

Shorne Church of England Primary School

(A member of the Aletheia Anglican Academies Trust)



Finance Policy

(Includes
Anti-Fraud Policy:
Charging and Remissions Policy &
Use of Credit Card – Protocol and Procedures)

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Shorne Finance Policy

This Finance Policy Must be read in conjunction with the attachments: -

- AAAT Finance - Purchasing procedure (Appendix A),
- AAAT Lettings Policy - Appendix B and
- AAAT Charging & Remissions Policy - Appendix C

This Policy has been created by the Aletheia Anglican Academies Trust (AAAT) of which Shorne Church of England Primary School has adopted its contents with amendment to various elements as agreed by the Shorne Board of Governors. These amendments etc. may be compared to the AAAT Finance Policy which is attached herein.

Delegated Authority

The Full (Local) Governing Body (LGB) of Shorne Church of England Primary School has overall responsibility for the management of all of the school's finances covering the revenue budget, other budgets delegated or devolved by the AAAT. This is in conjunction with the agreement of AAAT in the setting of such budgets annually and in the 3 year planning.

AAAT Board of Trustees

The AAAT Board of Trustees in partnership with Local Governing Bodies, have a statutory responsibility for the oversight of the financial management of the funds allocated to each academy by the Trust. The objectives of this document are to set guidelines for the establishment of sound and effective financial procedures, by complying with current financial regulations and adopting good working practices.

The regulations setting out the financial management of Trust's academies are laid down in the Academies Financial Handbook, which can be found at https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/535870/Academies_Financial_Handbook_2016_final.pdf

and the Trust's Funding Agreement. The Education Funding Agency (EFA) exercises the rights, powers and remedies set out in the Handbook on behalf of the Secretary of State to:

- establish proper financial management arrangement and accounting procedures, in line with the DfE and EFA policy and guidance
 - define the responsibilities within the academy
 - provide guidance on the application of regulations
 - maintain a reliable system of internal controls
 - set out guidelines to ensure effective use of resources, ensuring resources are properly allocated and the Head Of School of best value is adopted
 - ensure that the requirements of accountability are fulfilled
 - ensure appropriate training is undertaken by budget holders

Responsibility for the Policy and Procedures

The role of the Trust

- approve a balanced budget
- monitor and review the budget
- prepare annual accounts
- receive and act on auditors' reports
- management and oversight of assets
- select, plan, authorise and oversee capital projects and purchases

The role of the Local Governing Body

- propose a budget and staffing structure composed alongside the Academy's Finance Officer/Manager and Trust Chief Finance Officer for approval by the Trust
- recommend CIF bids and capital projects to the Trust Board
- adopt the Trust's Scheme of Delegation
- ensure that the academy operates within the agreed levels of delegation
- to ensure that the academy complies with all financial standards
- to ensure good financial management and honesty are in place
- to achieve best value for money
- responsibility for ensuring that this policy and all policies are maintained and updated regularly
- set the terms of reference for the Resources (Human and Physical) and Finance Committee (or equivalents), in line with the Trust scheme of delegation

The role of the Academy's Resources (Human and Physical) and Finance Committee

- develop and prepare the draft annual budget for each financial year in line with guidance set out by the Trust, for review by the AAAT officers, prior to the Local Governing Body and final approval by the Trust
- monitor the implementation of the budget on a monthly basis according to Trust requirements
- review and maintain finance policies, including lettings and charging & remissions as derived by the Trust
- review systems of internal financial control
- monitor the annual budget and make recommendations to the Local Governing Body
- set levels of authority for spending and virement within the limits set by the Trust
- advise the Local Governing Body on the affordability of the School Improvement Plan
- consider the impact of pupil numbers on the budget over short, medium and long terms
- receive and respond to any audit reports or 'spot checks' undertaken by the Trust

The role of the Head Of School

- delegate approved financial responsibilities to the School Business Manager and/or Finance Manager/Officer
- establish sound financial systems
- establish security systems to protect staff
- present monthly management accounts to the LGB
- present termly management accounts to the Local Governing Body
- Work closely with the Business Manager St Georges, School Finance Officer and Local (Shorne) Governor Body (LGB) to monitor the budget provide costings on the School Improvement Plan which are linked to the budget

- ensure all academy personnel and parents/carers are aware of this policy
- monitor the effectiveness of the implementation of this policy
- annually report to the Local Governing Body on the effectiveness and implementation of this policy

The role of the School Business/Finance Manager/Officer

- work closely with the Head Of School, the LGB and the Trust’s Business Manager/Chief Finance Officer to provide an efficient and effective financial system
- be well trained in the operation and monitoring of the Trust’s Financial Management Systems
- Evaluate with the Head Of School, the LGB monthly and termly financial reports as provided by the Business Manager St Georges for Trust.attend all relevant training organised by the Trust
- be in regular discussion with all budget holders
- Assist Head Of School and Business Manager St Georges with the maintenance of a risk register for the Chief Financial
- Maintain an asset register.

Budgets and Authority Levels:

When planning the budget the Trust will consider the academy’s objectives as outlined in the School Improvement Plan, the academy’s current financial position, changes in the pupil roll, curriculum provision and other main costs such as staffing, premises, supplies and services, service level agreements and transport.

The local governors shall plan the academy finances through:

- the implementation of an annual budget based on the aims, objectives and priorities of the academy, the financial position of the academy and the requirements of the Funding Agreement
- Involvement with Business Manager St Georges in the preparation of a medium term Financial Plan of at least three years, updated annually
- keeping a record of budget virements to maintain effective use of resources
- All virements highlighted on the monthly Finance Report are to be reported to the LGB and in conjunction with the Business Manager St Georges. Virements over £10,000 between budget headings to be reported to the AAAT Chief Finance Officer

The timetable for preparation, presentation and approval of the annual budget:

There is in place a timetable or annual cycle to monitor the budget and to prepare for the next financial year.

All AAAT academies use the same budget management tool, to be utilised in preparing and monitoring of their budgets.

March	EFA announces draft funding allocations for the following academic year Provisional Pupil Premium funding announced
April-June	Academy develops draft budget (including premises and IT plans), staffing and capital plan with input from the Chief Finance Officer

July	Final budget developed and agreed with Trust and submitted to EFA
September	New budget year starts
October/November	Annual Financial Accounts produced by the academy and Trust
In year	Regular forecasting of outturn

CIF Applications: Property Strategy:

Academies are to review their buildings to identify those projects that can be presented for CIF applications. This will form part of the annual budget cycle. Thresholds will be in line with CIF project thresholds currently, minimum £20,000 (Primary) & £50,000 (Secondary/All through) and maximum £4,000,000.

March-June	Projects to be identified by academies, agreed by LGB as part of the annual budget cycle. Initial discussions should take place with the Trust's buildings consultants, prior to any LGB agreement on projects to be recommended to the Trust.
June	Projects agreed by LGB to be presented to Trust Management Board, to identify those projects to be put forward to Trust Board of Directors.
September	Co-ordinate application with Trust's buildings consultants, investment appraisal (including loan consideration through SALIX) build business cases and apply for funding in advance of portal closure
October	Year-end audit of financial systems
November-December	Financial Accounts and statements produced by the Trust
March/April	Outcome of CIF application to be disseminated

Authority to incur Expenditure:

The authority to incur expenditure is subject to the Scheme of Delegation as approved by the Trust.

The Local Governing Body must gain prior approval for any expenditure over £15,000 for which there is no budget with the Chief Finance Officer or Chief Accounting Officer.

Purchasing

The Local Governing Body will operate seeking best value for all purchases. All purchases will be made through the academy's ordering system. The School Business/Finance Officer/Manager will keep records of all purchases made including quotations received but not accepted, together with the reasons.

Purchasing procedures have been put in place to ensure that the academy follow the fundamental principles of: probity, accountability and value for money.

Segregation of duties is used wherever possible, whilst recognising that some academies are small: orders are placed by the Senior Administrator/School Business or Finance Manager and authorised by the Head Of School/Chief Finance Officer. Invoices are processed by either of the Senior Administrator/School Business Manager or Finance Officer and cheques are signed by the Head Of School and one other. The Finance Officer undertakes Bank Reconciliation, checking of all credit card transactions and posting of income onto the finance system. It may not be possible to have complete segregation of duties due to the limitation of staffing arrangements in a small academy, but every effort should be made. LGB to complete additional reviews of accounts where full segregation of duties has not been possible.

The academy is careful to apply the principles of best value for money by using known suppliers with proven capacity to provide quality, quantity and timely delivery at a competitive price.

Orders are raised at the point of committing expenditure wherever possible.

E-purchasing and telephone orders should always be authorised by the Head Of School/Chief Finance Officer prior to purchase and when not being paid via the credit card are supported by the issue of an official order.

