working relationships with others within their hub: their Hub Estates Manager, school-based office teams and school leaders. To deliver against their objectives, Hub Business Leaders will be skilled in achieving results through others, enabling every part of the operating model to run smoothly.

The remit of Hub Business Leader is wide. It covers a wide range of disciplines and can often be driven by unexpected events. In addition, no two schools are exactly the same. The weighting within a Hub Business Leader's may vary according to schools' financial position, the condition of its estate or the needs of its staff.

That said, all Hub Business Leaders work within a single operating model, applying Trust policies and procedures consistently and using Trust-wide systems.

The following pages set out how Hub Business Leaders work consistently across schools to promote effectiveness and consolidate a scalable operating model across the Trust.

These shared expectations provide clarity for schools about the core support they can expect to receive. These are set out in:

- Five “Foundation Objectives” that underpin effective business management in every hub.
- A detailed role description for NSAT Hub Business Leaders.
- Year one start-up objectives for Hub Business Leaders to establish the new way of working.

b. Hub Business Leaders: Foundation Objectives

NSAT Hub Business Leads work closely with school leaders to provide the business and operational support needed to realise the headteacher’s vision for their school. At the core of this support are five “foundation objectives” for which every Hub Business Leader in every context takes responsibility. This is the core standard, or baseline, that headteachers can expect from their Hub Business Leader. It is not the totality of what Hub Business Leaders do – but it is what all Hub Business Leaders do in every setting.

Foundation Objective	What it means	Foundation outputs and/or outcomes
A sustainable school budget & effective financial monitoring & control	Hub Business Leaders work closely with school leaders to enable them to set a sustainable school budget within the parameters set by trustees.	There is an agreed school budget within the scope of the Trust’s financial planning cycle, supported by costed staffing plans and initiatives to achieve greater efficiency through collaborative working across schools within the Hub.
Confident and capable school administration	Hub Business Leaders work closely with school admin teams to ensure that they have the skills and support they need for day to day school operations.	- A confident capable admin leader in every school, networked with admin leaders in other Hub schools. - Smooth business continuity across school operational processes.
A safe environment for staff and students	Hub Business Leaders work through their Estates Manager to ensure schools are compliant with health and safety requirements.	- Schools have external termly H&S audits. Follow up action plans are implemented. - Trust H&S compliance requirements are recorded on Every. - Accidents/incidents are recorded and reported.
Well maintained buildings and grounds which support teaching and learning.	Hub Business Leaders co-ordinate the development of a rolling five year plan for schools to develop and maintain school estates.	- Schools have an asset management plan for their estate. - SCA bids are developed and submitted. - Capital works are completed on time and on budget
Compliance with transactional HR processes at school level.	Hub Business Leaders oversee implementation of HR processes at school level, specifically: variations to payroll; absence management processes; maintenance of the SCR; adherence to safer recruitment processes; recording of mandatory staff training.	- Schools have compliant SCRs. - Safer Recruitment standards are met. - School-based HR files are maintained effectively. - Staff declarations and training records are complete.

c. Hub Business Leaders: Job Description

Purpose of Post

The purpose of this post is to provide leadership and management of operational services within an NSAT hub to facilitate the effective delivery of high quality education in NSAT school. The Hub Business Leader will maintain oversight across all operational areas, working closely with headteachers, the wider Trust Team, school admin teams and external partners.

The postholder will work closely with headteachers and school office teams to ensure operational effectiveness, drawing on the support of Trust-wide functional expertise.

The postholder will ensure that Trust operating procedures are implemented consistently and effectively so that local operations are compliant and efficient.

Hub Business Leaders will work closely together. Under direction from the Chief Operating Officer, individual Leaders may be commissioned to lead a business priority for the Trust as a whole.

General Responsibilities

- Work closely with the Chief Operating Officer and wider Trust Team to contribute to the design of Trust-wide operating policies and procedures to that they work effectively at school level.
- Work closely with Headteachers and school leadership teams to align business and administrative functions with schools' overall education priorities and implementation of Trust strategic objectives.
- Provide visible leadership and practical support to school office teams to ensure that they have access to the knowledge and skills needed to succeed and that business processes and systems are efficient and effective.
- Excel in creating effective relationships and networks which connect school business teams with each other and functional teams at Trust level in the interests of effectiveness and efficiency.
- Champion operational efficiency through digital working at school level, making full use of available technology to streamline processes and manage workload effectively.
- Ensure school operations are safe and legal, complying with relevant statutory and regulatory requirements.

Area of Responsibility: Estates & Facilities

- Line manage the Hub Estates Manager to ensure that estate and facilities functions within their remit are delivered effectively, including:
 - development of a single site management team within the hub.
 - on time, on budget completion of capital works
 - implementation of planning maintenance against asset management plans
 - effective management of cleaning services and grounds maintenance
 - maintenance of school estate data
 - maximise energy efficiency in schools to reduce cost and carbon usage.
- Ensure health and safety compliance and reporting arrangements are in place and that monitoring and record-keeping via the Every system is up to date.
- Make use of condition reports and asset management plans to inform annual capital expenditure bids via SCA.
- Engage with the Trust's catering partner to develop a strong relationship to the benefit of schools by building a strong offer on school food.
- Develop and oversee school lettings opportunities to raise revenue.

