



# Financial Management Policy

## Brighter Futures Version 2.0

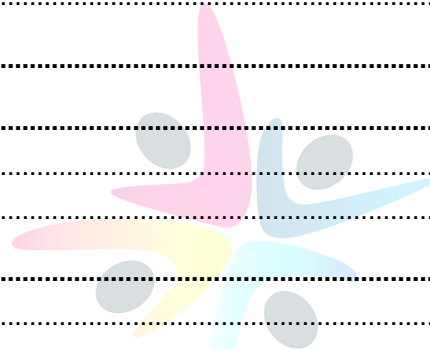
Learning Partnership Trust

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Author	CFO
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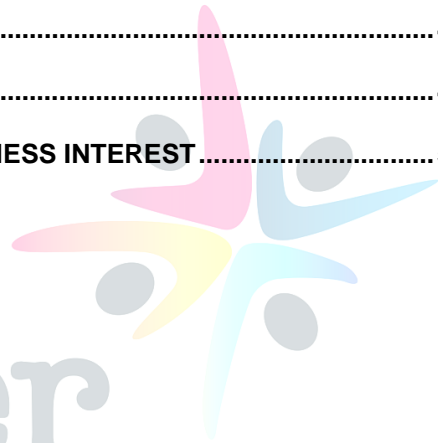
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# Brighter Futures

Learning Partnership Trust

## INTRODUCTION

The purpose of this policy is to ensure that the Brighter Futures Learning Partnership Trust (BFLPT) maintains and develops systems of financial control which conform with the requirements both of propriety and of good financial management. It is essential that these systems operate properly to meet the requirements of our funding agreement with the Secretary of State.

The Trust must comply with the principles of financial control outlined in the guidance published by the Education and Skills Funding Agency in the Academies Financial Handbook (ESFA 2019). This policy expands on that and provides detailed information on the academy's accounting procedures. The policy should be read by all staff involved with financial systems. All members and trustees of the academy trust, all local governors, Headteachers, Business Managers, HR Managers and finance teams have been provided with a copy of the Academies Financial Handbook (ESFA 2019) along with a copy of this policy.

The Trust takes its responsibility for handling public funds with the utmost importance and strives to continuously provide high-quality education and safe learning environments, whilst securing a strong financial standing.

All trustees have been given access to

- Governance Scheme of Delegation
- Governance Handbook
- Academies Financial Handbook

This policy operates in conjunction with the following school policies:

Teachers' pay and conditions document  
Conflicts of Interest Policy  
Data Protection Policy



## ROLES and RESPONSIBILITIES

### Introduction

The Trust has defined the responsibilities of each person involved in the administration of each academy's/UTC's finances to avoid the duplication or omission of functions and to provide a framework of accountability for governors and staff.

### Proper and regular use of public funds

In accordance with the Academies Financial Handbook, each academy must ensure that:

- Spending has been for the purpose intended.
- No trustee, governor, employee or related party has benefited personally from the use of funds.
- All trustees and local governors have completed the register of business interests and there are measures in place to manage any conflicts of interest.
- There are no payments to any trustee unless such payment is permitted by the articles and, where applicable, comply with the terms of any relevant agreement entered into with the Education Secretary.
- Their senior officers' payroll arrangements fully meet their tax obligations and comply with the Treasury's directions regarding the employment and contract arrangements of individuals on the avoidance of tax.

- There is probity in the use of public funds.
- A competitive tendering policy is in place and applied.
- There is no disposal of publicly funded assets without the Education Secretary's consent, where such consent is required.

## Members

The MAT's Members are responsible for:

- Appointing the Trust's auditors and receiving the Trust's audited annual accounts
- Conducting the business of the trust in accordance with company and charity law, adhering to the Trust's Funding Agreement with the Secretary of State.

## Board of Trustees

The Board of Trustees are responsible for: Ensuring the Trust's funds are used only in accordance with the law. The main responsibilities of the Board of Trustees are prescribed in the Funding Agreement between the academy and the Secretary of State. (A copy of this is available on the academy website or from the Chief Finance Officer). Ultimately, the Board of Trustees is responsible for the proper stewardship of the funds and for ensuring economy, efficiency and effectiveness in their use.

The members of the academy (are the subscribers to the Memorandum of Association – Mr Robert Young, Mr Michael Wilkinson, Mrs Suzanne Cantwell) – there are 2 vacant posts for additional members which have still to be ratified. The members of the trust acknowledge they are aware of their responsibilities as set out in the Companies Act and include the duty to:

- Apply the highest of standards of governance, taking full ownership of their duties
- Refer to the competency framework for governance to determine if any skills gaps are apparent and take steps to mitigate these.
- Comply with the rules of the charity, as set out in the Articles of Association.
- Ensure that funds are received according to the academies funding agreement and are only used for the purpose intended
- Oversee the financial performance of the Trust, making sure monies are well spent
- Ensure that there is an appropriate Scheme of Delegation is in place
- Ensure the Trust complies with any financial notice to improve issued to it by the EFSA
- Report on the Trust's financial activities.
- Act with integrity and avoid any personal conflicts of interest.
- Approve the Central Trust Budget
- Approve the MAT's three-year financial plan

- Ensure assets are effectively managed
- Appointing appropriate and suitably skilled CEO and CFO, in writing
- Appointing an appropriate Accounting Officer who is also the senior executive leader (Ensure the role of senior executive leader and accounting officer do not rotate)
- Approving severance and compensation payments up to £50,000, after which EFSA approval must be sought
- Ensure decisions made about executive levels of pay follow a robust evidence-based process and are reflective of an individual's role and responsibilities
- Act prudently in the financial management of the charity, avoiding putting the assets, funds or reputation of the charity at risk.
- Exercise reasonable care and skill, using personal knowledge and experience to ensure the charity is well run and efficient.
- Act responsibly, obtaining advice from others, including professional advisers, where appropriate.
- Have the power to appoint trustees (also known as Company Directors)

As company directors, they also as set out in the Companies Act 2006:

- Exercise their powers only for a proper purpose
- Promote the academy's success
- Exercise independent judgement
- Exercise care, skill and diligence
- Avoid conflicts of interest
- Not accept benefits from third parties
- Declare interest in proposed transactions or arrangements

The following committee structure is in place at Brighter Futures Learning Partnership Trust

- The Finance and Audit Committee
- The Remuneration Committee
- The Standards and Outcomes Committee

Each school within the academy trust has a Local Governing Board (the Kirk Sandall Infant and Junior Schools share the same Local Governing Board)

The membership of the Board of Trustees is detailed in Appendix A, it is noted the Trust does not have any de facto trustees (shadow directors as defined in section 251(1) of the Companies Act 2006)

In the interests of transparency, the Trust publishes on the website up-to-date details of its governance arrangements in a readily accessible format the following information:

- The structure and remit of the Members, Board of Trustees, Local Governing Bodies, Committees and the full name of the Chair

- For each Member who has served at any point during the previous 12 months, their full names, date of appointment, date stepped down (where applicable), and relevant business and pecuniary interests including governance roles in other educational institutions
- For each Trustee who has served at any point during the previous 12 months, their full names, date of appointment, term of office, date they stepped down (where applicable), who appointed them (in accordance with the trust's articles), and relevant business and pecuniary interests including governance roles in other educational institutions. If the Trust's Accounting Officer is not a Trustee their relevant business and pecuniary interests must still be published.
- For each Member and Trustee, their attendance records at board and committee meetings over the last academic year
- For each Local Governor their attendance records at Local Governing Body meetings over the last academic year

The Trust notifies the ESFA of:

- The vacating or filling of the positions of Chair of Governors, Accounting Officer and Chief Financial Officer
- The appointment of all Members and Trustees

**within 14 days of the change via the ESFA's Information Exchange on Get Information About Schools.**

### **The Finance and Audit Committee**

The Board of Trustees has established a Finance and Audit Committee, which meets at least once per term, or more frequently if necessary. This committee is responsible for monitoring and making recommendations to the Board of Trustees on matters related to Finance. The Board of Trustees has:

- defined its terms of reference including the functions of an audit committee;
- prescribed the extent of its delegated authority;
- ensured it receives minutes of the committee's meetings.

The Board of Trustees reviews the Finance and Audit Committee's remit and annually and this is detailed in the Scheme of Delegation. The membership of the committee and clerking arrangements are detailed in Appendix A

## Learning Partnership Trust

### **Role of the Chief Executive Officer (CEO) (Accounting Officer)**

The CEO is personally responsible to the Parliament and the Accounting Officer of the ESFA as well as for assuring the Board of Trustees that there is a compliance with the Academies Financial Handbook, the Funding Agency and all relevant aspects of Company and Charitable Law:

- to fulfil the duties of the Accounting Officer according to the guidance in the Academies Financial Handbook (ESFA 2018)

The Accounting Officer is personally responsible to the Board of Trustees for;

- ensuring regularity and probity;
- keeping proper accounts;
- prudent and economical administration;
- avoidance of waste and extravagance; ensuring value for money;
- efficient and effective use of available resources; and
- the Trust's financial affairs
- approving purchases and contracts with the CFO in line with the Scheme of Delegation



- the management of opportunities and risk
- assuring the Board of Trustees that the Trust is compliant with the AFH and the Funding Agreement
- The Accounting Officer must advise the Board of Trustees in writing if, at any time, in his or her opinion, any action or policy under consideration by the Board of Trustees is incompatible with the terms of the Academies Financial Handbook, Articles of Association or funding agreement. Similarly, the Accounting Officer must advise the ESFA's accounting officer in writing if the board appears to be failing to act where required to do so by the terms and conditions of the Academies Financial Handbook or the funding agreement.
- From time to time the ESFA issues a "Dear Accounting Officer" letter setting out their key responsibilities and highlighting any changes from previous years, this letter should be shared with the chief financial officer, trustees and other members of the senior leadership team.
- The Accounting Officer must also complete and sign a statement on regularity, propriety and compliance each year and submit this to the ESFA with the audited accounts.
- The Accounting Officer must also demonstrate how the trust has secured value for money via the governance statement in the audited accounts. This replaces the separate value for money statement.
- The Accounting Officer must also adhere to the "seven principles of public life"
  - Selflessness
  - Integrity
  - Objectivity
  - Accountability
  - Openness
  - Honesty
  - Leadership



### **Specific Financial Tasks Delegated to the Headteacher(s)/Principal(s)**

The Headteacher(s)/Principal(s) have delegated responsibility in line with the Scheme of Delegation for:

- leading and managing the academy's/UTC's development plans which must be underpinned by sound resource planning, and identify priorities and targets for ensuring that students/pupils achieve high standards and make progress, increase teachers' effectiveness and secure improvement of the academy's performance;
- ensuring that the relevant DFE/ESFA financial regulations/standing orders or DFE/ESFA requirements are implemented;
- establishing and maintaining sound internal financial controls which are managed on a daily basis by the Headteacher and financial teams with oversight and monitoring undertaken by the CFO;
- ensuring the effective implementation of current financial systems and procedures (see appendices) described in the Financial Management Policy;
- ensuring that the funds delegated to the Trust are in accordance with their legal entitlement;
- ensuring the compilation of draft budgets for the Board of Trustees and appropriate committees;
- ensuring the monthly preparation of Management Accounts
- ensuring the efficient and effective deployment of the academy's/UTC's resources;
- ensuring the production of regular reconciled budget/financial reports to the Board of Trustees, DFE/ESFA and Companies House as appropriate.

## **The Role of the Chief Finance Officer (CFO)**

The CFO is responsible for the following financial duties:

- fulfilling the duties of the Chief Finance Officer according to the guidance in the Academies Financial Handbook (ESFA 2018). These are
  - the day to day management of financial issues;
  - the preparation, monitoring and management of the academy's/UTC's budget;
  - the maintenance of effective systems of internal control, including providing technical advice;
  - ensuring that the annual accounts are properly prepared and presented and adequately supported by the underlying books and records of the Trust.
  - liaison with the Trust's Auditors
- providing financial advice to the CEO, Headteachers/Principal and Board of Trustees;
- setting and monitoring the Trust budget;
- ensuring the maintenance of the academies/UTC's accounting records;
- income generation and recording;
- reviewing and authorising monthly payroll information for accuracy and integrity of data;
- monitoring financial efficiency – monitoring income and expenditure across the Trust, making recommendations to the Board of Trustees
- ensuring appropriate insurance arrangements are in place for all academies/UTC's in the Trust and the
- making purchases in accordance with 'best value' principles;
- developing relationships with partners and exploring opportunities for obtaining support to the academy;
- promoting relationships with the local community and potential donors;
- obtaining appropriate legal advice;
- management and monitoring of specific projects, e.g. capital projects;
- developing provision to promote 'best value';
- developing and updating policies as required;
- ensuring regular communication with the Independent Reviewer and auditors;
- being lead officer for the Finance and Audit Committee.
- liaising with budget holders and providing regular reports;
- ensuring financial policies and procedures are adhered to at all times;
- promoting 'best value' principles;
- management of petty cash;
- maintaining sample signature lists;
- ensuring pecuniary interests register is updated;

**A copy of the CFO's job description is attached Appendix C**

## **The Role of the MAT Finance and Audit Committee (for further details refer to the Scheme of Delegation)**

The Committee is responsible for:

- Reviewing the MAT's consolidated budget, central budget and three-year financial plan, as well as making recommendations to the Board of Trustees regarding these key documents
- Recommending the annual budget for each academy/UTC to the Board of Trustees
- Monitoring financial efficiency across the Trust
- Making proposals to the Trustees regarding the use of reserves
- Authorising estates management strategy
- Regularly monitoring expenditure and income against the budget and making any recommendations to the Board of Trustees
- Ensuring appropriate insurance arrangements for the MAT
- Writing off bad debts as per scheme of delegation
- Receive reports on risk and financial controls
- Approval and implementation of appropriate accounting policies
- Ensuring the annual accounts are produced in accordance with the requirements of the Companies Act 2006 and related EFSA guidance
- Proposing the Trust's consolidated financial statements, the Trustees annual report and the response to the Auditor's Management Letter to the Trustees

## The Role of the Local Governing Boards

The Local Governing Bodies are responsible for:

- Receiving the draft and approved budget for their academy/UTC
- Ensuring that any grants are used for the purpose intended; pupil premium, catch up funding, sports premium etc
- Reviewing the actual income and expenditure against the approved budget for their academy/UTC and make any recommendations to the Headteacher/Principal/CFO
- Supporting the Board in its monitoring and delivery of central services and functions provided or procured by the Trust, reporting any concerns to the CEO

## Learning Partnership Trust

### The Role of the Finance Officers/Business Managers/Accountants in each academy

With the exception of Doncaster UTC, all academies have a senior financial officer. For the UTC, it has been agreed that key financial services and the preparation of management accounts will be provided by the central MAT finance team. The day-to-day operational processing of the UTC finances will be the responsibility of a Finance/Admin Officer.