Budget holders may seek value for money purchases through web-sites and may request use of the academy's credit card. In doing so, the budget holder must present an order with full details (quantities, prices, web address) to the Head Of School/Chief Finance Officer PRIOR TO PURCHASE, who will process the order on line, or give permission to the Senior Administrator/School Business Manager/Finance Officer to do so.

Where appropriate Class Teachers/Subject Leaders are responsible for the management of their class/subject budget account within the limit of their budget allocation and in relation to the School Improvement Plan, an official order must be placed and authorised by the Head Of School/Chief Finance Officer as outlined above, prior to purchase.

All purchases should follow the principles of best value for money with the expectation that budget holders will continually review, challenge and improve the use of resources in a way that leads to the raising of education standards and continuous improvement.

Budgets are delegated to key stage co-ordinators and class teachers. Budget holders must prepare a 'needs budget' which is approved by the Head Of School in line with priority needs and the School Improvement Plan. All staff adhere to the School's Staff Handbook Head Of School or Deputy authorises all invoices over £100 prior to payment. Finance Officer or (designated Office Clerk) can authorise orders and invoices under £100 if HT or Deputy unavailable. Purchases of goods & services up to £2,500 do not need to have written quotations.

Goods and services with a value of £2,501 to £5,000 are subject to a minimum of three competitive quotations in writing and archived. If not accepting lowest quote good practice dictates a file note re decision should be made.

Any goods or services between £5,000 and £10,000 require min. 3 written quotes Acceptance is by Head Of School and Lead Governor for Finance. If not accepting lowest quote good practice dictates a file note re decision should be filed and reported to LBG at next FGB meeting

For goods & services above £10,000 subject to full approval of the LGB at the next FGB meeting.

Goods and services with a value of £50,001 and over are subject to full tender (see below) and will require Trust Board approval. This includes those where a rolling contract or contract over a period of time is involved e.g. an SLA for a fixed period.

Recurring contracts should be reviewed for value for money approximately every three years or prior to renewal, e.g. catering, payroll, grounds maintenance, energy, etc.

Appointment of Consultants for the provision of major works and/or services

Where the Academy plans to go out to tender for a major project and does not have the necessary expertise, in-house, the Local Governors, the Head Of School and the AAAT Chief Finance Officer, together with any relevant officer within the Academy, will draw up a list of consultants with relevant experience and acceptable fees. After consultation they will recommend a firm of consultants to the relevant committee for approval for the particular work to be done. They must ensure that the consultants follow the required tendering procedures as detailed below;

Following approval by the governors the Head Of School will confirm the appointment of the consultants in writing to them. The fee rates are also confirmed in writing.

Invitation to Tender

The consultants will draw up the specification identifying the work to be performed in conjunction with the Head Of School and any other person with a relevant interest depending on the work to be done, e.g. Senior Management Team, Premises Manager, ICT Co-ordinator etc.

Specification – this should include:

- Technical details
- Health and Safety considerations
- Insurance requirements
- Contract
- Payment details
- Logistical details

Form of Tender:

The form of tender should include:

- The total contract price including VAT implications
- A breakdown of the price to specific elements of the works
- Time Scale

Selection of Companies invited to tender:

The Resources and Finance committee will draw up a list of the organisations invited to tender. The list will be reviewed and agreed by the Head Of School, who will check Governors' interests in any of the organisations. The appointed consultants will send out invitations to tender.

Receipt of Tenders:

Tender documents will be sent to the Academy. More than one person should open all tender documents on the same day. The name of the tenderer and the contract price should be recorded.

Tender Evaluation:

The tenders will be evaluated on the following criteria:

- Compliance with technical and contractual requirements
- Price and VAT implication
- Arithmetical check
- Appropriate qualifications of the organisation
- Knowledge of quality of work and reliability

- Previous experience of similar work
- Previous experience of working with the Academy
- Time scale involved

In all cases a formal report should be prepared summarising the above.

If a Committee has been convened for a specific tender that Committee will decide or recommend (as appropriate) to the Local Governing Body the tender to be accepted. In the event that a committee was not formed for such in which case the Tender will be formally debated at the next LGB meeting with final approval (or otherwise) by the chair. Where it is recommended that the lowest tender is not accepted, the rationale behind the decision should be documented. No work may commence until formal letters of approval are issued.

All goods, works and services must be procured in compliance with **Contract Standing Orders** (CSOs) and **Financial Regulations**. Competitive tendering encourages economy, efficiency and effectiveness in public expenditure and can promote competitiveness among suppliers, contractors and service providers.

No governor or member of staff with a relevant pecuniary interest may take part in any aspect of tendering and awarding contracts. How the Local Governing Body acts in overseeing the tendering process is crucial in protecting its integrity and that of the Head Of School and other staff. It is vital that governing bodies are scrupulous in their attention to the details of tendering and contract processes, and that they record their activities properly. Their actions will be routinely audited and scrutinised and may be subject to requests under the Freedom of Information Act.

The **Staff Code of Conduct** comprises the rules and principles that all employees are expected to comply with in their work. Failure to comply could result in dismissal and criminal proceedings. The purchaser, and not the AAAT, would be legally liable if any allegations of wrongdoing arose.

Following these guidelines will ensure that suppliers are dealt with appropriately, protecting against any accusations of corruption, fraud, illegality or misuse of public funds.

Activity	Detailed task	Responsibility
Placing orders	Requisition orders	Budget holders
	Responsible for agreeing on requisition orders within limit of account budget	Head Of School/Chief Finance Officer
	Responsible for agreeing orders above limit of account budget	Head Of School
	Responsible for agreeing purchase above delegated limit	Committee. In the event that there is no committee then Chair of LGB.
	Responsible for obtaining quotes	

	Responsible for seeking tenders	Budget holder / Administrator / Finance Officer
	Responsible for placing official orders	Head Of School / Finance Officer
	Responsible for signing orders	Head Of School / LGB according to delegated responsibility
		Head Of School / LGB according to delegated responsibility.
Deliveries	Responsible for checking delivery against order	Budget holder / Administrator
	Responsible for returning and/or exchanging goods	Budget holder / Administrator
Invoices and Payments	Responsible for processing and paying invoices Authorised signatures on Delegated Budget account (2 signatures required)	Administrator /Finance Officer Head Of School / Chief Finance Officer / Deputy or Assistant Head Of School / Senior Administrator

All Cheques and other instruments authorising withdrawal from Academy bank accounts must bear the signatures of two of the following authorised signatories:

- Head Of School;
- Deputy Head Of School;
- Assistant Head Of School;
- Chief Finance Officer;
- Senior Administrator.

Cash Handling

Cash Handling:

Cash handling should be kept to a minimum and whenever possible and practical, transactions should be done by cheques or online. Cash will be kept securely and promptly paid into the bank accounts. Loss of money cover is insured under the Insurance policy, paid by the Trust. Keys to the safe should be restricted to The Head Of School, Chief Finance Officer, School Business Manager/Senior Administrator and Finance Officer and must be taken off site by the Chief Finance Officer, School Business Manager/Senior Administrator overnight.

Cash is primarily collected for the following purposes:

- Dinner Money

- School Trips
- Uniform & kit/equipment
- Music Tuition
- Fund Raising Projects

Cash received should be promptly counted by office staff and locked away. It should not be left unattended or counted in a public area, at any time.

Audit recommendations on safe limits should be adhered to. Income should be paid into the bank as frequently as possible.

The Petty Cash float is set at £200 (Primary) and £500 (Secondary/All through). All expenditure should be supported by receipts identifying any VAT paid. Payment from the petty cash fund should be limited to minor items which have been approved in advance by the budget holder / Head Of School. Petty cash expenditure on individual items should not exceed £25. Use of the credit card should always be considered.

The following guidelines should be followed when handling cash:

- avoid counting cash in public (use the back office area; cash should NOT be counted on the Reception desk)
- never leave cash unsecured in an unattended area or room
- safely store cash up to the agreed limits.
- receipts are given for cash received, upon request and always over £10
- official recording books/system should be used when handling cash

Activity	Detailed task	Responsibility
Collection of money	Dinner money Curriculum related money Collection of money for lettings / private calls / photocopying / donations	Administrator Administrator Finance Officer
Cash received	Counting and recording of money Preparing banking Transporting cash to bank	Administrator Administrator Finance Officer/ Administrator
Petty cash management	Access to petty cash fund Payment from petty cash fund approved by 2 signatories Recording of petty cash fund expenditure and receipts	Head Of School / Chief Finance Officer/ Finance Officer Head Of School / Chief Finance Officer/ Finance Officer Finance Officer to balance and check reporting to Head Of School / Chief Finance Officer.

