



Finance Policy and Procedure Manual

2025/26

Policy Date: September 2025

Review Date: September 2026

Learning at Charville is underpinned by the Core Values, which are as follows:

Respect

Independence

Self-belief

Honesty

Caring

Determination

Outline of updates:

Index updated where needed

Appendix 1 – significant refresh

Appendix 4 – significant refresh

Academies Trust Handbook 2025 main changes – for information

Roles and responsibilities

- Confirming that trusts should have an understanding of and be working towards meeting the 6 core **digital and technology standards** by 2030 ([1.16](#)).
- Providing trusts with further **guidance on estates management** ([1.20](#)).
- Updating the **accounting officer duties** and the **definitions of regularity, propriety, value for money and feasibility**, to better reflect Managing Public Money ([1.32](#) and ‘find out more’ box).
- Providing further information including links to relevant sections of **Managing Public Money** regarding the accounting officer’s duty to raise concerns ([1.37](#) and ‘find out more’ box).

Main financial requirements

- Providing trusts with further guidance and **support on procurement** ([2.24 to 2.26](#)).
- Clarifying the role of the board in **setting of executive pay** ([2.27 and 2.30](#)).

Internal Scrutiny

- Clarifying that the **income thresholds** referred to in [3.6](#) and [3.16](#) are based on the trust’s last audited accounts

Delegated authorities

- Explaining how **cost** could cause a transaction to be repercussive ([5.5](#)).
- Providing a link to the relevant section on **Novel, Contentious or Repercussive transactions** in Managing Public Money (‘find out more’ box below [5.5](#)).

The Regulator and intervention

- Confirming that trusts **must not pay any cyber ransomware demands** ([6.15](#)).
- Providing trusts with a link to **further information on DfE oversight and support, including intervention** ([6.16](#)).
- Removing educational performance as an area where an **Notice to Improve (Nti) may be issued** ([6.17](#)).
- Confirming that the department may **recover funds** where there is evidence of irregularity or fraud ([6.21](#))

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1. Introduction

The purpose of this policy is to ensure that the Academy maintains and develops systems of financial control, which conform to the requirements of both propriety and of good financial management. It is essential that these systems operate properly to meet the requirements of Charville Academy's Funding Agreement with the Department for Education (DfE)

The Academy must comply with the principles of financial control outlined in the Academy Trust Handbook 2025 published by the DfE. This policy expands on that guidance and forms the manual detailing information on the academy's accounting procedures and systems. It should be read by all staff involved with financial systems and accountability.

This policy builds on the financial principles and requirements established and adopted in previous finance policies and reflects the organisational changes that have occurred over the last 12 months and includes key amendments outlined in the Academy Trust Handbook

2. Principles

The Governing Body will manage their affairs in accordance with the high standards detailed in 'Guidance on Codes of Practice for Board Members of Public Bodies' and in line with the seven principles of public life

- **Selflessness** Holders of public office should take decisions solely in terms of the public interest.
- **Integrity** Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in their performance or their official duties
- **Objectivity** In carrying out public business, including making public appointments, awarding contracts or recommending individuals for rewards and benefits, holders of public office should make choices on merits.
- **Accountability** Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.
- **Openness** Holders of public office should be as open as possible about all decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands
- **Honesty** Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interests.
- **Leadership** Holders of public office should promote and support these principles by leadership and example.

3. Organisation and Responsibilities.

3.1 The Academy has defined the responsibilities of each person involved in the administration of the Academy's finances to avoid the duplication or omission of functions and provide a framework of accountability for governors and staff. They include:

- Ensuring that grants from the DfE are used only for the purpose intended.
- Approval of the annual budget
- Regular monitoring of income and expenditure
- Completion and submission of statutory returns, including the annual return.
- Appointment of senior executive leader (SEL) and accounting officer (AO) – Head Teacher (**Senior Leadership Team**)
- Appointment of the chief finance officer (CFO) – School Business Manager (SBM) (**Senior Leadership Team**)
- Appointment of the responsible officer (RO) and External Auditor – Azets Audit Services
- Approve the recruitment/appointment of trustees
- Appointment of the academy head in line with the scheme of delegation (Appendix 1)

3.2 Members

The Members of the trust

- Appoint the trust's external auditors and receive but do not sign the audited annual report and accounts

3.3 Full Governing Board (FGB) (Trustees)

The Governing Board has overall responsibility for administration of the Academy's finances. The board should identify the skills and experience it needs to hold the senior leadership team to account. The board should also address this for committees. The main financial responsibilities of the Governing Board are prescribed in the

Funding Agreement between the Academy and the DfE. The main responsibilities include:

- Must appoint a governance professional
- Ensure the grant from the DfE and other restricted funding is used for the purposes intended
- Approve the annual budget and any material changes
- Ensure a Scheme of Delegation is in place
- Ensure assets are managed
- Ensure accurate accounting records are maintained
- Ensure the budget monitoring statements are a true and accurate record on income and expenditure
- Approve the annual statutory accounts
- Retain overall responsibility for the management and oversight of risks

3.4 Resources, Audit, Risk and Finance Committee (RARF)

The main financial responsibilities of the Resources, Audit, Risk and Finance Committee are detailed in their terms of Reference, these include:

- Reviewing the Risk Register
- Reviewing and making recommendation to the FGB to approve the annual budget;
- Regular monitoring of actual expenditure and income against budget;
- Ensuring the annual accounts are produced in accordance with the requirements of the Companies Act 1985 and the DfE guidance issued to academies;
- Authorising the award of contracts up to the amount stated in the Scheme of Delegation (Appendix 1)
- Reviewing the reports of the external auditors on the effectiveness of the financial procedures and controls. (These reports must also be reported to the FGB)
- Reviewing the financial policies of the academy and where necessary make recommendations to the FGB

3.5 Head Teacher - Senior Executive Leader & Accounting Officer (AO) – Senior Leadership Team

The Head Teacher has overall executive responsibility for the Academy. The Head Teacher retains responsibilities for:

- Approving new staff appointments within the authorised establishment.
- Authorising orders and contracts up to the amount stated in the Scheme of Delegation (Appendix 1), reporting these decisions to the Finance & Resources Committee.
- On-Line Banking & BACS Authorisation
- Reconciling Bank Statements

The funding agreement identifies the Head Teacher as the Senior Executive Leader/AO who is personally responsible to the Governing Board for:

- Ensuring regularity and propriety
- Prudent and economic administration
- Avoidance of waste and extravagance
- Efficient and effective use of available resources
- The day-to-day organisation, staffing and management of the academy

The Senior Executive Leader/AO has the duty to act if the Governing Board or Chair is contemplating a course of

action, which he or she considers an infringement of propriety or regularity. Objections should be put in writing to the Governing Board, details sent to the Permanent Secretary and the academy's external auditors.

The Senior Executive Leader/AO may delegate, or appoint others to assist in these responsibilities.

The Senior Executive Leader/AO must not be the same person as the Chief Financial Officer

3.6 School Business Manager (SBM) - Chief Financial Officer (CFO) – Senior Leadership Team

The SBM works in close collaboration with the Head Teacher who reports to the Resources, Audit, Risk and Finance Committee.

The main responsibilities of the SBM are outlined in the approved job description and include -

- The day-to-day management of financial issues including the establishment and operation of suitable accounting systems
- To secure additional funding
- The management of academy's financial position at strategic and operational level
- The maintenance of effective systems of internal control
- Ensuring that the annual accounts are properly presented and adequately supported by the underlying books and records of the academy
- Preparation of monthly management accounts
- Ensuring forms and returns are sent to the DfE in line with their reporting deadlines
- Management of the Academy's service level agreements

3.7

3.7.1 Auditors (Internal Scrutiny) – Responsible Officer (see Academy Trust Handbook 2022 - Part 3)

Every academy trust must have in place a process of internal scrutiny for the independent checking of financial controls, systems, transactions and risks.