The Finance Officers /Business Managers/Accountant(s) are responsible for:

- Managing of the day-to-day financial issues, including the establishment and operation of the Trust accounting system
- Supporting the CFO with delivering the Trust's financial strategy
- Maintaining effective internal controls
- Managing the academy's/UTC's financial position at a strategic and operational level within the framework for financial control determined by the Trust Board

- Preparing a draft and revised final budget plan in conjunction with the Headteacher and CFO. (All budgets set must be balanced, unless a robust business case has been drafted and approved by the Board. Any deficit budget approved by the Board will be a temporary measure and a clear plan for rationalising future costs must be submitted with the Business Case.)
- Maintaining clear accounting records and ensuring the principle of separation of powers is clearly established through appropriate workflows
- Ensuring purchase orders are raised prior to ordering goods/services, where possible, to aid effective monitoring and management
- Ensuring payment to suppliers within 30 days after the date of the invoice
- Monitoring the budget on a monthly basis, complying with MAT guidance and timelines
- Ensuring the monthly completion of bank and purchase card reconciliations
- Acting as an authorised signatory for the purpose of signing cheques, certifying employee claims once approved by the Headteacher/Principal or appropriate authority
- Ensuring VAT is correctly accounted for
- Liaising with the Central Finance Team in respect of queries and ensuring data is prepared within agreed timescales.

## The Role of the Departmental Budget Holders

Departmental Budget Holders are responsible for:

- Managing the budget delegated;
- Ensuring that all goods and services are procured in accordance with the Academies Financial Handbook (ESFA 2019);
- Ensuring economy, efficiency and effectiveness in the use of resources and for complying with the academy's finance procedures;
- The security of school property, avoiding loss or damage;

## WHISTLEBLOWING POLICY

## Futures

### Preamble

The Second Report of the Committee on Standards in Public Life: Local Public Spending Bodies published by The Nolan Committee used the term "whistleblowing" to mean the confidential raising of problems or concerns within an organisation by a member of staff. This is not "leaking" information but refers to matters of impropriety e.g. a breach of law, academy procedures or ethics. Nor is whistleblowing the raising of a grievance within the academy (which would be dealt with under the staff grievance procedures).

### Introduction

The Trust puts proportionate controls in place to mitigate the risks of fraud, theft, irregularity. Incidents of fraud are increasing significantly across the education sector, especially in relation to suspicious emails and correspondence. Where instances of fraud, theft or irregularity are suspected the Board of Trustees will investigate it promptly and should any evidence be found, will take appropriate action. Where instances of fraud, theft or irregularity come to a total exceeding £5,000 in a financial year, the Board will report it to the EFSA as soon as they become aware of it.

The staff and Trustees of Brighter Futures Learning Partnership Trust seek to run all aspects of Trust's business and activity with full regard for high standards of conduct and integrity. If Trust staff, parents, Members, Trustees, governors or the community at large become aware of activities which give cause for concern, Brighter Futures Learning Partnership Trust has a Whistleblowing Policy; this acts as a framework to allow concerns to be raised confidentially and provides for a thorough and

appropriate investigation of the matter to bring it to a satisfactory conclusion, under the Trust's disciplinary procedure.

The Brighter Futures Learning Partnership Trust is committed to tackling fraud and other forms of malpractice and treats these issues seriously. The Trust recognises that some concerns may be extremely sensitive and has therefore developed a system which allows for the confidential raising of concerns without fear of reprisals but also has recourse to an external party outside the management structure of each academy/UTC

### **When Might the Whistleblowing Policy Apply?**

Individuals are encouraged to come forward in good faith with genuine concerns knowing they will be taken seriously. A whistle-blower should ask a few questions before taking action:

- Is it, or do you believe it to be, illegal?
- Is it, or do you believe it to be, against codes of practice issued by the academy, the DFE/ESFA or a professional body?
- Does it contradict what the employee has been taught, or should have been taught?
- is it about an individual's behaviour or is it about general working practices?
- Has the Whistleblower witnessed anything which might be considered as fraud?

If any individual raises malicious unfounded concerns or attempts to make mischief, this will also be taken seriously and may constitute a disciplinary offence or require some other form of penalty appropriate to the circumstances.

All allegations should be capable of being dealt with through the disciplinary procedure and will be considered appropriately.

Where the alleged activity or behaviour cannot be dealt with under the scope of other procedures then consideration should be given to using this Whistleblowing Policy e.g.

- Manipulation of accounting records and finances;
- Inappropriate use of academy assets or funds;
- Decision making for personal gain;
- Any criminal activity;
- Damage to the environment of the academy;
- Dangerous practices;
- Abuse of position;
- Fraud and deceit or corrupt practices;
- Serious breaches of Trust procedures which may advantage a particular party (for example tampering with tender documentation, failure to register a personal interest);
- Sexual, emotional or physical abuse of pupils or others;
- Other unethical conduct.
- A Health and Safety risk, including risks to the public as well as pupils or other colleagues;

Anonymous allegations will only be considered if the issues raised are:

- Very serious;
- The credibility of the allegation is considered to be high;
- The likelihood of confirming the allegation is high.

There are, however, circumstances under which complete confidentiality may be difficult for the trustees to maintain. For example:

- If the matter leads to a legal procedure and evidence is required by the court.
- If the issue raised comes within the remit of another academy procedure and the whistle blower is asked to provide a signed statement as part of the evidence, thus revealing their identity.

## Procedure

Existing good practice within Brighter Futures Learning Partnership Trust in terms of its systems of internal control, both financial and non-financial, and the external regulatory environment in which the Trust operates, ensure that cases of suspected fraud or impropriety rarely occur. The Whistleblowing Policy is provided as a reference document to establish a framework within which issues can be raised confidentially internally and if necessary, outside the management structure of the academy/UTC. This document is a public commitment that concerns are taken seriously and will be actioned. Any actions arising from allegations/investigation must be in accord with the Trust's disciplinary procedure, which should cover all of the potential areas of concern.

At all times the information and advice given by the appropriate external HR agency should be utilised, particularly where dismissal or appeal to the Employment Tribunal is possible.

However, in the case of any fraud or financial irregularity the following process will be invoked. The CEO/CFO will be responsible for initial enquires of fraud, theft or financial irregularity. They will then pass on any findings to the Board for further inspection.

The Board of Trustees will:

- Determine whether a future investigation is required
- Determine the initial response to the alleged perpetrator when this is a member of school staff
- Determine who carries out the investigation
- Determine which outside agencies will be involved
- Assess the risk of any future fraud and ensure future action is taken to prevent recurrence
- Determine the course of action to recover losses
- Determine who will be responsible for the day to day management of the situation
- Report any excess fraud (over £5,000) to the EFSA

For further information and guidance, the Whistleblowing Policy for Brighter Futures Learning Partnership trust should be followed.

Full details of the Trust Whistleblowing procedure can be found in the Whistleblowing Policy. This policy is reviewed annually and can be found on the website of each school within the Trust and also on the Trust website [brighterfutureslpt.com](http://brighterfutureslpt.com).

## Respecting Confidentiality

Wherever possible Brighter Futures Learning Partnership Trust seeks to respect the confidentiality and anonymity of the whistle-blower and will as far as possible protect him/her from reprisals. Brighter Futures Learning Partnership Trust will not tolerate any attempt to harass or victimise the whistle-blower, or attempts to prevent concerns being raised, and will consider any necessary disciplinary or corrective action appropriate to the circumstances.

## REGISTER OF BUSINESS INTERESTS POLICY

The Board of Trustees and members of staff who can influence buying decisions recognise their responsibility to avoid any conflict between their business and personal interests and those of the Trust.

The Trust ensures there are no payments to any Member, Trustee or Governor unless the payment is permitted by the Articles of Association and where applicable comply with the terms of any relevant agreement entered into with the Secretary of State for Education.

The Trust maintains a register of the business interests of each governor, member of staff, their relatives and other individuals who may exert influence. The register includes:

- interests with suppliers from which the academy may wish to buy goods or services;
- interests in the appointment, salary, promotion or conditions of service of members of staff.

The information in the register is taken from the Declaration of Pecuniary and Personal Interest Form (Appendix G) and is taken into account whenever buying or staffing decisions are made. Any Trustee, Local Governor or member of staff who has an interest in a business tendering for a contract does not form part of the committee awarding the contract. Any Trustee, Local Governor or member of staff who has an interest in the appointment, salary, promotion or conditions of service of a member of staff does not form part of the committee recommending or deciding these.

Trustees, local governors and members of staff are required to inform the academy of any changes in their interests as these arise so that they can be entered in the register. The register is also updated annually. Nil returns are obtained as appropriate. Any Trustee, local governor or member of staff who is unwilling to declare their interests or complete a nil return is not permitted to influence a buying or staffing decision.

The minutes of the full Board of Trustees, Finance and Audit Committee, or any other committee which can influence a buying decision record a standard agenda point seeking updates to the register business interests.

The only exception to the requirement to disclose a business interest is that if the interest is so distant or small that no ordinary right-thinking person would expect it to influence a person who might have dealings with the firm concerned. In such cases, it need not be disclosed. An example is a modest shareholding in a large public company even if the Trust has or may have dealings with the company.

The register is compiled and maintained by the Executive PA in her locked office. It is freely available for inspection by Trustees, Governors, staff and parents, by contacting Mrs Keogan. Each individual academy/UTC will store the register for their own local governing board and make this available as requested. Additionally, the Trust also publishes on its website any relevant business and pecuniary interest of its Members, Trustees, Governors and staff.

In accordance with the Memorandum and Articles of Association, no payments are to be made to Trustees unless this is in the form of a contractual agreement where Related Party Transactions and the relevant reporting has been adhered to.

## Receipt of Gifts, Hospitality, Entertainment and Other Services

Trustees, local governors and members of staff involved in making buying decisions do not accept excessive, frequent or regular gifts, hospitality, entertainment or other services from existing or prospective suppliers. When considering whether to accept such offers, they consider whether they could affect their independence or cause concern that they might affect their independence. The academy/UTC maintains a register of gifts and favours offered and whether these were accepted or rejected. Trustees, Local Governors and members of staff are required to inform the Trust of such offers as they arise. The register is compiled and maintained by the relevant Finance Officer in each school.

## **Expenditure on Gifts, Hospitality, Entertainment and Favours**

The full Board of Trustees approves any expenditure on gifts, hospitality, ex-gratia payments and losses to be written off. Each Academy/UTC maintains a log of these. Such expenditure is only authorised if the Board of Trustees can demonstrate that they have taken into account the principles of probity, accountability and value for money.

Expenditure on hospitality from public funds is only incurred in the provision of education. Hospitality is generally only provided in the workplace and usually restricted to tea/coffee, biscuits, soft drinks or sandwiches. Modest hospitality is occasionally provided outside the workplace. The School Business Manager/Finance Officer maintains a register of the occasions when hospitality is provided (not including tea, coffee, biscuits), the number of people involved and the costs incurred.

## **Trading with related parties**

The Brighter Future Learning Partnership Trust is even-handed in its relationships with related parties by ensuring that:

- Trustees comply with their statutory duties as company directors to avoid conflicts of interest, not accept benefits from third parties, and declare interest in proposed transactions or arrangements •
- All Members, Trustees, Local Governors of Academies/UTC within the trust and senior employees complete the register of interests, in accordance with the Academies Financial Handbook (2019)
- No Member, Trustee, Local Governor, employee or related individual or organisation uses their connection to the Trust for personal gain, including payment under terms that are preferential to those that would be offered to an individual or organisation with no connection to the trust
- There are no payments to Trustees by the Trust unless permitted by the Articles, or by authority from the Charity Commission, and comply with any relevant agreement with the Secretary of State. Consideration is given to these obligations where payments are made to other business entities who employ a Trustee, are owned by a Trustee, or in which a Trustee holds a controlling interest
- Payments provided to the persons referred to in this section of the policy satisfy the 'at cost' requirements in the Academies Financial Handbook (2019)

The Board of Trustees ensures requirements for managing related party transactions are applied across the trust. They manage personal relationships with related parties to avoid both real and perceived conflicts of interest, promoting integrity and openness in accordance with the 7 principles of public life.

The Trust recognises that some relationships with related parties may attract greater public scrutiny, such as:

- transactions with individuals in a position of control and influence, including the Chair of the Trust and Accounting Officer
- payments to organisations with a profit motive, as opposed to those in the public or voluntary sectors
- relationships with external auditors beyond their duty to deliver a statutory audit

The Trust keeps sufficient records, and makes sufficient disclosures in the annual accounts, to show that transactions with these parties, and all other related parties, have been conducted in accordance with the high standards of accountability and transparency required within the public sector.

The Trust reports all contracts and other agreements with related parties to ESFA in advance of the contract or agreement commencing, using ESFA's related party on-line form.