Acceptable use of school funds (cash)	Unacceptable use of school funds (cash)
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<ul style="list-style-type: none"> · School trips, tours, outdoor activity centres · Fetes, bazaars, sale of work · Pupil concerts, discos, rewards · Raffles, prize draws, charity collections, sponsored events · Donations · Purchase of equipment / materials for use by the pupils 	<ul style="list-style-type: none"> · Staff functions and activities · Gifts for staff · Hospitality for teachers, governors, visitors · Payments to staff, contractors, other employees for work undertaken · Loans · Reimbursement for theft or damage to property
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Reconciliation of accounts, Financial Reporting and collation of information:

Each Academy needs to continually monitor its financial progress and report on it to various bodies, such as the Local Governors, AAAT Board of Trustees and Members, and the DfE/EFA.

Each Academy also needs to complete various claims in relation to income and expenditure. Information gathering is an important factor in the effective management of the academy's finances.

The list of reports, claims and returns, and their submission deadlines, is usually defined by the DfE/EFA, HMRC and other relevant bodies.

Activity	Detailed task	Responsibility
Reconciliation of bank statements	Monthly reconciliation of bank statements. Investigation of discrepancies. Agreed by	Finance Officer Head Of School
Management Accounts and commentary	Monthly preparation of Monitoring Statement Agreed by	School Business/Finance Manager/Officer in liaison with Chief Finance Officer Head Of School
Reconciliation of salary data	Monthly reconciliation of academy's data with information sent by payroll provider	School Business/Finance Manager/Officer
Absence insurance claims	Monthly preparation of absence claims for staff sickness etc. Agreed by	School Business/Finance Manager/Officer Head Of School
Overtime and travel claims	Monthly submission of overtime, casual hours and supply teacher claims. Checking travel claims prepared by claimant Authorised by	School Business/Finance Manager/Officer Head Of School

VAT Return	Monthly Agreed by	School Business/Finance Manager/Officer Chief Finance Officer
Census Information	Bi-annual pupil census preparation Workforce Census Authorised by	Senior Administrator HR / Administrator Head Of School
Statutory Accounts Annual Accounts Return	Preparation of annual year- end accounts and returns. Including liaison of Audit Agreed by	Chief Finance Officer AAAT Members

Lettings

Income generated by lettings currently represents a very small proportion of the total income.

Each academy should have a lettings policy, derived from the Trust policy (Appendix B), that establishes the general conditions for letting the academy premises.

‘The LGB Governor appointed by the Chair (unless there is a relevant Committee appointed)’ prior to ‘review the charging and remissions policy annually, derived from the Trust policy (Appendix C), with significant recommendations for change authorised by the Academy’s Finance Manager and then proposed to the Full Local Governing Body

Records are kept of bookings and invoices by the Senior Administrator/School Business Manager/Finance Officer.

Debt Management Policy

The AAAT has a responsibility to ensure that appropriate procedures are in place to enable the school to receive all income to which it is entitled. The Trust therefore takes all reasonable measures to collect any monies owing to it as part of the management of public funds. Collecting money from parents/carers is a sensitive area; we deal with issues of debt collection with sensitivity and confidentiality at all times.

The AAAT will take into regard the following aims:

- To make sure there are sound and proper financial procedures in place for dealing with school’s finances
- To ensure that proper controls are in place
- To provide a clear framework for managing school finances
- To protect the academy governors, Head Of Schools and school staff

Procedures:

The following procedures will be employed and performed by the Trust’s Finance/Admin staff for all outstanding debts of 28 days or longer:

- An initial reminder – telephone or email
- A formal letter by email or post
- A second formal letter by recorded post
- A third letter informing the debtor that the debt has been passed to a Debt Recovery Company

When all practical and cost effective procedures have been exhausted the debt may be considered to be irrecoverable and will be written off. Writing off a debt will lead to a charge to the school budget.

All debts to be written off must be referred to the Trust Board for consideration as per the Schedule of Limits.

Advice on write offs provided by

<https://www.gov.uk/late-commercial-payments-interest-debt-recovery>

The day to day implementation of the procedures is carried out by the Finance Officer/Manager, who will present a report to the Resources Committee of any outstanding debts and explain the procedures followed to date.

Debt Collection Procedures

- The Finance Officer/Manager is responsible for managing all activities and communications relating to debt collection and will receive support from the Academy Head Of School.
- The Trust's debt collection procedures are outlined in this section and will be applied when the outstanding amounts exceed both the minimum age and value thresholds.
- Outstanding amounts that do not exceed both the minimum age and value thresholds will be allowed to accumulate until they exceed the stated thresholds.
- Every debt will be recorded in the agreed financial system within the agreed timeframe – minimum details to include all the following:
 1. Amount
 2. Reason Incurred
 3. Date Incurred
 4. Date Due
 5. Debtor Details
- All payment requests made by Trust or Academy will specify the date by which payment is required to reach the school and provide all information necessary to remit payment to the Academy by bank transfer or cheque.
- Debt collection activities stated in the table below will occur in the stated sequence only. The next step in the process can only be performed:
 - after the Finance Officer/Manager has confirmed the outstanding amount has not been received and
 - after the deadline stated in the previous step has expired.

	Debt Collection Activity	Minimum Days Overdue	Stated Deadline	Minimum Value
1	Email Reminder	7	7	£10
2	Telephone (text and calls) Reminder	14	7	£10
3	Formal Letter by Post	28	14	£10
4	Final Letter by Registered Post	45	14	£50
5	Referral to Debt Recovery Agency	60	-	£100

- All written communications will be sent in English only and will utilise the agreed templates.
- The Finance Officer/Manager will retain copies of all communications sent and received in relation to debt collection – and will maintain a complete chronological record of all activities performed for each debtor account.
 1. All documentation and information is sensitive and will be held securely with the Finance Team St Georges with copy held by General Office (on behalf of Head Of School to prevent inappropriate and/or unnecessary disclosure.
 2. It is necessary to retain all communication and a chronological record as evidence that the school's debt collection policy is being adhered to and to evidence that amounts are not inappropriately written-off.
- When a debtor disputes the accuracy and/or legitimacy of a debt – the Trust will investigate and resolve all such disputes that are believed to have been submitted in good faith.
 - The outcome of all such disputes will be communicated in writing to the debtor.
 - Further collection activities will be suspended until such time the dispute is resolved; unless otherwise agreed at Director level.
- The Finance Officer/Manager/Head Of School and Chief Finance Officer will meet to discuss and review all debts that are being considered for referral to a Debt Recovery Agency. This review will ensure that:
 - The amount is confirmed as unpaid, and
 - all reasonable steps and activities have been performed properly, and
 - any reported disputes have been suitably investigated and resolved, and
 - any reported financial hardship is taken into consideration
- It is not appropriate to refer minor debts to a debt collection agency.

Financial Hardship:

- When the situation arises that a debtor is unable, rather than unwilling, to pay what is owed then consideration should be given to common causes of financial hardship such as, but not limited to: illness, loss of employment, family breakdown, death in the family, income reduction.
- When a debtor communicates that they do not have the financial means to pay a debt then consideration must be given as to whether further collection activity will cause unnecessary financial hardship.
- It is necessary to request an explanation why the debtor is unable to pay and whether they will be able to pay the outstanding debt in the future.

- All financial hardship claims must be discussed with the Finance Officer/Manager to determine the appropriate way forward.

Debtor Requests Additional Time to Pay

- When a debtor requests additional time to pay – it is necessary to obtain the following information before entering into an agreement:
 - Proposed payment date(s)
 - Proposed payment amount(s)
- If a debt is to be paid in instalments and over time then the payment plan must take into consideration, and if necessary incorporate, the value of any future debts that will be incurred over the duration of the payment plan.
- Longer payment schedules carry a greater the risk of default and full payment should be obtained in the shortest reasonable timeframe.
- Any agreements should be formally communicated in writing – clearly stating what has been agreed, along with the amounts, dates and payment method.

Consequences

- The consequences of non-payment must be proportionate to the debt and must be reasonable given the known facts.
- It is not appropriate to refer minor debts to a debt collection agency.
- Children of parents/carers should not be permitted to book or participate in extra-curricular activities and/or Clubs until debts from previous terms are paid in full.

Writing off of Bad Debts:

Bad debt management is undertaken by AAAT Trust Chief Finance Officer St Georges. Any consideration to write off Bad debts will be managed by their office. Withdrawal of non-essential services will be discussed between the Head Of School and the Chief Finance Officer St Georges on a case by case basis.

Asset Register

The Local Governing Body is responsible for the safe custody and physical control of stores and equipment and is required to monitor the inventory of significant moveable, non-capital items.

