

Finanical Regulations & Scheme of Delegation

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Name of Chair of Governors	Christina Powell / Melissa Shaw
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Financial Regulations
Authorisation Limits

Expenditure Limits	
Headteacher & SBM	£5,000
Chair of Governors	Between £5,001 and £10,000
Full Governing Body	Over £10,000
All lunch invoices and regular trips are exempt from FGB clearance.	
Virement Limits	
Headteacher & SBM	£2,500
Chair of Governors	Between £2,501 and £10,000
Full Governing Body	Over £10,000
Writing off bad debts	
School Business Manager	Up to £1000
Chair of Governors	Over £1000
Notify Local Authority's senior finance manager	Over £5,000 (set by Local Authority)
Disposal of Surplus Stock, Stores and Assets	
School Business Manager	Up to £250
Chair of Governors	Over £250
Notify Local Authority's senior finance manager	Over £5,000 (set by Local Authority)
Safe Cash/ Cheque limits	£2,000 (Combined Cash and Cheque) (Can be increased to £3,000 with LA approval)
Ordering Procedures	
Competitive quotations - evidence required	£10,001-50,000 3 or more written quotes
Tendering procedure	Over £50,000 - Tender
Minor Building Repairs	
Caretaker (in emergencies only)	Up to £500
Headteacher & SBM	Up to £5,000
Chair of Governors	Between £5,001 and £10,000
Full Governing Body	Over £10,000

1. General

1.1 In accordance with the Financial Regulations for Schools, as laid out in the Finance Manual for Schools, the Governors of Meadlands Primary School hereby recognise the need to lay down formally a policy for the overall management of the school budget and the day-to-day management of the school's financial affairs;

1.2 The general conditions that follow are subject to annual review and consideration by the Full Governing Body, whom must formally minute both the review and any subsequent amendments each year;

1.3 The Governing Body confirms that failure to observe these conditions is considered a serious matter and might involve disciplinary procedures being taken against the individual concerned;

Financial Matters

I. Recommendation to the Full Governing Body to approve the annual budget plan and cash flow forecasts (via the budget plan) for the forthcoming financial year in accordance with the timescales dictated by the Scheme for Financing Schools;

II. Determining the schools financial priorities through the School Development Plan (SDP) and the Asset Management Plan (AMP);

III. Receiving management reports at least once a term, to facilitate the review of the school's actual financial performance compared with budgeted priorities and cash flow and to take remedial action as necessary. Such action will be reported to the Governing Body. In all cases liaison must be maintained with other appropriate committees;

IV. Making decisions on financial requests from other committees;

V. Making decisions on expenditure within the Committee's delegated powers;

VI. Making decisions on virements within agreed budgets, within the Committee's delegated powers, and authorising any budgetary adjustments made;

VII. Advising the Governing Body on the appropriateness, or otherwise, of virements to be made outside of the Committee's delegated powers;

VIII. Reviewing every 2 years the school's Financial Regulations and Scheme of Delegation;

IX. Reviewing annually the Terms of Reference of the governing body;

X. Ensuring the Register of Business Interests is kept up to date and reviewed annually;

XI. Reviewing the various insurance schemes and options available to the school;

XII. Reviewing the various leasing agreement schemes and options available to the school;

XIII. Awarding of contracts by tender up to a specified limit;

XIV. To agree and sign an annual budget plan;

XV. Ensuring that all purchases follow the guidelines of the governors' best value statement as included as part of these regulations. (Section 7.0);

XVI. Monitoring **all** spending and income received in the school i.e. Local Authority (LA) funding of Delegated/Devolved Budgets and Amenities Account;

XVII. Ensuring that funding from the LA and other sources is used only in accordance with any conditions attached;

XVIII. Receiving and commenting on the content of any audit report relating to LA funding, and monitoring of the implementation of the agreed action plan;

XIX. Reviewing annually the appointment of the auditor to the Amenities Account (must be a qualified auditor if turnover in excess of £15,000);

XX. Receiving the annual audited accounts of the Amenities Account;

XXI. Agreeing and determining appropriate charges for lettings of the premises, in line with the school's lettings policy;

XXII. Ensuring the school adheres to the policies and procedures as laid out within the DfE Schools Financial Value Standards (SFVS);

XXIII. Ensuring the school has appropriate internal financial controls in place;

XXIV. Ensuring that all financial controls are adhered to through rigorous and regular testing, to enable satisfactory completion of the SFVS each year.