The trust obtains ESFA's prior approval, using ESFA's related party on-line form, for contracts and other agreements for the supply of goods or services to the trust by a related party agreed where any of the following limits arise:

- a contract or other agreement exceeding £20,000
- a contract or other agreement of any value that would mean the cumulative value of contracts and other agreements with the related party exceeds, or continues to exceed, £20,000 in the same financial year ending 31 August

### **Novel / contentious transactions**

Any transaction which is outside the range of normal business activity or may be viewed as contentious will be referred to the ESFA for prior authorisation

### **INTERNAL SCRUTINY**

The Board of Trustees has appointed auditors to manage the risk review and checking of financial controls to provide assurance to the Board of Trustees on the following issues:

- the discharge of its financial responsibilities according to the requirements of the DFE/ESFA;
- the introduction and maintenance of sound internal financial controls;
- that financial considerations are taken fully into account in reaching decisions and in their execution.

The programme of checks carried out is agreed with the Board of Trustees. After each checking session, the auditor provides the Board of Trustees with a written report explaining any material control issues and remedial action required.

The Trust will respond promptly and appropriately to the findings of the auditors.

The Trustees will notify the EFSA immediately of the removal of the auditors due to any concerns about the quality of their work. The DfE will also be informed by the Trust if it has to terminate the contract of the Accounting Officer or CFO, a Chair of Trustees, a Member, Trustee or Governor. The Accounting Officer will produce a statement of regularity, propriety and compliance which will be included in the Trust's Financial, Annual Accounts

In addition to the above internal audit process the CFO conducts a monthly audit within the schools and reports this directly to the CEO. Items for consideration are budget variances, payroll, additional staff hours, disposals and asset registers. This information forms part of the CEO report to Trustees.

### **AUDIT**

#### **Public Funds**

The Trust adheres to the external audit regime as outlined in the Academies Financial Handbook (ESFA 2019) and as required by the latest Companies Act, to carry out an audit and certify that the accounts are "true and fair". The auditors are engaged to carry out a "true and fair" audit and a regularity audit. A programme of termly checks to be carried out by the auditor is agreed by the Board of Trustees via the Finance and Audit Committee. The programme for external audit is agreed with the external auditor approximately one month before the audit work is carried out.

External auditors (Smailes Goldie) have been appointed for a one year by the Board of Trustees. A formal re-tendering process will take place in 2020.

The letter of engagement:

- Provides for the removal of the auditors before the expiry of their term of office in exceptional circumstances. Proposals to remove the auditors require a majority vote of the members of the Board of Trustees.
- Requires the auditors to state their reasons if they resign from office.

The Board of Trustees must notify the ESFA immediately of the removal or resignation of the auditors:

- In the case of removal, the Board of Trustees must notify the ESFA of the reasons for the removal.
- In the case of resignation, the auditors must copy to the ESFA a statement of their reasons.
- Any change in auditor at the expiry of their agreed term of office does not require notification to the ESFA

An Accounting Officer's statement on governance, regularity, propriety and compliance is included in the Trust's annual report. A review of this statement is included within the external auditors' remit and their opinion on this is addressed jointly to the academy and the ESFA.

The Accounting Officer also has a responsibility to advise the Board of Trustees and the ESFA of any instances of irregularity or impropriety, or non-compliance with the terms of the Trust's funding agreement.

## RISKS

### Risk Register

The Finance and Audit Committee annually assesses the risks arising from the Trust's operations. The assessment includes the likelihood and materiality of each risk and the register shows how the risks are being managed or mitigated. Each academy/UTC has its own risks identified as part of the Trust's central risk register.

### Business Continuity Plan

The Finance and Resources Committee annually reviews the Business Continuity Plan or with any significant changes to ensure the Trust would continue to operate in the event of an emergency.

The Trust is also aware of the risk of fraud, theft and/or irregularity occurring and as far as possible addresses this by having a series of internal control and a high level of segregation of duties. It is impossible to fully mitigate all risks but if any irregularities are suspected appropriate action is taken. As outlined above, The Trust will notify the ESFA as soon as any instances exceeding £5,000 individually or £5,000 cumulatively in any academic year. Any systematic fraud regardless of value will be reported in accordance with the Academies Financial Handbook (EFA 2018).

## INSURANCE

Funds for insurance are organised as part of the Trust's central offer. All academies/UTC therefore opt into the DfE's risk protection arrangements (RPA).

The Finance and Audit Committee reviews insurance arrangements annually. They ensure that the sums insured / covered are commensurate with risks and include cover for academy/UTC property when off the premises.

The main types of insurance cover which should be in place are:

- premises and contents. These should be insured at replacement cost against damage by subsidence, fire, lightning, explosion, storm, flood, riot, malicious damage, terrorism and similar risks;
- business interruption;
- Board of Trustees and employer liability. The currently recommended minimum level of cover for academies is £10m for each;
- any statutory motor transport insurance;
- loss of assets through fraud or dishonesty on the part of employees;
- personal accident; and
- fidelity insurance.

Details of RPA policies are held at each site and are also available to download from the DfE secure website.

The RPA insure on a cost per pupil and cover all equipment and property owned by the Trust. Each academy/UTC will contact RPA directly if they are unsure as to the cover provided and shall in any event notify the RPA of any major building project being undertaken.

The Trust does not give any indemnity to a third party without the written consent of their insurers.

Each Academy/UTC immediately informs its insurers of all accidents, losses and other incidents, which may give rise to an insurance claim.

Claims under the RPA are notified to the CEO and CFO, and authorised by the Headteacher (with support from the Business Manager/Site Manager) prior to submission to the RPA.

Any member of staff using their car for school/UTC purposes will amend their personal motor insurance for this purpose. Staff members are required to complete a form confirming that they have business insurance in place and these are retained by the academy/UTC. The mileage claim form signed by the user also acknowledges that the insurance cover provision has been made.

## TAXATION

The Trust abides by the procedures issued by the HMRC (Her Majesty's Revenue & Customs) in connection with VAT.

The Trust keeps potential "trading" activities under review and considers whether to set up a subsidiary trading company.

### Tax Arrangements for Senior Employees

Academies/UTC must ensure that their senior employees' payroll arrangements fully meet their tax obligations.

## ACADEMY IMPROVEMENT PLAN AND BUDGETING

### Budgeting

The Business/Finance Managers are responsible for monitoring the income and expenditure in their academy. The UTC's finances are monitored by the central team as part of the central offer. Each academy/UTC produces a three-year budget forecast when the budget for the current financial year is being set.

This takes account of:

- the educational priorities across each academy/UTC
- likely demographic changes affecting pupils and staff;
- the building and repair maintenance programme;
- repair and renewal programmes for furniture, fittings and equipment.

The budget setting process is an integral part of each academy's/UTC's self-evaluation cycle and it is reviewed on an annual basis and updated in the light of new information and changed priorities.

It is constructed using the following processes:

- an estimation of income, based on the academy census, plus estimates for other allocations, lettings, community and other income;

- an estimation of staffing costs, based on a staff salary calculator taking account of known retirements, responsibility allowances, etc.
- an estimation of operational expenditure, based on known cost trends for utilities, supplies, service level agreements, etc.
- the identification of potential efficiency savings;
- the allocation of curriculum budgets to departments, using a transparent formula to allocate funds equitably in line with need and academy priorities;
- an annual review of the academy's self-evaluation priorities, which forms part of the OfSTED inspection requirements;
- the identification of ICT developments on the basis of priorities detailed in the ICT development plan;
- review of past performance against budgets
- Review of KPIs and long-term sustainability
- the identification of premises developments on the basis of priorities detailed in the premises development plan;
- verifying planned levels of unspent balances - ensuring the resulting annual surplus or deficit is in line with plans to recover from an overall deficit position or build up unspent balances to fund future development plans.

The annual budget is derived from each academy's/UTC's development plan. The budgeting process starts at the beginning of the spring term each year. The CFO/Trust Accountant/Business Manager(s) draw up a draft budget for the following financial year and this is submitted to the Finance and Audit Committee for their review, discussion and amendment if appropriate. The budget is then submitted to the full Board of Trustees for formal review and approval, before sending to the DFE/ESFA in a format specified by the ESFA and by a date notified by the ESFA. The Accounting Officer signs the form to assure the ESFA the Trust is in sound financial health. The assumptions and calculations to produce the annual budgets are clearly documented and retained in the relevant file. The budget is based on realistic estimates of all expected expenditure and income, including grant income, so that planned expenditure does not exceed the available budget.

The total curriculum budget for the secondary school/UTC is allocated to departmental budget holders on an agreed formula. There should not be any overspends of the budget without the prior consent of the Headteacher/Principal. Carry forwards of any unspent balances must be agreed with the Headteacher. A copy of this finance policy is provided electronically to all departmental budget holders.

The Board of Trustees and Local Governing Boards may not set a deficit budget without approval from the Secretary of State (the ESFA must be notified within 14 days if the academy proposes setting a deficit revenue budget which it is unable to address after unspent funds from previous years are taken into account). The Trustees must minute their approval.

The Trust submits to the ESFA a copy of the "budget forecast" in a form specified by the ESFA by a date notified by them – currently late July.

The budget can only be amended for virements after it has been approved by the Board of Trustees and sent to the DFE/ESFA if there is a "significant" change. The Scheme of Delegation outlines the levels of financial authority to do this.

The budgets are regularly reviewed by the Headteachers/Principal/Business Managers/Senior Finance Officers and changes proposed presented to the Finance and Audit Committee. Any proposed revisions to budgets must be approved by the Finance and Audit Committee in line with the Scheme of Delegation and entered onto schools' finance systems on a timely basis at not less than three monthly intervals. If an unplanned deficit occurs during the financial year, the academy/UTC must notify the CFO/CEO immediately. If the Trust incurs a deficit during the year it must inform DFE/EFA as soon as it is aware of this.

The Finance and Audit Committee formally monitors the implementation of each academy's/UTC's budget on behalf of the Board of Trustees, although the full board will approve the initial budget and minutes this.

## REPORTING FINANCIAL RESULTS

The Trust prepares accounts as specified in the Academies Financial Handbook (ESFA 2019). The audited company accounts are publicly accessible in line with the Statement of Recommended Practice (SORP) for Charities.

This includes monthly management accounts setting out financial performance and position, comprising budget variance reports and cash flow forecasts with sufficient information to manage cash, debtors and creditors, to help the Board maintain financial viability.

### Budget Monitoring Reports

Each academy's/UTC's budget monitoring reports display the following information in columnar format:

- the annual budget (approved by governors);
- the actual spend to date (accruals basis);
- the percentage of the budget spent to date;
- the percentage of the budget expected to be spent to date;
- end-of-year projections.

The Business Managers/Finance Officers carry out monthly reviews of actual performance against budget and produces a schedule explaining variances and variances. The reasons behind these variances are investigated and documented; corrective action is taken as appropriate and recorded. The Headteacher and Chair of Governors review these reports monthly with the CFO and the Finance and Audit Committee reviews these reports at each meeting.

Budget holders receive monthly reports showing budgeted expenditure, actual expenditure on an accruals basis and commitments. The computerised finance system will not allow orders to be authorised if a department has reached its annual spending level.

## CASH FLOW

The Trust Accountants/Business Managers are responsible for preparing cash flow forecasts to ensure that each academy/UTC has sufficient funds available to pay for day to day operations. If significant balances can be foreseen, steps are taken to invest the extra funds. Similarly, plans are made to transfer funds from another bank account or to re-profile General Annual Grant to cover potential cash shortages.

## COMPUTERISED ACCOUNTING SYSTEM

The Trust's accounting system is computerised. Access to the system is restricted to the Trust's employees and those authorised by the CEO/CFO. The system is accessed by passwords, which are changed routinely on a six-monthly basis. Passwords are only known by the relevant member of staff and the system manager (CFO). Staff should not give their password to any other person. To do so may result in disciplinary action. Passwords are changed immediately if an employee is aware that an unauthorised person has learnt their password. If an outside provider uses the computerised accounting system, they are given their own user ID and password.

Software is installed on each academy's/UTC's computer systems to detect viruses, spyware, and other malicious threats. Regular updates are used to ensure that the latest threats are detected. There is also a facility for cleaning up infected files.

Six-monthly reviews are carried out to ensure that access rights and levels of access are still relevant to the responsibilities of individual users. Access for staff who are no longer employed by the academy are removed as soon as the staff member leaves.

The system is Cloud based and hosted by the provider - Capita

The Trust complies with the requirements of GDPR. The Board of Trustees and the Trust is registered with the Data Protection Registrar.

Alterations to any original documents such as cheques, invoices, orders and other vouchers are made clearly in ink and either initialled or signed. The use of correcting fluid or the erasure of information is not acceptable.

All accounting records including invoices, delivery notes, bank statements etc are retained for six years, plus the current year, in a secure area or electronically.

## Reconciliations

The Finance Managers /Officers / Business Managers are responsible for ensuring that the following reconciliations are performed each month, and that any reconciling or balancing amounts are cleared:

- payroll control account;
- all other relevant accounts (such as catering), and suspense accounts; and
- bank balance per the nominal ledger to the bank statement;
- any other reconciliations required to produce meaningful management accounts.

The Finance Managers/Officers / Business Manager sign all reconciliations as evidence of review.

## Delegated Limits

Delegated limits are set out in the Trust's Scheme of Delegation which is reviewed on an annual basis. The Scheme of Delegation clearly sets out the levels of delegation for invoices, ordering tenders etc and the delegated authority level of each. The delegated levels are also embedded in the computerised finance system and authorisation will automatically escalate to the next level if the transaction exceeds an individual's delegated limit.

## Financial Notices to Improve

It is noted where the ESFA has concerns about the financial management and or governance in the Trust it may issue a Financial Notice to Improve (FNtI). Where there is actual financial failure it will issue a FNtL.

