



Financial Management Policy and Procedures

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Contents

| | |
|--|----|
| 1. Overview | 3 |
| 2. Financial Objectives | 3 |
| 3. Organisation of Responsibility and Accountability | 4 |
| 3.1. Role of the Governing Board | 4 |
| 3.2. Role of the Resources Committee | 5 |
| 3.3. Role of the Teaching, Learning, Children and Families Committee | 7 |
| 3.4. Role of the Headteacher | 8 |
| 3.5. Role of the School Business Leader | 10 |
| 3.6. Role of the Senior Leadership Team and Budget Holders | 13 |
| 3.7. Role of Support Staff | 13 |
| 3.8. Role of the Site Managers | 14 |
| 3.9. Role of the LA School Finance Staff | 15 |
| 4. Accounting Systems and Controls | 16 |
| 4.1. Purchasing | 16 |
| 4.2. Payments | 17 |
| 4.3. Payroll and Personnel | 18 |
| 4.4. Insurance | 19 |
| 4.5. Income | 19 |
| 4.6. Petty Cash | 20 |
| 4.7. Staff Expenses | 21 |
| 4.8. Taxation | 21 |
| 5. Budgets | 21 |
| 5.1. Budget Administration | 21 |
| 6. Internal Financial Control | 22 |
| 7. Contracts | 23 |
| 8. Security of Stocks and Other Property | 24 |
| 9. Documentation and Security of Records | 24 |
| 10. Banking Arrangements | 26 |
| 11. Unofficial Accounts | 26 |
| 12. Whistleblowing | 27 |
| 13. Anti-Fraud and Corruption | 27 |

1. Overview

The school seeks to develop a system of quality financial management, which will lead to sound financial decisions being made in an efficient and effective manner.

This policy has been drafted in line with the London Borough of Barnet's Scheme for Financing Schools. In addition, this document has been drafted with reference to 'Keeping your Balance' produced by Ofsted and the Audit Commission. Notice has been taken of the DfE guidelines regarding 'Consistent Financial Reporting'. Practices described arise out of the implementation of Fair Funding employed here since April 1999 under Section 48 of the School Standards and Framework Act 1998, and that it conforms to Contract Standing Orders.

The Governing Board will convene once a term. The Governing Board will apply the principles of best value to all financial and school dealings to ensure the most effective, economic and efficient means available.

- challenge how and why a service is provided including consideration of alternative providers
- comparison of performance against other schools taking into account the views of parents and pupils
- consultation with stakeholders especially parents and children
- competition to secure efficient and effective services

2. Financial Objectives

- a. The responsibilities of the Governing Board, its committees, the Headteacher and the staff should be clearly defined and the limits of delegated authority be clearly established;
- b. The Governing Board is responsible for ensuring that any grant from the Secretary of State is used only in accordance with the terms set down by the DfE and must take steps to ensure that the financial management and organisation of the Governing Board are such as to enable it to fulfil its obligations;
- c. The budget should reflect the school's educational priorities and objectives, and be subject to regular and effective monitoring;
- d. The school should seek to make the best strategic use of resources and apply the principles of best value in its purchasing arrangements, linking specific grants to educational needs.
- e. The school's budget should not result in a deficit position but if this situation does occur, will follow the 'Deficit Budget Procedures' as set out in the 'Scheme For Financing Schools';
- f. The school should establish sound internal controls to ensure the reliability and accuracy of its financial transactions;
- g. The school has an Anti-Fraud and Corruption Policy and will apply these principles to their day to day practices to safeguard against fraudulent or improper use of public money and assets;
- h. The school should be adequately insured against exposure to risks;
- i. Assets of £500 and above should be recorded and inventoried and together with all furniture, equipment, resources and stocks be adequately safeguarded against loss and theft;
- j. The school should have appropriate business continuity plans in the event of a critical incident and maintain a suitable policy;
- k. The school should be registered under the Data Protection Act of 1998 and all data protected against loss;
- l. The school should have efficient procedures for the administration of personnel matters;
- m. All income due to the school should be identified, recorded and banked promptly;

- n. The school should ensure proper control in the operation of all bank accounts and reconciliation of bank balances and accounting records including petty cash:

3. Organisation of Responsibility and Accountability

3.1. Role of the Governing Board

- a. To take responsibility for overall financial management of the school and satisfy the LA that the school's financial management and organisation are such as to enable it to fulfil its financial obligations;
- b. To ensure that all grants from the LA are used for the purpose prescribed
- c. To provide such information as the Secretary of State may require;
- d. To be consulted by the Local Authority on significant changes to the LA's Fair Funding/Scheme of Delegation;
- e. To ensure the requirements of the LA Scheme for Financing Schools and associated guidance are met;
- f. To delegate powers for the internal scheme of delegation as follows:
- To determine the Terms of Reference and roles of governors' committees and review and approve the annually
 - To determine the financial roles of Head Teacher, School Business Leader, SLT and other staff with financial responsibilities
 - To set limits to powers for spending and budget virements
 - To set clarity of functions and responsibilities within job descriptions and person specifications to avoid potential conflicts
- g. To manage the school budget:
- Consider the annual budget plan
 - Approve the budget
 - Consider and approve any revisions to the budget
 - Agree levels of delegation for financial responsibility
- h. To approve a list of authorised signatories for the following transactions:
- Cheque Payments
 - On-line bank payments and account transfers
 - Certification of invoices and petty cash payments
 - Orders for supplies, works and services
 - Salaries and wages, including honoraria, timesheets, overtime, car mileage and travel claims
 - Budget virements
- i. To make judgements and estimates that are reasonable and prudent;
- j. To evaluate the effectiveness of spending decisions;
- k. To ensure that the LA receives accurate and timely monthly and annual financial returns in the required format for consistent financial reporting;
- l. If necessary to follow deficit budget procedures as set out in the 'Scheme For Financing Schools';
- m. To determine staff disposition and policy for

- Teachers in accordance with Teachers Pay and Conditions document
 - Non teaching staff in accordance with LA and Local Government guidelines
- n. To appoint an independent consultant to jointly set and review performance targets for the Head Teacher and to inform Human Resources of any agreed pay awards;
 - o. To ensure that effective procedures are in place for processing staff salaries timesheets, absence returns and changes in terms and conditions of employment;
 - p. To establish and review annually a register of Business Interests of governors and staff who influence financial decisions;
 - q. To ensure that there is an opportunity to review / declare changes to business interests at each meeting of the Full Governing Board and it's committees;
 - r. To act as a 'critical friend' to the Head Teacher by providing advice, challenge and support;
 - s. To ensure that the Financial Management Policy & Procedures Document and other policies are reviewed annually by the relevant committees and ratified at a Full Governing Board meeting;
 - t. To ensure that an annual quality control check of the school's financial management and procedures is carried out to meet the DfE requirements for the Schools Financial Value Standard and to submit the signed SFVS document to the LA by the relevant deadline;
 - u. To approve expenditure on major capital projects and leasing agreements and to seek LA approval before proceeding;
 - v. To ensure appropriate insurance cover for the school is obtained;
 - w. To respond promptly to recommendations made by auditors or inspectors;
 - x. To appoint external auditors if considered appropriate;
 - y. To determine the Terms of Reference for the administration of the unofficial funds and to receive annual reports on income and expenditure;
 - z. To review annually the Instrument of Governance;
 - aa. All Governors should maintain minutes of the meetings.