The focus of internal scrutiny is to

- Evaluate the suitability of, and compliance with, financial and non-financial controls
- Offer advice on how to address weaknesses in financial and non-financial controls
- Ensure all categories of risk are adequately identified, reported and managed

The programme of internal scrutiny will report to the RARF committee who are responsible for

- Approving and overseeing the programme of internal scrutiny
- Ensure that risks are addressed appropriately through internal scrutiny
- Reporting to the board on the adequacy of the trusts internal control framework.

The Board has appointed School Business Services to be the internal scrutineer and will identify at least two areas for scrutiny in 2025-26. The SBM will report findings after each scrutiny review to the next RARF meeting and present the scrutiny report to the full trustee board.

3.7.2 Annual accounts and external audit (see Academy Trust Handbook 2022 - Part 4)

The academy trust must prepare an audited annual report and accounts to the end of its accounting period

(31st August annually).

The Companies Act 2006 dictates that an auditor must be appointed to give an opinion on whether the accounts present a true and fair view of the trust's financial performance and position.

The Trustee Board have tendered the audit services and have reappointed Azets Audit Services (Azets) to act as the external auditor. The maximum period before the service must be retendered is five years. The auditors will carry out financial reviews in order to provide the Governing Board and, indirectly, the Department for Education with the required assurance. Azets will undertake the checks and balances in line with the recommendations shown in the Academy Trust Handbook.

General areas for review will cover the following:

- Review that bank reconciliations have been carried out each month
- Review of monthly payroll to ensure that any changes have been appropriately authorised and agreed (refer to Resources, Audit, Risk and Finance Committee)
- Check sample orders to delivery notes and invoices to ensure that the documentation is complete and has been appropriately checked and authorised.
- Check sample payments back to invoices, orders and delivery notes to confirm they are bona fide purchases.
- Review a sample of expense claims to ensure the appropriate documentation to support the claim and that the claim is appropriately authorised.
- Review returns to the Department for Education to ensure the information supplied is consistent with the underlying records and internal management reports.
- Review all major contracts and ensure formal tender procedures exist and are being followed.

Azets will produce a full report after each visit to the SBM/Head Teacher who will report findings of each visit to the Resources, Audit, Risk and Finance Committee and these will be reported back to the Governing Board.

3.8 Other Staff

Other members of staff, primarily the SBM, Finance team and responsible budget holders will have some financial responsibility. All staff are responsible for the security of academy property, for avoiding loss or damage, for ensuring economy and effective use of resources and for conforming with the requirements of the academy's financial procedures and statute.

3.9 Register of Interests

It is important for anyone involved in spending public money to demonstrate that they do not benefit personally from the decisions they make. To avoid any misunderstanding that might arise, all trustees, directors, governors and staff with significant financial or spending powers are required to declare any financial interest they have in companies and/or individuals from whom the academy may purchase goods or services. The register is open to public inspection; a copy of the form is appended to this policy (Appendix 8)

A declaration will be completed at least annually by

- All trustees and members
- All members of the Senior Leadership Team (SLT)
- All staff with financial responsibility

The register should include all business interests such as directorship, shareholdings and/or other appointments of influence within the business or organisation which may have dealing with the academy trust. The disclosure should also include business interest of relatives such as parent or spouse or business partner where influence could be exerted over a director or a member of staff by that person.

The existence of the register of business interests does not, of course, distract from the duties of the trust and its staff to declare interest whenever they are relevant to matters being discussed by the trust or a constituted committee. Where an interest has been declared, trustees, directors, governors and staff should withdraw from that part of any committee or other meeting.

From 1st April 2019 all transactions with related parties must be reported to the CFO prior to taking place. The CFO will submit the appropriate details to the DfE for approval. There is no provision for retrospective approval for any related party transactions.

Any related party transactions arising during the year must be recorded on a monthly basis and submitted as part of the month end procedure.

The Academy Trust Handbook has been updated to provide further clarity on governance;

- Trustees must understand their duties as company directors
- Trustees must provide details of its governance arrangements in their governance statement published with the annual accounts on the trust website
- The board should identify the skills they require and address any gaps through recruitment or training
- The scheme of delegation is to be published on the trust website
- The chair of the governing body and the accounting officer must manage their relationship with connected parties to avoid both real and perceived conflicts of interests
- Academy trusts must recognise that their relationship with some connected parties attract greater public scrutiny and require high standards of accountability and transparency.
- Academy trusts must capture relevant business and pecuniary interests of members, trustees, local governors, accounting officers and senior employees – Trustees, accounting officer and members interests are to be published on the website – and consider whether other individuals should be included in the register (in support of transparency and accountability)
- Above the de-minimus threshold of £2.5K Academy trusts must pay connected parties at no more than cost.

3.10 Gifts

The academy trust has a policy and register on the acceptance of gifts, hospitality, awards, prizes or any other benefit that might be seen to compromise their judgement or integrity, and should ensure all staff are aware of it. When making gifts, the trust **must** ensure the value is reasonable, is within its scheme of delegation powers, the decision is documented and has due regard to propriety and regularity in the use of public funds.

4 Financial Planning

The CFO/SBM will prepare both medium and short-term financial plans. These plans are prepared to inform the academy's strategic development planning processes for the next 3 years.

The Academy's Strategic Plan identifies the development plan priorities over the medium term and the expected level of resources available.

The Academy's School Development Plan provides the framework for the annual budget. The Annual budget is a detailed statement of the expected resources available to the Academy and the planned use of those resources during the year. SLT will provide the SBM with the SDP framework by the end of June of each year.

5. Annual Budget

The budget process follows a planned annual cycle (Appendix 2).

The SBM, in liaison with the Head Teacher is responsible for the preparing and obtaining approval for the annual budget from the Resources, Audit, Risk and Finance Committee and the Full Governing Board who must approve the budget each year.

The approved budget must be submitted to the DfE within the published timetable each year. The SBM is responsible for establishing a timetable which allows sufficient time for the approval process and ensures the submission date published by the DfE is met.

The annual budget will reflect the best estimate of the resources available to the academy for the forthcoming year and will detail how those resources will be utilised, establishing clear links to support the objectives identified in the School Improvement Plan.

The budget planning process will incorporate the following elements: -

- Forecasts of likely pupil numbers to estimate the amount of DfE grant receivable
- Review of other income sources
- Review of past performance against budgets
- Annual review of expenditure headings to reflect known changes and expected variations in costs e.g. pay increases, inflation or other anticipated changes.
- A staffing structure that fulfils statutory requirements and supports academy improvement – The staffing costs must not exceed 80% of the total in year funding without the approval of the head.
- A benchmarking comparison with academies with similar characteristics. See link to Schools Financial Benchmarking Service. <https://schools-financial-benchmarking.service.gov.uk/School?urn=139609>

The draft budget should be presented to governors at the Resources, Audit, Risk and Finance Committee and Full Governing Board together with a supporting report for approval. Once the budget is agreed this should be communicated to all responsible budget holders to ensure they are aware of the overall budgetary constraints.

The budget should be seen as a working document which may need revising throughout the year as circumstances change, any revision should be reported to the Resources, Audit, Risk and Finance Committee

through the SBM report to Governors. Any substantial changes must be approved in accordance with the Scheme of Delegation – Appendix 1.

6. Budget Management

The Finance Officer will reconcile all bank accounts fortnightly and these are signed off by the Head Teacher and SBM

The Chair of Governors, Chair of RARF and Headteacher receive monthly reports (except to the end of August) including a cashflow, balance sheet and budget variance report. The Head Teacher and Resources, Audit, Risk and Finance Committee will receive half termly budget monitoring reports from the SBM on current spend against budget and forecast outturn expenditure.