A FNtL sets out the actions required by the ESFA which the Trust must take to address the underlying causes for concern. Should a FNtI be issued all the delegated authorities as per the ESFA handbook are revoked and all transactions require ESFA approval. If the terms of the FNtL are not complied with the Trust will be in breach of the funding agreement.

## Staff Severance Payments and Compensation Payments

Before making a staff severance payment above the contractual entitlement the Trust must:

- Consider whether such a payment is in the interest of the Trust, is justified, and based on a legal assessment of the chances of the Trust successfully defending the case at tribunal
- If the settlement is justified the amount must be less than the legal assessment of what the relevant body e.g. an employment tribunal, is likely to award in the circumstances.

Before making a compensation payment, the Board of Trustees must consider whether the proposed payment is based on a careful appraisal of the facts, including legal advice and that value for money will be achieved. Such a payment should not be seen as a reward for failure such as poor performance or gross misconduct.

If the Board of Trustees is considering making a special staff severance payment or compensation payment above the non-contractual entitlement of £50,000 or more, prior approval is required from HM Treasury via the DFE/ESFA.

Ex-gratia payments will always be referred the ESFA for prior authorisation

### **Asset Sales, Leases and Tenancy Agreements**

In accordance with the Academies Financial Handbook (ESFA 2019), the Trust must seek and obtain explicit and prior approval from the Secretary of State via the DFE/ESFA before:

- Entering into any freehold land or buildings sales or purchases;
- Taking up a finance lease.
- Taking up a leasehold or tenancy agreement on land or buildings from another party for a lease term of seven years or more.
- Granting a leasehold or tenancy agreement on land or buildings to another party for a lease term of any term.

Academies/UTC may dispose of any other fixed asset without the approval of the Education Secretary, but must obtain value for money. This may involve a public sale where the asset has a residual value.

An academy may take out and grant other types of lease without the Education Secretary's approval.

### **Borrowing**

The Board of Trustees must seek the Secretary of State's approval for:

- Short-term borrowing, including overdraft facilities;
- Medium / longer term loans, including finance leases, where such borrowing is to be repaid from grant monies or secured on assets funded by grant monies

The Secretary of State sometimes introduces limited schemes to meet broader policy objectives e.g. Condition Improvement Fund (CIF) for capital projects and the Salix scheme to support energy savings.

### **Controls Over Expenditure**

Budget holders are informed of the budget available to them before the start of the academic year. It is the responsibility of the budget holder to manage the budget and to ensure that the funds available are not overspent. A print detailing actual and committed expenditure against budget is supplied to each budget holder a week after the end of each month and budget holders are encouraged to monitor this.

Individual budget holders have the authority to authorise expenditure up to the limit of their capitation / delegated budget which is detailed in the Scheme of Delegation. These limits are set within the configuration of the computerised finance system therefore budget holders are unable to authorise spend which exceeds their personal limit. In all cases funds must still be available in the annual budget allocation for the department, otherwise the finance system will reject authorisation of the order.

### **AUTHORISED SIGNATORIES**

The Scheme of Delegation sets out the amounts that individuals are permitted to sign for and details the number of signatories required. The Trust operates a dual signatory process for the purpose of cheques and authorisation of BACS payments.

Each academy/UTC within the Trust will keep a list of names of those staff who are authorised to sign cheques and only those staff with access to the Trust banking system can authorise electronic payments.

## PAYROLL

The Board of Trustees formally approves all appointments, terminations and salary levels. They have established procedures to:

- ensure personnel are competent, suitably qualified and trained to a level consistent with their responsibilities;
- provide clear statements of criteria for personnel selection;
- provide formal job descriptions;
- ensure that the cost of all appointments, re-gradings and any other changes in conditions of service of staff can be met within the resources available to the academy.

The Headteacher/Business Managers/Finance Officers maintain a list of staff employed by the individual academy/UTC and their current salaries, which has been authorised by the Board of Trustees.

The information is also recorded centrally.

The Board of Trustees agreed to outsource the payroll service to a Payroll Bureau (currently Rotherham MBC.) The Payroll Bureau administers the payroll services and is responsible for:

- making returns to HMRC and the dates by which these returns should be made;
- details of ownership of programs and data files;
- the control and accuracy of data;
- details of authorised signatories for payroll amendments;
- back up provisions;
- a schedule of reports for financial and personnel monitoring purposes;
- access for academy staff and auditors as required.
- issue of contract of employment

The payroll service processes the staff payroll only on the instructions of the CEO/CFO/ Headteacher/ Business Manager/Finance Manager or HR Manager as per the Scheme of Delegation. These can be submitted via the payroll bureau HR Portal, in writing or by e-mail to the payroll provider. They do not process salary changes authorised by the person whose salary is changing.

The Chair of Trustees notifies any changes to central salary costs to the CEO salary to the CFO.

Payments are made as follows:

- Net payments to staff, by BACS, to employees of the academy/UTC;
- HMRC payments to HMRC;
- Teachers' Pensions payments and LGPS payments for associate staff pensions;
- Overtime claims, as part of net payments to staff, through the payroll;
- Expense payments, through the payroll.
- Childcare and union payments, through the payroll
- Attachment of earnings order payments and other statutory payments, where required, through the payroll



Access to personnel files is restricted to the CEO/CFO/Headteacher / Principal/Business Manager / HR Manager. The CEO/CFO/ Headteacher /Principal/ Business Manager / HR Manager and Finance and Payroll Assistants have authorised access to payroll software and the Payroll Bureau's administration area of their online HR portal and associated documents. In addition, the Business Manager / HR Manager has access to the payroll software for the input of sickness data.

No individual is treated as 'self-employed' without the clearance of HMRC.

## Monthly Procedures

- Staff submit all payroll claim forms via the HR portal on a monthly basis and these are checked and authorised by the payroll function within each school to ensure that the claim is validly incurred
- The personnel function within each school then approves/rejects the claims via the HR portal by the due date.
- The Business Managers /Finance/HR Officers check the payroll (first run) for accuracy and to help ensure only the staff of the individual school are to be paid. Gross pay as per the payroll is checked off against the staff spreadsheet each month for accuracy and monitoring purposes. The payroll bureau are notified of any errors identified in a timely manner to ensure corrections are made for the final run of salaries.
- The Headteachers/Principal and Business Manager authorise the payroll payments sent to the bank.
- A monthly print-out of amounts paid to employees is retained by the academy/UTC and signed by the Headteacher, Principal, Business Manager as evidence of the checking and authorisation procedure;
- The CFO performs a monthly sample check of payroll items from schools within the Trust and reports this to the CEO

## Failure to the Payroll System

The monthly salary payments are transmitted to the designated bank which takes place at least 3 working days before the payment date. Therefore, the Trust should be aware of any difficulties at least 3 working days in advance, thus minimising risk.

The Trust's bank has been consulted regarding a possible failure to the payroll system or the usual method of transmission. In the event that pay details could not be transmitted to the bank via the usual system, the payroll database would be emailed directly to the bank and the content checked via telephone. The bank would arrange payments directly.

In the event of total IT failure at the Trust, payments would be discussed directly by telephone with the bank. Alternative IT facilities will be used in such an emergency.

## PURCHASING

The Board of Trustees makes their buying decisions in accordance with the principles of 'best value' probity and accountability. Brighter Futures Learning Partnership Trust always considers price, quality and fitness for purpose when purchasing goods and services. Contracts are placed on a competitive basis and the reasons for selecting a supplier are minuted. Divisible contracts are prohibited.

Each academy/UTC in the Trust will act in accordance with the Trust's tendering and procurement arrangements as detailed below:

The Health and Safety competence of contractors is assessed, taking into account the policies and procedures of the DFE/ESFA.

Only contractors registered with their professional or trade association are employed to carry out major work at the academy.

## Approved Suppliers

Only approved regular suppliers are present on the computerised accounting system. All new suppliers will be approved by the CFO before committing any expenditure.

## Tendering

An accepted tender will be the one that is economically most advantageous unless it can be demonstrated that this is not the best option for the academy/UTC and other factors outweigh monetary savings

This may depend on their capacity to provide quality, quantity, service, timely delivery and price competitiveness. Volume discounts and credit terms are taken into account. Consortia are used where they provide value for money.

Suppliers are selected from:

- business directories;
- trade journals;
- supplier catalogues and mailshots;
- information from other academies;
- information provided by the DFE/ESFA.

The Scheme of delegation sets out the limits, processes and authorising procedures for tendering and this is reviewed on an annual basis. The Trust observes the Official Journal of the European Union (OJEU) procurement thresholds.

Where required by the conditions attached to a specific grant from the DFE/ESFA, the Department's approval must be obtained before the acceptance of a tender.

Open tenders – are where potential suppliers are invited to tender. This method involves the Finance/Business Manager discussing and agreeing with the CFO, where best to advertise for suppliers.

Restricted tenders refer to where suppliers are specifically invited to tender. This method is appropriate where:

- There is a need to maintain a balance between the contract value and administrative costs
- A large number of suppliers are likely to register an interest
- The nature of the goods means that only specific suppliers can be expected to supply the Trust's requirements
- The costs of publicity and advertising are likely to outweigh the potential benefits of open tendering

Negotiated tenders mean that the terms of the contract may be negotiated with one or more chosen suppliers. This method is appropriate where:

- Other tender methods have resulted in no or unacceptable tenders
- Only one or few suppliers are available
- Extreme urgency exists
- Additional deliveries by existing suppliers are justified

The following tendering procedures are followed:

- The budget holder prepares a specification, which is authorised by the Headteacher/Principal and Chair of the Local Governing Board with support from the Business/Finance Manager with final approval from the CFO and sent to relevant suppliers.
- For any major building works of a value greater than £50,000, the services of an architect or consultancy company will be engaged to deal with the handling of specifications and suitability to tender;
- The Business/Finance/Trust Accounts Manager of each academy/UTC is responsible for ensuring procedures are in place for testing the market, placing orders and paying for goods and services
- The invitations to tender include:
  - an introduction/background to the project;
  - the scope and objectives of the project;
  - any technical requirements;
  - implementation details for the project;
  - the terms and conditions of the tender;
  - the form and date of response to the academy.

Where appropriate, a European or British Standard or other quality guideline is sought. Reference is made to appropriate safety standards and fire and health and safety regulations.

All replies must be addressed to the CFO at the Central Trust Office and be contained in a plain sealed envelope marked 'Tender';

- Full records of the tender evaluation process will kept for contracts over £10,000;
- Tenders up to £50,000 will be opened by the CFO and CEO
- Tenders above £50,001 will be opened by the CFO, CEO and Chair of Trustees
- No supplier is allowed to amend their tender after the fixed date for receipt;
- All tenders are opened at the same time by staff authorised to do so. Two persons should be present for the opening of tenders as follows:
- Anyone involved in the opening of a tender will disclose any conflict of interest
- The following information is recorded:
  - the date and time of opening;
  - the names and signatures of those present;
  - the value of each tender;
  - details of suppliers who declined the invitation, or failed to submit a tender;
  - any omissions in the submission, e.g. documents, signatures, missing data;
- Late tenders are rejected and retained unopened until the contract is awarded. They are then returned to the tenderer with an explanatory note;
- Where contracts under seal provide for payments to be made in instalments, the CFO ensures a contract register is maintained which shows the state of the account on each contract together with related professional fees and other payments;
- The Trust Finance and Audit Committee make the decision as to which tender to accept. The decision is then ratified by the Board of Trustees.
- The academy/UTC Business/Finance Manager will open a separate correspondence file for each tender which will contain copies of all correspondence and other relevant information
- The following points are considered when deciding which tender to accept:
  - suppliers;

- qualifications, technical ability and experience;
- pre-sales demonstrations;
- after sales service;
- quality procedures;
- references from existing customers;
- financial status;
- professional indemnity insurance;
- cost;
  - overall price;
  - unit price for parts of the product or service;
  - the possibility of 'hidden costs';
  - scope for negotiation.

## Quotations

Quotations are obtained as per the Scheme of Delegation. (See page 51)

Each academy/UTC will keep a record of suppliers who have been contacted but who have declined to provide a quotation.

## Purchase Orders

Official orders are issued for all goods and services

Exceptions to this are:

- Utility services
- Telephones and postage
- Costs of monthly childcare vouchers and CRB checks
- Costs associated with contracts / leases entered into for set period of time
- Photocopier / printing recharges
- Periodicals / newspapers etc.
- Book clubs
- Flowers / decorations for Academy events
- Emergency works outside school hours

Official orders are uniquely identifiable. Computerised, pre-numbered orders are used for all goods and services and all orders are placed through the finance office.

Orders are only made by telephone in exceptional circumstances and then confirmed in writing. A copy of any spoiled order is retained on the computer and marked as such. Official academy orders are not generated for the private use of individuals.

## The Ordering Process

- The budget holder completes a preliminary order via SIMS-Finance
- The order cannot proceed unless there are sufficient funds in the specific budget
- The order will automatically escalate to the level of authority prescribed in the Scheme of Delegation which has been built into the finance system at configuration stage;
- Once authorised the order will be electronically transmitted to the supplier or hard copy printed and emailed to the supplier

The Finance Officer distributes the copy orders as follows:

- original copy (official order) is retained in the finance office;
- scanned copies of the signed official order are emailed to the supplier and the budget holder

The computer accounts software records all orders placed that have not yet been invoiced. The finance office provides a list of orders to the relevant budget holders on request;

- Cancelled orders are marked as such, with the reason for cancellation, and retained in the finance office.

## Receipt of Goods

- All goods received are delivered to the budget holder who carries out a prima facie check to ensure that the delivery is complete, deliveries are checked against the original order and the goods received note is signed and returned to the finance office;
- If the delivery is only partly fulfilling an order, the budget holder notifies the finance office which maintains a record of this;
- The finance office follows up any shortages or defective items with the supplier;
- The finance office records shortages or defective items in a central goods returned file.
- The goods received note must be input to SIMS Finance to allow the invoice processing stage to follow.