1.5 The Governing Body confirms that day-to-day financial management of the school is delegated to the Headteacher and the School Business Manager;

1.6 Any Governor or member of staff having direct or indirect involvement in a business which is tendering for a contract must declare his or her interest using the Register of Business Interests;

1.7 All Governors and school staff with significant financial responsibility and/or influence must complete the appropriate questionnaire to ensure that the Register of Business Interests is kept up to date;

1.8 Throughout these regulations, the same financial limits and restrictions will apply to both the delegated school budget and private/Amenities Accounts, unless specifically identified and defined limits are set for individual funds.

2. Day-To-Day Delegation of Authority

2.1 **Expenditure Limits**

The Headteacher/SBM is able to authorise expenditure for all budgeted items, plus day-to-day items and services up to £5,000 on any one item so long as an adequate budget provision exists. A sequence of orders all within the limit to cover a larger order or orders is not permitted. Authorisations between £5,001 and £10,000 are to be referred to the Chair of Governors, who has full authorisation to approve all such expenditure. Authorisations over £10,001 are to be referred to the Governing Body.

2.2 **Virement Limits (Budget Transfers)**

The Headteacher/SBM is able to authorise virements between individual cost centres up to a limit of £2,500. Virements over this amount are to be referred to the Chair of Governors, who has authorisation to approve virements up to a limit of £10,000. Authorisations over £10,001 are to be referred to the Governing Body.
All virements, including budgetary increases from designated Local Authority funding, are to be formally recorded and reported to the governors at the next meeting. The school may choose to make use of a Virement Form or other equivalent virement recording template.

2.3 **Bad Debts**

The School Business Manager is able to authorise the writing off of bad debts up to a value of £1000. Requests for write offs above this amount are to be referred to the governors. However, all bad debts written off by the Headteacher will be reported to the governors at the next meeting. Write offs exceeding £5,000 will be reported to the Local Authority's senior finance manager for schools for reporting to the relevant Cabinet.

2.4 **Disposal of Surplus Stocks, Stores and Assets**

The SBM can dispose of surplus stocks, stores and assets to the value of £250 without prior authorisation from the Governing Body. All disposals to this value must be reported to the full Governing Body at the next possible meeting. Authority for disposals above this amount can only be given by the full Governing Body.

All disposals must be formally recorded in the minutes and in addition where the value exceeds £5,000, a separate report will be sent to the Local Authority's senior finance manager for schools for reporting to the relevant Cabinet.

2.5 **Minor Buildings Repairs**

(a) Emergency Repairs

The Caretaker is able to authorise emergency building repairs up to a value of £500 on any one repair. Emergency repairs above £500 and up to £5,000 (see Section 3.1) can be authorised by the Headteacher, School Business Manager, or Chair of Governors;

(b) Routine Repairs

The Headteacher/SBM is able to authorise expenditure for day-to-day revenue building repairs up to £5,000 on any one repair. A sequence of orders all within the limit to cover a larger authorisation is not permitted. Authorisations above this limit are to be referred to the governors.

2.6 **Building Improvements**

All budgeted expenditure can be authorised by the Headteacher. The Headteacher is able to authorise work and expenditure for minor building improvements where funded from revenue up to a limit of £5,000 on any one improvement. Authorisations for minor building improvements above this limit are to be referred to the governors.

2.7 **Formula Capital Allocation**

All budgeted expenditure can be authorised by the Headteacher/SBM. The Headteacher/SBM is able to authorise work and expenditure for building improvements maintenance, where funded from the Formula Capital Allocation and identified as priorities in the school's plans for management and strategic development of its premises, up to a limit of £5,000 on any one authorisation. Authorisations for work and expenditure above this limit can only be made by the governors.

2.8 **Inventory** – (also referred to as an **Asset Register**)

(a) Governors recognise the need to maintain an inventory of equipment in the school in order to:
   (i) ensure proper physical control of equipment;
   (ii) provide a basis for insurance cover and claims if equipment is damaged or destroyed;
   (iii) provide an up-to-date record of the equipment available for teaching purposes.

(b) All items of equipment will be both visibly and invisibly marked with the name and postcode of the school. As and when they are received entries will be made in the inventory for:
   (i) items valued at £1,000 or more at the time of purchase, either individually or as a set;
   (ii) attractive and portable items;
   (iii) items especially considered by the Headteacher as being worthy of inclusion;
   (iv) Items hired to or leased by the school, that match any of the above criteria, will be included, but identified accordingly.

(c) The inventory will be maintained by the ICT Technician;

(d) The inventory will be checked annually by the Headteacher and certified correct.

(e) All disposals should be recorded promptly, showing the method of disposal and the authority for such action (see Section 3.4).