The Head Of School is responsible for ensuring that assets of over £250 (and significant pieces of ICT equipment) under his/her control are correctly recorded by the Business/Finance Manager. The Business/Finance Manager is asked to update this at least annually (usually during the summer

break). A record of this and any subsequent updates/changes will be provided to the Chief Finance Officer. Other assets under £250 are held at the discretion of the Head Of School.

Activity	Detailed task	Responsibility
Updating asset register	Physical check of equipment against relevant records	Budget holder / Senior Administrator/SBM
	Recording of new asset	Senior Administrator /SBM/ Finance Officer
Monitoring	Annual monitoring of asset register	Head Of School / Chief Finance Officer
Disposal of assets	Disposal of assets with nil or value below £250	Head Of School. (Obsolete/broken equipment needs to be condemned by 2 independent officers).
	Disposal of assets between £251 -£2,000	Head Of School Counter signed by Local Governing Body at next LGB Meeting.
	Disposal of assets with market value, >£2,000	Local Governing Body
Disposal land, buildings and heritage assets	Disposal of assets or write off	Apply to the EFA for permission, the academy may not retain some or all of proceeds

All condemned equipment should be defaced or made otherwise unusable.

Borrowing of assets by members of staff

Members of staff wishing to borrow Video /Sound equipment, computers or any other asset listed in the Academy's fixed asset register have to make a request to the Head Of School who authorises the loan and obtains the signature of the member of staff in the loans register/log. The equipment is checked to verify that it is in good working order and condition, prior to the loan and on its return. The member of staff is also responsible for ensuring that the return of the equipment is recorded. During the loan period, the member of staff is responsible for the safekeeping of the equipment and for any loss of or damage to the equipment whilst in their possession. In the case of laptops, members of staff are also responsible for ensuring that the laptops are used for proper purposes connected with their work at the Academy and that the ICT Acceptable Use policy is applied at all times.

Leasing

Operating leases are permitted as they do not represent borrowing. It is recommended that all proposed operating leases are forwarded to the Chief Finance Officer in order for the lease to be checked by the Trust's accountants. The Financial Handbook states that the Trust must ensure that any lease arrangement maintains the principles of value for money, regularity and propriety whether or not EFA's prior approval is required.

Finance leases are a form of borrowing and must have EFA approval (may be granted in exceptional circumstances only).

Charge Card

With the increasing use of internet purchasing, also the need to maintain a low level of cash holding in academy a charge card is appropriate for use by authorised personnel only.

The overall control of the card usage is to be monitored and maintained by the School Business/Finance Manager, but final approval of costs are to be authorised by the Head Of School.

The AAAT reserves the right to withdraw this facility at any time.

Cards can be made available with authority from the Local Governing Board. The Local Governing Body has the final decision in cardholder eligibility and no cards will be issued unless approved by the Local Governing Body. No changes to arrangements listed below will take place without further consultation with the Local Governing Body.

Limits of credit for each card can be set individually according to need.

Procedures: Card Issue

‘Details of all card holders and the required acknowledgements and agreements are maintained securely with the Head Of School as considered sensitive material/information.’ The card will be issued by Lloyds Bank and coordinated by the AAAT Chief Finance Officer. Each card issued will be in the name of the individual on behalf of the individual AAAT academy and each card will have a different code number for ease of identification.

Each member of staff who has a card issued to them is to be made aware of the limit of their individual card. They must sign an agreement which states they understand the conditions of issue.

Any staff member who has been issued with a card and subsequently terminates their employment with AAAT academy must return their card which will be destroyed on receipt.

Any staff member who is found to be misusing the card in any way will have the card removed from them and appropriate action taken, i.e. a report will be made to the Local Governing Body for them to act upon e.g. disciplinary procedures may be applied.

Use of the card is at the discretion of the holder, however receipts for any purchases must be submitted (VAT receipts where applicable) to the Academy Finance Office for reconciliation. Use of the credit card, should not be seen as a way to obviate the procurement/tendering processes, a requisition should be completed and value for money should be sought for all purchases. Purchases made by the Head Of School must be signed off by the Chair of Governors.

Any items purchased on credit card that is considered an asset needs to be included on the inventory of assets, upon purchase.

No cash withdrawals are allowed from the charge card.
No personal purchases are to be made on the card.

A PIN number will be issued to the individual card holder for their exclusive use for “chip and pin” transactions.

Lost or stolen cards must be reported to the Head Of School and to the AAAT Chief Finance Officer immediately

Procedures: Card Repayments

All credit cards are linked to the Lloyds Bank current account and will be paid off in full monthly by a direct debit charge to the current account.

Statements will be issued by the bank which must be reconciled with receipts and signed off by the Head Of School and/or Chair of Governors.

Any discrepancy in the account will be investigated by the Academy Finance Office in the first instance and then referred to the AAAT Chief Finance Officer, if necessary.

Should a non-receipted purchase appear on the statement, the academy reserve the right to reclaim this expense from the cardholder.

When purchasing via the internet strict controls will apply (see below). All transactions must be undertaken on school computer systems.

Copies of signed statements should be retained with financial records for 6 fiscal years.

Limitations of Credit:

Current limits:

Maximum credit limit for each academy is: £5,000.00

Control for Use of Charge for Internet purchases:

(a)Take care of card details online

Secure sites will start with https: not http. Secure sites have an added encryption layer. Other security systems include Secure Socket Layer (SSL), Secure Electronic Transaction (SET), and Hypertext Protocol Secure (HTTPS). Use this whenever possible.

(b)Check for a secure connection before entering your card details

Your browser is a piece of software that enables your computer to access the World Wide Web. A secure browser such as Microsoft Internet Explorer version 4.0 or later will show you whether or not the web site is visiting you are secure. Internet explorer uses the padlock symbol to identify this.

(c)Get to know a company before you buy

If you are not familiar with a supplier contact them first and ask for some background information before you buy. Check if the company’s registered details are displayed on the home page or if there is some form of accreditation, which can be verified. If unsecure do not buy from them.

(d)Keep passwords secret

If you register with a particular site you will be asked to enter a name and password. Keep passwords completely secret – as you would with cash machine PINs

(e) Do not save card details

When you have been asked for your card details, ensure that these are not saved on the site.

(f) Read delivery and returns policy before buying

Read delivery and returns policy on the homepage before completing on-line transactions. Check you can return any unsatisfactory items and if you can get a refund. Websites should ideally cover delivery methods, delivery costs, currency applied, taxes applied, returns and refund policy and a contact telephone number or email address.

(g) Save and print a record of your transaction

Electronically save and then print your receipt for reconciliation against the bank statement and signed off by the budget holder or Chair of Governors, if the Head Of School. Receipts (which should be proper VAT receipts where applicable) must be immediately forwarded to the Finance Officer to be entered into the Academy's accounting system to be checked against the monthly statement.

Pecuniary interests

The Register is a public document and must be held at the academy. The senior leadership team and Local Governing Body should be aware of its contents. This will help academies show that decisions are made in the best interests of the academy.

The following people must complete the Register of Pecuniary Interest and update it annually: All local governors, committee members, partnership board members, and any staff with a significant influence on spending decisions or who might benefit from financial decisions the Local Governing Body makes. A nil return is required where no interests exist.

Head Of Schools and other staff should declare as a pecuniary interest:

- all consultancy work they do, including work as a School Improvement Partner
- other out-of-school income
- directorships of companies that have links to education
- business interests of close relatives.

This applies even if such income is paid into the academy budget before the Head Of School receives any additional payment.

Declaration of interests should appear as a standard item on all agendas. Any potential conflict of interest should be declared at the start of a meeting of the Local Governing Body or one of its committees.

Travel claims and other expenses

The Head Of School authorises travel claims. If the person designated to authorise a claim is absent, the next most senior person with delegated responsibility for authorising travel claims may

do so i.e. the Deputy Head Of School. No member of staff may authorise their own travel claim, including the Head Of School.

The Chair of Governors or the chair of finance/resources must authorise Head Of Schools' travel claims. Before the chair of governors or other authorised governor signs the Head Of School's claim, the Head Of School may delegate the checking of the claim to the academy's finance officer.

Claims may only be made for trips approved in advance by the appropriate member of staff and where a drivers form has been completed, indicating business use, if an own car is used. It is acceptable to give approval for categories of trips rather than each individual event. Travel claims for unauthorised trips may be approved, but only:

- after the reasons for the trip have been made clear, and
- if the person authorising the trip is satisfied that it is for legitimate academy business.

The mileage for each trip must be accurately recorded and verified. Claims should only be made for mileage that exceeds the normal journey from home to academy. For example, if someone makes a journey from home directly to a course venue, they should claim those miles, less the miles for the normal home-to-academy journey.