## Purchase Invoices

- An appropriately completed coding slip is attached to the invoice which is then passed to the budget holder for authorisation;
- They are then certified by the Finance Officer/ Finance/Business Manager who checks the VAT, addressee, factually correct and valid expenditure coded appropriately and accurately completed by all parties.
- There is segregation of duties between the raising of orders and the authorising of payments.
- The payment details are entered into the financial record against the order commitment by the Finance Assistant. This is not the same person that signed the order, or the same person that checked the receipt of goods and services.

## Payment of Invoices

The finance system holds details of payment terms for each supplier and only those invoices due for payment will be made available for the finance staff to process.

It is the policy of the academy to pay all invoices by the due date and to take advantage of any discounts available for early settlement where this is to the academy's advantage.

Payment is made when the finance office has made the following checks:

Checks include, VAT coding, Nominal coding, invoice accuracy and processing accuracy to confirm the above checks have been carried out.

## Cheque Payment

The Trust preferred method of payment is electronically via BACS however there are occasions when cheque payments need to be raised.

All supporting documentation is passed to the cheque signatories together with the cheque for signing. All cheques are authorised by staff whose names appear on the bank mandate. A list of authorised signatories is available in each academy/UTC and a central copy is held by the CFO. The cheque signatories sign the cheque run report as a record to show that they were signing for valid academy expenditure and that the relevant pre-checking process had been carried out by the finance office.

## Electronic Payment

The Trust preferred method of payment is electronically via BACS and this is performed via an upload file produced by the computerised financial management system. Individual payments contain within each upload will have been authorised by the relevant signatories at the invoice stage and these are combined into batch of payments. Once the batch has been prepared by the finance office staff the file is uploaded onto Barclays.net by the finance staff. A 2 factor authorisation system is in place and once the initial upload has been performed, the batch is then held by Barclays until a second authorising person is able to verify the payment. Within the Academy Trust, the individuals who are able to authorise at this second level are Headteachers, CEO, CFO and Trust Accountants.

## Credit Notes

Credit notes are attached to the relevant invoices when they are received and processed in the same way as invoices.

## Completeness of Supplier Balances

Invoices and credit notes are posted to the computer accounts software system as soon as the academy receives them, unless they are in dispute.

The finance office reconciles individual supplier balances to supplier statements, where available, on a monthly basis.

## PETTY CASH

Petty cash is used for the purchase of minor items, which have been budgeted for. The petty cash float available in each Academy is £500. The float is only reimbursed from the main bank account. The petty cash tin is held in the safe.

Payments from petty cash are only made on production of a VAT invoice or till receipt or other proof that payment has been made and cannot exceed £60 in value. Petty cash payments are subject to the same authorisation procedures as purchases from the main bank accounts. Finance staff are responsible for the petty cash; acceptance of the petty cash float is evidenced by signature. Checks are made on expenditure and vouchers are prepared for payment. When a claim for reimbursement is submitted, details of expenditure, coding and VAT are entered onto the voucher. The Finance Manager/Business Manager authorises the vouchers for payment. The person receiving reimbursement signs for the amount received.

The petty cash float is reconciled on a monthly basis by the finance staff and a claim for reimbursement submitted. The petty cash float is reconciled by the Finance Manager / Business Manager at the time of the claim. The total claim plus balance of cash in hand (plus any receipts paid but not on the claim) is checked to the petty cash float. The total claim is signed as evidence of the reconciliation. The Finance Manager / Business Manager also initials each voucher as confirmation of the correct processing of VAT.

The completed claim form is submitted to the Finance Manager / Business Manager along with an aide memoir confirming all appropriate checks have been made. The claim is authorised by the Finance Manager / Business Manager and the reimbursement cheque is signed in accordance with the bank mandate.

The Finance Manager / Business Manager ensures that, whenever there is a change of responsible member of staff, the petty cash is balanced and the cash holding agreed before being passed on to the new responsible member of staff whose acceptance is evidenced by their signatures.

The Finance Manager / Business Manager carries out a surprise count of petty cash at least once a year.

In no circumstances will:

- personal cheques cashed through petty cash;
- staff loans paid through petty cash.
- no payroll or expense claims are paid from the petty cash
- the use of personal credit or debit cards by members of staff to make purchases permitted.
- personal loyalty cards are to be used

## INCOME

The Board of Trustees has overall responsibility for ensuring that all income due to the academy is properly accounted for. Day-to-day responsibility for this is delegated to the Finance Manager / Officers / Business Manager in each academy/UTC. Income, including valuations for donated services and gifts in kind, is accounted for in accordance with the requirements set out in the Academies Financial Handbook (2019).

Receipts are given for all amounts of non-grant income, including transfers between staff.

### Controls Over Incoming Funds

#### Postal Receipts

All incoming cheques and cash are recorded immediately and entries verified by someone other than the person who has made the entry.

#### *Fund-Raising Events*

Records are maintained for each fund-raising event, in sufficient detail to identify gross receipts and how they have arisen, and all costs incurred.

For all events for which there is ticket income or gate money, reasonableness checks are carried out to ensure the takings equate to the number of tickets issued multiplied by the price per ticket.

Similar records are maintained for sponsored events.

#### *Letting of Academy Facilities*

All lettings are subject to a letting agreement, setting out the terms and conditions of the **academy/UTC letting contracts**, including the agreed charge.

The Board of Trustees, on the recommendation of the CFO and Finance and Audit Committee, approves letting rates.

- All hiring of academy/UTC equipment and facilities is recorded on the letting planner kept by the Finance Assistant and in a lettings diary;
- The lettings diary and the letting planner are reviewed by the Business/ Finance Manager on a monthly basis to ensure that all lettings have been invoiced;  
When a letting is booked the hirer completes a hire form;
- The finance office generates sales invoices from the computer;
- Wherever possible income is collected in advance of the letting in any event all monies are received at the end of each term;
- One member of the finance office collects the cash and banks all receipts intact;
- The academy/UTC will ensure that relevant insurance is in place for each letting.

#### *Academy Music Fees*

Letters are sent to parents requesting payment for a contribution towards the cost. The amount of the final cost to be paid by parents will be determined by the CFO and ratified by the Finance and Audit Committee.

All monies received for music are paid to the setting via WorldPay /SIMS Pay or ParentPay. Where cash payments are made the finance office is responsible for keeping adequate records of income on a class list.

All receipts are banked intact.

#### *Academy Trips*

Letters are sent to parents requesting payment for voluntary contributions.

All monies received for trips are paid to the setting via WorldPay /SIMS Pay or ParentPay. Where cash payments are made the finance office is responsible for keeping adequate records of income and expenditure on a class list.

All receipts are banked intact.

ParentPay will alert the Academy where events are unpaid. Where ParentPay is not in use the finance office prepares a final income and expenditure account for each trip which has taken place, and reports these to the Finance Manager/Business Manager who ensure that money collected and expended for each trip is in accordance with the academy's charging policy.

Please refer to the charging and remissions policy for academy activities at Appendix D.

#### *Catering income*

The Trust use various methods to accept payment for school meals:

- Cash, into revaluation units which take cash and record the value against the student's catering account.
- Online, payments being made by the Academy's Pay Portal and uploaded to the catering account system by an online link
- Cheque – recorded by the Catering Manager on the central catering account software
- ParentPay
- SIMS Pay

Supporting records are generated by the relevant system and recorded on the accounting system. Reminders for recovery of overdrawn catering balances are monitored weekly and texts sent to parents as a reminder in the first instance. The Debt recovery policy is followed, if so required. The Board of Trustees, on the recommendation of the Finance and Audit Committee, approves the charges for catering.

#### *Bad Debts*

The academy chases all money due to it, which has not been paid within 30 days of an invoice being issued, by telephone and letter, depending on how much time has elapsed since the money was due to be paid.

If a debt remains unrecoverable after one year, or, if during the year, it becomes clear that the debt will remain unpaid despite having taken all reasonable action to effect recovery, the CFO will submit a report to the Finance and Audit Committee for a decision to be made:

- a) to write off the debt
- b) to refer the matter on for legal action to be taken.

Bad debts are only written off when the academy has followed all possible procedures to ensure their recovery.

Please refer to the Debt Recovery Policy at Appendix E.

The DFE/ESFA's prior approval is obtained if debts to be written off are above the value set out in the annual funding letter.



## BANK AND CASH

### Bank Facilities

Only the members of Brighter Futures Learning Partnership Trust Board can authorise the opening or closing of bank accounts.

The academy ensures that all transactions on its bank accounts comply with DFE/ESFA regulations and with relevant, current accounting instructions and procedures issued by the DFE/ESFA.

The academy does not overdraw its bank account or arrange with its bankers for overdrafts, loans or any other form of credit or deferred purchases. The bank has been informed that the academy is not allowed to borrow funds and that no account should be allowed to become overdrawn. The academy does not offer any security to the bank. All funds surplus to immediate requirements are invested in accordance with the Board of Trustees's investment policy.

Invoices paid out of the account are in the name of the academy trust or the school.

No cash dispensers are used to ensure all transactions are properly accounted for.

All cheque payments from the bank accounts require two authorised cheque signatories. Supporting vouchers are made available at the time of signing. Cheque signatories are staff members who are all in senior positions. The CFO maintains an approved list of signatories (including specimen signatures). Cheques are not pre signed.

All cheques drawn are crossed 'account payee only'. All chequebooks and other stationery are kept in a locked safe or cabinet. All bank statements are filed sequentially.

Authorised signatories must not sign a cheque relating to goods or services for which they have also authorised the expenditure. The Authorised signatories do not have access to blank cheques or prepare cheques for signature and cheques are not pre-signed.

Any cheque, which requires cancellation is clearly marked "CANCELLED" and if the cheque is not to be reissued is retained in the batch with the counterfoils.

If a cheque is lost or misplaced an immediate stop payment is placed and the invoice taken from the original batch, amending the cheque run report and associated records and is re-issued in the next cheque run.

The operation of systems such as Bankers Automatic Clearing System (BACS) and other means of electronic transfer of funds are subject to the same level of control.

### Bank Reconciliations

The Finance Manager / Business Manager carries out a daily bank reconciliation of items passing through the bank account and monthly full bank reconciliation between the bank statements and the accounting records, and investigates any discrepancies immediately. The Headteacher reviews the bank reconciliation, signing them as evidence of review.

Cheques remaining unrepresented for a period in excess of one year are to be stopped at the bank and the required accounting adjustments made to the Academy's accounting system.

### Cash Banking

Cash and cheques are locked in a secure place prior to banking to safeguard against loss or theft. All cash is banked intact, without delay and recorded on paying-in slips. Bank paying-in slips show the split of cash and cheques and reference cheques to the related debt. Cheques are identifiable by reference to the receipt numbers and names of the drawers and cash by reference to receipt numbers.

The finance staff banks all cash and cheques. Where unusually high levels of cash are received these are banked on the day of receipt wherever possible. Unbanked receipts are kept in a safe to safeguard against loss or theft. In no circumstances do cash holdings on the academy premises exceed the insured limit.

On a daily basis at relevant sites, catering cash takings from revaluation units are counted by kitchen staff and agreed to supporting records from the catering account software system, in line with the DMBC Catering service level agreement. The catering software cash receipts' reports are signed to confirm the checks performed. Banking is arranged by DMBC Catering, also as part of the service level agreement. Copies of the cash receipts report and completed paying in slip are passed to the finance department who then check the daily banking is recorded correctly on the bank statements. Any discrepancies are investigated.

### **Online bank receipts**

The Academy Trust has a Pay Portal / ParentPay where parents can make direct bank payments for catering, trips, and other items. Details of items available for payment are uploaded onto the portal and the accounts software updated. For Pay Portal users, the gateway supplier for direct bank receipts is WorldPay, and we receive notification of payments from them. These are then downloaded by the Finance Manager onto the SIMS Finance software, and checked for receipt into the bank account. The bank records are updated and the bank reconciled on a monthly basis. Records are maintained to monitor control over catering and trip debtors etc.

### **Credit/Debit Cards**

The following procedures apply for the use of a credit/debit card system:

- the academy's card will be charged to the academy budget account, before interest accrues, and can only be used for specific business purposes (no personal expenditure is allowed);
- authorised users include Headteachers, Finance staff and PE staff (for the purpose of overseas visits)
- cards must be retained in the safe and released only by the Finance Manager. Details of the date of release must be entered in the records book for the card and authorised by the Finance Manager;
- on return of the card, details of the purchases are committed to the relevant account
- In respect of credit cards, sales vouchers, invoices and requisition forms are checked by the Finance Manager against the amounts entered and reconciled with the credit card statements;
- the balance on the credit card is to be paid in full each month by direct debit.

## **FIXED ASSETS**

### **Asset Register**

The CFO/Site Managers/Business Managers maintain the asset registers. The academy includes details of all assets with a cost greater than £1,000, and 'attractive' items below that value, in the asset register. The register records:

- asset description;
- asset number;
- serial number if known;
- date of acquisition;
- asset cost;

- source of funding (% of original cost funded from DFE/ESFA grant and % funded from other sources);
- expected useful economic life;
- depreciation;
- current book value;
- location where relevant;
- name of member of staff responsible for the asset.

Items used by the academy/UTC but owned by others are included, with a note of ownership. Leased items are identified as such with the termination date of the lease.

The CFO checks that the asset register has been maintained annually. Any discrepancies are investigated and reported to the Headteacher who informs the Board of Trustees of the loss and any known reason for this. The insurers are notified as appropriate.

Any assets taken from the academy/UTC site (eg for home working) must be approved by the Headteacher with details recorded in the asset register.

The length of time the asset will be off site is recorded together with the appropriate authority – either the Finance Manager or personnel function. The finance office checks that assets will be insured before they are removed from the academy. No assets are removed from the academy for a period of time, which would unreasonably deny the academy use of those assets.

All assets are security marked.