3.2. Role of the Resources Committee – Personnel, Finance and Premises

It is the responsibility of the Resources Committee to follow the terms of reference agreed by the Governing Board as follows:

Personnel Responsibilities:

- a. To ensure that the school establishes and reviews annually the policies relating to safer recruitment and selection, safeguarding, appraisal, pay, discipline and grievance, dismissal and redundancy and that they are in accordance with relevant national legislation i.e. The Sex Discrimination Act 1975, The Race Relations Act 1976, The Disability Discrimination Act 1995, and current good practice;
- b. To annually review the staffing structure of the school and recommend any changes to the Governing Board;
- c. To oversee the development and operation of the school's appraisal system for the teaching and support staff;
- d. To oversee the setting and review of performance targets for the Head Teacher;
- e. To establish and review on a regular basis the administrative arrangements for personnel matters, whether carried out internally or by external agencies;
- f. To establish and review on a regular basis arrangements for obtaining professional and legal advice in personnel matters;
- g. To ensure that staff are correctly and fairly appointed on the correct pay scales in line with the relevant policies and procedures;

- h. To annually review that the staff salaries are in line with legislation and make recommendations to the Governing Board.
- i. To be actively involved in any disciplinary action;
- j. To review annually the Governors' Terms of Reference for the committee and submit proposed revisions to Governing Board for ratification;
- k. To maintain minutes of meetings that may be open to a full Governing Board meeting;

Financial Responsibilities:

- a. To advise the Governing Board on financial strategy and policy within the resources available;
- b. To receive, consider and present to the Governing Board, for approval, annual estimates of the school's budget, and revised forecasts;
- c. To monitor the timely submission of grant applications and financial returns to the LA and DfE;
- d. To receive regular reports on the school's income and expenditure as compared with budget, and report to the Governing Board;
- e. To ensure that budget expenditure is appropriate, controlled and prioritised against all available resources;
- f. To ensure that targeted grant income (Pupil Premium and PE Grant) is used effectively to implement strategies to improve the learning of eligible pupils and that income and expenditure is monitored and reported together with outcomes in pupil progress in line with DfE guidelines;
- g. To advise the Governing Board on the provision of services to the school and to oversee the setting up of contracts as determined by the Governing Board.
- h. To ensure that best value principles are applied to all purchases and renewal of service contracts and that the school adheres to LA Contract Standing Orders when obtaining quotations or tendering for larger contracts. Governors should seek LA expertise and guidance on contracting and tendering when appropriate;
- i. To approve and authorise leasing agreements and obtain approval from LA before proceeding;
- j. To approve variations in planned spending and authorise budget virements in excess of £10,000;
- k. To keep under general review the personnel establishment of the school and to recommend to the Governing Board the financial limits for salaries and wages within the overall school budget;
- l. To authorise write-offs and disposals of assets and stock
- m. To produce and carry out annual reviews of the Financial Management Policy & Procedures Document, Lettings Policy including Terms & Conditions of Hire and Scale of Charges, Charging Policy, Whistleblowing Policy and Anti-Fraud & Corruption Policy and present revisions to the Governing Board for ratification;
- n. To monitor all financial controls annually and complete the DfE Schools Financial Value Standard document and supporting evidence and present to the Governing Board for ratification;
- o. To follow deficit budget procedures as set out in the 'Scheme For Financing Schools';
- p. To provide such information as may be required by the Auditors;
- q. To respond promptly to recommendations made by auditors or inspectors;
- r. To ensure that the school's annual accounts are properly presented and that records relating to the accounts are properly maintained;
- s. To oversee the operation of the unofficial funds and ensure that they are audited annually and presented to the Governing Board for approval;
- t. To review annually the Governors' Terms of Reference for the committee and submit proposed revisions to Governing Board for ratification;
- u. To maintain minutes of meetings that may be open to a full Governing Board meeting;

Premises Responsibilities:

- a. To assist in the preparation of school initiatives to maintain or improve the accommodation and grounds in provision of a suitable, healthy and safe environment via the school Health & Safety Policy;
- b. Premises management incorporates the following:
 - Maintaining current premises so that they are fit for purpose
 - Making the best use of the premises
 - Planning necessary changes / improvement to the premises
- c. To prepare tenders for capital programmes in conjunction with the School Business Leader and LA officers;
- d. To monitor and oversee progress of capital programmes;
- e. To review all existing contracts on an annual basis;
- f. To review policy and procedures for health and safety annually and ensure that Health & Safety training is implemented and up to date;
- g. To ensure works are completed as per health and safety requirements;
- h. To review the schools' level of insurance cover annually;
- i. To liaise with the LA in the preparation of the School Asset Management Plan;
- j. To review annually the Governors' Terms of Reference for the committee and submit proposed revisions to Governing Board for ratification;
- k. To maintain minutes of meetings that may be open to a full Governing Board meeting;

3.3. Role of the General Committee Teaching, Learning, Children and Families Committee

It is the responsibility of the General – Teaching, Learning, Children and Families Committee to follow the terms of reference agreed by the Governing Board as follows:

Teaching, Learning, Children and Families Committee responsibilities:

- a. To ensure that the school meets its requirements in Part IV of the Education Act 1996 and has regard to the Special Educational Needs Code of Practice when meeting learners' special educational needs, publishes its policy and makes it known to parents/carers and reports annually on the success of its policy;
- b. To ensure that the school meets the requirements of Part 4 of the Disability Discrimination Act 1995 and has regard to the DRC Code of Practice for schools (2002), publishes and informs parents/carers of its accessibility plan and disability equality scheme and reports annually on progress made on these;
- c. To ensure that the school has an appropriately trained SENCO in post;
- d. To monitor whole school SEN and special unit provision and make recommendations to the Governing Board;
- e. To monitor the extent to which children feel safe and the extent to which pupils adopt healthy lifestyles, including ensuring that school lunches and or other food meet current DfE standards;
- f. To monitor the extent of pupils' spiritual, moral, social and cultural development;
- g. To monitor the effectiveness of care, guidance and support for pupils;
- h. To monitor the extent to which pupils develop workplace and other skills that will contribute to their future economic well-being;
- i. To ensure that the school has a child protection policy and procedures in place in accordance with DfE and locally agreed interagency procedures;

- j. To monitor data on behaviour, attendance and exclusions;
- k. To ensure that the school complies with the welfare requirements of the EYFS;
- l. To ensure that the school complies with its duties under the Education Act 1997 in the provision of information and advice;
- m. To ensure that the school carries out all statutory assessments and results are forwarded to parents/carers and appropriate bodies;
- n. To ensure that each year a report on each learner's educational achievements is forwarded to their parents/carers;
- o. To ensure that the school keeps parents/carers informed by publishing a school prospectus and by publishing a school profile in accordance with regulations;
- p. To ensure that all relevant complaints and appeals procedures are in place;
- q. To ensure that the requirements to promote community cohesion are fulfilled;
- r. To review annually the Governors' Terms of Reference of the committee and submit proposed revisions to the Governing Board for ratification;
- s. To maintain minutes of meetings that may be open to a full Governing Board meeting;

Curriculum & Achievement Responsibilities:

- a. To ensure that the full statutory curriculum is provided;
- b. To monitor and review whole school policies connected with learning and teaching in conjunction with Headteacher and SLT and submit recommendations for changes to the Governing Board;
- c. To look at data on pupils performance including statutory test results to monitor outcomes for pupils taking into account pupils' achievement and the extent to which they enjoy their learning;
- d. To monitor and measure the impact of strategies put in place to target pupils who are eligible for Pupil Premium funding and to ensure that the outcomes i.e. pupil progress reflect that the school is successfully narrowing the gap with other pupils;
- e. To monitor the effectiveness of the school, including the quality of teaching, the use of assessment to support learning and the extent to which the curriculum meets pupils' needs, including where relevant through partnerships;
- f. To monitor the effectiveness of the EYFS and ensure that the school meets fully the learning and development requirements of the EYFS;
- g. To monitor the effectiveness of leadership and management;
- h. To ensure that the school provides teaching of religious education for all learners in accordance with the agreed syllabus and has told parents/carers of the right to withdraw their children;
- i. To ensure that the school provides a daily act of collective worship for all learners and has told parents/carers of the right to withdraw their children;
- j. To ensure that the school has a written policy on relationships and sex education and has made it available to parents/carers;
- k. To decide whether or not to provide relationships and sex education (other than that required by the National Curriculum) and if doing so has agreed the content and organisation of the programme and has told parents/carers of the right to withdraw their children;
- l. To ensure that the requirements to promote community cohesion are fulfilled;
- m. To review annually the Governors Terms of Reference of the Committee and submit proposed revisions to Governing Board for ratification;
- n. To maintain minutes of meetings that may be open to a full Governing Board meeting;