VAT receipts for fuel and receipts for parking, tolls and public transport fares must be submitted with the claim and retained for six years.

The payment of car allowances must be agreed in advance by the Local Governing Body and must comply with the AAAT procedures.

Driving on AAAT business:

Managers employing staff who are required to drive on the business of the AAAT have a responsibility to ensure that those employees are legally entitled to drive and have taken steps to manage their safety on the road. These include ensuring that:

- all individuals have an appropriate full driving license for the type of vehicle to be driven. The details must be recorded.
- where individuals use their own vehicles on AAAT business, they are only covered for one-off non-regular journeys, otherwise they must have a current insurance policy, including cover for business use, and a valid MOT certificate where this applies.

Approval for attending seminars and conferences:

Head Of Schools who wish to attend seminars or conferences should seek prior approval from the Local Governing Body if:

- the cost of accommodation and attendance fees will be more than £1,000, or
- the event means being out of academy for more than three days.

The benefits to the academy of attending and the approval for attendance should be formally minuted, together with the estimated costs.

Travelling abroad:

Any educational visit a member of academy staff wishes to take abroad as part of their professional development must be agreed in advance by the Local Governing Body, and the governors' decision

recorded in minutes. Agreement for visits during term time should normally be given only if the Local Governing Body is satisfied that the academy will gain significant benefit and the visit will benefit the staff member's professional development. The Local Governing Body may wish to seek advice on this from the AAAT.

If an educational visit abroad is partly funded by an external body, the Local Governing Body must satisfy itself that the balance of cost represents value for money for the academy.

If a Head Of School chooses to extend the time abroad on an educational visit to enable them to take a holiday (outside of term time only), they should pay an appropriate proportion of any costs themselves. The academy budget must not pay any personal and private foreign travel costs.

Claims for other expenses:

Parking, public transport fares and meals can only be claimed in accordance with AAAT rules and on production of receipts.

Purchases for academy use must be made against an order, resulting in an invoice for processing in the normal way. Low value purchases, i.e. under £25 for academy business use may be reimbursed from petty cash on production of a VAT receipt.

Hospitality:

Academy funds should be used to entertain visitors on or off the academy site only if this is likely to substantially benefit the education of the pupils. If such spending is likely to be more than £100, it should be approved by the Local Governing Body, unless in the case of training, such as Development Days.

Gifts (other than via staff/parent collections for leaving gifts etc.):

Head Of Schools and all other staff must declare and officially record any gifts exceeding £25 in value that they receive for their personal use. You should courteously, but firmly decline gifts by explaining that staff working in public services generally cannot accept them. Offers of gifts should be reported to the Head Of School and the Local Governing Body.

Staff team-building activities:

The academy may think it appropriate for staff to do some training in the form of a team-building activity. Although these can be valuable and ultimately benefit pupils, to the public they may look like a holiday in disguise at public expense. It is therefore recommend that:

- the estimated costs and benefits to the academy of the activity are identified before the event
- Local Governing Body approval is obtained before making any commitment to the event.

Mobile and Landline telephones

In making use of academy landline and mobile telephones all users are expected to act responsibly and keep costs to a minimum. Premium directory enquiry services such as 118 118 should be avoided.

Information must never be given out over the phone unless it is absolutely clear who it is being given to and that they are entitled to the information and are ready and able to accept it.

Care must be taken to ensure that conversations involving confidential and/ or personal information cannot be overheard.

Voicemail messages containing personal information should only be left after due consideration has been given to any security and confidentiality risks involved.

The academy's telephones are provided primarily for business use in order to assist staff in carrying out official business. Academy landline and mobile phones must not be used for any secondary business purpose unless approved as part of a formal academy scheme.

It is accepted that there are occasions when making personal calls at work cannot be avoided. However, it should be remembered that calls and abuse of a telephone system or mobile telephone may result in disciplinary action.

Acceptable personal use:

- Emergency calls to deal with domestic situations. For example making alternative arrangements for childcare or checking on an unwell family member.
- Advising others of late working.
- Returning important calls from a family member.
- Calls to, for example, a bank or building society, or to arrange doctors or dentists appointments where the call cannot be made outside of the employee's normal working hours. Where possible personal calls should be made during recognised break times thus minimising disruption to others. Where this is not possible call duration must be kept to an absolute minimum.
- National rate personal calls and personal calls to any mobile network should only be made in exceptional circumstances and the duration of the call must again be kept to a minimum.

Where there is evidence of a high level of personal usage which is not compliant with this policy, the individual responsible will be liable to pay any excess call charges and may be subject to disciplinary procedures.

Explicitly forbidden uses of landline and mobile telephones include:

- Providing the academy telephone number as a contact point in personal advertisements in the press, on the internet etc.
- Premium rate phone numbers such as those associated with competition lines, racing lines, chat rooms etc.
- Transmission of any offensive material in either voice, text or image format from academy supplied mobile phones.

Payroll

The Head Of School must ensure that there are robust arrangements for checking monthly that the payroll is accurate, in terms of the staff shown and the amounts they are paid. It is recommended that a nominee of the Local Governing Body or Responsible Officer (not a parent or staff governor) should check the payroll at least once every year.

The Head Of School must also ensure that there are robust arrangements for authorising any changes, for example in staff or pay. This includes permanent changes to staffing and changes in an individual’s banking details. This task may be delegated to the Finance Officer.

It is a key requirement that payroll claims (overtime, casual, supply etc.) are supported by fully completed and appropriately authorised claim forms.

A Head Of School must not authorise their own pay rise. This should be done by a designated member of the Local Governing Body, following approval by the Trust Board.

Special Payments

Special payments are transactions which fall outside the Trusts’ planned range of activities. They are non-statutory and non-contractual and so are subject to greater control. They include:

- staff severance payments } (EFA approval required for any non-statutory /
- compensation payments } non-contractual payment of £50,000 or more)
- ex gratia payments (EFA approval must be obtained in all cases)

Delegated Limits:

Delegated responsibility	Value	Delegated authority
Orders and payments for goods, services and DFC/CIF	Capitation allocation	Budget holders <i>N/B: All capital requests over £5,000 must be notified to the LGB /Chief Finance Officer)</i>
	Up to £100	Budget holders as delegated by Head Of School. Finance Officer /General Officer (designated) if HT or Deputy unavailable
	£101 to £5,000	The Head Of School or designated deputy authorises
	£5,001 to £10,000	Head Of School and Lead Governor Finance
	£10,001-£50,000	LGB Sub-Committee or Local Governing Body
	Over £50,000	Trust Board
Delegated responsibility	Value	Delegated authority
Individual payment transactions – 2 signatories		Head Of School/Deputy Head Of School along with Finance Officer

BACS/Bank payments – 2 electronic signatories	Up to £30,000 (B approvers) Over £30,000 (A approvers)	Head Of School/Deputy Head Of School along with Finance Officer Chief Finance Officer/ CEO and/or Board Members
Delegated responsibility	Value	Delegated authority
Payroll		Head Of School/Deputy Head Of School along with Finance Officer.
Delegated responsibility	Value	Delegated authority
Write off of bad debts	Up to £750	Governors & Finance Officer/Manager. MUST be notified to Chief Finance Officer.
	Over £750	ALL MUST be notified to Trust & Chief Finance Officer
Delegated responsibility	Value	Delegated authority
Disposal of Assets (excluding freehold on land or buildings)	Up to £250	Head Of School. (Obsolete/broken equipment needs to be condemned by 2 independent officers).
	£251 - £2,000	Head Of School Counter signed by Local Governing Body at next LGB Meeting.
	>£2,000	Local Governing Body
Delegated responsibility	Value	Delegated authority
Virement	Up to £10,000	Local Governing Body with Chief Finance Officer
	Over £10,000	Chief Finance Officer and Trust Board / Committee
Delegated responsibility	Value	Delegated authority
Acquisition & disposal of Assets (land and buildings)	All	Must be approved by Trust Board (EFA notification)

Anti-Fraud Policy:

The purpose of this policy is to confirm the AAAT's commitment against fraud. The fulfilment of this anti-fraud, corruption and bribery policy will assist in the delivery of more effective risk management.

The AAAT is determined to demonstrate that it will not tolerate fraud, corruption or abuse of position for personal gain, wherever it may be found, in any area of academy activity.

The Trust considers that all instances of fraud, corruption and other dishonesty endangers the achievement of the Trust's policies and objectives as they divert its limited resources from the provision of education. There is a clear recognition that the abuse of Trust resources, assets and services undermine the Trust's reputation and also threatens its sound financial standing.

The purpose of this Policy statement

- defines fraud
- identified the scope of the applicability of the policy
- sets out the Trusts intended culture and stance against fraud, corruption and bribery
- identified how to raise concerns and to report malpractice
- sets out responsibilities for countering fraud

Definitions:

Fraud – is a range of abuse and malpractice that is covered by the Fraud Act 2006.