(f) A separate 'Off Site Register' of Items removed from the school site shall be kept for all items loaned to members of staff and pupils. In the event of any items not being on site when the inventory is checked, reference shall be made to this register in the first instance.

2.9 **Staff Appointments**

The Headteacher is authorised to appoint staff, subject to establishment and budget constraints and in accordance with the Governing Body's appointment policy in association with the school's Terms and Conditions. The Full Governing Body (or a sub-committee appointed by the Full Governing Body) is authorised to appoint the Headteacher, subject to establishment and budget constraints and in accordance with the Governing Body's appointment policy. All relevant forms and paperwork with regard to the appointment or amendment of staff should be sourced from the school's Human Resources provider.

(a) All new appointments are notified to HR by means of an Appointment Form.

(b) Amendments to an employee's terms of employment are to be notified to HR by means of an Amendment to Contract form. This form is to be completed by the School Business Manager.

(c) Terminations of employment are to be notified to HR by means of a Leavers' Form. This form is to be completed by the School Business Manager.

(d) With regard to staff overtime etc, the Headteacher is authorised to incur expenditure to the limits agreed within the annual budget. Beyond this limit, authorisation can only be made by the Governing Body.

(e) It is the responsibility of the School Business Manager to ensure that systems are in place to record all staff contract details and that they are regularly updated to take account of new appointments, amendments and terminations of employment. This will ensure that all information on the system is correct and will avoid distortion of financial information.

(f) Any payroll transactions relating to the Headteacher will be authorised only by the Chair of Governors.

2.10 **Supply Staff**

(a) All supply staff will be appointed by the SBM or as otherwise directed by the Headteacher. The commitment for the estimated costs incurred will be entered on to the school finance system. It is the responsibility of the School Business Manager to ensure this is done.

(b) If a member of staff is working additional hours, the hours to be worked must be agreed in advance. Once hours have been worked, it is the responsibility of the individual member of staff to notify their line manager of the hours worked in the particular payment period on the relevant form. If in agreement, the line manager will then authorise the claim and forward it to the School Business Manager for the Headteacher to sign. The School Business Manager will input the information onto the payroll system by the monthly deadline. If a dispute arises over hours claimed, the Headteacher will be informed immediately and contact will be made with the schools Human Resources advisor.

2.11 **School's Computer System for Financial Applications**

(a) Access

The Headteacher and Governors, on behalf of the school, must be separately registered under the Data Protection Act. Access to the system is determined by the Headteacher and protected by the use of passwords. It is essential therefore that each person having access to the system uses only their individual user identification and password which should be **changed at least termly.**

(b) Back-up

In the event of an emergency it may be necessary to restore data to the computer system as soon as possible. It is essential therefore that back-ups are made on a daily basis. It is the responsibility of the ICT Technician to ensure that this is done. For security reasons all back-ups will be stored in a suitable safe and on a rolling basis securely off-site.

2.12 **Keyholders**

(a) Buildings

Keys for all buildings and rooms in the school will be held by the Caretaker. Where keys for certain rooms are held by other individual members of staff or Governors, then their name will be entered in a 'Keys Register' which will be maintained by the Site Manager.

(b) School Safe

Keys for the school safe will be held by the Headteacher and the School Business Manager. Keys will be kept in their possession at all times and taken off the school site when not on duty. Where only one key is in use, due regard to security is to be made when considering the location of the spare.

2.13 **Amenities Account** (also referred to as School Private Funds) Administered by K.Watts.

2.14 Leasing Policy and Arrangements

By law an operating lease is the only type of lease available to schools. These leases involve the school paying a rental for the hire of an asset for a period of time and have the character of a rental agreement. No other lease, such as finance leases or hire purchase, may be entered into by the school as this is a form of borrowing.

(a) Leasing agreements will only be made where the financial arrangements are such that they benefit the school.

(b) Once approval has been given, leasing agreements are to be signed by the School Business Manager.

(c) The SBM will be responsible for ensuring that all leasing agreements are kept under review and that appropriate arrangements are made for renewals.

(d) Any lease entered into must meet the following criteria::

- Ownership of the asset must remain with the leasing company and there is no option for the school to purchase the asset at any time;
- Any extension of the lease must be at open market values;
- The school will not benefit from any sale proceeds of the asset;
- The termination value of the lease is equal to or exceeds 10% of the value of the asset at the commencement of the lease.

2.15 Insurance

The Headteacher must ensure that insurance cover meets or exceeds the requirements of the Local Authority, as determined from time to time.