3.4. Role of the Headteacher

The Headteacher retains ultimate responsibility for all matters relating to finance. The Governing Board will expect the Headteacher to take responsibility for making proposals about the educational character and mission of the school, for the organisation, direction and management of the school and leadership of the staff and for the determination of the school's academic and other activities. The Headteacher's delegated powers will be reviewed on an annual basis;

The Headteacher has a key role in all financial matters. Responsibilities are:-

- a. To check that the funds delegated by LA are correct;
- b. To check that the termly school census data is accurate and correct;
- c. To prepare draft budget estimates with the support of the School Business Leader and LA Finance Officer;
- d. To submit the draft budget estimates to the Resources Committee for discussion and approval and to the full Governing Board for discussion and ratification;
- e. To submit the ratified budget to the LA by the required deadline;
- f. To seek opportunities for generating new income and to prepare applications and bids for grants and funding towards specific projects;
- g. To ensure that school expenditure reflects priorities in the School Development Plan including money held in reserve for future projects;
- h. To advise the Resources Committee on spending priorities;
- i. To manage the budget and ensure that the budget limits are not exceeded;
- j. To implement and authorise expenditure on a day to day basis in line with the school budget;
- k. To approve official orders before they are processed;
- l. To ensure that best value principles are applied to all purchases and new contracts for services;
- m. To ensure that the LA Contracts for Standing Orders guidelines are adhered to for purchases and tendering and that the required number of quotations /or tenders are obtained (see purchasing for limits)
- n. To monitor targeted grant income and expenditure and to ensure that the eligibility criteria for the spending are met;
- o. To plan and implement strategies to support the learning of pupils who are eligible for Pupil Premium funding, to assess pupil progress and measure the impact of initiatives reporting to the Governing Board in line with DfE guidelines;
- p. To make budget changes where necessary up to the value of £10,000 for individual budget headings;
- q. To consult the Resources Committee or Chair of Governors on behalf of the Governing Board for approval of virements in excess of £10,000;
- r. To monitor the budget monthly, using reports issued by the LA finance staff;
- s. To ensure budget holders receive periodic reports and that their budgets are not overspent;
- t. To oversee the administration of the bank accounts and petty cash including payment by BACS;
- u. To ensure LA monthly and annual returns are submitted on time;
- v. To submit reports to the Resources Committee and Governing Board showing comparison of budget against actual income, expenditure and commitments to date;
- w. To present forecasts of year end projections to Resources Committee and Governing Board as at end of September and December for discussion and approval and to forward approved copies to LA by required deadlines;
- x. To ensure that monthly LA reports are monitored against school accounting records and queries followed up;
- y. To ensure the list of authorised signatories is maintained and updated when necessary;
- z. To ensure that arrangements for staff appraisal are in place and being developed;
- aa. To implement the school personnel disciplinary procedures when necessary;
- bb. To place adverts for staff vacancies in newspapers or on-line via Human Resources;

- cc. To ensure that Human Resources is provided with details of new starters, leavers and changes to contracts;
- dd. To ensure all staff are DBS checked and the staff central record is kept up to date;
- ee. To authorise payroll amendments and overtime/extra duties/supply claim forms, or to delegate responsibility for doing so to authorised members of the Senior Leadership Team;
- ff. To verify the accuracy of the pay details provided by the payroll provider on a monthly basis.
- gg. To monitor salary expenditure with the School Business Leader making use of the payroll reports produced by the payroll provider;
- hh. To follow up and pursue outstanding salary queries;
- ii. To immediately notify the auditors of any suspected irregularity;
- jj. To ensure that the auditors have access to such premises, documents and assets as they consider necessary;
- kk. To consider and respond to recommendations in audit reports and report to the Governing Board results and any action taken by the school;
- ll. To ensure audit recommendations are implemented;
- mm. To arrange audit of unofficial funds by an auditor who is independent of the school;
- nn. To ensure that audited unofficial funds are presented to the Governing Board and copied promptly to the LA;
- oo. To ensure that duties relating to financial administration are distributed so that at least two people are involved whereby, one will act as a check on the work of the other, as far as staffing structure permits;
- pp. To ensure that the financial competencies of relevant staff are reviewed regularly and appropriate training needs met;
- qq. To ensure that all staff are made aware of the LA's 'Whistle-Blowing Policy';
- rr. To follow deficit budget procedures as set out in the 'Scheme For Financing Schools';
- ss. To ensure that relevant staff are aware and follow guidelines of the current legislation for taxation and VAT regulations;
- tt. To oversee lettings and their administration;
- uu. To ensure all aspects of the school's Health and Safety Policy are complied with;
- vv. To maintain a list of key holders and review annually;
- ww. To ensure that proper procedures and registration for Data Protection are in place;
- xx. To ensure that the schools insurance arrangements are adequate and are reviewed annually;
- yy. To ensure that an Asset Register is maintained and that an annual check is performed;

3.5. Role of the School Business Leader

To ensure the effective management, reporting and recording of the school's finances, including budget planning, monitoring, control and communication of financial information for decision-making. Procure goods and services on a value-for-money basis (economy, efficiency and effectiveness) to support education delivery within the context of regulatory frameworks and legislation. Ensure the fundamental facilities and services necessary for the school to function are maintained to drive sustainability, support teaching and learning excellence. Assist in expansion and support community engagement. Ensure the development of a marketing and communication strategy which promotes the school and defines the brand, aims and goals. Develop pupil recruitment, stakeholder engagement via appropriate strategies:-

- a. Promotes a culture of innovation and challenge in transforming financial performance, and undertakes the Head of Profession role for Finance;
- b. Develops and leads a long-term financial planning process to support the school in achieving strategic outcomes;

- c. Ensures effective budget allocation processes are in place to achieve the financial strategy and that risks are identified and managed;
- d. Ensures effective and proactive performance monitoring procedures are in place to deliver the financial strategy;
- e. Ensures that key strategic decisions are taken with a full understanding of the financial implications and that effective stewardship of public funds is maintained;
- f. Ensures that all appropriate decisions are supported by accurate opinion analyses and business cases to ensure value for money;
- g. Ensures the school decision making procedures give sufficient weight to financial implications and that the culture supports this;
- h. Considers new solutions/opportunities with appropriate consideration of risk;
- i. Develops financial management policies to underpin sustainable long-term financial health and demonstrate robust assurance;
- j. Leads on appropriate investment in contingency planning and establish reciprocal partnerships to enable financial activities to continue uninterrupted;
- k. Assumes ultimate responsibility for financial reporting, including an annual statement of accounts, and ensures that all reporting adheres to the requirements of the law and financial reporting standards;
- l. Ensures that the right skills are in place to support effective financial management throughout the school and that appropriate training takes place;
- m. Sets the direction for effective and efficient financial administration within the school;
- n. Sets the expectation in terms of high quality and ensures that the school has a properly resourced and effective finance function;
- o. Develops robust succession planning and ensures appropriate investments in training and staff development throughout the school;
- p. Promotes and embeds a culture founded in the principles of Value for Money (VfM);
- q. Develops a procurement strategy to ensure that the school obtains best VfM from its procurement activities, obtaining expert advice as needed;
- r. Identifies new purchasing routes, strategies and suppliers to ensure the most effective procurement strategy is adopted;
- s. Proposes alternative options for benchmarking exercises – in-house/consultant/third party, including consideration for cost-benefit of engaging with third parties;
- t. Leads the development of detailed framework and/or tendering procedures to comply with statutory and legislative requirements and deliver VfM, obtaining expert advice as needed;
- u. Leads the contract award process, and ensures that checks and balances are in place to ensure correct probity in the spending of public monies;
- v. Oversees the evaluation criteria, ensures probity and appropriateness of contract award, takes account of the school's five-year strategy;
- w. Leads on the school's collaborative buying arrangements;
- x. Participates in sector-led consultation on collaborative purchasing e.g. DfE;
- y. Leads on the implementation of best practice in contract award and management;
- z. Mobilises new contract management opportunities including collaborative purchasing across cluster and establishes and identifies centralised procurement;
- aa. Signs off tender specification and oversees the evaluation of received tenders and selects appropriate suppliers, and leads on the development of collaborative purchasing;
- bb. Critically reviews contract administration processes and supports SLA's to assist with contract renegotiations;
- cc. Leads on contract management and negotiation on dispute resolutions to ensure successful project outcomes and mitigates any cost impact to project;