Recommendations will be suggested regarding appropriate action to be taken to correct any significant over or under spending and plans will be formulated for consideration at the Resources, Audit, Risk and Finance Committee.

The Governing Board may delegate elements of the budget to staff where this is appropriate. These budget holders must operate within the same objectives and controls as those agreed for the Academy as a whole. Delegated budget holders will be provided with sufficient information to enable them to perform adequate monitoring and control. Such budget holders are accountable to the Head Teacher who is responsible for ensuring mechanisms exist to enable such delegated budgets to be monitored and managed.

Any potential overspends against the budget must in the first instance be discussed with the SBM.

The Resources, Audit, Risk and Finance Committee will continually monitor the quality of the financial Information presented to the Committee to ensure that what is provided remains appropriate, particularly in terms of its timing, level of detail and narrative.

The Original Budget must be set in the FMS Accounting systems and up-to-date changes monitored against a Master budget which will record in-year changes.

7. Accounting Systems

7.1 Financial Accounting System

The Academy uses the FMS Accounting System and all financial transactions must be recorded using this System. Access rights within FMS are defined for each user with a unique ID and password. Users are detailed in the Scheme of Delegation (Appendix 1). All finance staff have been trained in the use of FMS. Log in details can be reset by the SBM or the ICT support providers for FMS.

- All financial transactions relating to the Academy's budget must be recorded using FMS. There must be a clear audit trail for all financial transactions from the original documentation to accounting records. Finance records must be stored for seven years in accordance with the Companies Act.
- Only authorised staff will be permitted access to the accounting records, which should be securely retained when not in use.

- Authorisation and supervisory controls should be adequate to ensure transactions are properly recorded or that errors are identified.
- All records should be protected against unauthorised modifications, destruction, disclosure or loss whether by accident or intention.
- The finance system must be protected by robust back up procedures. turnITon, our external IT supplier, have set an automatic backup of our system which they monitor and if something is wrong will alert our IT provider and designated IT consultant. The system is backed up in the cloud Redstor and also on the onsite NAS box each night. Regular backup tests are also performed by our IT provider and designated IT consultant to ensure that data integrity is not compromised

7.2 Transaction Processing

- All journal transfers and transactions in the Nominal Ledger will be processed by the SBM, Finance Officer or Finance & Admin Asst.
- Cash Book entries will be made by the SBM/Finance Officer/Finance & Admin Asst
- Fixed Asset transactions will be made by the Finance Team
- Purchase orders for requisitions authorised in accordance with the scheme of delegation (Appendix 1) will be raised by the Finance Team
- Confirmation will be sought, from the recipient, that goods or services have been delivered before invoices are processed for payment. This will be evidenced by a signed delivery note or a signed “received” stamp on the invoice/delivery note
- Invoices will be processed ready for payment by the Finance Team
- Sales Ledger & Purchase Ledger transactions will be processed by the Finance Team
- BACS or manual payments should be raised by the finance department and countersigned in accordance with the Bank Mandate as per Scheme of Delegation (Appendix 1)
- The SBM will obtain and review system reports to ensure only regular transactions are posted to the accounting system
- The SBM will ensure monthly reconciliations in respect of the sales ledger; purchase ledger, payroll, nominal ledgers and cash book.

7.3 Accounting for ‘Other’ Income using Parent Pay/ Card payments

The Academy uses Parent Pay and SumUp to deal with the collection of ‘other income’. This system is set up for access by all Office staff; each user is defined with a unique ID and password. Payees are required to make payments on line.

- The Finance Team are responsible for the day-to-day management of both systems.
- The Finance Team are able to accept and process card payments using debit cards for emergency payments
- The Finance Team produces reports for data input into FMS
- The Finance Officer will provide a reconciliation of parent pay payments
- The SBM is responsible for overseeing this system and receiving information from the Finance Team

Detailed user guidance can be found at www.parentpay.com or call 02476994820

If cash is collected the Finance Officer/SBM will count the money together. The Finance Officer/SBM will record the monies in FMS and arrange for deposit of money into bank account – Via a secure carrier if necessary.

8. Payroll

The main elements of the payroll system are:

- Staff Appointments
- Payroll administration
- Payments and monitoring

8.1 Staff Appointments:

The Governing Board approves a personnel establishment for the Academy which is known as the Staffing Structure and forms part of the Pay Policy. Material changes to the Staffing Structure of the Academy may only be approved by the full Governing Board who must ensure that adequate budgetary provision exists for any established changes and are after the required period of consultation with unions and staff.

The Head Teacher has the authority to appoint staff within the authorised staffing structure. The SBM, Finance Officer, HR & Office Manager will maintain personnel files for all members of staff, which include contracts of employment.

Any new posts must be approved by the governors.

8.2 Payroll Administration

The Academy's payroll is outsourced to [Iris Business Software](#) 03331 128000

All Payroll transactions relating to Academy staff, permanent or casual, will be processed through the payroll system.

All new appointments, leavers, changes to contracts or personal details are to be notified to Iris payroll on the appropriate forms (for guidance contact payroll.) Forms should be completed by the HR & Office Manager and signed by the Head Teacher. In the case of changes to the Head Teacher's salary, forms should be signed by the Chair of Governors as per the Scheme of Delegation (Appendix 1). Copies should be retained on the employees personnel file and notification sent to payroll.

All personnel files shall be stored in a lockable cabinet. Only the Head Teacher, SBM, Finance Staff and HR & Office Manager (Chair of Governors and Chair of Resources should also have access where necessary) will have access to staff files but individuals can request to see their own files in line with data protection policies.

The SBM, HR & Office Manager and Finance Staff are responsible for keeping the staff personnel database up-to-date via SIMS Personnel recording system (migrating to Arbor during 2025-26).

Absence records are maintained by the HR & Office Manager. Unpaid leave is notified to payroll using the Absence recording system.

Staff claims for overtime must be verified by a manager who is aware that the work was carried out and then be authorised in accordance with the scheme of delegation. Claims for overtime /variance of grade of duties, casual claims and supply claims will be entered onto the spreadsheet provided monthly to Iris. It will be authorised by

the Head Teacher and sent to payroll by the due date each month for claims up to the end of the previous month. Any overtime forms or expenses claims for the Head Teacher must be signed off by the Chair of Governors

8.3 Payments and Monitoring

All salary payments are made by BACS.

Iris submits payroll reports prior to salary payments being dispatched detailing costs and individual's payment details. A BACS report is also submitted. The SBM will undertake a sense check whenever possible to ensure the data does not contain major errors prior to salaries being paid.

The SBM will undertake a reconciliation of all claims for additional hours / unpaid leave and investigate any differences between the previous month's gross salary against the current months. The Headteacher will review payroll before it is released by the SBM or Finance Officer

The payroll provider automatically calculates the deductions due from salaries to comply with current legislation. Iris are authorised to make BACS payments from the Academy's bank account by direct payment for the amounts of the deductions to the following agencies: Local Government Pension Scheme, Teachers Pensions, Prudential Teachers AVC's, Unison & GMB by the 8th of the month following the pay run and to HMRC by the 19th of the month following the pay run.

The SBM/Finance Officer will enter the payroll data into FMS via General Journal at the earliest opportunity.