2.16 **Public Liability**

It is the responsibility of the Headteacher to ensure that the school has arranged Public Liability Insurance cover at least within the following parameters:

a) Indemnity of not less than £50,000,000, relating to any one incident and unlimited in any one year of insurance.
b) Products Liability with an indemnity limit of not less than £5,000,000 relating to any one incident and in the aggregate.
c) Liabilities assumed under contract and include a Principals Indemnity clause; Joint indemnification of L B Richmond as the LA.
d) Include cover for volunteers/parents, persons on work experience schemes and governors, whilst acting in their official capacity;
e) Indemnity for employees.
f) Including cover for cross liabilities.

2.17 **Employers' Liability**

It is the responsibility of the Headteacher to ensure that the school has arranged Employers' Liability cover at least within the following parameters:

a) Indemnity of not less than £50,000,000, relating to any one incident and unlimited in any one year of insurance.
b) Jointly indemnifying L B Richmond as the LA.
c) Jointly indemnifying the Governors, whilst acting in their official capacity, and volunteers.
d) Providing an indemnity for employees.

2.18 **Officials' Indemnity**

It is the responsibility of the Headteacher to ensure that the school has arranged Officials Indemnity cover at least within the following parameters:

a) Indemnity of not less than £5,000,000, relating to any one incident and in the aggregate
b) Jointly indemnifying L B Richmond as the LA.
c) Jointly indemnifying the Governors, whilst acting in their official capacity, and volunteers.
d) Providing an indemnity for employees.
e) Including cover for cross liabilities.

2.19 **Libel and Slander**

It is the responsibility of the Headteacher to ensure that the school has arranged Libel and Slander cover at least within the following parameters:

a) Indemnity of not less than £5,000,000, relating to any one incident and unlimited in any one year of insurance.

b) Jointly indemnifying L B Richmond as the LA.
c) Jointly indemnifying the Governors, whilst acting in their official capacity, and volunteers.
d) Providing an indemnity for employees.
e) Including cover for cross liabilities.

2.20 **Buildings Insurance**

It is the responsibility of the Headteacher to ensure that the school has arranged an 'All Risks' insurance policy for buildings and contents at least within the following parameters:

a) Work in progress must be insured in accordance with the terms of the form of contract used and with a sum insured adequate to cover the size of the contract.
b) Covering Business Interruption /Consequential Loss with minimum cover of £5,000,000
c) Jointly indemnifying the County Council as the LA;
d) The sum insured must represent the full cost of building and for content reinstatement throughout the term of the insurance.
e) The policy must cover for the loss of up to £5,000 from the school safe, which would be the combined value of both cash and cheques.
f) If an excess is arranged, this should not exceed £1000 in any one loss.

2.21 **Other Insurances**

It is the responsibility of the Headteacher to ensure that the school has arranged insurance cover at least within the following parameters:

a. A 'cash in transit' policy to cover the average weekly cash limits held by the school. Any policy excess applied should not exceed £50.
b. A Fidelity Guarantee policy should be arranged with an indemnity limit of not less than £500,000 with an excess not exceeding £1,000.
c. Personal Accident policy to cover members of staff with capital and associated benefits of not less than five times the annual salary. In addition, the policy should cover in respect of assault with capital and associated benefits of not les than five times the annual salary.
d. Motor vehicle insurance cover (if applicable) to cover any vehicle(s) owned/ used by the school for third party claims and for the market value of the vehicle, the policy should indemnify L B Richmond where the vehicle is owned by the authority. It is imperative that such insurance covers business use.
e. Insurance for Hirers to cover the liability arising from the school's legal liability to anyone hiring their premises. Any additional cost of this insurance will be charged to the hirer.
f. Off-site Activities Insurance, as part of the Public Liability Insurance, should cover the school's legal liability for accidental injury and/or damage to property incurred whilst on school trips. However it is essential that additional cover is taken out for any trips which involve:
    1. An overnight stay
    2. Travel Abroad
    3. Hazardous Activities

3.0 Financial Planning and Review

Budget Planning/Setting

3.1 The school's overall budget plan will be prepared by SBM in consultation with the Headteacher and governors. The budget will be prepared having regard to all known needs of the school including the School Development Plan, Staff Development and the Asset Management Plan. It is the responsibility of the School Business Manager to ensure that all the required budgeting paperwork is submitted to the Local Authority in a timely fashion.

3.2 Accurate and informative records will be kept of all information used in preparing the budget, including estimations of staffing requirements. These will detail calculations of costs and all assumptions made and will be filed in a logical order in accordance with the requirements of the Schools' Financial Value Standards (SFVS).