- dd. Uses cost-benefit evaluation, ensures contracts/contractor performance is optimal and, where necessary, makes changes to drive efficiencies and ensure that VfM is being delivered;
- ee. Oversees that contract delivery happens on time, to budget and that these remain supportive of the overall school strategy. Ensures any necessary disposals at the end of the life of the contract;
- ff. Oversees re-competition, ensuring that documentation and advertising happens in a timely and accurate fashion and attracts the right audience;
- gg. Develops and leads on negotiations on service-level and/or joint working agreements;
- hh. Leads and monitors the implementation of relevant procurement legislation and frameworks, including OJEU procurement rules and procedures DfE guidance and related-party transactions;
- ii. Leads and implements an effective asset management strategy to optimise learning outcomes across the school;
- jj. Leads, develops and implements a detail asset register covering all school assets, including detailed title information, historic and current values and condition data;
- kk. Leads on assessment of future improvement and maintenance needs and develops a medium/long-term plan to deliver VfM and be Quality Assurance Lead. Demonstrates links to the school improvement/development plans;
- ll. Leads on the management of the disposal/acquisition of school assets;
- mm. Leads effective community engagement/consultation when developing the school estate;
- nn. Leads on the assessment and coordination of the space needs of the school to ensure that use of existing space is optimised and any potential deficit is identified as early as possible;
- oo. Leads on the preparation of a medium/long-term strategy to develop the best use of the school space;
- pp. Leads on consultation with estate users/community engagement;
- qq. Leads on the review and development of expansion and improvement plans;
- rr. Leads on condition survey to identify necessary improvement works to be costed and planned;
- ss. Leads on an independent valuation for the purposes of insurance, financial reporting and governance;
- tt. Critically assesses cost-benefit analysis and highlights alternative opportunities to meet service needs, e.g. collaborative procurement;
- uu. Oversees the development of a detailed specification and carries out detailed option and cost-benefit analysis to provide assets and meet service needs and provide the best VfM;
- vv. Directs and oversee capital projects;
- ww. Strategically assesses use of resources and facilities, identifying areas of potential collaboration, efficiencies, and income generation, to optimise learning outcomes across the school;
- xx. Ensures procedures are in place to report and respond to facilities-related issues;
- yy. Critically assesses and reviews the ongoing maintenance programme;
- zz. Identifies examples of optimal energy efficiency within the sector and implements appropriate techniques;
- aaa. Ensures the ongoing maintenance of a condition survey/report;
- bbb. Leads and implements a costed, rolling programme of grounds maintenance tasks;
- ccc. Implements and monitors procedures to report and respond to grounds-related issues;
- ddd. Provides clear direction and develops medium/long-term plans for the development of the school ICT systems and the creation of option appraisals for future development and expansion;
- eee. Leads, reviews and evaluates the school's strategic ICT plan and links the plan to aims and objectives of the school and evaluates the effective use of ICT across the school;
- fff. Reviews, challenges and supports the use of ICT across the school to achieve the school's aims and objectives;
- ggg. Strategically leads the use of existing technology using innovation to enhance teaching, personalise learning and support business management processes;

- hhh. Considers new and emerging technologies to extend and enhance teaching and learning experiences for pupils and to support business management processes;
- iii. Leads on the development and communication of the vision and values of the school;
- jjj. Leads on the development of a clear rationale for the engagement with each of the targeted stakeholder groups;
- kkk. Advises senior colleagues on strategies to mitigate obstacles to pupil recruitment;
- lll. Drives future change and works with executive managers to implement change in planned marketing activities;
- mmm. Leads the implementation of the strategic marketing and communication plan to deliver the schools mission and goals;
- nnn. Monitors and assures the impact of marketing activities against agreed aims;
- ooo. Leads, develops and regularly reviews clear and consistent brand, including guidelines;
- ppp. Leads and develops effective and consistent methods of communication across all channels;
- qqq. Develops a clear rationale around the reputational management of the school;
- rrr. Challenges and influences the marketing channels used by the school to communicate with stakeholders;
- sss. Develops and adapts marketing activities to respond to any issues;
- ttt. Commissions marketing and promotional materials consistent with the school brand, e.g. prospectus, website;
- uuu. Monitors and proposes media engagement, including critical incident management;
- vvv. Capitalises on a school-wide (internal and external) events portfolio to raise the brand awareness of the school;
- www. Challenges colleagues/stakeholders and practices to ensure cost-benefit is the lead rationale in assessing marketing activities;
- xxx. Promotes an entrepreneurial culture which supports the core purpose of the school, with due regard to tax/trading legislation;
- yyy. Champions a sustainable commercialisation via a range of income-generating activities to maximise the school financial resilience;
- zzz. Creates revenues through strategic partnerships with schools, businesses and community organisations which enrich and sustain the school's improvement plans;
- aaaa. Establishes a control environment to minimise the risks associated with income generation activities;
- bbbb. To ensure that legislation relating to Public Liability Insurance is adhered to;
- cccc. To process staffing changes to Human Resources and Payroll provider via on-line portal;

3.6. Role of Senior Leadership Team and Budget Holders

- a. Together with the School Business Leader members of the SLT are signatories for cheque/BACS payments under £1,000 and will be first or second signatories on cheques over £1,000 and for authorisation of on-line BACS payments and bank transfers over £1,000;
- b. The School Business Leader and members of the SLT are also authorised signatories for the certification of invoices and petty cash payments;
- c. The Headteacher and Deputy Heads are authorised signatories for orders for supplies, works and services;
- d. The Headteacher, Deputy Heads, School Business Leader and members of SLT are also authorised signatories for salaries & wages, timesheets, overtime, car mileage and travel claims;

- e. The School Business Leader and Deputy Heads are also authorised signatories for virements and period end returns in the absence of the Headteacher;
- f. The Deputy Heads will collate, analyse and organise cover for staff absences including supply;
- g. Subject leaders will submit their Action Plans to the Headteacher annually, detailing the requirements for their area of responsibility;
- h. Budget holders will monitor their budgets and ensure that they do not become overspent and will liaise with the Headteacher and the School Business Leader in the event of any queries;
- i. Budget holders will liaise with the purchasing officer in raising official orders for their subjects and seek additional authorisation from the Headteacher if spending is not within their budget allocation;

3.7. Roles of Support Staff

Office Manager

Responsibilities are:

- a. To complete the termly school census returns detailing numbers of pupils, their ages and other characteristics for submission to the DfE;
- b. To complete workforce census return in accordance with DfE guidelines and requirements;
- c. To manage through Arbor the collection and banking of income for school dinners, music tuition, school journeys, input timesheets for additional hours/overtime, trips, breakfast club, after school clubs, school uniform sales and lettings into main school account. Provide details to LA finance staff to input to accounting system;
- d. Arrange for fund raising collections to be paid into PSA account by liaising with PSA treasurer;
- e. To administer and raise invoices for nursery charges where appropriate and/or relevant; To also confirm with Finance Assistant that payment of all invoices has been received.
- f. To chase outstanding income debts and in conjunction with the Headteacher and School Business Leader seek authority to write-off long outstanding debts;
- g. To pass copies of authorised Official Orders to LA finance staff to input commitments on accounting system;
- h. To obtain quotations for renewal of contracts and any works or alterations to the site as directed by the Headteacher or School Business Leader;
- i. To issue petty cash to staff - approval must be sought from the Headteacher prior to purchase of items using petty cash. A valid VAT receipt/invoice must be obtained before reimbursement is made;
- j. To oversee control of all out-going mail;
- k. To purchase stamps and store securely;
- l. To maintain a log of staff absences for permanent contract staff;
- m. To input and submit monthly absence details to the payroll provider;
- n. To ensure that DBS checks are carried out;
- o. To maintain the school Central Record;

Administrators

Responsibilities are:

- a. To maintain classroom consumables and stationary stock levels and place official orders for replenishment of stocks as necessary;
- b. To liaise with online uniform supplier to ensure service provided meets requirements, prepare and

distribute click and collect deliveries;

- c. To prepare official orders for purchase of educational resources as requested by budget holders;
- d. To check delivery of all goods against official order forms, signing and passing the invoice/delivery notes to LA finance staff to process payments;
- e. To follow up any queries relating to the orders;
- f. To update Arbor with charge details for school trips and journeys. Ensure payment is made prior to trip and keep trip leader up to date with details of payments and non-payments;
- g. To carry out the administration for the provision of free milk in the EYFS.

3.8. Role of the Site Manager

The Headteacher retains ultimate responsibility for the school site but the Site Manager role encompasses the following:

- a. To ensure all aspects of the school's Health and Safety Policy are complied with;
- b. To ensure all statutory service contracts are met e.g. fire alarms, lifts, fume cupboards, portable appliance testing, swimming pool testing etc;
- c. To ensure compliance with statutory guidance for fire safety, asbestos management and water regulations;
- d. To report need for responsive repairs and maintenance to the School Business Leader, evaluate works on completion and sign for completion of works;
- e. To order materials and equipment for building repairs and maintenance, cleaning and toilet requisites;
- f. To manage the cleaning supplies and toilet requisites budget;
- g. To ensure that all contractors report to the office, sign in via InVentry system and wear a contractors visitors badge whilst on site;
- h. To oversee contractors when on site;
- i. To supervise the cleaning staff including the management of cleaning rota;
- j. To maintain schedule of works on iAm ensuring all tasks are kept up to date and school is compliant with statutory requirements;
- k. To facilitate premises lettings as per Lettings Policy;
- l. To carry out general premises and building related tasks as directed by the Headteacher, claiming overtime when appropriate and authorised;

3.9. Role of the LA School Finance Staff

The school buys into the LA Schools Finance Support full Accountancy and SBM Service and the allocated officers undertake the following financial responsibilities:-

Finance Officer

- a. To assist the School Business Leader in the preparation of the draft budget plan including salary estimates and setting of annual income and expenditure budgets;
- b. To input the school budget to the school accounts system;
- c. To assist the School Business Leader with the preparation of year end forecasts as at end of September and December and submit approved forecasts to LA;
- d. To assist the School Business Leader in the preparation of 'Planned use of Balances' report if requested by LA;
- e. To assist the School Business Leader in the preparation of a medium term 3 year budget plan;

- f. To prepare financial statements for projects as required;
- g. To monitor the school budget, ensuring that budgets are maintained in line and present regular BvAvC reports to the School Business Leader for presentation to the Headteacher and Resources Committee (comparison of budgets against actual income and expenditure and commitments);
- h. To attend meetings with the School Business Leader on a regular basis to review budgets and discuss staffing and salary changes;
- i. To update staffing estimates with changes and prepare and process budget virements as necessary;
- j. To check staff pay details provided by the payroll provider on the monthly pre-payroll report and review any discrepancies with the Headteacher;
- k. To monitor salary expenditure against the staffing estimates using the monthly post payroll reports from the payroll provider;
- l. To monitor that CFR coding of income and expenditure is correct and agrees with monthly LA reports;
- m. To attend Governors meetings as and when necessary;
- n. To monitor grant income and expenditure, make necessary adjustments as and when allocations are reviewed and provide the Headteacher, School Business Leader and LA with reports as necessary;
- o. To ensure financial year opening and closing balances reconcile to LA accounts;
- p. To assist the School Business Leader in putting any action plan into place following an audit;
- q. To advise on financial policy and procedures;
- r. To advise and provide support in meeting the DfE Schools Financial Value Standard;
- s. To ensure that the current VAT regulations are adhered to;
- t. To ensure that current legislation taxation is followed;
- u. To issue and send school invoices as requested;
- v. To inform the School Business Leader of outstanding debts;
- w. To administer lettings and bookings and raise invoices for collection of income

Finance Assistant

- a. To maintain accurate and up to date accounting records for the main bank accounts on the schools computerised accounts system;
- b. To ensure that an audit trail is maintained and financial transactions are traceable from the original documentation to accounting records and vice-versa;
- c. To input income for BACS payments and income that has been checked, banked and recorded in Paying in Books to accounts system;
- d. To commit authorised official orders to the accounting system;
- e. To process and input invoices to the accounts system once receipt of goods is confirmed by supporting delivery notes;
- f. To prepare BACS payments and summary reports or printed cheques and pass them with the relevant documentation to the School Business Leader for checking, authorisation and/or signing;
- g. BACS payments and Cheques over £1,000 will also be authorised or signed by a second signatory;
- h. To follow up any queries with relevant staff, suppliers or outside agencies;
- i. To check, prepare and input petty cash payments on to accounts system and ensure that the vouchers are authorised by a signatory and the person receiving payment;
- j. To provide the LA with monthly details of income and expenditure against CFR codes on the Posting Summary by the required deadlines;
- k. To reconcile the main School Bank accounts on a monthly basis and provide copies of the reconciliation reports to LA by the required deadline;
- l. To ensure VAT regulations are complied with and provide the LA with a summary of VAT paid and received on a monthly basis;

- m. To ensure that the school Budget Share account does not become overdrawn;
- n. To file all paperwork in monthly sections with invoices in cheque number or BACS reference order, completed orders with supporting delivery paperwork in official Z order number, petty cash in voucher number order;
- o. To prepare year-end returns in conjunction with the School Business Leader and LA Finance Officer including schedules of debtors, creditors, payments and receipts in advance and submit to LA by the required deadline

4. Accounting Systems and Controls

4.1. Purchasing

The school is governed by the LA Contract Standing Orders for Schools approved in October 2010

- a. The Governing Board will give consideration of value for money when considering all purchases and contracts and apply best value principles;
- b. Where a quotation other than the lowest is accepted, the reasons for this decision will be reported to the governing Board and included in the minutes of the relevant meeting;
- c. Separation of duties is clearly established by the authorised signatory list and this is adhered to;
- d. All purchases must be approved by the Headteacher or, in the Headteacher's absence, the Deputy Head
- e. Individuals may be paid directly for goods only but in the case of services to the school the individual must provide evidence of their Unique Tax Reference and a copy of their public liability insurance. If this is not provided payment will be made via the payroll provider;
- f. The school will not issue ex gratia payments, gift vouchers or give other types of gifts to members of staff;
- g. Official orders are used for all purchases of goods and services with the exception of utilities, rents, rates, petty cash payments and inspection copies;
- h. Official orders are completed with full details of school, summary of goods or services, cost or estimated cost, are ruled off after last item and signed by an authorised signatory;
- i. Paperwork and documentation will be retained for all quotations and tenders;