9. Value for Money (VFM) Procedures

All orders for goods and services are subject to the following rules concerning quotes and tenders below:

9.1 Orders of 0.01 but less than £10,000 - preferred supplier

Consideration to be given to alternative suppliers and evidence attached to requisition if quotes have been sought

9.2 Orders of £10,000 and above must be approved by the Governors via the RARF committee

9.3 Orders £10,000 and over but less than £50,000

At least 3 written quotations should be obtained for all orders to identify the best sources of the goods/services. Written details of quotations should be stored in the quotes file for audit purposes. Approval for orders of

9.4 Orders £50,000 and over but less than £100,000

A minimum of 5 tenders are to be obtained for purchases and contracts valued between £50,000 and £99,999 using the correct tender method as detailed in section 10.

9.5 Orders £100,000 and over but less than the Public Contracts Regulations 2015 threshold

A minimum of 6 tenders to be obtained for purchases and contracts valued between £100,000 and Public Contracts Regulations 2015 using the correct tender method as detailed in section 10

9.6 Orders over £214,904 (supplies), £214,904 (Services) and £5,372,609 (works) – Public Contracts Regulations 2015

Goods, services or works ordered with a value over the amounts stated above must be subject to formal tendering procedures as detailed below. All paperwork relating to the tender must be kept in the SBM's office. In establishing the value of the contract, the single year value of a multi-year contract will be used providing there is an annual exit clause. (Checked with auditors Nov 2022)

10. Forms of Tender

There are three forms of tender procedure: open, restricted and negotiated and the circumstances in which each procedure should be used are described below:

10.1 Open Tender:

This is where potential suppliers are invited to tender. The budget holder must discuss and agree with the SBM how best to advertise for suppliers. This is the preferred method of tendering, as it is most conducive to competition and the propriety of public funds.

10.2 Restricted Tenders:

This is where suppliers are specifically invited to tender and are appropriate where:

- There is a need to maintain a balance between the contract value and administrative costs,
- A large number of suppliers would come forward or because the nature of the goods is such that only specific suppliers can be expected to supply the academy requirements,
- The costs of publicity and advertising are likely to outweigh the potential benefits of open tendering.

10.3 Negotiated Tender:

The terms of the contract may be negotiated with one or more chosen suppliers. This is appropriate in specific circumstances:

- The above methods have resulted in either no or unacceptable tenders,
- Only one or very few suppliers are available
- Extreme urgency exists
- Additional deliveries by existing supplier are justified

10.4 Preparing for Tender

Full consideration should be given to:

- Objective of project
- Overall requirements
- Technical skills required ☒
- After sales service requirements

- Form of contract

It will be necessary to rank all the requirements and award marks to suppliers on fulfilment of these requirements to help reach an overall decision.

10.5 Invitation to Tender

- An invitation to tender should include the following:
- Introduction/background
- Scope and objectives of the project
- Technical requirements
- Implementation of the project
- Terms and conditions of the tender
- Form of response

10.6 Aspects to consider

Financial

- Comparison of like with like cost and if a lower price means a reduced service or lower quality this should be borne in mind when reaching a decision
- Hidden costs – care should be taken to ensure tender price is the total price.
- Is there scope for negotiation?

Technical

- Qualifications of contractor
- Experience
- Descriptions of technical and service facilities
- Compliance to Construction Design and Management regulations (CDM)
- Certificates
- Quality control procedures
- Details of previous sales and references

Other Considerations

- Pre-sales demonstrations
- After sales service
- Financial status of supplier

10.7 Tender Acceptance Procedures

The tender invitation will state the time and date by which the completed tender document should be received by the academy. Tender submissions should be received in plain envelopes clearly stating they contain tender documents they must be

- Date stamped and marked with the time of receipt
- Store, unopened, in a secure place prior to tender opening
- Tenders received after the deadline should not normally be accepted

10.8 Tender Opening Procedures

All tenders should be opened at the same time and tender details should be recorded and signed. Two persons should be present at the opening of the tenders this would normally be the SBM and the Head Teacher, in some circumstances this could be delegated to an agent who has been employed by the Academy to undertake the tendering process i.e. a firm of architects:

10.9 Tender Evaluation Procedures

The evaluation process should involve at least two people. Those involved should disclose all interests, which may influence their objectivity. If there is a potential conflict of interest then that person must withdraw from the tendering process.

Those involved must take care not to accept gifts or hospitality from potential suppliers that could be seen to compromise their independence.

Full records should be kept of all criteria used for evaluation and for contracts over £25,000; a report should be prepared to the Resources & Finance Committee.

The accepted tender should be one that is economically most advantageous unless it can be demonstrated that this is not the best option for the Academy and other factors outweigh any monetary savings.

11. Purchasing

The Academy will aim to achieve best value for money for all its purchases, ensuring that services are delivered in the most economical, efficient and effective way, within available resources, and with independent validation of performance achieved wherever practicable. The Head Teacher is responsible for ensuring procedures are in place for testing the market, placing of orders and paying for goods and services by following the general principles of:

- Probity – an approach to all interested parties in the disclosure of information that lends itself to necessary scrutiny.
- Accountability – the process whereby individuals are responsible for their actions and decisions.
- Fairness – that all those dealt with by the Academy are dealt with on a fair and equitable basis.

The SBM will ensure that there is a clear separation of duties within the finance team, which would, if combined, enable one individual to record a complete transaction. Appendix 4 should be read with this in mind.

11.1 Orders for Goods and services

Budget Holders must raise an order for goods or services using a requisition form (Appendix 3) available from the finance office. The order must be authorised in accordance with the scheme of delegation (Appendix 1)

Where the value of an order is over £10,000, the order must be agreed by the RARF committee and the requisition must be accompanied by evidence of the appropriate number of quotes /or proof that a VFM exercise has taken place – as per section 10. Orders will be authorised only if the VFM documentation is present and correct. Advice about suppliers or obtaining best value is available from the SBM

Upon receipt of a requisition form signed by the relevant budget holder and authorised in line with the Scheme of Delegation (Appendix 1) the Finance Office will

- raise an official order through FMS and email or post it to the supplier.

- telephone/direct verbal ordering will be permitted only in situations where raising an official order is not practicable and with prior approval from the SBM. In such cases, a written confirmation order will be raised as soon as possible, normally within 24 hours.
- attach the FMS generated purchase order to the purchase order form and file in number order in the office.

11.2 Delivery of Goods and Services

On receipt of goods the Resources Assistant will check the goods received match the delivery note and sign the note to confirm this.

The Site Manager or other suitable official will confirm that services have been received

The Finance Officer will check the delivery note against the original order to ensure the correct goods have been dispatched and then attach the delivery note to the original requisition form in the file

The Finance Officer will investigate any discrepancy

The Resources Manager will dispatch goods to the budget holder

The budget holder must ensure that the goods received are of acceptable quality: any goods that are rejected must be notified to the Finance Officer within two days of delivery.

12. Payment of Accounts

12.1 Processing of Invoices

Payment for supplies and services will be made upon receipt of an Invoice when

- It is confirmed that goods or services have been received and are of the quality expected as per section 11
- The invoice is arithmetically correct
- Prices are correct
- VAT has been treated correctly

No photocopied invoices will be paid but invoices sent electronically by email are acceptable.

At least two people must be involved in the process of agreeing invoices and authorising payment. The Finance Officer will do the above checks and enter the invoices on to FMS as soon as possible. The SBM will confirm that payment may be made before the BACS payment is processed and will evidence this by signing the invoice. All invoices are to be processed through FMS, payments will be generated via BACS and authorised in accordance with the Bank Mandate.

12.2 Payments to individuals

Payments can be made to individuals on production of an invoice. An enquiry must be carried out on the individual using the HMRC, Employer Status Indicator Tool: <https://www.gov.uk/guidance/check-employment-status-for-tax> The generated reference number must be kept with the invoice. If the enquiry shows that the payment cannot be made to the individual via the invoice produced, the appropriate Iris form should be completed and the individual paid through the academy's payroll provider.