Area of Responsibility: School Administration

- Work with headteachers to ensure that every school has effective school administration processes and systems in place and an effective school office structure.
- Establish strong working relationships with every school office team within the hub, identifying where support is needed and ensuring teams have access to training, information and support with trust-wide. (Where relevant/appropriate, Hub Business Leaders will take on line management of school office teams. Line management of office teams is determined on a school by school basis, in discussion with the headteacher. Where school office line management is within school, it will remain the role of the Hub Business Leader to provide active professional leadership to support the office team).
- Ensure that induction of new school office staff takes place.
- Build and facilitate a network of lead school administrators across the hub so that school office teams can support each other and administrative expert knowledge can be shared between schools.

Area of Responsibility: People Management

- Ensure school office teams and or SLTs have robust systems in place for people management including:
 - management of absence and leave via Every
 - providing monthly payroll variations information for the Trust HR team
- Ensure systems are in place to monitor supply and overtime expenditure and intervene where needed to control expenditure within budget.
- Support schools with those aspects of staff recruitment which are managed at school-level.
- Work with heads and office teams to ensure that schools maintain compliant SCRs.

Area of Responsibility: Digital

- Champion digital working in schools by connecting schools with trust-wide initiatives for digital efficiency, such as taking full advantage of Arbor and Office 365 tools.

Area of Responsibility: Financial Management

- Maintain a strategic overview of school budgets within the hub, specifically:
 - Work with headteachers and senior finance leaders to set an annual budget
 - Holding regular in-year financial monitoring reviews
- Maintain oversight of school-level procurement to ensure compliance with the Trust Finance Manual.
- Ensure there is an up to date contract register in place for the hub.

Area of Responsibility: Risk Management

- Review school risk registers on a termly basis with headteachers and ensure risk register is maintained within Every.

Area of Responsibility: Incident Management & Business Continuity

- Be the usual first point of contact for schools in relation to untoward incidents, escalating and/or managing incident response with headteachers as necessary, applying the Trust's Business Continuity Policy.

Area of Responsibility: Leadership

- Be a visiting member of school leadership teams, attending to provide advice and support in consultation with headteachers.
- Attend local governing body meetings when their input is required for a specific agenda item, with the expectation that this will be on an occasional basis.
- As required, under the direction of the Chief Operating Officer, lead on the development and/or implementation of a business priority for the Trust as a whole on behalf of all Hub Operations Managers.

d. Getting Started: Year One Objectives

Hub Business Leader: Launch Objectives, 2025-26

Business Area	Objectives	Potential indicators which indicate progress	Timeline
Financial Management	Work with the Chief Finance Officer to establish a schedule for half termly financial management reviews across Hub schools to enable schools to meet financial objectives for 2025/26	- Regular tri-partite review meetings between headteachers, Hub Business Leader and senior finance colleague. - Regular, up to date financial data available to track and monitor budget progress. - Key financial pressures identified for each school, with attendant action plan in place to address them.	By end February 2026
Hub Baseline Assessment & Action Plan	Work with the Chair of the Hub and COO to produce an assessment of the business management strengths and weakness of the hub and its schools, together with an initial action plan to address them.	- Focused/regular contact with Hub chair to consider how business support can drive continued hub development - Action plan in place with specific and measurable objectives, agreed with Hub HTs - Scheduled contact with headteachers on a systematic basis.	By end January 2026
School Office Capacity & Capability	Ensure every school office has the capacity, support and development necessary to deliver the “common core” of school admin responsibilities. Create a network of school admin leaders within the hub to share knowledge and build school-to-school relationships.	- The HBL has an up to date map of existing office staff, their job roles and responsibilities. - All school office roles are filled. - Regular bitesize on-the-job training sessions are being delivered. - Schools are delivering the “common core” activities on a consistent basis. - School admin leaders know one another and have regular joint updates by Teams. - Hub Business Leader has positive working relationships with all office teams in the hub.	By end April 2026

d. Getting Started: Year One Objectives

Hub Business Leader: Launch Objectives, 2025-26

Business Area	Objectives	Potential indicators which indicate progress	Timeline
Data & Information Management	Establish an agreed set of key data indicators for monitoring progress, so that business management decision-making is informed by evidence. Ensure that reporting systems are well-managed so that data is current: Every Compliance and HR; Jedu; Sage/IMP.	- Common business performance dataset in place, shared routinely at Hub Executive meetings. - Every compliance system up to date and reviewed regularly with Estate Managers	By summer term
Estate & Facilities Management	Work closely with the Hub Estate Manager to ensure that there is a Hub Estates Plan in place, including that: - A planned preventative maintenance programme is in place - A Hub site team development plan in in place - Compliance activity is systematic and recorded appropriately - Major capital projects are delivered on time, within budget,. and potential future projects are identified and developed - Incident management and business continuity plans are in place.	- A written plan is in place and is monitored regularly. - Site teams are working across their respective Hubs - Compliance records are up to date and external audits are positive.	By end April 2026

NORTHERN STAR ACADEMIES TRUST
OPERATING PROCEDURES:
BUSINESS MANAGEMENT PROCESSES