Fraud can be defined as an abuse of knowledge or financial position that is done deliberately to create a financial gain for the perpetrator or for a related person or entity and/or a loss to another. It can take place in many ways; withholding information, deliberately misleading, mispresenting a situation to others or by abuse of position. Irrespective of the definition applied, fraud is always deceitful, immoral and intentional and creates a financial gain for one party and/or a loss for another.

Gains and losses do not have to be direct. A gain to a related party or company through intentional abuse of position, albeit not directly to the officer involved, is still fraudulent. In the same way, using the Trust/Academy name to procure personal goods and services is also fraudulent; where this is a deliberate abuse of position to make a gain in the form of goods or services at a discount price to get the Trust/Academy to pay for them.

Corruption – will normally involve the above with some bribe, threat or reward being involved.

Bribery – The Bribery Act 2010, has four key offences under the Act

- Bribery of another person (section 1)
- Accepting a bribe (section 2)
- Bribing a foreign official (section 6)
- Failing to prevent a bribe (section 7)

Bribery is not tolerated. It is not acceptable to:

- Give, promise to give, or offer a payment, gift or hospitality with the expectation or hope that a business advantage will be received, or to reward a business advantage already given
- Give, promise to give, or offer a payment, gift or hospitality to a government official, agent or representative to "facilitate" or expedite a routine procedure.
- Accept payment from a third party if you know or suspect that it is offered or provided with an expectation that it will obtain a business advantage for them
- Accept payment from a third party if you know or suspect that it is offered or provided with an expectation that a business advantage will be provided by us in return
- Retaliate against or threaten a person who has refused to commit a bribery offence or who has raised concerns under this policy.

Facilitation payment – are not tolerated and are illegal. Facilitation payments are unofficial payments made to public officials in order to secure or expedite actions.

Gifts and Hospitality - This policy is not meant to change the requirements of the Trust's approach to gifts and hospitality, as set out in the finance policy.

Scope of Policy:

The policy statement applies to all members, trustees, members of the Local Governing Body and all employees (full time, part time, temporary and casual), who work for the Trust.

The Trust expects that individuals and organisations (e.g. partners, suppliers, contractors and services providers) with which it deals will act with integrity and without thought or actions involving fraud and corruption. Where relevant, the Trust will include appropriate clauses in its contracts about the consequences of fraud, bribery and corruption. Evidence of such acts is most likely to lead to a termination of the particular contract and will normally lead to prosecution.

The Trust recognises the importance of the seven principles of public life defined by the Nolan Committee 1995, and expects all trustees, governors, employees and those acting as its agents to conduct themselves according to them. The seven principles are worthy of being read by all:

- 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 protect 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 the performance of their official duties
- Selflessness** – holders of public office should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family or their friends.
- 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 merit.
- Openness** - Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.
- 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.
- Leadership** - Holders of public office should promote and support these principles by leadership and example.

Through observance of these principles the Trust requires the trustees, governors, employees and its agents to be alert to the possibility of fraud, corruption and dishonesty in all their dealings.

The Trust also requires that those employees responsible for its systems and procedures should design and operate systems and procedures which endeavour to minimise losses due to fraud, corruption and other dishonest action and abuse.

Culture & stance against fraud and corruption:

AAAT is determined that the culture and tone of the organisation will be one of honesty and opposite to fraud and corruption of any kind.

The Trust expects that the Board, its Local Governing Bodies and employees at all levels will lead by example in ensuring adherence to legal requirements, financial rules, codes of conduct and prescribed procedures and practices.

The Trust implements and maintains systems of accountability and control to ensure that its resources are properly applied in the way it intended. These systems include, as far as is practical, adequate internal controls to detect not only significant errors but also importantly, fraud and corruption.

The Trust Board is responsible for overseeing internal contract and financial management.

Raising Concerns:

Trustees, governors and employees are an important element in the Trust's defences against fraud and corruption, they are expected to raise concerns that they may have on these issues where they are associated with the Trust's activities.

The AAAT Board, academy's senior management and governors, will be robust in dealing with financial malpractice of any kind. Governors and employees of the Trust should follow the guidance listed in the Trust's Whistleblowing Procedure and associated procedures e.g. disciplinary.

All concerns reported, by whatever method, will be treated in confidence and will be reviewed and investigated by a member of staff deemed to be appropriate and best placed to do so. This may mean that, depending on the level, type and details of the concerns raised, that your concerns are investigated by Senior Trust or Academy Managers, Trustees, Governors or in the case of very serious concerns, the Police.

Shorne Finance Policy Elements

The following Icons contain the constituent elements of this Policy. To read these documents that make up the Shorne Finance Policy see page 30 onwards.

Revision Record

Version No.	Date Issued	Prepared By	Approved	Comments
0.1	January 2017	CC		Draft New policy initial revision
0.2	January 2017	KS		Draft – amendment of various values and addition/amendment of details.
0.3	January 2017	KS		Addition of AAAT Trust Finance Policy documents embedded as constituent elements of Shorne CofE Primary School Finance Policy.
1.0	January 2017	KS	LGB	Approved subject to revision of values of responsibilities
1.1	February 2017	KS	LGB	Revision undertaken reverting to values specified within previous Finance Policy.
2.0	October 2017	KS	LGB	Inclusion of Appendix D (Credit Card Protocol
3.0	January 2019	KS	LGB	Amendment of Head Of School to Head of School. (Includes Anti-Fraud Policy, Charging and Remissions Policy & Use of Credit Card – Protocol and Procedures)

APPENDIX A Financial Procedures

Aletheia Anglican Academies Trust

Purchasing

To ensure that orders and payments are correctly authorised; that goods and services are bought for the benefit of the school; and that value for money is achieved to secure the best possible outcome for pupils in the most efficient and effective way at a reasonable cost.

(1) Placing an Order

All orders should be related to the Department/Subject plan and agreed budget. To ensure value for money, it is good practice to obtain 3 quotes for expenditure over £1,000. Three written quotations must be sought for expenditure over £10,000.

A completed school requisition form should be signed by the Budget Holder and presented to the Finance Officer for commitment to the system. The official school order is then authorised by either the Head Of School or School Business or Finance Manager before being sent to the supplier.

(2) Receipt of Goods

When goods are received by the Department they should be checked immediately. The delivery note should be signed to confirm the correct quality and quantity has been received. The signed delivery note should be forwarded to the Finance Officer so it can be matched to the supplier's invoice. If there is a problem with the goods, the Finance Officer should be notified so that discrepancies may be investigated with the supplier.

(3) Payment of Goods & Services

Invoices are only paid upon authorisation of the Head Of School or School Business or Finance Manager. Upon receipt, the invoice is matched to the original order and signed delivery note(s). If the Finance Officer does not have a signed delivery note, a copy of the invoice is forwarded to the Budget Holder for confirmation that the goods or services have been received and there are no outstanding discrepancies with the order.

Please note that most suppliers expect payment to be made to them within 30 days of the date of their invoice. Delays in returning paperwork to the Finance Office cause additional and unnecessary work for you and your colleagues.

(4) Petty Cash

Our Finance Policy dictates that petty cash transactions are kept to a minimum and the maximum value for any one transaction is set at £25. Staff must obtain a VAT receipt for purchases and pass it on to the Finance Office. If a one-off larger amount is required this must be backed-up with appropriate evidence and adequate notice provided. We do ensure there is a quick turnaround for reimbursing staff by cheque of any costs incurred thus keeping the need for petty cash to a minimum.

Your cooperation in ensuring these procedures are maintained is greatly appreciated.

APPENDIX B
SHORNE CHURCH OF ENGLAND PRIMARY SCHOOL

LETTINGS POLICY STATEMENT (FINANCE POLICY - APPENDIX B)

N.B. Currently, it is NOT the policy of Shorne Church of England Primary School to Let the school Premises.

Review Body:	Resources & Finance/FGB
Leadership Group Responsibility:	School Business/Finance Manager
Type of Policy:	Statutory
Review Period:	Annually
Reviewed:	
Next Review:	

Rationale

The primary purpose of the School site and buildings is for the education of pupils attending Shorne CE Primary School. Public lettings during the school day are not considered appropriate, as groups of visitors onto the site are potentially disruptive to the educational environment particularly given the vulnerability of some pupils.

It is recognised that the school operates within the wider community. Its facilities should therefore be made available to local groups when this does not conflict with either the interests of its pupils or the work of its staff.