4.2. Payments

- a. All delivery notes will be signed by the member of staff who accepts the delivery. If the goods are not checked in detail at the time of receipt the delivery note should be marked 'unchecked';
- b. The goods are passed to the purchasing officer Administrator who checks that they agree with the delivery note and official order. The goods are then distributed to the relevant budget holder/member of staff. Discrepancies are investigated and reported promptly;
- c. Goods with a value above £500 are listed in the Asset Register. Smaller value portable and attractive items are also listed in register;
- d. The signed and checked delivery notes are attached to the official order and retained in the pending orders file until the invoice is received;
- e. Invoices will be matched and checked against the signed delivery notes by the purchasing officer Administrator and passed to the LA Finance Assistant who will process payments on the accounts system and ensure that budgets do not become overspent;
- f. The invoices will be stamped with the certification stamp and coded;
- g. Copy invoices can only be paid after rigorous checks have been made;
- h. The invoices are input to the accounting system, the order de-committed and the payment method

selected as either BACS or cheque;

- i. The batch of BACS payments will be exported from the accounts package and a payment date set. The saved BACS folder will be imported into the bank portal. The finance staff will check that the BACS batch has imported successfully and will investigate and correct all discrepancies and failed imports;
- j. Relevant BACS reports will be printed from both the accounts system and the bank portal;
- k. Cheque payments will be printed on pre-printed cheques;
- l. The details of the invoice and BACS reference or cheque number are recorded on the official order form and details of the official order and BACS reference or cheque number are recorded on the invoice. The invoices paid by BACS are grouped with the BACS reports and the invoices paid by cheque are attached to the relevant cheque;
- m. BACS payments and cheques over £1,000 in value will also be authorised or signed by a second authorised signatory;
- n. Invoices can only be certified by the authorised signatories as per the authorised signatory list;
- o. Once the pending BACS payments have been checked and signed, the first signatory will log into the bank portal, locate the school payment batch, check amounts agree to reports and authorise all payments except any payable to themselves. The second signatory will check and sign the reports and paperwork for payments over £1,000 and payments to the first signatory and then log into the bank portal to securely authorise relevant payments;
- p. BACS remittance advises will be either printed and sent to suppliers via post or emailed to suppliers by the school office staff;
- q. When invoices have been paid and authorised they are filed in either BACS reference or cheque number order.

4.3. Payroll and Personnel

- a. The school buys into the LA Traded Services for human resources advice services and to EPM for payroll and human resources administration;
- b. The payroll provider administers the payroll on behalf of the school;
- c. All statutory changes to salary relating to annual pay awards are automatically amended by the payroll provider;
- d. The payroll provider produces all PAYE, NI and pension year end returns on behalf of the school and sends them to the relevant agencies;
- e. The Resources Committee and Governing Board will review, consult with staff and be responsible for approving any significant changes in the staffing structure;
- f. Procedures for appointments, promotions and payments and termination of employment are contained in the school Pay Policy;
- g. All contracted staff are paid monthly through the payroll system. Agency supply staff are paid through the appropriate agencies;
- h. The Headteacher will instruct the School Business Leader via electronic form to process details of all new appointments and changes to existing employee details or contracts. The School Business Leader will then update the Human Resources provider via the on-line portal. These changes are then checked for accuracy and appropriate authorisation by the Finance Officer;
- i. The Headteacher or School Business Leader informs the LA Finance Officer of all staff and salary changes to facilitate the updating of the salary estimates;
- j. Any amendment to the Headteacher's salary is authorised by the Chair of Governors;
- k. Amendments to the salaries of the Senior Leadership Team are authorised by the Resources Committee and ratified by the Governing Board;
- l. Timesheets for supply teachers paid via the LA, overtime and extra hours are authorised by the Headteacher or SLT before being input on-line to the payroll provider;

- m. The Governing Board has legal responsibility for appraisal and the threshold process and has delegated the responsibility for assessment of teacher performance and threshold applications to the Headteacher. The Headteacher notifies the Governing Board of successful teacher pay progression and threshold applications and authorises the relevant salary progression;
- n. The Headteacher signs and issues an annual salary statement to each member of the teaching staff, providing confirmation of salary grade plus any teaching & learning responsibility points and/or other responsibility allowance;
- o. Individual staff authorise payroll/human resources sections to make voluntary deductions from their salary;
- p. The payroll provider sends a monthly pre-payroll report of staff salary details to the school. The LA Finance Officer checks the report for accuracy and in conjunction with the School Business Leader reports any discrepancies or omissions to the payroll provider and initials the report to confirm that it has been checked;
- q. The LA payroll provider sends monthly post payroll reports, which are checked for accuracy by the LA Finance Officer against the school's salary estimates. Any discrepancies are queried with the School Business Leader and/or Human Resources or Payroll sections. The report is initialed to confirm that it has been properly checked;
- r. The LA Finance Officer inputs monthly payroll expenditure onto the accounting system coding to the relevant staffing budget codes;
- s. The Deputy Heads are responsible for the organisation of staff cover for absences and will contact supply agencies as necessary. After completing the relevant period of cover the relevant Deputy will sign and authorise timesheets. The agencies send invoices to the school which are processed by the finance staff;
- t. Absences are notified via a dedicated email address which the Deputy Heads, Headteacher, School Business Leader and Office Manager have access to. The Deputy Heads organize staff cover, where appropriate, while the Office Manager logs the absence on to both Arbor and EPM;
- u. The Office Manager is responsible for recording staff absences with the payroll provider;
- v. The LA Finance Officer checks the recorded absences on the payroll reports against the school paperwork and reports any anomalies to the School Business Leader;
- w. Personnel files are held and maintained by the School Business Leader;
- x. A list of all staff employed by the school is maintained by the School Business Leader and is updated promptly to reflect all changes;
- y. The Office Manager maintains the central record of all staff;
- z. LA guidelines and procedures are followed for all disciplinary matters;

4.4. Insurance

- a. The school is insured via the DfE RPA and schedules of cover are issued annually;
- b. Any items not covered via the RPA are covered under a separate insurance policy;
- c. The Employer's Liability insurance certificate is displayed in the school office;
- d. The Resources Committee of the Governing Board is responsible with the Headteacher to review the insurance arrangements annually;
- e. School property such as musical instruments and computers are insured when they are off the premises - a loan book is kept in the ICT room for staff to record details of equipment that they are taking off the premises;
- f. All accidents, losses and incidents are recorded in the incidents book held in the medical room and appropriate incidents are reported to the insurers by telephone and on the appropriate claim form with copies retained in the school office;
- g. Contractors are requested to provide a copy of their company's current/valid public liability insurance prior to commencing work. This should be for a minimum of two million pounds plus cover for damage

to the inside of the property;

- h. Insurance cover for Long Term Sickness and Maternity Cover is arranged via the LA Insurance Scheme;

4.5. Income

All income will be identified and banked promptly without deduction. The Finance Officer and/or Finance Assistant will regularly reconcile expected income against actual income to ensure there is no monetary build up in the safe immediately notifying the School Business Leader and/or Headteacher if it is found that money has not been processed and banked as expected. The School Business Leader will periodically check the contents of the safe to ensure there is no build up of unbanked monies.

Sources of income are:-

Income from the LA

Funding and grants from the LA are paid directly into the school's current account as BACS payments - supporting advice notes are sent by e-mail.

Bank Account Interest

Interest on the school's Reserve Account balances is credited on a quarterly basis (when interest rates are applied)

Lettings and Rents

The School Business Leader has overall responsibility for school lettings and oversees the daily administration, which is undertaken by the School Administrator – see separate Lettings Policy and Swimming Pool Hire Agreement(s) for further information regarding lettings income;

The school has an ongoing arrangement with Acorn Assessment Centre for the use of designated rooms and communal areas within the school facility for which an annual charge is made. The annual charge is invoiced on 31 March each year retrospectively and the charge amount is subject to the current annual inflation rate. The invoice is due for immediate payment as it covers the previous years usage. Acorn have responsibility for their own equipment within this space.