## Disposal of Assets

All disposals and write-offs of assets up to the value of £20,000 are authorised by the Headteacher/CFO. Disposals above this limit must be authorised by the CEO, Board of Trustees and in some cases the ESFA.

Items no longer required are sold when their estimated residual value exceeds £1,000. If the residual value is less than this the academy/UTC may agree to donate such assets to a charity. When disposing of assets the academy/UTC will ensure it maintains the principles of regularity, propriety and value for money. This may involve public sale where the assets have a residual value.

Disposal of equipment to staff is not encouraged, as it may be more difficult to evidence the academy/UTC obtained value for money in any sale or scrapping of equipment. In addition, there are complications with the disposal of computer equipment, as the academy would need to ensure licences for software programmes have been legally transferred to a new owner.

The academy/UTC is expected to reinvest the proceeds from all asset sales for which capital grant was paid in other academy assets. If the sale proceeds are not reinvested then the academy/UTC must repay to the DFE/ESFA a proportion of the sale proceeds.

All acquisition and disposals of land and buildings must be agreed in advance with the Secretary of State.

The following records are kept for disposals:

- the item disposed of and reason why;
- the date of disposal;
- the method of disposal;
- the proceeds of sale or how disposed of if scrapped;
- the person authorising the disposal.

No item is sold, leased or hired to a third party without the approval of the Headteacher.

## **Losses**

All losses are reported to the finance office/Headteacher. The finance office informs the police if the loss is a result of burglary or theft and the insurance company is informed at the same time. Action is taken immediately to prevent further loss.

The finance office maintains a record of losses and insurance monies received. The Board of Trustees is informed of all losses.

## **LEASING**

There are two types of lease:

- operating lease (doesn't represent borrowing)
- finance lease (is a form of borrowing)

The Board of Trustees is responsible for approving all operating leases except for some transactions relating to land and buildings which require the approval of the ESFA (please refer to "Asset Sales, Leases and Tenancy Agreements"). The Board of Trustees is also responsible for ensuring that finance leases are not entered into.

No leased item is disposed of without the express permission of the leasing company. This includes sale, part exchange, scrapping, writing-off, donating, re-leasing, subletting or any other form of disposal.

## **INVESTMENTS**

Investments are made only in accordance with written procedures approved by the Board of Trustees which must ensure the investment risk is properly managed.

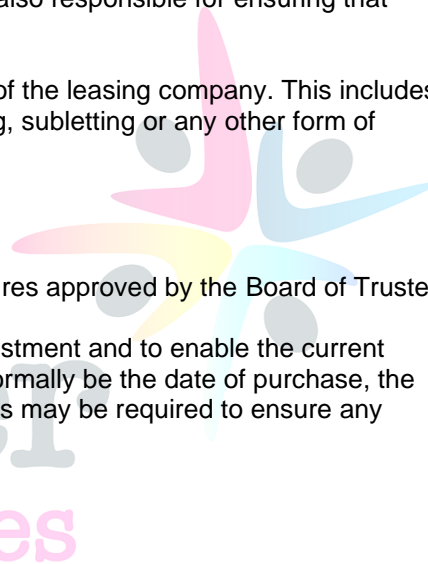
Investments are recorded in sufficient detail to identify the investment and to enable the current market value to be calculated. The information required will normally be the date of purchase, the cost and a description of the investment. Additional procedures may be required to ensure any income receivable from the investment is received.

## **FINANCIAL RECORDS**

All records are kept securely in the finance archives for a period of 6 years plus the current year, after which time they are destroyed by the Finance Manager under dual control. A record of all documents destroyed is maintained by the Finance Manager, and retained in the finance office.

## **DETAILED PROCEDURES MANUAL**

There are also individual procedure manuals for the Finance Manager and the Finance Assistants. These are maintained in a file accessible by all finance staff. Flowcharts have also been prepared for most financial tasks within each setting and these are attached at Appendix F.



Policy Agreed: May 2020

Signed CEO of BFLPT – Helen-Redford-Hernandez:

*H. Redford-Hernandez*

Date: 21 May 2020

Signed – Chair of BFLPT – Marus Isman-Egal:

*Marcus Isman-Egal*

Date: 21 May 2020

Policy to be reviewed : September 2020

Created: September 2019 (Version 1)

Revised: May 2020 (Version 2)



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## APPENDIX A: MEMBERSHIP OF BOARD TRUSTEES

### MEMBERS

Mrs S Cantwell  
Mr I Clennon  
Mr R Walsh  
Mr M Wilkinson  
Mr R Young

### BOARD OF TRUSTEES

Mr M Isman-Egal  
Mrs H Redford-Hernandez  
Mrs E Walker  
Mr D Lindley  
Mrs P Dodgshon  
Mrs K French  
Mr J Stapleton  
Dr S Newman  
Mr P Duffield  
Mr D Fell  
Mrs Z Wardle  
Mrs H Wain  
Mrs J Savage  
Mr J Pendle



### MEMBERSHIP OF FINANCE AND AUDIT COMMITTEE

Mrs H. Redford-Hernandez  
Mr D Lindley  
Dr S Newman  
Mr P Duffield  
Mrs J Savage

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**Company Secretary – Mrs T Ladley**

**Clerk – Mrs Lesley Robinson – GLK Solutions**

## APPENDIX B: TERMS OF REFERENCE Finance and Audit Committee

### Role

The role of the Finance and Audit Committee is to maintain an oversight of the Trust's governance, risk management, internal control and value for money framework. It will report its findings at least bi-annually to the Board of Trustees and the Accounting Officer as a critical element of the Trust's annual reporting requirements. The Committee must operate within the Financial Scheme of Delegation.

### Authority

The Finance and Audit Committee is a Committee of the Board of Trustees and is authorised to investigate any activity within its terms of reference or specifically delegated to it by the Board. It is authorised to request any information it requires from any employee, external audit, internal audit or other assurance provider.

The Finance and Audit Committee is authorised to obtain external legal or independent professional advice it considers necessary to fulfil its duties, normally in consultation with the Accounting Officer and/or Chair of the Board.

The Audit Committee has no executive powers or operational responsibilities/duties.

### Duties

- Advise the Board of Trustees and Accounting Officer on the adequacy and effectiveness of the Trust's governance, risk management, internal control and value for money systems and frameworks;
- Review the draft audited financial statements and highlight any significant issues to the Board of Trustees, prior to submission to the Secretary of State by 31 December each year;
- Review audit provision and make any recommendations to the Board of Trustees for the appointment, re-appointment, dismissal and remuneration of external auditors;
- Recommend the programme for the independent checking of financial controls, systems, transactions and risk. This programme of work is to be derived from the Finance and Audit Committee's regard of the key risks faced by the Trust, the assurance framework in place and its duty to report to the Board of Trustees;
- Review internal audit provision and approve the appointment, re-appointment, dismissal and remuneration of an internal auditor or other assurance provider which are most appropriate to the circumstances of the Trust and as outlined in the Academies Financial Handbook;
- Receive the reports on risk and financial controls to review and assess the effectiveness of the financial procedures and internal control;
- Receive reports (annual reports, management letters etc.) from the external auditor and other bodies, for example the Education Funding Agency (EFA) and the National Audit Office (NAO), and consider any issues raised, the associated management response and action plans related to referring reports to the Board of Trustees or other committees for information and action where appropriate;
- Regularly monitor outstanding audit recommendations from whatever source, ensuring the progress of actions and any delays to implementation dates are reasonable;

- Review the Trust's Whistleblowing Policy and ensure that all allegations of fraud or irregularity are managed and investigated appropriately;
- Consider any additional services delivered by the external auditor or other assurance provider and ensure appropriate independence is maintained;
- Ensure appropriate cooperation and coordination of the work of the external auditor and responsible officer or other assurance provider;

## Administration

The membership of the Finance and Audit Committee will consist of committee members appointed by the Board of Trustees and will include:

- **As a minimum 3 Trustees from the Board of Trustees**, one of whom is the CEO (Accounting Officer)
- The Finance and Audit Committee will normally be attended by the CFO.
- The Audit and Finance Committee may ask other officials of the organisation or a representative of External Audit to attend to assist with discussions on any particular matters.
- The Finance and Audit Committee may ask any or all of those who normally attend but who are not members to withdraw to facilitate open and frank discussion of particular matters.
- The CEO and/or CFO will withdraw if any discussions relate to them
- The CEO and/or CFO will withdraw from discussions which relate to matters of audit planning which should only be discussed by members of the committee . Once agreed any such plans should be shared with the CEO and/or CFO.
- The Chair of the Finance and Audit Committee will be appointed annually by the Trust Board of Trustees.
- Any Trustees may attend Finance and Audit Committee meetings with the consent of the Audit Committee Chair and they will have observer status.
- The quorum for the Finance and Audit Committee shall be three.
- The Board, the Accounting Officer or the Chair of the Audit Committee may ask the Finance and Audit Committee to convene further meetings to discuss particular issues on which they want the Committee's advice.
- The External Auditor or Internal Auditor may request a meeting with the Chair of the Finance and Audit Committee at any time in the year.



## APPENDIX C: CFO JOB DESCRIPTION

### Job Description: Chief Financial Officer

**Post Type:** Permanent

**Salary:**

**Office Base:** Currently based at Dunsville – from September 2020, Hungerhill

There is an expectation that the successful candidate will be able to travel between the office and academies by car.

#### Key Priorities for the Trust

- Develop and implement a Trust-wide Financial Management Policy, with clear financial levels of delegation commensurate with a Trust of this size, with clear roles, accountabilities, separation of duties and powers and authorisations
- Lead on and develop each school's understanding of the new finance system, providing appropriate training and CPD
- Ensure the Trust Board is fully aware of its legal obligations and responsibilities through appropriate training
- Work with each school's Finance/Budget/Business Manager to ensure that they have the right level of knowledge and training to manage the school's finances effectively- ensuring that each school sets a balanced budget and monitors spending carefully, alerting the CEO and Board to any overspends
- Develop a corporate plan which aims to increase the efficiency of the Trust
- Oversees the work of the school's external Health and Safety experts to give confidence and surety that the Trust is fulfilling its legal health and safety requirements
- Work with the Trust's auditors to ensure that the DUTC is financially compliant on transfer into the Trust
- To ensure that the Trust remains compliant in areas of Data Protection and GDPR and to liaise with the external Data Protection Officer and Information Commissioners Office where necessary

#### The Role of the Chief Financial Officer

The Chief Financial Officer (CFO) will be directly responsible to the Chief Executive Officer (CEO) who is the Accounting Officer for The Trust and is ultimately responsible for the proper financial conduct of the institution. The CFO will provide advice on strategic financial issues and be responsible for financial management. The CFO is a key member of the Trust's Senior Management Team (SMT).

The CFO is expected to bring a modern, business-like approach to the leadership of the finance function, running it as a highly competent and efficient service with an emphasis on business partnership across the Trust and with devolution of the service where appropriate. The appointee will develop and deliver a proactive, customer-focused service.

The CFO is responsible for all aspects of financial management, including the management of financial records, budget control, financial planning (strategic and operational), funding relationships with the funding body and other agencies and related contractual arrangements with external organisations.

The CFO will contribute to strategy and policy development to support the Trust's aims and objectives, will ensure the provision of management information for the Trust's planning and monitoring systems, and will ensure the completion of statistical returns to external agencies.

#### Key Relationships

Responsible to: Chief Executive Officer

Key contacts: Chief Executive Officer  
Trustees, Principals, School Business Managers, Local Governing Bodies,  
Finance & Audit Committees  
Professional advisers including auditors  
Relevant personnel within funding bodies

## **Key accountabilities**

### **Main Duties**

This is a Senior Management Team post that will change over time and where the post holder needs to be responsive and proactive in the context of strategic priorities.

### **Strategic**

- Provide strategic advice to the CEO, Directors and Principals on all issues relating to financial matters
- Prepare the Trust's annual financial forecasts, forecasts for corporate strategies and plans in consultation with the CEO and Directors and develop and implement strategies for maximising the Trust's finances
- Overseeing the development and maintenance of financial systems and procedures including appropriate ICT Systems
- Be accountable to the CEO for the proper financial operations of the Trust
- Build close and effective working relationships with key partners
- Participate in the management of major Trust projects as required by the CEO

### **Operational**

- Provide the financial lead to the strategic planning process, including: annual budgets, periodic forecasts and funding requirements
- Develop and maintain financial systems
- Prepare the annual Trust budget, working closely with the CEO, Principals and School Business Managers (SBMs) to ensure consistency with the Trust's strategic and financial objectives
- Monitor the income and expenditure budgets across the Trust, identify and give early warning of difficulties
- Provide accurate and timely information to enable effective budgetary control, decision making and sound strategic planning
- Ensure that effective financial structures and controls are in place to support robust financial management across the Trust
- Maintain the Trust's accounts in accordance with the funding agreement and Academies Financial Handbook issued by the funding body and in accordance with the financial regulations and procedures of the Trust. The CFO will ensure that the Trust follows best practice in terms of financial governance, and ensure the probity, and legislative compliance, of all financial transactions, and the integrity and suitability of all control mechanisms (audit and risk management)
- Prepare the annual accounts to prescribed standards and take responsibility for the completion and submission of regulatory reporting
- Liaise with Local Finance & Audit Committees and external auditors to enable them to operate effectively
- Proactively manage the cash position of the Trust and its operating activities, and reporting regularly on this aspect of financial management to the Board of Directors
- Help to ensure that the Trust achieves value for money across all its activities, including the delivery of services
- Manage the Trust's central procurement processes and funds
- Provide support to the SBMs and Finance Staff across the Trust
- Ensure that the Principals/Headteachers, SBMs and Finance Staff seek continued improvement in their management and financial systems

## General

- Attend meetings within the Trust and external events as required
- Prepare finance policies and review papers as required and requested
- Maintain a presence in national professional networks and through these and other means ensure a current overview of sector policies and developments
- Ensure development of SBM and Finance Staff, participating, as required, in training, induction and staff development events
- Implement training to internal parties to promote a clear understanding of Trust finance
- Complying with and upholding, in all respects, the Trust's Code of Practice on equality and diversity
- Undertake such other duties as the CEO may require from time to time

## Performance Measures

Typical performance measure approaches for this post will include:

- Accuracy and timeliness of financial returns to statutory agencies
- Accuracy, timeliness and quality of presentation of internal management information on financial matters, including cash flow information, budgetary control information, etc.
- Achievement of streamlined and cost-effective processes for financial administration

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## APPENDIX D: CHARGING AND REMISSIONS POLICY FOR SCHOOL ACTIVITIES

### BRIGHTER FUTURES LEARNING PARTNERSHIP TRUST

#### Introduction:

The Board of Trustees of Brighter Futures Learning Partnership Trust recognises the valuable contribution that a wide range of additional activities including clubs, trips and residential experiences can make towards pupils' personal and social education. It aims to promote and provide such activities both as part of a broad and balanced curriculum for the pupils of the Trust and as additional optional activities.