Policy Objectives

It is the Governors policy that whenever it is reasonable and practical, use of the school's physical resources outside the school day be permitted by members of the local community. Lettings to local groups will be dependent upon payment of a fee and acceptance of terms and conditions set out in the Booking Application Form (Attached). The fees for a letting will be set at a level to ensure that income taken covers the costs (lighting, heating, staffing etc) of the activity. Any profit generated by such lettings shall be used to benefit the education of pupils who attend the school.

School Fund raising and social events benefiting pupils and/or their families will normally be exempted from any charge.

All lettings are subject to authorisation by the Head Of School on behalf of the School Governors.

Notice of lettings will be made available to the Resources and Finance Committee/FGB.

Appendices

- 1 Letting Application Form**
- 2 Conditions of Letting**
- 3 Enquiry Letter**
- 4 Confirmation of Booking**

Date Approved by Governing Body:

Date for Review:

SHORNE CHURCH OF ENGLAND PRIMARY SCHOOL
LETTINGS APPLICATION FORM

Note to applicant: Before completing this form, please refer to the attached conditions.

Part 1 APPLICATION DETAILS						
Facilities Required	Purpose of Hire	Day(s) of Week	Dates Required From To		Times Required From To	
<p>Name of applicant..... Telephone No. (Office Hours).....</p> <p>Full postal address.....</p> <p>Name of organisation.....</p> <p>I personally agree to be responsible for the fees charged in respect of this letting and I will observe the regulations which I have read.</p> <p>Signature of applicant..... Date.....</p>						
Part 2 APPROVAL DETAILS						
<p>I recommend that this application is:</p> <p style="text-align: center;">Approved / Not Approved</p> <p>Comments:</p> <p>Signed:.....(Business/Finance Manager)</p> <p>Date.....</p>				<p>Date Site Manager informed:.....</p> <p>For WEEKEND USE ONLY – complete the following:</p> <p>Will the Site Manager or a Caretaker be required to be on active duty throughout the duration of the letting?</p> <p style="text-align: center;">Yes / No</p> <p>Comments:</p>		
PART 3 FOR OFFICE USE ONLY						
Basis of Charge						
Facility Hired	Equipment	Hourly Charge	Weekly Charge	Yearly Charge	VAT	Total

Total amount to be invoiced:

Conditions of Letting

1 Fees Charges (per hour) for the hire of facilities at the school are:

School Hall	£.....	Dining Hall	£.....
Training Room	£.....	Sports Hall	£.....
Other Sports facilities	£.....	ICT Classroom	£.....
Classroom	£.....	Caretaking/Cleaning to be advised	

A refundable deposit (up to £200) set in relation to the fee may be requested.
Fees will be reviewed each Spring Term for implementation in September.

- 2 **Damage** The hirer will pay the full cost of repair, or replacement of any fixtures or fittings that become unserviceable or unsuitable for reuse through damage caused by any person attending the function, whether deliberate or otherwise. The hirer must ensure they have their own liability insurance.
- 3 **Behaviour** The hirer is responsible for the behaviour of all persons organising or attending the function, and to be liable for any costs incurred by CE Primary School, or any third party that results from any actions of any person organising or attending the function.
- 4 **Persons Attending** Only personal guests or members of the private organisation hiring the School facilities may be admitted to a function. Any person attending any function shall do so by way of a ticket paid for prior to the function, or by written invitation issued prior to the function.
- 5 **Maximum Numbers Attending** Health and Safety considerations restrict the School Hall to a maximum number of people for any function. The Room can facilitate up to people.
- 6 **Alcohol, Drinks & Smoking.** Unless a licence has been applied for and granted, alcohol may not be resold. Alcohol may however be brought by persons attending the function for their personal consumption if appropriate. Smoking is not permitted within any of the School buildings and grounds.
- 7 **Cancellation** The full fee will be payable if cancellation is less than two weeks before the event. The School has the right to cancel any booking, whether confirmed or not, without prior notice, if it suspects that any of the above conditions have been broken by the Hirer, or any person organising any function or event, or any conditions printed on this booking form is likely to be broken, by any person attending any function or event, or connected with the function or event in any way.
- 8 **Insurance** The Hirer should provide the School with a copy of their own public liability insurance for all lettings.
- 9 **Rooms & Equipment** It is the responsibility of the Hirer to ensure the premises are left in the same condition in which they were found.
- 10 **Staffing** The Hirer shall admit any member of School staff to any function to ensure that the conditions of this booking are complied with.

Address

Date

Dear

Thank you for your recent enquiry regarding the booking of the at
..... CE Primary School.

I have enclosed a formal booking application form, which I would ask that you complete and return to me as soon as possible in order that I can confirm the dates you require are still available.

Should you require additional information or I can be of any further assistance please do not hesitate to contact me.

Yours sincerely

Address

Date

Dear

APPENDIX C
SHORNE.CHURCH OF ENGLAND PRIMARY SCHOOL

**Charging and Remissions Policy (FINANCE POLICY –
APPENDIX C)**

Review Body:	Resources & Finance/FGB
Leadership Group Responsibility:	School Business/Finance Manager
Type of Policy:	Statutory
Review Period:	2 Years
Reviewed:	January 2017
Next Review:	December 2017

Guidance

Academies are required through their funding agreements to comply with the law on charging for school activities.

School charging - Education

School governing bodies **cannot** charge for:

- an admission application to any state funded school - paragraph 1.9 (n) of the 'School Admissions Code 2012' rules out requests for financial contributions as any part of the admissions process;
- education provided during school hours (including the supply of any materials, books, instruments or other equipment);
- education provided outside school hours if it is part of the national curriculum¹, or part of a syllabus for a prescribed public examination that the pupil is being prepared for at the school, or part of religious education;
- instrumental or vocal tuition, for pupils learning individually or in groups, unless the tuition is provided at the request of the pupil's parent;
- entry for a prescribed public examination, if the pupil has been prepared for it at the school; and
- examination re-sit(s) if the pupil is being prepared for the re-sit(s) at the school².

Schools **can** charge for:

- any materials, books, instruments, or equipment, where the child's parent wishes him/her to own them;
- optional extras (see page below);
- music and vocal tuition, in limited circumstances (see page 3);
- certain early years provision³;
- community facilities⁴.

¹ It should be noted that 'part of the national curriculum' is not restricted to learning outside the classroom experiences that are specifically subject based (e.g. geography or science fieldwork) and include, for example, activities designed to fulfil requirements under the national curriculum 'inclusion statement' (e.g. developing teamwork skills).

² However, if a pupil fails, without good reason, to meet any examination requirement for a syllabus, the fee can be recovered from the pupil's parents.

³ The Education (Charges for Early Years Provision) Regulations 2012

⁴ The powers to provide community facilities are under s.27(1) of the Education Act

Optional extras

Charges may be made for some activities that are known as 'optional extras'. Where an optional extra is being provided, a charge **can** be made for providing materials, books, instruments, or equipment. **Optional extras are:**

- education provided outside of school time that is not:
 - a) part of the national curriculum;
 - b) part of a syllabus for a prescribed public examination that the pupil is being prepared for at the school; or
 - c) part of religious education.
- examination entry fee(s) if the registered pupil has not been prepared for the examination(s) at the school;
- transport (other than transport that is required to take the pupil to school or to other premises where the governing body has arranged for the pupil to be provided with education);
- board and lodging for a pupil on a residential visit;
- extended day services offered to pupils (for example breakfast club, after-school clubs, tea and supervised homework sessions).

In calculating the cost of optional extras an amount may be included in relation to:

- any materials, books, instruments, or equipment provided in connection with the optional extra;
- the cost of buildings and accommodation;
- non-teaching staff;
- teaching staff engaged under contracts for services purely to provide an optional extra, this includes supply teachers engaged specifically to provide the optional extra; and
- the cost, or an appropriate proportion of the costs, for teaching staff employed to provide tuition in playing a musical instrument, or vocal tuition, where the tuition is an optional extra.

Any charge made in respect of individual pupils must not exceed the actual cost of providing the optional extra activity, divided equally by the number of pupils participating. It must not therefore include an element of subsidy for any other pupils wishing to participate in the activity whose parents are unwilling or unable to pay the full charge.

Furthermore in cases where a small proportion of the activity takes place during school hours the charge cannot include the cost of alternative provision for those pupils who do not wish to participate. Therefore no charge can be made for supply teachers to cover for those teachers who are absent from school accompanying pupils on a residential visit.

Participation in any optional extra activity will be on the basis of parental choice and a willingness to meet the charges. Parental agreement is therefore a necessary pre-requisite for the provision of an optional extra where charges will be made.

Voluntary contributions

Nothing in legislation prevents a school governing body from asking for voluntary contributions for the benefit of the school or any school activities. However, if the activity cannot be funded without voluntary contributions, the governing body or

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Head Of School should make this clear to parents at the outset. The governing body or Head Of School must also make it clear to parents that there is no obligation to make any contribution.