3.3 The school budget must be approved by the full Governing.

The annual budget plan and cash flow statements must be submitted to the governors for consideration by the 31 March. After approval by the full Governing Body, a signed copy budget plan will be submitted to the LA by the 1 May (it is the responsibility of the Headteacher to ensure this is done). The Chair, or in his/her absence the Deputy Chair, of the full Governing Body is authorised to sign the approved budget plan.

Budget Monitoring

3.6 The SBM will submit to governors, as soon as possible after the end of the financial year, details of the out-turn statement showing expenditure and income against budgets for the previous financial year. The current year's budget shall be reviewed in the light of the prior year out-turn.

3.7 The School Business Manager will be responsible for monitoring actual against expected expenditure and income within each budget line and presenting appropriate reports at least once termly. Urgent budget problems will entail informing the Chair of Governors immediately.

3.8 The School Business Manager, in conjunction with the Financial Consultant, will submit the appropriate **system produced** monitoring reports to the governors together with a written explanation of significant variances and a projection of expenditure and income to year end. If monitoring reports are given in a non-system based format (e.g. excel spreadsheets) then they will be backed up with a system generated report showing a clear reconciliation between them, giving the governors clear assurance that the information being reported is a true reflection of that held by the accounting system

Local Authority Returns

3.9 The School Business Manager will be responsible for ensuring that all financial transactions are recoded on the financial system in a manner that facilitates the accurate reporting of Consistent Financial Reporting (CFR).

3.10 The School Business Manager will be responsible for ensuring that all financial monitoring returns (e.g. Monitoring Reports, CFR and Year End returns) are delivered to the Local Authority School Financial Monitoring department in a timely fashion before the published deadlines.

4.0 Internal Control

The objectives of Internal Control are to give management confidence that as far as reasonably possible, the accounting records are complete, genuine and achieve best value.

4.1 The School Business Manager is responsible for carrying out the monthly bank statement reconciliations for all accounts within one week of receipt. All discrepancies are to be reported to the Headteacher and the bank and investigated immediately.

4.2 The School Business Manager is responsible for completing the monthly VAT returns in the prescribed format and forwarding them to L B Richmond Finance department by the statutory deadlines.

4.3 The Headteacher is responsible for regularly checking and signing to confirm that checks have been made on payments to monitor that:-

(a) transactions have been properly authorised
(b) no payments have been made which could be classified as fee payments to individuals
(c) where appropriate, the requirements of the Construction Industry Taxation Scheme have been complied with.

4.5 **Segregation of Duties**

It is the responsibility of the Headteacher to ensure that financial duties are properly segregated between individuals.

Functions to be separated between staff will include:

a) Execution – the placing of an order, receipt of goods and services or charging and receipt of a fee

b) Authorisation – the authorisation of a transaction such as a purchase order or payment
c) Payment – the completion of cheques or batching procedures
d) Custody – the holding of goods and services
e) Recording – the completion of the accounting records
f) Post transaction management checking– reviewing previous transactions to identify errors or intentional manipulation

It is accepted that the governors are aware of the need for segregation of financial duties, however due to the small size of the school there are insufficient staff to separately perform these tasks, therefore extra additional checks will be made by the Headteacher.

5.0 Banking Arrangements

5.1 All decisions with regard to choice of banking service provider and subsequent banking arrangements will be made by means of a special resolution made at a meeting of the Full Governing Body, and in accordance with the requirements of the Local Authority's Chief Financial Officer, as described in the Finance Manual for Schools.

5.2.1 The school's bank and/or building society must be informed that the school accounts must never become overdrawn.

5.3 Governors have agreed that where the cash flow position is such that the bank account might become overdrawn, then the Headteacher has the authority to request from the Chief Financial Officer an early advance of the monthly budget allocation. Confirmation that such a request has been made must be notified to the Senior Finance Manager for Schools and Chair of Governors at the next meeting, together with an explanation as to the reasons why and the additional cost to the school in terms of interest charged.

5.4 Governors will wish to maximise income as far as possible and, where appropriate, a high interest or deposit account will be maintained, in addition to the normal current account. Surplus balances will, as far as possible, be transferred to a high interest or deposit account.

5.5 Direct Debits will only be made with the authorisation of any two signatories from the following:-

Headteacher
School Business Manager
Deputy Headteacher

For any Direct Debit authorisation over £10,000, then one of the signatories must be the Chair of Governors.

5.6 Distinct bank accounts will be kept for Amenities Account and Delegated Fund and must be accounted for separately

5.7 When banking money received (either cash or cheque) bank paying in slips will be completed in full, clearly showing the split between cash and cheques, and each cheque will be listed separately.