#### 1. CHARGING FOR ACADEMY/UTC ACTIVITIES

With one or two exceptions the 1988 Education Reform Act does not allow parents to be charged for the following activities:

- (i) those taking place during school hours
- (ii) those taking place outside school hours if they are needed to fulfil any requirements specified in the syllabus for a prescribed public examination or specifically to fulfil statutory duties relating to the National Curriculum or Religious Education.

The policy of the Board of Trustees with regard to charging is as follows:

- a) Parents must pay for the board and lodging element of residential trips during school time, subject to the remissions policy contained in Section 3 of these guidelines.
- b) Parents will be charged in full for the costs of residential or other visits held out of school time, which are regarded as "optional extras". When such visits are provided as a required part of the syllabus for a prescribed public examination, or required in relation to the National Curriculum or religious education, then only the board and lodging element may be passed onto parents subject to the remissions policy in Section 3.
- c) The cost of examination fees, where the examination preparation has not been carried out at school is to be charged to parents.
- d) Where, in the opinion of the Academy/UTC and Board of Trustees, there are educational reasons for not entering a pupil for a particular examination, should the parent still wish to enter the pupil, then the fees are to be recovered.
- e) Examination fees may be recovered where the pupil fails to take the final examination, without good reason.
- f) Charges may be made for teaching either an individual pupil, or pupils in a group of up to four, to play a musical instrument, if the teaching is not an essential part of either the National Curriculum or a public examination syllabus being followed by the pupil.
- g) Parents may only be charged for, or asked to supply ingredients or materials for craft or home economics lessons when they have indicated, in advance, that they wish to own the finished product.
- h) Parents may be asked to reimburse the Academy the cost of library resources when the librarian has exhausted all avenues to recover the resources from the pupil. Any request to pay for resources to enable the Academy to purchase replacements will only be made as a last resort.

#### 2. VOLUNTARY CONTRIBUTIONS

The cost of activities taking place in school time, where charges may not be made, may be provided through voluntary contributions from parents. Please note that nothing in this policy statement precludes the academy/UTC from inviting parents to make voluntary contributions towards the cost of activities. In the past many activities have only been made possible by inviting parents to make contributions, and the Trust hopes that parents will continue to give their full support by contributing voluntarily to similar activities in the future.

Where voluntary contributions are invited no pupil is left out of an activity because his or her parents cannot or will not make a contribution of any kind.

Voluntary contributions are sought from parents in receipt of Income Support or Family Credit in line with the remission policy.

### 3. REMISSION OF CHARGES

The policy of the Board of Trustees is as follows:

a) Costs payable by parents for the board and lodging element of residential trips held during school time, or outside school hours in accordance with paragraph i b) of these guidelines, to be remitted where parents are in receipt of Income Support, free school meals, Income based Jobseeker's Allowance, Support under part VI of the Immigration & Asylum Act 1999, Child Tax Credit (provided the claimant does not also receive Working Tax Credit AND whose annual income as assessed by the Inland Revenue does not exceed the prescribed amount), Guarantee element of State Pension Credit.

### NOTES

Charges are, by definition, only those costs which the Act allows to be charged to parents, and which the Academy Trust, with the regulations, has decided should be passed on to parents. The Trust has decided to charge parents for certain activities, as indicated in Section 1, but the remission policy applies only to the board and lodging element of residential trips which qualify. No other charges are subject to the remissions policy.

### 4. ACTIVITIES ARRANGED BY A THIRD PARTY

Activities arranged by an outside organisation may charge parents. Such an arrangement would not need to meet the academy policies on charging or remissions.

Where such visits would entail approval of leave of absence for pupils and teaching/associate staff involved full details will be submitted, to the Board of Trustees, for approval.

### 5. OTHER ACTIVITIES CHARGED TO THIRD PARTIES

The Academy may charge for the hire of Academy facilities. Charges are reviewed annually by the Trust to ensure the delegated budget is not subsidising the cost of running facilities for third party use. Charges are notified to hirers in advance of booking the facilities and a lettings agreement and application form are completed before use of the facilities is allowed. Users are invoiced wherever possible in advance of using the facilities and in accordance with VAT rules and regulations

## APPENDIX E : DEBT RECOVERY POLICY

Wherever possible, income due will be collected before or at the time of relevant sale or service provided. If this is not possible, a debtor's account (invoice) will be issued. All debts will be recorded and non-payment will be followed up by issuing reminders as follow:

- |                |   |   |
|----------------|---|---|
| 1st reminder   | - | 30 days from date of account or in the case of lettings before the first letting commences. |
| 2nd reminder   | - | 60 days from date of account  |
| Final reminder | - | 75 days from date of account  |

The final reminder will be sent recorded delivery and will threaten legal action if the account is not settled within 14 days.

If, after every effort has been made to collect the debt and legal action is considered impractical or has been unsuccessful, individual bad (irrecoverable) debts may be written off in accordance with the Scheme of Delegation. Each academy/UTC should notify the CFO of the intention to write off such debt and this will be reported in to the Board of Trustees where deemed necessary in line with the Scheme of Delegation.

### Returned Cheques

In the case of returned cheques, the drawer will be contacted and instructed to pay in cash the amount of the cheque and any charges that the Academy/UTC has incurred.



Brighter  
Futures  
Learning Partnership Trust

## APPENDIX F: Flow charts of finance processes

### Flow charts of finance processes for each academy within the trust

<b>Kirk Sandall Junior School and Kirk Sandall Infant School</b>
<b>Orders and Requisitions</b>
<ul style="list-style-type: none"> <li>Requisitions are approved by either the Headteacher or School Business Manager.</li> <li>Orders entered onto SIMS Finance by School Admin Assistant.</li> <li>Orders are then authorised by SBM, Head or CFO depending on the value, in line with Trust authorisation levels</li> <li>Depending on the value of the order, quotations are sought in line with the Scheme of Delegation and Finance Policy</li> </ul>
<b>Deliveries and Invoices</b>
<ul style="list-style-type: none"> <li>Entered and authorised by the SBM</li> </ul>
<b>Payment Runs</b>
<ul style="list-style-type: none"> <li>Payment runs are prepared and imported by the SBM.</li> <li>Payments are then authorised by the Head.</li> <li>Payments are authorised by CFO if the Head is not available or if the delegated limit is reached</li> </ul>
<b>Petty Cash</b>
<ul style="list-style-type: none"> <li>Slips and vouchers are prepared by School Admin Assistant.</li> <li>Petty cash rules are adhered to- maximum of £60, cash payment and receipt provided.</li> <li>Vouchers authorised by Headteacher and entered on to the finance system by SBM</li> </ul>

<b>BARNBY DUN PRIMARY ACADEMY SIMS FINANCE WORK FLOWS</b>
<b>ORDERING</b>
<ul style="list-style-type: none"> <li>SIGNED ORDER FORMS RECEIVED IN OFFICE FROM BUDGET MANAGERS</li> <li>ORDERS ENTERED INTO SIMS FINANCE BY FINANCE ASSISTANT</li> <li>ORDERS AUTHORISED BY SBM/HEAD/CFO DEPENDANT ON TOTAL ORDER AMOUNT</li> </ul>
<b>GOODS RECEIVED NOTE</b>
<ul style="list-style-type: none"> <li>GRN COMPLETED ON SIMS FINANCE BY SBM OR FINANCE ASSISTANT AFTER CONFIRMATION THAT GOODS HAVE BEEN RECEIVED</li> </ul>
<b>INVOICES</b>
<ul style="list-style-type: none"> <li>INVOICES ENTERED INTO THE SIMS SYSTEM BY FINANCE ASSISTANT OR SBM AFTER BUDGET HOLDER HAS AUTHORISED INVOICE</li> </ul>
<b>PAYMENT RUN</b>
<ul style="list-style-type: none"> <li>ALL PAYMENT RUNS COMPLETED BY SBM</li> <li>PAPER COPIES OF BACS RUNS SIGNED BY SBM AND AUTHORISED BY HEAD OR DEPUTY HEAD</li> <li>BACS RUNS ON BARCLAYS.NET AUTHORISED BY HEAD OR CFO IF DELEGATED LIMITS ARE REACHED</li> </ul>
<b>BANKING</b>
<ul style="list-style-type: none"> <li>ALL BANKING COUNTED BY SBM AND AMOUNT CHECKED BY FINANCE ASSISTANT</li> <li>RELVANT JPURNALS ON SIMS ENTERED BY SBM</li> <li>MONEY/CHEQUES TAKEN TO BANK BY SBM</li> </ul>
<b>PETTY CASH - ISSUE</b>
<ul style="list-style-type: none"> <li>PETTY CASH SLIP COMPLETED BY MEMBER OF STAFF AND HANDED TO FINANCE ASSISTANT</li> <li>SLIP AND RECEIPT CHECKED BY C ROBINSON</li> <li>CASH CHECKED BY FINANCE ASSISTANT AND ISSUED TO MEMBER OF STAFF</li> <li>PETTY CASH SLIP ENTERED INTO SIMS FINANCE BY FINANCE ASSISTANT</li> </ul>
<b>PETTY CASH - REIMBURSEMENT</b>
<ul style="list-style-type: none"> <li>FINANCE ASSISTANT TO COMPLETE SIMS FINANCE</li> <li>SBM TO AUTHORISE REIMBURSEMENT TO AMOUNT ON SIMS FINANCE</li> <li>CHEQUE TO BE CASHED AT BANK AND AMOUNT TO BE CHECKED BY FINANCE ASSISTANT AND ENTERED INTO PETTY CASH TIN.</li> </ul>

<b>Dunsville Primary School – Workflows for Finance Processing</b>
<b>Orders and Requisitions</b>
<ul style="list-style-type: none"> <li>Budget Holder or requisitioner prepares purchase order requisition</li> <li>Requisition is approved by either the Head/Deputy, Budget Holder or SBM.</li> <li>Depending on value quotations are sought in line with Finance Policy</li> <li>Orders entered onto SIMS Finance by School Admin Assistant – copies of quotations attached</li> <li>Orders are then authorised by SBM, Head or CFO depending on the value, in line with Trust authorisation levels</li> </ul>
<b>Deliveries and Invoices</b>
<ul style="list-style-type: none"> <li>Goods received note is entered by Admin Assistant</li> <li>Invoice coding slip completed and authorised by the Head/Deputy</li> <li>Invoice entered onto finance system by SBM</li> </ul>
<b>BACS Payment</b>
<ul style="list-style-type: none"> <li>BACS payment prepared and imported by the SBM.</li> <li>Authorised by the Head/Deputy – paper copies of payment run signed by Head/Deputy and SBM and attached to invoices</li> <li>Payments authorised by CFO if Head/Deputy is not available or if the delegated limit is reached</li> </ul>
<b>Petty Cash</b>
<ul style="list-style-type: none"> <li>Slips and vouchers are prepared by School Admin Assistant.</li> <li>Petty cash rules are adhered to - maximum of £60, cash payment and receipt provided.</li> <li>Vouchers authorised by Headteacher</li> <li>Payment reimbursed to staff member – signature required on voucher to confirm receipt</li> <li>Entered on to the finance system by SBM</li> </ul>

<b>WEST ROAD PRIMARY ACADEMY - WORK FLOW</b>
<b>Orders</b>
<ul style="list-style-type: none"> <li>All orders are entered on the school's financial system by the Finance Officer or SBM to ensure that commitments against budgets can be monitored.</li> <li>All goods and services are checked on receipt, against the copy order and goods received note for quantity and quality</li> <li>The person that checks the stock against the delivery note is different from the person who placed the order.</li> <li>The copy order is signed to record receipt and the goods received note attached to the order.</li> </ul>
<b>Invoices</b>
<ul style="list-style-type: none"> <li>Invoices are matched to the appropriate copy order and delivery note by Finance Officer; this is checked for accuracy of quality, price, calculations, and VAT.</li> <li>An appropriately completed coding slip is attached with the order and the invoice (and delivery note if applicable).</li> <li>All invoices are authorised by the Head by signing the coding slip.</li> <li>Finance Officer then creates a batch header of all invoices that have been approved to pay.</li> <li>The batch header is signed by the Head and the Finance Officer then prepares the batch in SIMS</li> <li>Finance Officer uploads the payments to Barclays and Head approves them.</li> </ul>