13. Other Purchases

The academy recognises that there are instances when it is not possible to process orders for goods and services in the normal way and items such as ingredients for cookery may have to be purchased and claimed back. Purchasing goods and services over the internet which requires payment at the time of ordering is also becoming a more common practice.

13.1 Credit Card Purchases

- To be used when making a request for an Internet / Telephone order where immediate payment is required.
- School Credit Card forms (Appendix 7) are required as per 'ordering goods and services' procedures above and must be signed off by the Head Teacher prior to ordering.
- Two Deputy Heads and the Assistant Head hold credit cards for orders placed over the Internet/telephone and orders may be placed by them after authorisation by the Head Teacher.
- The cardholder must then countersign the permission slip to confirm their card has been used to make the purchase
- The full invoice must be attached to the Permission to Spend form before giving it to the Finance Office. The transaction is recorded in FMS as a journal as soon as possible and the journal number recorded on the documentation
- The credit cards should be held securely by the Deputy/Assistant Headteachers at all times and the PIN code not disclosed to any other party.
- The cardholders are responsible for checking and passing their monthly statements to the Finance Officer for processing

13.2 Reimbursements to individuals

Reimbursement of expenses to individuals will be made via BACS. As we are a cashless school we do not reimburse in cash

- Prior permission must be sought and the request MUST be supported by receipts for the goods/services received.
- The claimant must submit an expenses form (Appendix 6) which must be authorised by the budget holder and by an authorised person in accordance with delegated authorities

14. Income

The main source of income for the Academy are the Grants from the DFE and the Local Authority. The receipt of these funds is monitored by the SBM who is responsible for ensuring all grants due to the Academy are collected and recorded correctly on FMS.

14.1 Income received by the Academy

The Academy collects income from parents or the public for:

- School Meals
- Uniform
- Trips and residential visits^[L]_[SEP]
- Breakfast Club
- Lettings

- Reimbursements from various parties for activities in which the academy plays an active role.
- The Finance Officer is responsible for the day-to-day administration of parent pay, the processing of card payments and updating FMS. User guidance can be found at www.parentpay.com or call 0247699482.

14.2 Trips / Activities

A lead teacher must be appointed for each trip. For every trip or activity, a Trip/workshop form and a Risk assessment form must be completed (Appendix 5). The Finance Team is responsible for pricing the trip and the SBM will sign off the costs on the trip/workshop form before the trip is approved. The Finance Team will input the information on the parent pay website for payments to be made and will liaise with the lead teacher over amounts outstanding. There must be evidence that there is no intention to make a profit from any trip or activity.

14.3 Lettings

The policy for lettings of premises is contained in a separate document. The Policy and charges will be reviewed periodically and approved by the Resources, Audit, Risk and Finance Committee

The Finance Officer is responsible for maintaining records of bookings facilities and for identifying the sums due from each organisation. Payments must be made in advance for these facilities whenever possible.

The Finance Officer/Assistant will be responsible for chasing outstanding debts, no debts will be written off without the express approval of the Governing Board. (The DfE prior approval is also required if the debt to be written off is above the value detailed in the funding agreement).

14.4 Custody

All cash and cheques received must be held in the academy's safe prior to banking. Banking will take place as required if the sum held exceeds £3,000. Banking may be collected by a secure carrier when required during term time. It is not expected that we will receive sums that exceed the cash limit.

The Finance Officer is responsible for preparing summary banking reports from Parent Pay for the SBM. The Finance Officer inputs the banking amounts into FMS and completes reconciliations between sums collected, the sums deposited at the bank and the sums posted to the accounting system during routine month end procedure.

14.5 External Debtors

Debts under £50 may be written off by the Head Teacher.

Debts over £50 may be written off only with the approval of the Resources, Audit, Risk and Finance Committee

Debts above the level as detailed in the funding agreement must be submitted to DfE for approval to be written off.

The following debt recovery policy will be applied:

- If payment has not been received 30 days after invoice a reminder will be sent asking for payment within 7 days.
- If payment is not forthcoming, a further reminder will be sent, requesting immediate payment or contact to arrange repayment by instalment.
- If payment is still not forthcoming, for debts over £50, a threat will be issued and may be put into the hands of a nominated debt collector if payment is not received within the next 7 days.
- If not received after 7 days, the debt will be pursued by appropriate means and the debtor will be notified

accordingly.

- Debts greater than £50 will continue to be pursued by the Finance Office and will be reported on at Resources, Audit, Risk and Finance Committee meetings where governors will decide on action to be taken.
- The current debtors report together with details of any debts written off (under £50) and legal based letters sent will be provided for each Resources, Audit, Risk and Finance Committee meeting.

14.6 Internal Debtors

It is acknowledged that the school may incur internal debts relating to certain activities and school meals

- Debts under £50 may be written off by the Head Teacher.
- Debts over £50 may be written off only with the approval of the Resources, Audit, Risk and Finance Committee
- The write off of debts above the level detailed in the funding agreement must be approved by the DfE

The following debt recovery procedures will be applied:

10 days is the maximum level of school meal debt which any child should be able to accumulate

- Contact 1 - normally by SMS, stating debt and payment due in 48 Hours
- Contact 2 - reminder message, stop service threat
- Contact 3 – Phone call to debtor
- 14 days' notice for payment or further action
- Set up payment plan if agreed (could be set up at any point)
- Letter - Advising legal action (county court) will be taken (10 days)
- Letter sent to inform that debt has been passed on to the county court
- Passed on to the county court

15. Cash Management

15.1 Bankers

The Academy have appointed Lloyds TSB as their bankers for all funds. The opening of all bank accounts must be authorised by the Governing Board who must set out in the Scheme of Delegation the arrangements covering the operation of accounts. This should include any transfers between accounts, cheque signing arrangements and the operation of systems such as BACS which must also be subject to the same level of control.

15.2 Deposits

Particulars of any bank deposit must be entered on a paying in slip and should include:

- The amount of the deposit^[1]_[SEP]
- The secure carrier Collection Bag Reference Number if used
- Signature of person preparing the banking
- Signature of person checking the banking
- Secure carrier collection receipt attached

15.3 Payments and withdrawals

All cheques and other instruments authorising withdrawal from any of the Academy's bank accounts must bear signatures in line with the scheme of delegation.

15.4 Bank Reconciliations

The SBM must ensure bank statements are received regularly and that reconciliations are performed at least on a monthly basis. Reconciliation procedures will ensure:

- All Bank Accounts are reconciled to FMS system
- Adjustments are dealt with promptly.

15.5 Petty Cash Accounts

The Academy does not operate a petty cash float.

15.6 Cash Flow Forecasts

The SBM is responsible for preparing cash flow forecasts to ensure that the Academy has sufficient funds available to cover day-to-day operations. If significant balances can be foreseen, consideration should be taken about the transfer of funds to an interest-bearing account (see Investment Policy).

16. VAT

16.1 VAT 126 Claims

Under legislation VAT claims can be made on expenditure supporting the Academy's core business purposes according to the simplified arrangement as detailed in the VAT Information Sheet 09/11 issued in June 2011. Claims will be made to the HMRC on form 126 by the Finance Officer at the end of the quarter following full reconciliation of all accounts.

16.2 VAT Registration

Separate from the activities mentioned above the Academy may choose to register for VAT in relation to its non-business activities. I.E production of Adult Meals.

Guidance on VAT can be found at <http://www.hmrc.gov.uk/vat/start/introduction.htm>

17. Fixed Assets

Details of the schools fixed assets are kept on a spreadsheet in the Finance folder

18. Computer Systems

Systems should be in place to protect key computer data and control features will include:

- Back-up Procedures
- Passwords
- Disaster recovery plans

19. Reporting to the DfE

19.1 The Academy is required to submit reports to the DfE in the following areas

- Annual Budget
- Budget Monitoring
- Statutory Accounts to be submitted to the DfE in December after the close of accounts on 31st of August.
- An annual summary report of Internal scrutiny must be submitted to the DfE alongside the audited annual

accounts.