Parental Contributions

- a. The School has a Charging Policy in place;
- b. The Resources Committee and Headteacher are responsible for reviewing the policy annually;
- c. The Governing Board is responsible for setting and ratifying changes to the policy;
- d. Information contained within the policy is distributed to parents via the school prospectus;

General Information

- a. The collection of income relating to dinner money, day trips and school journeys, Early Years wrap around care charges, breakfast and after school clubs and other activities is made through Arbor and charges are recorded against the relevant pupils account. Arbor transfer income into the appropriate bank account;
- b. Any cash is locked away securely to safeguard against loss or theft until it is prepared for banking;
- c. All income is banked promptly and recorded in the paying in books showing the split between cheques and cash;
- d. The LA Finance Assistant inputs the income receipts to the accounting system coding to the relevant CFR codes;
- e. The LA Finance Assistant reconciles the income transactions on the bank statements on a monthly basis and follows up any discrepancies;
- f. Income collections are not used for encashment of personal cheques or for other payments;

- g. Invoices will be issued for charges made for services and goods provided by the school;
- h. Outstanding invoices will be chased up if not paid within 30 days;
- i. Debts will be written off in accordance with LA Regulations and the school will maintain a record of sums written off;

4.6. Petty Cash

The School Administrator/LA Finance Assistant are responsible for the administration of petty cash.

- a. The level of petty cash held on site at any one time is £250;
- b. Petty cash is replenished by replacing cash income with a cheque made payable to the school. The cheque will be banked to the relevant income budget and a transfer from bank account to petty cash account will be processed on the accounts system;
- c. Petty cash is kept in a locked cash box in the school office during normal working hours and in the school safe at other times;
- d. Headteacher, School Administrator and LA Finance Assistant are the only staff who have access to petty cash;
- e. No payment will be made without a proper receipt identifying VAT when applicable;
- f. Separate receipts should be obtained for personal purchases;
- g. The School Administrator/LA Finance Assistant record details of the transactions on sequentially numbered petty cash vouchers;
- h. All transactions are authorised and signed in accordance with the authorised signatory list and acknowledged and signed by the recipient of cash;
- i. Authorised signatories are not allowed to certify payments to themselves;
- j. Reimbursements for individual receipts will normally be limited to £20 other than in exceptional circumstances. Payments above this level will be reimbursed by BACs payment;
- k. Personal cheques will not be encashed from petty cash funds;
- l. The LA Finance Assistant enters petty cash transactions onto the accounts system;
- m. Petty cash held is reconciled monthly to the accounts system;
- n. Petty cash vouchers are filed in numerical order in a separate file;

4.7. Staff Expenses

Travelling expenses are paid to staff where approved by the Headteacher in line with LA guidance;

4.8. Taxation

- a. The school complies with VAT and Income Tax Regulations;
- b. Only proper VAT invoices are paid from the School Budget Share Account;

5. Budgets

5.1. Budget Administration

- a. The Headteacher and School Business Leader, with the assistance of the LA Finance Officer, prepare a draft budget based on the budget share allocations from the LA, updated staffing estimates and other financial information available to them i.e. current income and expenditure trends and also take into account current curriculum plans and priorities;
- b. The Headteacher and School Business Leader consider not just the short term financial plans but also considers the medium and longer term implications;
- c. The School budget is linked to the School Development Plan, which is drawn up by the Headteacher

and Senior Leadership Team. This is approved annually by the full Governing Board;

- d. The Headteacher is responsible for the allocation of subject and phase allocations. In deciding allocations the Headteacher considers the school's educational priorities, the individual Development Plans and also the whole School Development Plan;
- e. The Headteacher also considers the allocation of targeted grant income and ensures that the eligibility criteria are met when allocating the grants;
- f. The School Business Leader presents the draft budget to the Resources Committee for consideration and approval;
- g. The Resources Committee will also review and consider the continuation or cessation of LA Traded Services including buying into the LA Long Term and Medium Term Sickness Scheme;
- h. When the Resources Committee is satisfied with the budget figures and has approved the draft budget and Traded Services buyback they are presented at a meeting of the full Governing Board for final consideration and ratification;
- i. The budget plan and worksheet and Traded Services Form are all signed by the Chair of Governors and Headteacher and the relevant forms submitted to the LA by the required deadlines;
- j. The LA Finance Officer is responsible for inputting the budget to the accounting system;
- k. The Headteacher has the authority to spend within the agreed budget headings and in line with the agreed virement and spending limits contained in this policy. Items of expenditure outside this remit should be authorised by the Resources Committee and/or Governing Board;
- l. The LA Finance Officer produces regular monthly budget monitoring reports of income, expenditure and commitments against budgets from the schools accountancy package and meets with the School Business Leader to monitor and review the budget headings and agree budget adjustments as necessary;
- m. The LA Finance Officer or Finance Assistant will produce individual budget reports from the accounts system for budget holders when required. These reports will indicate budget, expenditure and commitments so that budget holders can plan future expenditure and stay within their budget. Any variances or discrepancies highlighted by staff will be investigated and corrected;
- n. The LA Finance Officer produces an up to date budget variance report from the accounts system for the School Business Leader to present to the Resources Committee. The report details income and expenditure and commitments against all budget headings. The School Business Leader will report any significant changes or concerns about the current budget position;
- o. Year end forecasts are prepared by the School Business Leader and LA Finance Officer as at the end of September and December when they review the staffing and other budgets. Virements are considered and approved to bring budgets in line or to facilitate new developments and initiatives;
- p. The Forecasts and virements including those made by the Headteacher under delegated powers are presented to the Resources Committee for consideration and approval;
- q. The approved forecasts are submitted to the LA by the required deadlines and based on the information provided the LA will amend the schools budget plan to reflect the revised budget allocations;
- r. Details of income and expenditure against CFR codes are reported to the LA on a monthly basis;
- s. The LA Finance Officer monitors the monthly LA reports of budget allocations and income and expenditure against the accounting system records and follows up any queries;

6. Internal Financial Control

To ensure effective financial controls, designated personnel are authorised by the Chair of Governors as follows:

- a. Authorised Signatories are named on the authorised Signatory List;
- b. Documents relating to finance are kept for a period of six years plus current working year;

- c. All current accounting records are kept in a locked area of the Finance Office;
- d. The cheques, cheque books and receipt books are locked in the safe or in a locked cupboard in the Finance Office or School Office;
- e. Unused official orders are kept securely in the School Office;
- f. Only authorised staff will have access to school accounting documents and accounting package;
- g. To ensure that duties relating to the financial administration are distributed so that at least two people are involved whereby, one will act as a check on the work of the other as far as is sustainable;
- h. School cheques are printed on pre-printed bank cheques and populated by the accounts system with date, supplier name and amount of payment. The counterfoil records the supplier address and a breakdown of each invoice within the payment;
- i. BACS payment details are notified via supplier invoices and staff authorisation forms and input to the accounting system by the LA finance staff. Reasonable precautions will be taken to check changes to bank and payee details and checks will be made directly with supplier if any irregularity is suspected; A monthly audit report of BACS changes will be printed so that changes to payee and bank details can be checked independently to source records;
- j. BACS reports from the accounting system and bank portal will be checked to invoices and other documents by the authorised signatories and paperwork will be certified before payments are securely authorised via the bank portal. Payments over £1,000 will be checked and securely authorised by a second signatory;
- k. The bank reader cards will be kept in the school safe when not in use and each authorised signatory will set unique pins and passwords to log into the bank portal and to securely authorise payments. The bank portal will prompt authorised users to re-set their password every few weeks;
- l. Petty cash is secured safely and properly controlled;
- m. Income is collected, checked, recorded and banked promptly. Income is held securely in the safe before banking. All banking is checked to source records by another member of staff to ensure dual control and separation of duties;
- n. Designated personnel involved with financial documents including cheques, invoices, orders and receipts are aware that alterations should be made in ink and correction fluid should not be used;
- o. An audit trail is maintained and financial transactions are traceable from the original documentation to accounting records and vice-versa;

7. Contracts

The school will always seek best value for money and take into consideration price, quality and fitness for purpose when purchasing goods and services.