It is important to note that no child should be excluded from an activity simply because his or her parents are unwilling or unable to pay. If insufficient voluntary contributions are raised to fund a visit, or the school cannot fund it from some other source, then it must be cancelled. Schools must ensure that they make this clear to parents. If a parent is unwilling or unable to pay, their child must still be given an equal chance to go on the visit. Schools should make it clear to parents at the outset what their policy for allocating places on school visits will be.

When making requests for voluntary contributions, parents must not be made to feel pressurised into paying as it is voluntary and not compulsory.

Music Tuition

Although the law states that, in general, all education provided during school hours must be free, instrumental and vocal music tuition is an exception to that rule.

The Charges for Music Tuition (England) Regulations 2007 set out the circumstances in which charges can be made for tuition in playing a musical instrument, including vocal tuition. They allow charging for tuition in larger groups than was previously the case.

Charges may now be made for vocal or instrumental tuition provided either individually, or to groups of any size, provided that the tuition is provided at the request of the pupil's parent. Charges may not exceed the cost of the provision, including the cost of the staff who provide the tuition.

The regulations make clear that charging may not be made if the teaching is either an essential part of the national curriculum, or is provided under the first access to the key stage 2 Instrumental and Vocal Tuition Programme. They also make clear that no charge may be made in respect of a pupil who is looked after by a local authority (within the meaning of section 22(l) of the Children Act 1989).

Transport

Schools **cannot** charge for:

- transporting registered pupils to or from the school premises, where the local education authority has a statutory obligation to provide transport;
- transporting registered pupils to other premises where the governing body or local authority has arranged for pupils to be educated;
- transport that enables a pupil to meet an examination requirement when he has been prepared for that examination at the school; and
- transport provided in connection with an educational visit.

Residential visits

Schools **cannot** charge for:

- education provided on any visit that takes place during school hours;⁵
- education provided on any visit that takes place outside school hours if it is part of the national curriculum, or part of a syllabus for a prescribed public

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examination that the pupil is being prepared for at the school, or part of religious education;

- supply teachers to cover for those teachers who are absent from school accompanying pupils on a residential visit.

Schools **can** charge for:

- board and lodging and the charge must not exceed the actual cost.

When a school informs parents about a forthcoming visit, they should make it clear that parents who can prove they are in receipt of the following benefits will be exempt from paying the cost of board and lodging:

- Universal Credit in prescribed circumstances;⁶
- Income Support (IS);
- Income Based Jobseekers Allowance (IBJSA);
- support under part VI of the Immigration and Asylum Act 1999;
- Child Tax Credit, provided that Working Tax Credit is not also received and the family's income (as assessed by Her Majesty's Revenue and Customs) does not exceed £16,190 (financial year 2013/14);
- the guarantee element of State Pension Credit;
- an income related employment and support allowance that was introduced on 27 October 2008.

⁵ See section 452 of the Education Act 1996 for guidance as what counts as during school hours.

⁶ The government plans to prescribe the circumstances when Universal Credit is fully rolled out. If the number of school sessions taken up by the visit is equal to or greater than 50% of the number of half days spent on the visit, it is deemed to have taken place during school hours (even if some activities take place late in the evening). Whatever the starting and finishing times of the school day, regulations require that the school day is divided into 2 sessions. A 'half day' means any period of 12 hours ending with noon or midnight on any day.

Example 1: Pupils are away from noon on Wednesday to 9pm on Sunday. This counts as 9 half days including 5 school sessions, so the visit is deemed to have taken place during school hours.

Example 2: Pupils are away from school from noon on Thursday until 9pm on Sunday. This counts as 7 half days including 3 school sessions, so the visit is deemed to have taken place outside school hours.

Education partly during school hours

Where an activity takes place partly during and partly outside school hours, there is a basis for determining whether it is deemed to take place either inside or outside school hours. However, a charge can only be made for the activity outside school hours if it is not part of the national curriculum, not part of a syllabus for a prescribed public examination that the pupil is being prepared for at the school and not part of religious education.

If 50% or more of the time spent on the activity occurs during school hours, it is deemed to take place during school hours. Time spent on travel counts in this calculation if the travel itself occurs during school hours. School hours do not include the break in the middle of the day.

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Where less than 50% of the time spent on an activity falls during school hours, it is deemed to have taken place outside school hours. For example, an excursion might require pupils to leave school an hour before the school day ends, but the activity does not end until late in the evening.

Non-residential activities

If 50% or more of the time spent on the activity occurs during school hours, it is deemed to take place during school hours. Time spent on travel counts in this calculation if the travel itself occurs during school hours. School hours do not include the break in the middle of the day.

Where less than 50% of the time spent on an activity falls during school hours, it is deemed to have taken place outside school hours.

Damage/Loss to Property

A charge will be levied in respect of wilful damage, neglect or loss of school property (including premises, furniture, equipment, books or materials), the charge to be the cost of replacement or repair, or such lower cost as the Head Of School may decide. This also applies to property belonging to a third party, where the cost has been recharged to the school.

Lettings

The school will make its facilities available to outside users at a charge of at least the cost of providing the facilities. The scale of charges will be determined annually by the governing body.

Miscellaneous Charges

The Head Of School or governing body may levy charges for miscellaneous services up to the cost of providing such services e.g. for providing a copy of an OFSTED report.

Calculating charges

When charges are made for any activity, whether during or outside of the school day, they will be based on the actual costs incurred, divided by the total number of pupils participating. There will be no levy on those who can pay to support those who can't. Support for cases of hardship will come through voluntary contributions and fundraising.

The principles of best value will be applied when planning activities that incur costs to the school and/or charges to parents.

SHORNE CHURCH OF ENGLAND PRIMARY SCHOOL

APPENDIX D

(Finance Policy – Appendix D) Use of Credit Card – Protocol and Procedures

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Protocol

This protocol has been developed to ensure good use of public funds and that all staff are protected from any mal-administration by having clear procedures in place and is in addition to Section 10 of the Governor approved Finance Policy and a copy of this document is to be maintained with the Finance Policy.

School Approved Credit Card Users -

- Head Of School
- Deputy Head
- Office Manager
- Finance Officer
- Caretaker

Agreed spending limit

The card total limit is £5,000. The agreed limit for any one use is £500. If an individual payment is required above £500, please contact the AAAT Chief Finance Officer.

Storage of the card

When not in used the credit card MUST be kept in the safe as maintained by the Office staff. The person requesting use of the card will sign for it in accordance with Appendix I. This is to ensure that due diligence and control of the credit card is maintained and its whereabouts is known at all times. Upon its return the Office Manager/Finance Assistant will sign for receipt as recognition of return of the card and its deposit back in to the safe.

Procedure for purchasing

Before any purchase is made approval MUST be sought in writing from the Head Of School, or in his/her absence the deputy head. This approval MUST be shown to the Office Staff without which the Credit Card will NOT be released. This is the beginning of an audit trail of paperwork.

If necessary, once approval is given obtain the card from the Office Manager/Finance assistant using the Credit Card Usage Form Appendix I.

On-line –

If ordering on line a copy of the invoice must be printed of your order and given to the Finance Officer – this is required to cross reference with the credit card statement later in the month.

Off premises Purchases –

If purchasing goods from a shop, on return to school a copy of the receipt MUST be given to the Finance Assistant. If it is not clear from the receipt the nature of the purchase please write full details of the item/s purchased on the reverse or a separate piece of paper and attach it to the receipt.

Keep passwords secret

If you register with a particular site you will asked to enter a name and password. Keep passwords completely secret – as you would with cash machine PINs. Remember, the card is

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YOUR sole responsibility when in your possession. When using off premises at no time should the PIN be kept with the card and care should be observed at all times.

Do not save card details

Specifically when on-line you would have been asked for your card details, ensure that these are **not** saved on the site.

Control and Checking

Each month, once the credit card bill has been received the Finance Officer will check all purchases against the bill and follow up any anomalies. The Head Of School will sign-off the statement as per other account statements. Any discrepancies must be reported to Head Of School or Deputy Head and notified to the AAAT Chief Finance Officer without delay. Records of all purchases and the accompanying paperwork must be kept in a file accessible for the AAAT Chief Finance Officer, LGB Finance Governor and auditors to review as appropriate.

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SHORNE CHURCH OF ENGLAND PRIMARY SCHOOL

Credit Card Usage Record (Print off as and when needed). This form is to be maintained in the Office and filed with all copy receipts of ALL Purchases

Date	Card passed to Name: -	Card Received by:- Signature	Purpose of usage i.e. Purchase details. Copy Receipts to be attached)	Card Returned Date	Card Signed for and locked in Safe

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