- Land and Buildings Collection Tool
- School workforce census

19.2 The Annual Budget

The Academy is required to send a copy of its annual budget to the DfE. This will be in the format of an income and expenditure statement on an accrual basis.

The SBM must ensure that a final budget is submitted setting out the Academy's plans for the forthcoming academic year in more detail in the required format and by the required deadline as notified by the DfE year on year.

19.3 Budget Monitoring

The Academy will submit budget-monitoring returns to the DfE, on an accrual basis in the required format by the required deadlines as notified by the DfE year on year.

19.4 Annual Accounts

As a Charitable company the Academy must comply with company law as set out in the Companies Act 1985. This includes a requirement to prepare a governors' report and financial statement ('annual accounts') and for these to be independently audited by a registered auditor. Financial Statements should be prepared to 31st August each year. They should include:

- Incoming resources from all sources receivable in the period
- Resources expended on all activities within the period
- All assets and liabilities of the Academy at the balance sheet date
- All cash received and expended within the period
- Notes to the accounts
- The Annual accounts must be submitted by 31st December including a summary report of Internal Scrutiny

A copy of the governor's annual report and audited final accounts must be filed with Company's House by the published deadline.

Accounts will be published on the Academy's website by the 31st January annually alongside, in a separate and easily accessible form, the number of employees whose benefits, including pension, exceed £100,000.

20 School Resource management self-assessment checklist

All trusts **must** complete the School resource management self-assessment tool and submit their completed checklist to DfE by the specified annual deadline. <https://www.gov.uk/guidance/school-resource-management-self-assessment-checklist>

The Governing Board and the SBM will ensure that a self-assessment is undertaken annually in order to provide the DfE with assurance on the adequacy of the Academy's arrangements for financial management and governance.

The self-assessment will provide assurance to the Academy's Headteacher/AO that conditions of funding are

being met, and that appropriate systems of control are in place.

Part A sets out those aspects of financial management and governance required of Academies by the Academies financial handbook and their funding agreements.

Part B is a short series of open questions asking Academies to describe how they discharge key elements of financial management and governance that are not absolute requirements.

21. Whole of Government Accounts

Apart from its own year-end date of 31st August, the academy is required to supply information to the DfE for the Budget Forecast Return (BFR) and the SBM is responsible for ensuring this return is completed in a timely fashion. (usually July annually)

22. Key Inventory

The key inventory is the responsibility of the HR & Office Manager to maintain and is kept up to date at all times. It is the responsibility of the staff to report all lost or stolen keys to enable new security to be put in place and the inventory to be updated.

23. Whistle-Blowing

Governors (Trustees) have an agreed policy for Whistle-blowing (SHR Policy)

Staff are aware of the policy and sign a form to confirm that they have read the policy – they are then highlighted when there are any changes

Appendix 1

Level of Responsibility				
Area of Responsibility	Full Governing Board (FGB)	Resources, Audit, Risk and Finance Committee (RARF)	Headteacher (AO)	Other Staff Member (Named)
Financial Management				
To review the school's Finance Policy & Procedure Manual and all corresponding financial policies for approval by the Governing Board annually (<i>obligatory for statutory policies and best practice for other policies</i>)		√		
Approval of the school's Finance Policy & Procedure Manual	√			
To review the governor induction pack to ensure that the information is still relevant and up to date.	√		√	
Ensure that there is an induction pack for new governors, tailored to reflect the individual structure of the school.	√		√	
Ensure that all relevant financial updates are brought to the attention of the Resources, Audit, Finance & Risk Committee / Full Governing Board.			√	SBM
To consider all relevant financial updates and advise the Governing Board of any issues affecting the school's financial administration.		√		SBM
School Improvement/Development Plan – financial implications				
Prepare a fully costed improvement / development plan setting out the aims of the school. (This should cover the same period as the three-year budget plan)			√	SLT
Consider the draft school improvement / development plan, review and monitor it.	√		√	SLT
Approve an ongoing improvement plan and take stock of the progress of the plan on a termly basis.	√		√	SLT
Secure the implementation of the improvement plan with the collective support of the school staff.	√		√	
Financial Planning				
Prepare a three-year medium-term budget (MTFP) on the basis of the cost of current policies, the proposals for change (drawn from the school's improvement plan) and estimates of the level of future resources.			√	SBM
Consider the school's MTFP in the light of the development plan and the level of future resources.		√		
Approve the school's MTFP and review this document in the light of any significant factors that come to the attention of the Governing Board.	√			
Annual Budget Plan and Best Value Policy				
Undertake benchmarking exercises on an annual basis for review by the Finance Committee.				SBM
Consider the benchmarking work undertaken by the school and propose changes, as required, to ensure that the school budget achieves value for money.		√		
Prepare the school's draft annual budget, based on the agreed objectives of the school as set out in the improvement plan, MTFP and key issues paper for consideration by governors			√	SBM
Approve the school's annual budget.	√	√		
Monitor the level of balances held at the end of the financial year. Prepare a plan for the use of any balances held		√		
Approve the plan for balances held	√			
Review the school's guidance for obtaining Best Value and ensure that appropriate steps have been taken by the school to obtain best value.			√	SBM
Approve the Best Value guidance based on the work undertaken by the school and Finance Committee to ensure value for money has been established	√			
Annual Timetable for Budget Management				
Prepare a timetable with key dates for annual budget management				SBM
Ensure that meetings are timetabled taking into consideration financial deadlines			√	Governance professional
Budget Monitoring and Control				
Approve virements of money between budget headings. Movements above this value are to be referred to the Finance Committee before being undertaken.			< £10,000	
Approve virements of money between budget headings. Virements in excess of this amount are to be approved by the Governing Board. (<i>School to specify own limits and ensure consistency with Terms of Reference for Committees</i>)		unlimited		
Approve virements between budget headings in excess of the delegation to the Finance Committee.	n/a			
Advise the Resources, Audit, Risk and Finance Committee and Governing Board of all budget movements undertaken where not otherwise approved in advance by the Finance Committee or Governing Board.				SBM