5.8 Use of debit cards (e.g. Switch, Delta, Connect, etc.) is not permitted, however the school may make use of LA approved procurement cards.

5.9 Purchase receipts will be returned from card users to the School Business Manager as soon as is practically possible, who will reconcile receipts on a monthly basis against the statements and subsequently against the bank direct debit charge.

6.0 Purchasing and Payment Procedures

6.1 Budget-holders will be responsible for making the first request for the purchase of items or services from their own budgets. This will be done by means of an Internal Request Form which will be sent to the School Office.

6.2 On receipt of the Internal Request Form, the School Business Manager will determine that the appropriate budget has sufficient funds to meet the order. Where sufficient budgeted funds are identified, the School Business Manager will raise an order. Reference will be made as appropriate to the procurement standards issued by London Borough of Richmond.

6.3 All invoices received will be checked against the original order for accuracy (and delivery notes where appropriate) and entered on the school's financial system.

6.6 The School Business Manager must ensure that all prime records are retained for six financial years plus the current year and are stored in a secure and logical manner.

6.9 Copy invoices are not to be paid unless exhaustive checks have been performed to confirm that payment has not previously been made. References back to the original order are to be made in every case. Confirmation that such checks have been made is to be by endorsing the invoice "copy invoice not previously passed for payment" and signing.

6.10 Under no circumstances are payments to be paid against statements.

6.11 Where appropriate, adequate checks are to be made that the contractors employed for buildings work – maintenance and repairs etc – have Public Liability Insurance Cover, minimum value £5,000,000. It is the responsibility of the Headteacher to ensure that this is complied with.

6.12 Any order or purchase which is estimated to exceed £5,000 in value, for the supply of goods, materials or services will be subject to the receipt of at least 3 competitive quotations. For amounts between £5,000 and £50,000, documentary evidence of the various quotations must be obtained and attached to the purchase order. In accordance with agreed procurement standards, approval of contracts over £50,000 will only be made after following the tendering procedure (section 12).

7.0 Income

7.1 Where required, invoices will be issued in two-part sequentially numbered stationery, with one copy sent to the third party, and the other copy retained in the school for the purposes of credit control. Due regard must be given to ensure that VAT is accounted for appropriately. The School Business Manager is responsible for issuing invoices.

7.2 The Headteacher shall periodically ensure at termly intervals that all invoices are properly accounted for and that all monies due to the school have been collected.

7.3 When a receipt is issued the top copy will be given to the payer and the duplicate copy kept at the school.

7.4 All monies received must be banked intact as soon as is practicable. Due regard must be taken to not exceeding the limits set for insurance purposes of cash held on the premises (section 3.716).

7.5 All cheques banked must be entered on the bank paying-in slip.

7.6 For normal day-to-day transactions, the School Business Manager will be responsible for receiving income and the PM Admin Officer for banking income.

7.7 As part of the reconciliation procedures, the School Business Manager will ensure that the expected monthly budget allocations to the Bank Account are made on time by the Local Authority Financial Processes department and all other relevant agencies.

7.8 The School Business Manager is responsible for ensuring that all other remittances of money due to the school are made on time by the Local Authority Financial Processes department and all other relevant agencies.

7.9 **Catering Income**

Income collected must be prepared for banking, banked, reconciled and retained in the same manner as all other income to the school.

8 Payroll and Personnel Procedures

8.1 All staff appointments and amendments are to be made in accordance with the arrangements laid down in 3.11.

8.2 Neither the Headteacher nor the Deputy Headteacher can authorise alterations concerning their own contractual and pay conditions. Authorisations must be made by the Chair of the Governing Body.

8.3 All monthly payroll data is to be reconciled by the School Business Manager to agree Salary, National Insurance, Superannuation and any other deductions.

8.4 All payments made each month to the Payroll Service Provider, together with notification of payments made to outside agencies are to be debited against the relevant budgets and credited to the Payroll Control Account. After the appropriate BACs transfers, and the corresponding entries in the Payroll Control and Bank Accounts are made, the balance in the Payroll Control Account must be NIL. It is the responsibility of the School Business Manager to ensure this is done.

8.5 Each month the School Business Manager will agree and reconcile back to the bank statement all payments for salaries, BACS, and other salary related payments.

8.6 Any contract for the services of a Payroll Service Provider will be reviewed regularly to ensure that the school is getting value for money and that the Bureau is giving adequate service.