The school will adhere to the LA guidelines in the Scheme for Financing Schools and Contract Standing Orders updated in October 2010 and will contact the relevant LA departments when expert advice on contracting is needed.

Authorisation and Acceptance Thresholds for Works, Supplies and Services

Authorisation is the approval required before quotations or tenders for supplies, services or works may be sought.

Acceptance is the approval to proceed with the purchase of supplies, services or works and to enter into a contract.

- Under £10,000 – no authorisation if budgetary provision, otherwise Headteacher or Deputy Head Teacher. No special rules but reasonable means of selection. Acceptance by Officers (coordinators)

nominated by the Governing Board

- Over £10,000 and under £75,000 – no authorisation necessary where authorised in the budget and supporting plans otherwise by Governing Board. Two or more quotations must be requested, minimum of two returned otherwise process must be repeated. Acceptance by Head Teacher or nominated Deputy
- £75,001 - £173,934 – no authorisation necessary where authorised in the budget and supporting plans otherwise by Governing Board. Tendering process takes place and three or more competitive quotations need to be requested, minimum of 2 returned otherwise process must be repeated. Acceptance by Resources Committee
- Over £173,934 – authorisation by Governing Board. For Supplies and Services Contracts EU Tendering process as required by LA. Works Contracts Tendering process requesting 5 or more quotations with a minimum of two returned otherwise process must be repeated. Acceptance by Governing Board and sealed on behalf of the Council

A contracts file with details of tenders and quotations will be kept in the Finance Office.

8. Security of stocks and other property

Assets

Recording of Assets

The School Business Leader is responsible for maintaining an Asset Register of all its moveable assets with a value in excess of £500 in a format that complies with the LA guidelines. The school will also record items of lower value that are portable and attractive i.e. ICT equipment such as laptops and cameras.

Disposal of Assets

All disposals of material assets require authorisation by the Headteacher and ratification by the Governing Board. The date of disposal, area removed to and quantity disposed of, is recorded in the assets register by the School Business Leader.

The Headteacher and School Business Leader will ensure that stocks are maintained at reasonable levels and are subject to a physical annual check.

Security Marking

The School Business Leader will instruct the ICT support contractor, in association with the Site Manager, to ensure that ICT and other valuable equipment is marked with the School Name and Post Code upon installation.

School Safe

The school safe is kept locked at all times. Only named members of staff i.e. Headteacher, School Business Leader and School Administrator have the combination details for the safe.

Other

Parts of the school building are alarmed when closed and there are strategically placed sensors in and around the building.

All staff, governors and visitors are responsible for their own possessions.

9. Documentation and Security of Records

This section lists the main accounting records maintained by the school and how they are kept secure, and shows how and where documents are filed.

Data stored on the school network is highly confidential in respect of staff and pupil records. The records are maintained using the Arbor Finance and Arbor Administration packages.

Accounting Records

The school maintains computerised accounting records. The accounts package is password protected so that only the School Business Leader and LA finance staff have access.

No individual will have free access to all levels of the school's financial data enabling them to complete all elements of a financial transaction. The LA finance staff have access to all parts of the computerised accounting package but are not cheque signatories. The School Business Leader can only monitor transactions and view reports.

All accounting records are kept for the required period of time in a locked school office or archive area. The cheques and cheque books are stored in a secure cupboard in the Finance Office which is locked out of school hours. Unused official orders are kept in a locked cabinet in the School Office.

Staff and Pupil Data

Only authorised personnel have access to the computerised Arbor MIS and its database. Users are given authority for access by the Headteacher to use that part of the system relevant to their role and responsibility.

HR & Payroll Portal

Only authorised personnel have secure access to the HR/Payroll portal to input details of new staff contracts, changes to existing staff details and contracts, timesheets and absences and to raise queries on behalf of the school.

Back Up and Office Security

The school is registered in accordance with the Data Protection Act 1998 and complies with this legislation. We aim to ensure that the school has an effective computer based systems for monitoring and processing pupil and staff data and financial information efficiently. Such information is properly protected and backed up and that information is restricted to authorised personnel and users.

Back up of Arbor (pupil and staff data) and Cash Accounts (financial data) takes place daily as part of the full server back up;

In addition the back up of financial data is as follows:

- a. A back up is taken each time the Cash Accounts system is updated and saved in the Bursar folders held on the server;
- b. The LA finance staff take copies of the Cash Accounts backups and other monitoring spreadsheets

- on a school USB device and encrypted LA USB pens after each visit. The school USB pen is stored securely in the Finance Office cupboard and the finance encrypted pens are taken off-site;
- c. The computer systems are protected by password security to ensure that only authorised staff have access.
 - d. The final year-end data files and current year data files are stored securely on the school server.

All cheque books and cheque stationery are kept in a locked cupboard in the Finance Office or in the school safe. The bank card readers for designated staff are secured in the school safe. Unused official order forms are stored securely in the school office. The keys to the safe are held by the Head Teacher and School Administrator. The keys to the secure financial records are held in the School Office and access made available to authorised staff only.

At the end of each financial year the LA finance staff are responsible for the timely closure of the financial years' accounting system and for ensuring that year-end returns are submitted to the LA by the required deadline.

Disposal of Documents

All accounting documents are securely retained for the agreed number of years a minimum of 6, after which they are securely destroyed.

10. Banking Arrangements

- a. Authorised signatories are the School Business Leader and other named members of the Senior Leadership Team;
- b. Cheque and BACS payments are prepared by the LA finance staff for the categories of expenditure as detailed on the budget plan;
- c. Cheques are attached to the invoices for certification by the authorised signatories and cheques over £1,000 must be signed by two signatories;
- d. The LA finance staff are authorised users to export BACS payments from the accounts system and to import the payments into the bank portal. They will investigate and resolve any import discrepancies;
- e. The authorised signatories are set up to securely authorise on-line BACS payments within the bank portal;
- f. All authorised users and authorised signatories will set individual pins and passwords to access the bank portal and will also have access to bank statements and transaction records. Passwords for access to the bank portal will be reset every few weeks;
- g. Authorised signatories will be issued with a card reader to enable them to securely authorise on-line BACS payments;
- h. BACS summary reports and invoices are grouped together in payment order by the LA finance staff and checked and certified by the authorised signatories before payments are authorised in the bank portal. Payments over £1,000 will also be authorised by a second signatory;
- i. When the LA finance staff input new BACS information into the accounts system a monthly audit report will be printed and checked by a designated member of staff;
- j. The bank accounts are never overdrawn, nor will the bank negotiate overdraft facilities;
- k. Cheques are not pre-signed;
- l. When not in use, cheque books and computerised pre-printed cheques are securely kept in the school safe or a locked cupboard in the Finance Office;
- m. Bank statements are received weekly for official and unofficial funds and can also be viewed and downloaded by designated staff via the bank on-line portal.

Bank Reconciliations

The LA finance staff perform the bank reconciliations on the school bank accounts upon receipt of the bank statements. The statements are reconciled against the bank balances on the accounts package. The Headteacher or Deputy Head checks and authorises these reconciliations. The monthly bank reconciliations are sent electronically to the LA and the printed reconciliation sheets are kept in the Finance Office to prove checks have been made. Statements are filed in statement number order and are kept in the Finance Office.

11. Whistle-Blowing

The Barnet LA Whistle-Blowing Policy has been adopted by the Governing Board. It is available to all staff and governors in electronic form within the Policies Folder in the Staff Shared Folder within the CPS All Staff Team. A hard copy is kept by the School Business Leader who will provide staff with a copy should it be required.

13. Anti-Fraud and Corruption

The Barnet LA Anti-Fraud and Corruption Policy has been adopted by the Governing Board. It is available to all staff and governors in electronic form within the Policies Folder in the Staff Shared Folder within the CPS All Staff Team. A hard copy is kept by the School Business Leader who will provide staff with a copy should it be required.