Level of Responsibility				
Area of Responsibility	Full Governing Board (FGB)	Resources, Audit, Risk and Finance Committee (RARF)	Headteacher (AO)	Other Staff Member (Named)
Budget Monitoring and Control				
Review all budget movements undertaken (including virements), ensuring that the reasoning for the movements is sound.	√	√		
Monitor and control expenditure against the budget during the financial year, including preparation and approval of reports for the Resources, Audit, Risk & Finance Committee.				SBM
Production of a register of staff responsible for managing budgets.			√	
Review the budget monitoring reports and the projected out-turn position	Termly	√		
The control and monitoring of delegated budgets		√	√	Budget Holders & SBM
Ensure that earmarked funds and large or trading activities are separately monitored and reported to governors.				SBM
Monitor earmarked funds, trading activities and large school operations, (e.g. catering, sports facilities, extended school activities, hiring, etc) to ensure that the allocations are spent in accordance with the recognised terms and within the allocation set out in the budget.		√		
Financial Reporting to the DFE				
Submission of all returns required by the DFE in accordance with the Academies Financial Handbook				SBM
The preparation of the year-end accounts and other returns required by the DFE for consideration by the Headteacher.				SBM & Auditors
In conjunction with the Chair of Governors, approve all year-end accounts and any financial returns required by the DFE	Chair		√	
Ensure that an annual return or audit certificate is submitted to the Governing Board for every private, voluntary or trading account controlled by the Governing Board (excluding any accounts specifically set up to hold the DFE capital allocations for VA schools).		√	√	
Audit and Inspection Reports				
Produce a formal response to the Audit report and an action plan showing how the recommendations will be implemented.		√	√	SBM
Consider the recommendations set out in the Audit report and the action plan proposed by the Headteacher for implementing these.	√			
Ensure that the recommendations agreed by the school have been implemented.	√	√	√	SBM
Retention and Disposal of Accounting Records				
Ensure maintenance of complete financial accounts and full supporting records for all accounts (both official and unofficial). (Refer also to the Financial Systems section below.)			√	Finance Officer & SBM
The retention, secure storage and disposal of accounting records in accordance with legal requirements.				Finance Officer & SBM
The maintenance of full financial records for all accounts.				Finance Officer & SBM
Computer Systems and the Data Protection Act 1998				
Ensure that the school complies with the requirements of the Data Protection Act 1998.			√	SBM
Ensure that the school's Data Protection registration is renewed annually				SBM
The setting up and maintenance of access profiles for system users and the production and security of back-up disks and files / online			√	School IT Administrator
Financial Systems				
Undertake an annual review of the controls as required by the Schools Financial Value Standard			√	SBM
To consider the annual review of the controls as required by the Schools Financial Value Standard for approval by the Governing Board, taking into consideration the school's self-assessment of the controls within its financial systems and other members of its financial management.		√		
Approval of the Schools Financial Value Standard based on the recommendations made by the Finance Committee.	√			
Banking Arrangements				
Approve the opening of any new bank accounts		√		
Open bank accounts and approve or vary signatories thereto, taking into consideration the restrictions set out in the Scheme for Financing Schools and any effect that this may have on the way the annual budget is advanced to the school.			√	
The approval of BACS payments, at least two signatories / approvers required. (NB the school should always ensure that the authoriser has no connection to the payee.)			√	Deputy & Asst Heads
The approval of BACS payments for reimbursements to the Headteacher				Deputy Head & CoG
The control and reconciliation of the school's bank accounts for consideration by the school's Head Teacher and SBM				Finance Officer
Approve the bank reconciliation on a fortnightly basis.			√	√

Level of Responsibility				
Area of Responsibility	Full Governing Board (FGB)	Resources, Audit, Risk and Finance Committee (RARC)	Headteacher (AO)	Other Staff Member (Named)
Personnel and Payroll				
Review the staff structure of the school biennially to develop a structure that achieves value for money.	√	√	√	SBM
Approval of any substantial changes to the staffing Structure.	√	√		
The maintenance of an authorised signatory list for employment contracts and pay documents submitted to HR and payroll providers.				SBM
The filing and storage of personnel records (including person specifications and interview notes for a least 12 months).				HR & Office Mgs
The filing and storage of pay records				SBM & Finance Officer
Reconcile gross pay with contracts and other authorised documents				SBM & Finance Officer
Determine employee status for all individuals working on behalf of the school.			√	SBM
Authorise all employee-related expenses to be paid through payroll (e.g. employees' overtime, special allowances, travel expenses, etc). In the case of the HT, expenses need to be authorised by Chair or Vice Chair.			√	
Approve all changes in the contract pay rate of the Headteacher in accordance with Performance Management Policy.	√			
Implement the school pay policy and appointment procedures for all staff employed through the school.		√	√	
Purchasing – provision of goods and services				
Set house rules for a purchasing policy, monitor and review the rules in accordance with local authority guidelines.	√			
Monitor purchasing regulations to ensure compliance by the school.			√	
Act as 'Chief Officer' for the letting of contracts.			√	
Appoint Contracting Officer and Contracts Manager for each contract taken out.	√			
Maintain a Contracts Register				Finance Officer & SBM
Review contracts on an on-going basis (and ensure the school continues to achieve 'best value')		√	√	SBM
Ensure that written quotes are obtained for purchases and contracts in accordance with the minimum requirements set out in the Finance Policy & Procedure Manual		√	√	
Ensure that a minimum of 5 tenders are obtained for purchases and contracts valued between £50,000 and £99,999	√	√		
Ensure that a minimum of 6 tenders are obtained for purchases and contracts valued between £100,000 and Public Contracts Regulations 2015	√			
Ensure that EU regulations are applied for all contracts over the Public Contracts Regulations 2015 threshold	√			
Approve Revenue contributions to Capital Expenditure	√	√		
Supervise contractors and service providers to ensure the receipt of best value for money and compliance with legislation.			√	Site manager & any other staff member responsible for
Agree in-principle of use of Purchase/Charge cards.	√	√		
Set limits for spending on Purchase/Charge cards Up to £3000 per month	√			
Agree card authoriser	√			
Approve cardholders, card operator and individual card spending limits.		√		
Leasing				
Seek approval for any operating leases over £10,000, so that capital controls imposed by Government can be taken into consideration.			√	
The maintenance of a register of all leases held by the school				Finance Officer & SBM

Level of Responsibility				
Area of Responsibility	Full Governing Board (FGB)	Resources, Audit, Risk and Finance (RARF)	Headteacher (AO)	Other Staff Member (Named)
Orders for Goods and Services and Payment of Accounts				
The maintenance of an authorised signatory list for orders (subject to the limitations agreed).				Finance Officer & SBM
The authority for the signing of official orders for the purchase of goods and services up to the value of £10,000, other than by the Headteacher.				Deputy Head,
The authority to agree the raising of official orders for values of £10,000 and above subject to compliance with the Finance Policy & Procedure Manual	√	√		
Control the placing of orders for the purchase of all goods and services, up to the value of the approved budget.			√	Finance Staff
Approve capital projects >£10,000	√			
The confirmation of the receipt of goods and services.				Resources Asst/Site Manager
VAT				
To monitor the regulations on VAT, ensuring compliance by the school.				SBM
To complete and submit the reimbursement claim for VAT on a quarterly basis.				Finance Officer
The signing of the VAT reimbursement claims.			√	SBM
Income				
Set a charging policy for consideration by the Governing Board.			√	
Approve the charging policy triennially.		triennially		
Set a Gifts and Hospitality policy for consideration by the Governing Board.			√	
Approve the Hospitality and Gifts policy biennially		biennially		
Draw up proposed charges for the various areas of school income, including lettings, music tuition and school meals, on an annual basis.			√	SBM
Consider the proposed charges for the various areas of school income for approval by the Governing Board annually.		√		
Approve the annual review of charges for the various areas of school income (the approval to be formally recorded in the Governing Board minutes).	√			
Set suitable controls for the recording and collection of monies due, and for the movement and banking of monies for all accounts under the control of the school.			√	SBM
The control and collection of all income.				SBM/Finance Staff
The preparation of receipts for banking.				SBM/Finance Staff
The physical banking of monies and reconciliation against internal systems.				SBM/Finance Staff
The authorisation of income on the system and cash banked				SBM
Approve procedures for chasing outstanding income due to the school as per the Finance Policy & Procedure Manual	√			
Approve and write off bad debts accruing to the school up to the value of £50; items above £50 must be referred to the RARF committee		√	√	
Ensure the security of monies held on site and that it is within insured limit.			√	SBM