Lettings Policy

9.1 **General**

The Governing Body recognises the position of the school in the local community and that encouragement should be given to the use of the school by outside organisations. In recognition of this, further internal regulations are applicable.

The Governing Body wishes to take every possible care to ensure that all children/young people using the school premises out of school hours are safe from abuse and that they are treated with dignity and respect.

9.2 **Application Form**

All hirers will complete the appropriate lettings application form. Day to day approval of requests for hire will be the responsibility of the School Business Manager after:

i) confirming the scales of charges.
ii) ascertaining the application form has been properly signed by the hirer.
iii) confirming whether or not the hirer is affiliated to any national association that has its own child protection policy.
iv) that the hirer has a child protection policy if not affiliated to a national association,
v) that a copy of the school's own child protection policy and guidelines has been passed to the hirer and that they have signed to confirm receipt.

Abatement of charges can only be made by the School Business Manager.

9.3 **Bookings**

All requests for hire will be logged in the office diary by the School Business Manager. Payment will be required in advance for all one-off lettings and where the hirer is not known to the school. In other instances it may be appropriate to require a deposit to be paid. All such deposits will be banked immediately, and where a deposit is subsequently required to be returned to the hirer, then the refund should be made by means of a cheque.

9.4 **Payments**

Every effort should be made to collect lettings income in full as the booking is made. See Section 8 for full details of income procedures. Where required, invoices on two-part sequentially numbered stationery will be issued to hirers for use of the school premises. The School Business Manager is responsible for issuing invoices.

9.5 Debt Management

Unless specifically detailed on the invoice, payment terms will be 28 days.
The following timetable shall apply where payment is not received:-

(a)	28 days after original invoice issued	-	first reminder letter
(b)	2 weeks after first reminder letter	-	second reminder letter
(c)	2 weeks after second reminder letter	-	referral to Legal Service Provider

See Section 3.3 for "writing off" of bad debts.

10. Tendering Procedure

Approval of contracts over £50,000 will only be made following the school's tendering procedure and by reference to the standards laid down in the Procurement Standards for Schools contained in the Finance Manual for Schools.

10.1 Invitation to submit tenders will be made by appropriate means, i.e. invitation to tender, advertising, trade journals etc.

10.2 The invitation to submit tenders (Section 12.1) will include the nature and purpose of the contract, where further details can be obtained and the last date and time on which tenders can be received, normally not less than fourteen days after the invitation is published.

10.3 All tenders received must be in a plain sealed envelope bearing only the words "tender" and the subject to which the tender refers.

10.4 All tenders will be opened at the same time and details of contractor, tendered amounts and any other details recorded at the time of opening.

10.5 Tenders will be opened by any two representatives from the Governing Body. Tenders received after the closing date and time will not be considered.

10.6 No contractor will be allowed to amend the tender after the date and time fixed for receipt of tenders. However, if genuine and obvious errors are found in tenders, contractors will be allowed to withdraw, confirm or amend the tender as appropriate.

10.7 In accepting any tender, Governors will analyse and compare all possible options to make sure value for money is obtained. This might mean accepting a tender that is not necessarily the lowest. Where a tender other than the lowest is accepted, the reasons for its acceptance must be documented, and reported to the Governing Body. All decisions made must be recorded in the minutes of that meeting for future reference.

10.8 Acceptance of any tender will be confirmed to the contractor in writing and no work should be started until this has been done.

10.9 Any contracts awarded will include a paragraph to the effect that any contractor will be prohibited from transferring or assigning directly or indirectly, to any other person or contractor, any portion of the contract without the written permission of the Governing Body.

10.10 All ongoing contracts will be reviewed and renegotiated at regular intervals.

10.11 Governors and school staff should declare their personal interests whether pecuniary or non-pecuniary in any proposal to call for tenders for supply of goods, materials or services or in the decision making process to accept any such tender.

11. Governors' Allowances

Section 36(5) of the Education Reform Act 1988 enables governing bodies to decide whether they wish to pay travelling and subsistence allowances from the school budget to individual members of the governing body. The policy of the governors in respect of payment of allowances must be openly available to parents and governors.

The governing body must consider the payment of allowances annually, and the outcome must be recorded appropriately in the minutes.

Governors have agreed that travelling and subsistence allowances will not be paid to members of the Meadlands' governing body.

12. Whistle Blowing Policy

12.1 Governors' Statement

The Governors of Meadlands Primary School are committed to tackling all forms of malpractice, fraud, etc and treat these issues seriously. The Governors recognise that some concerns may be extremely sensitive and have therefore developed a system which allows for the confidential raising of concerns within the school environment but also has recourse to an external party outside the management structure of the school.