Level of Responsibility				
Area of Responsibility	Full Governing Board (FGB)	Resources, Audit, Risk and Finance (ARFR)	Headteacher (AO)	Other Staff Member (Named)
Security of Assets, Stocks and Other Property				
Produce and implement a policy for security arrangements at the school (including procedures for call-out and key replacements)			v	Site Manager
Approve and periodically review the policy for security arrangements at the school.		v		
Ensure the physical security of the school's assets, and maintain and periodically inspect an up-to-date inventory for items over £1000 in value.			v	Finance Staff
The security of physical assets				All Staff
The notification of any changes in physical assets				Finance
To determine a value above which discrepancies in the inventory should be reported to the Governing Board.	v (£250)			
The physical inspection of the inventory on an annual basis or through an on-going programme.			v	SBM
Prepare a policy for the disposal of surplus stock and equipment and property, other than land and buildings, and authorise items for disposal up to a maximum value of £500.			v	
Approve the policy for disposal of surplus stock and equipment and the sale of property, other than land buildings.	v			
Authorise items for disposal above a residual value greater than £500		v		
Maintain a register of key holders.			v	HR & Office Mgs
Insurance				
Initiate adequate insurance cover for the school, and maintain a register of policies taken out.			v	SBM
Undertake an assessment of risk management for insurance purposes at the school.		v		
Ensure the school has appropriate emergency procedures/plan	v		v	
Note: In the Headteachers absence a Deputy Head may undertake their duties				

Appendix 2

Annual Budget Cycle

January	School Administrator completes the census return.
February	The Senior Leadership Team start work on next year's priorities and possible staffing needs. The priorities will be discussed with the committees of the Governing Board
March	Academy is notified of its GAG funding for the following year from the DfE The HT/AO and SBM/CFO start to assess the next year's staffing needs in line with pupil numbers and school priorities The SBM starts to construct next year's budget A mid-year review of the current budget takes place
April / May /June	The Headteacher and SBM discuss detail of next year's budget and present to Resources & Finance Committee
May	School Administrator completes the census return.
June/July	Full Governing Board approve final budget for the following year.
July / Aug	SBM completes BFR return Appointed Auditors start their preparative work on the Annual Accounts Interim Audit carried out
Aug / Sept	Financial Year end (31stAugust) Start of new Financial Year (1 st Sep) SBM works with auditors to provide information for the completion of the audit SBM & Headteacher support governors in preparation of Governors Report
Oct / Nov	Final audit Admissions Officer completes the census return which is used by Government as the basis for the funding for the next financial year Appointed Auditors continue audit field work and produce draft Annual Accounts for governors to review
Nov / Dec	Appointed Auditors present accounts to full governors. Governors approve Finance Statements
Dec	By 31 st Dec Financial Statements are published.

Appendix 4


AUTHORISED SIGNATORIES LISTING

Charville Academy Governing Board has delegated the following responsibilities:

1. Authorisation of Purchase Orders up to £10,000
2. Authorisation of Invoices for payment
3. Authorisation of Virements up to the value of £10,000
4. Interim authorisation of Purchase orders up to £2,000 (pending ratification) in the absence of authorised persons. E.g. school holidays
5. Authorisation of timesheets / sickness / absence records
6. Authorisation of Bank reconciliation
7. Authorisation of Overtime
8. Authorisation of Payroll
9. Credit Card Operator
10. Credit Card Holder
11. Process BACs payments
12. Authorise BACs payments
13. Authorisation of purchase orders over £10,000 where governors have approved the expenditure

Job title	Delegated Responsibility
Chair of Governors	1,2,3,5,6,7,8,13
Head Teacher	1,2,3,5,6,7,8,12,13
Deputy Headteacher	1,2,3,5,6,7,8,10,12,13
Assistant Headteacher	4,5,7,10,12
SBM	2,4,5,6,7,8,9,11
Finance Officer	9,11

Appendix 5

Request for Trip or Workshop			
Please complete all selections on this form and hand it in to the finance office at least four weeks before you intend to go on a school trip or have a workshop coming in to school. Please ensure the form is signed by L.Newby before handing to Finance. The finance office will complete the relevant sections of this form and arrange transport and the cost of the trip.			
ABOUT THE TRIP			
Destination (please give full postal address and telephone number):			
Workshop included: (Y/N) Please provide details and name of workshop			
Trip Cost (please attach booking details):			
Travel Arrangments - Please specify (Coach/Underground/Bus):			
Date of proposed Trip:			
COHORT			
Year Group & Year Group Leader			
Are there any children in this year group attending the Hub/or CLIC? (Y/N)			
Please name the children from the Hub/CLIC who are attending			
Total Number of Pupils attending (including the Hub/CLIC):			
Number of Helpers: (please confirm which members of SLT will be attending):			
TIMINGS			
Departure time from school:			
Arrival time at trip location:			
Return time from trip location:			
Arrival time back at school:			
If return time is later than 3:10pm, which, if any staff attending trip be paid overtime?			
SENIOR LEADER & FINANCE SIGN OFF			
Cost of Travel:		PO:	
Cost of Trip/Workshop:		PO:	
Total Cost of Trip/Workshop:		Cost per child:	
SBM Sign off:			
Letter proof read by L. Newby & M. Wilkinson:			
Risk Assessment completed and signed off by N. Kelly:			
Letter emailed to Parents: (Y/N)			
Event added on Parent Pay: (Y/N)			

Appendix 6



CHARVILLE ACADEMY

STAFF EXPENSES REIMBURSEMENT REQUEST

Name of claimant _____

Curriculum area (if applicable) to be debited _____

Nature of Expenditure

Amount claimed

Total:

Claimant Signature _____ Date _____

Authorised by _____ Date _____

PLEASE ENSURE THAT

- RECEIPT(S) RELATING TO THIS EXPENSE CLAIM ARE ATTACHED
- RECEIPT(S) ARE FOR CLAIMED ITEMS ONLY
- THE CLAIM HAS BEEN AUTHORISED.

FAILURE TO DO SO WILL RESULT IN A DELAY IN PAYMENT. ALL PAYMENTS WILL BE MADE BY BACS

FOR OFFICE USE:

Paid by BACS on _____ Account Code _____

Staff Reimbursement Form 2022 NEW

Appendix 7

Cardholder:
Last 4 digits:

SCHOOL CREDIT CARD TO SPEND FORM

This form is required to be authorised **before** any expenditure on behalf of the school is undertaken by a member of staff.

Staff Name			
Reason for Expenditure			
Cost Centre e.g. Literacy			
Estimated Cost			
Supplier e.g. Amazon		Further Details See Attached sheets	
Contact Number for Supplier			

If at the point of purchase the actual cost is more than 5% over the estimated price then the purchase will not be made. A new Permission to Spend should be completed with a more accurate spend.

AUTHORISED (Budget holder if not Headteacher)
Date:

AUTHORISED (Headteacher)
Date:

AUTHORISED (Cardholder)
Date:

Finance Team use only:

Appendix 8 - Register of Business and Pecuniary Interests: 2025-26

This document is for recording Academy Governors' interests, which must be published on the school website as explained in the Academy Trust Handbook. The handbook asks governors to include:

- Directorships, partnerships and employment with businesses that provide goods or services to the trust.
- Trusteeships and governorships including at other educational institutions and charities irrespective of whether there is a trading relationship with the trust.
- If you have no such interests please write 'NIL' in the table below. For completion of the records NIL returns are required

Name of Business	Nature of Business	Nature of Interest	Date of Appointment or Acquisition	Date of Cessation of Interest	Date of Entry

I understand that it is my responsibility (as set out in the School's or DfE's guidance on governance arrangements in Schools) to declare the nature of any business or pecuniary interest, direct or indirect, of myself or of the members of my immediate family in any contract, proposed contract or other matter when present at a meeting at the School where the specified contract or other matter comes under consideration and withdraw from the meeting during the discussion and not vote in respect of it. I also undertake to inform the school of any change in these business interests.

I also understand that it can be a criminal offence to:

- omit information which should be included on this form
- provide information which is false or misleading
- fail to notify the governors or head teacher of any subsequent change in circumstances which might render this declaration invalid or out of date

Name of Governor or Member of Staff:	
Position or category of Governor:	
Signature:	
Date:	