The Governors are committed to creating a climate of trust and openness so that a person who has a genuine concern or suspicion can raise the matter with full confidence that the matter will be appropriately considered and resolved. The provisions of the policy apply to matters of suspected malpractice and fraud, and not matters of more general grievance which would be dealt with under the school's grievance procedures.

To this end, we have adopted the London Borough of Richmond Whistle Blowing Policy (updated November 2011).

13.0 Best Value Statement

Introduction
The governing body is accountable for the way in which the school's resources are allocated to meet the objectives set out in the school's development plans. Governors need to secure the best possible outcome for pupils, in the most efficient and effective way, at a reasonable cost. This will lead to continuous improvement in the school's achievements and services.

What is Best Value?
Governors will apply the four principles of best value:

- **Challenge** – Is the school's performance high enough? Why and how is a service provided? Do we still need it? Can it be delivered differently? What do parents want?
- **Compare** – How does the school's pupil performance and financial performance compare with all schools? How does it compare with LA schools? How does it compare with similar schools?
- **Consult** – How does the school seek the views of stakeholders about the services the school provides?
- **Compete** – How does the school secure efficient and effective services? Are services of appropriate quality, economic?

The Governors' Approach

The Governors and school leaders will apply the principles of best value when making decisions about:

- the allocation of resources to best promote the aims and values of the school;
- the targeting of resources to best improve standards and the quality of provision; and
- the use of resources to best support the various educational needs of all pupils.

Governors, and school leaders will:

- make comparisons with other/similar schools using data provided by the LA and the Government, e.g. RAISE Online, quality of teaching and learning, levels of expenditure;
- challenge proposals, examining them for effectiveness, efficiency, and cost, e.g. setting of annual pupil achievement targets, expansion of provision;
- require suppliers to compete on grounds of cost, and quality/suitability of services/products/backup, e.g. redecoration; and
- consult individuals and organisations on quality/suitability of service we provide to parents and pupils, and services we receive from providers, e.g. sex and relationships education, pupil reports, assigned inspector, Ofsted, maintenance consultant, borough energy advisor.

This will apply in particular to:

- staffing;
- use of premises;
- use of resources;
- quality of teaching;
- quality of learning;
- purchasing;
- pupils' welfare; and
- health and safety.

Governors and school leaders:

- will not waste time and resources on investigating minor areas where few improvements can be achieved;
- will not waste time and resources to make minor savings in costs; and
- will not waste time and resources by seeking tenders for minor supplies and services.

The pursuit of minor improvements or savings is not cost effective if the administration involves substantial time or costs. Time wasted on minor improvements or savings can also distract management from more important or valuable areas.

Staffing

Governors and school leaders will deploy staff to provide best value in terms of quality of teaching, quality of learning, adult-pupil ratio, and curriculum management.

Use of Premises

Governors and school leaders will consider the allocation and use of teaching areas, support areas and communal areas, to provide the best environment for teaching and learning, for support services, and for communal access to central resources, e.g. the library.

Use of Resources

Governors and school leaders will deploy equipment, materials and services to provide pupils and staff with resources which support quality of teaching and quality of learning.

Teaching

Governors and school managers will review the quality of curriculum provision and quality of teaching, to provide parents and pupils with:

- a curriculum which meets the requirements of the National Curriculum, National Literacy Strategy and National Numeracy Strategy, the LA Agreed RE Syllabus, and the needs of pupils;

- teaching which builds on previous learning and has high expectations of children's achievement.

Learning
Governors and school leaders will review the quality of children's learning, by cohort, class and group, to provide teaching which enable children to achieve nationally expected progress, e.g. setting of annual pupil achievement targets, two national curriculum levels between Years 3 and 6.

Purchasing
Governors and school managers will develop procedures for assessing need, and obtaining goods and services which provide best value in terms of suitability, efficiency, time, and cost. Measures already in place include:

- competitive tendering procedures (e.g. for goods and services above £50,000);
- procedures for accepting "best value" quotes, which are not necessarily the cheapest (e.g. suitability for purpose and quality of workmanship;
- procedures which minimise office time by the purchase of goods or services under £5,000 direct from known, reliable suppliers (e.g. stationery, small equipment).

Pupils' Welfare
Governors and school managers will review the quality of the school environment and the school ethos, in order to provide a supportive environment conducive to learning and recreation.

Health and Safety
Governors and school managers will review the quality of the school environment and equipment, carrying out risk assessments where appropriate, in order to provide a safe working environment for pupils, staff and visitors.