<b>HUNGERHILL SCHOOL: FINANCE DEPARTMENT PROCESSES</b>
<b><u>TRIP AND OTHER SIMILAR PAYMENTS:</u></b>
<b>On receipt of notification from a member of staff that a school trip is being planned:</b>
<ul style="list-style-type: none"> <li>The member of Staff sends a copy of the trip letter and a list of attendees to the Finance Manager FM)</li> <li>The FM sends a copy of the spreadsheet and trip letter to the Finance Assistant (FA1)</li> <li>On occasions it is necessary for new nominal codes to be created to enable the transactions</li> </ul>



to be processed, if so the FA creates the appropriate nominal codes and adds them to OASIS, the chart of accounts, management reports and budget spreadsheets.
<ul style="list-style-type: none"> <li>FA sets up the trip as a pay type on Oasis and adds the relevant students. Finance Assistant passes the letter, Aide Memoire and list of students to FM</li> </ul>
<ul style="list-style-type: none"> <li>FM then checks Aide Memoire against Excel export from Oasis for accuracy against organiser's list. FM uploads trip to Pay Portal.</li> </ul>
<ul style="list-style-type: none"> <li>The FA creates a file with the trip details, copy letters/lists and details any anomalies.</li> </ul>
<b>Receipt and processing of the money received</b>
<ul style="list-style-type: none"> <li>At this stage, the trip has been set up on Oasis and the spreadsheet set up by FA1. Pupil brings in trip payment to the finance office and hands it to the second Finance Assistant (FA2) for processing. Notification of direct bank receipts are received from WorldPay</li> </ul>
<ul style="list-style-type: none"> <li>The FA2 then imports the information onto Oasis and updates the relevant trip spreadsheet.</li> </ul>
<ul style="list-style-type: none"> <li>The FA2 completes an 'Income voucher' for each trip.</li> </ul>
<ul style="list-style-type: none"> <li>The FA2 passes the income voucher and cash/cheques to FA1 to maintain segregation of duties.</li> </ul>
<ul style="list-style-type: none"> <li>The FA1 then completes the following:</li> </ul>
<ul style="list-style-type: none"> <li>Each income voucher and money is checked in respect of the breakdown of cash and cheques, against the pupil recorded on the spreadsheet.</li> </ul>
<ul style="list-style-type: none"> <li>The income voucher is then signed off and passed back to the FA2 who continues adding further income for the rest of the week.</li> </ul>
<ul style="list-style-type: none"> <li>On the day of banking all income vouchers are recorded in the banking book.</li> </ul>
<b>Banking</b>
<ul style="list-style-type: none"> <li>Every Thursday the banking book is ruled off and totalled up by the FA1</li> </ul>
<ul style="list-style-type: none"> <li>The trip money is counted and a bank paying in slip completed</li> </ul>
<ul style="list-style-type: none"> <li>The banking book, paying in book and breakdown is passed to the FA2 for checking</li> </ul>
<ul style="list-style-type: none"> <li>FA2 counts the cash and cheques and agrees the totals to the breakdown, paying in slip and banking book.</li> </ul>
<ul style="list-style-type: none"> <li>Both are signed off by the FA2. Everything is passed back to the FA1 to prepare to take it to the bank</li> </ul>
<ul style="list-style-type: none"> <li>Once the banking has been checked a member of finance staff take it to the nearest Barclays branch (2 members of staff if the value is more than £3,000.</li> </ul>
<ul style="list-style-type: none"> <li>On return from the bank the receipts are entered onto SIMS and relevant report produced by the FA1</li> </ul>
<ul style="list-style-type: none"> <li>The banking book, reports and income vouchers with documentation attached are passed on to the FM for checking</li> </ul>
<ul style="list-style-type: none"> <li>The FM checks the following</li> </ul>
<ul style="list-style-type: none"> <li>The Lodgement report agrees to the paying in book, sign the reports and complete the banking aide memoire.</li> </ul>
<ul style="list-style-type: none"> <li>The entries on SIMS to ensure receipts have gone to the correct GL code.</li> </ul>
<ul style="list-style-type: none"> <li>The income voucher is completed correctly</li> </ul>
<ul style="list-style-type: none"> <li>The total from the trip spreadsheet agrees to the voucher total</li> </ul>
<ul style="list-style-type: none"> <li>Agree the totals to the paying in slip</li> </ul>
<ul style="list-style-type: none"> <li>The total banked agrees to the bank statement (checked the following day)</li> </ul>
<ul style="list-style-type: none"> <li>File a copy of the report, the income vouchers and paperwork and the aide memoire in the finance office</li> </ul>
<b>RECEIPT AND RECORDING OF OTHER SOURCES OF INCOME</b>
<ul style="list-style-type: none"> <li>This relates to any other form of income (other than trip money) received via the post or members of staff. This could be, for example, cash from fundraising, income from student placements, lettings income</li> </ul>
<ul style="list-style-type: none"> <li>If a cheque is received in the post an income voucher is completed by the FA1</li> </ul>
<ul style="list-style-type: none"> <li>If a member of staff brings in money (i.e. from ticket sales, fundraising etc.) they are asked to complete and sign an income voucher which is passed to the FA1</li> </ul>
<ul style="list-style-type: none"> <li>FA1 checks the breakdown of cash and cheques on each income voucher which is then signed off and recorded in the banking book</li> </ul>
<ul style="list-style-type: none"> <li>FA1 enters the lodgement/receipt onto SIMS using the relevant GL code.</li> </ul>
<ul style="list-style-type: none"> <li>Each Thursday the banking book is ruled off and totalled and a paying in slip prepared by FA1.</li> </ul>

<ul style="list-style-type: none"> <li>The banking book, paying in book and breakdown is passed on to the FA2 for checking and detailed previously under the heading Banking</li> </ul>
<b><u>PURCHASE ORDERS:</u></b>
<ul style="list-style-type: none"> <li>FA2 receives the paper purchase order requisition from the budget holder and checks the budget holder has signed the requisition.</li> </ul>
<ul style="list-style-type: none"> <li>FA2 scans the order then enters it on SIMS and prints a copy. The scanned image is attached in SIMS at the time the order is placed</li> </ul>
<ul style="list-style-type: none"> <li>On a daily basis (unless urgent) the file of printed orders is passed to the TA for authorising</li> </ul>
<ul style="list-style-type: none"> <li>When the signed orders are received back by the FA2 and have been authorised on SIMS</li> </ul>
<ul style="list-style-type: none"> <li>FA2 emails the order over to the supplier and files the paper copy in the finance office. The budget holder is also emailed a copy.</li> </ul>
<b><u>INVOICES:</u></b>
<ul style="list-style-type: none"> <li>When an invoice is received either in the post, by email or with delivery of the goods, the FA1 scans and saves the invoice electronically</li> </ul>
<ul style="list-style-type: none"> <li>A coloured 'Creditors Certification and Coding Slip' is attached and passed on to the FM for coding (this being the General Ledger coding).</li> </ul>
<ul style="list-style-type: none"> <li>The FM checks the invoice against the order numbers on SIMS. Order, invoice number, date, the General Ledger code and amount is entered on the coding slip. Note: Utility invoices do not have order numbers.</li> </ul>
<ul style="list-style-type: none"> <li>FA1 then passes the coded invoices to the relevant budget holder, who will check that the goods/service has been received. If this is the case, the budget holder will sign the coloured coding slip to authorise payment and return the invoice to FA1 in the finance office</li> </ul>
<ul style="list-style-type: none"> <li>On their return to the finance office, FA1 enters the delivery note on SIMS followed by the Invoice</li> </ul>
<ul style="list-style-type: none"> <li>Invoices that have been entered are signed BY FA1 and passed to the FM</li> </ul>
<ul style="list-style-type: none"> <li>The FM batches the invoices according to due date of payment. Invoice batches are processed for payment a week before payment is due. Generally, one invoice batch is paid each week, unless there are special payment requests.</li> </ul>
<b><u>BACS PAYMENTS</u></b>
<ul style="list-style-type: none"> <li>Each week the FM prepares the BACS Run</li> </ul>
<ul style="list-style-type: none"> <li>FM checks each invoice has been addressed to Hungerhill School, that FA1 has checked the bank details printed on the invoice and that each coding slip has been signed.</li> </ul>
<ul style="list-style-type: none"> <li>New supplier details are checked via VIES (Vat Information Exchange System).</li> </ul>
<ul style="list-style-type: none"> <li>FM totals the invoices in the batch and agrees it to the invoices selected for payment on SIMS.</li> </ul>
<ul style="list-style-type: none"> <li>The BACS file is prepared in SIMS and printed off.</li> </ul>
<ul style="list-style-type: none"> <li>FM checks the bank details on the report to the invoice and the amount. A copy of the report is sent to the Head for approval.</li> </ul>
<ul style="list-style-type: none"> <li>Once all checks have been done and the Head has approved the payment, the BACS file is created and uploaded onto Barclays.net.</li> </ul>
<ul style="list-style-type: none"> <li>The Trust Accountant or CFO authorises the payment on Barclays.</li> </ul>
<ul style="list-style-type: none"> <li>Remittance Advices are sent to FA2 who emails to the relevant supplier to confirm payment.</li> </ul>
<ul style="list-style-type: none"> <li>The BACS total is entered on the Cashbook.</li> </ul>
<b><u>PETTY CASH</u></b>
<ul style="list-style-type: none"> <li>FA2 receives receipts from staff members and asks for an explanation of the expenditure to enable the cost to be allocated to the correct GL Code. The receipts are checked to ensure they comply with School financial policy and for VAT.</li> </ul>
<ul style="list-style-type: none"> <li>FA2 scans in all receipts so they can be attached on SIMS.</li> </ul>
<ul style="list-style-type: none"> <li>FA2 prepares a petty cash voucher detailing expenditure codes, amounts, VAT breakdown etc. and attaches the original receipt.</li> </ul>
<ul style="list-style-type: none"> <li>This documentation is then passed to the FM who checks the VAT and GL Code and amount being requested.</li> </ul>
<ul style="list-style-type: none"> <li>FM signs the voucher to authorise payment and passes back to FA2.</li> </ul>
<ul style="list-style-type: none"> <li>FA2 writes the details of the expenditure into the petty cash book.</li> </ul>
<ul style="list-style-type: none"> <li>FA2 takes the correct amount of reimbursement cash from the petty cash tin and attaches it to the voucher.</li> </ul>
<ul style="list-style-type: none"> <li>FA2 then emails members of staff to alert them to collect the reimbursement.</li> </ul>

<ul style="list-style-type: none"> <li>• The staff member signs the petty cash voucher when collecting the reimbursement to acknowledge its safe receipt.</li> </ul>
<ul style="list-style-type: none"> <li>• FA2 balances the cash left in the petty cash tin.</li> </ul>
<ul style="list-style-type: none"> <li>• Monthly – the FA2 collates the vouchers, enters the petty cash expenditure onto SIMS, prints &amp; signs the petty cash report produced.</li> </ul>
<ul style="list-style-type: none"> <li>• The FA passes the batch, vouchers with accompanying documentation, book and tin to the FM for checking.</li> </ul>
<ul style="list-style-type: none"> <li>• The FM performs the following checks:</li> </ul>
<ul style="list-style-type: none"> <li>• VAT coding on SIMS checked for accuracy</li> </ul>
<ul style="list-style-type: none"> <li>• Voucher details agreed to petty cash book and SIMS report produced</li> </ul>
<ul style="list-style-type: none"> <li>• Petty cash counted and agreed to balance per petty cash book</li> </ul>
<ul style="list-style-type: none"> <li>• Batch and book signed as confirmation of checks</li> </ul>
<ul style="list-style-type: none"> <li>• The vouchers and SIMS report are passed to the TA.</li> </ul>
<ul style="list-style-type: none"> <li>• The TA completes the aide memoire which is retained with the batch, writes a cheque, updates SIMS with the details of the cheque and completes a “bank transfer”.</li> </ul>
<ul style="list-style-type: none"> <li>• The TA updates the bank reconciliation (cash flow), prints reports relating to the petty cash batch and files the batch paperwork before passing the cheque to the FA2 for encashment.</li> </ul>
<ul style="list-style-type: none"> <li>• FA2 writes the cheque details into the Petty Cash book and takes the cheque to the School kitchen to be cashed to replenish petty cash to a balance of £500.00</li> </ul>
<p><b><u>CATERING RECEIPTS PROCESSES</u></b></p>
<ul style="list-style-type: none"> <li>• Cash revaluation unit receipts and any cheques are counted and agreed to cash taking reports, and paying in slip completed. Reports signed as evidence of checks.</li> </ul>
<ul style="list-style-type: none"> <li>• Daily totals entered onto cash book and accounts system.</li> </ul>
<ul style="list-style-type: none"> <li>• Amounts then agreed to bank</li> </ul>
<ul style="list-style-type: none"> <li>• Online (Pay Portal) receipts</li> </ul>
<ul style="list-style-type: none"> <li>• Worldpay (merchant) reports produced which lists payments made</li> </ul>
<ul style="list-style-type: none"> <li>• Each payment agreed to accounts system imports, on a daily basis</li> </ul>
<ul style="list-style-type: none"> <li>• Total receipts entered onto cash book on a daily basis</li> </ul>
<ul style="list-style-type: none"> <li>• Receipts from Worldpay reports agreed to bank statement</li> </ul>
<ul style="list-style-type: none"> <li>• Meals taken</li> </ul>
<ul style="list-style-type: none"> <li>• Reports produced by catering system</li> </ul>
<ul style="list-style-type: none"> <li>• Reports checked for reasonableness</li> </ul>
<ul style="list-style-type: none"> <li>• Entries made onto accounts system to record value of meals taken, and VAT accounted for</li> </ul>
<ul style="list-style-type: none"> <li>• Invoices raised for meals by DMBC Catering to be checked to catering records and recorded on accounts system in normal way for purchase invoices</li> </ul>

## APPENDIX G: DECLARATION OF PECUNIARY AND BUSINESS INTEREST

### Declaration of pecuniary and personal interest

Name: .....

School: .....

Position: .....



I \_\_\_\_\_, declare as a CEO/Member/Governor/Trustee/Company Secretary/Employee of \_\_\_\_\_ that I hold the following personal and/or pecuniary interest(s):

Pecuniary interests	Please provide details of the interest
Current employment	
Businesses (of which I am a partner or sole proprietor)	
Company directorships – details of all companies of which I am a director	
Charity trusteeships – details of all companies of which I am a trustee	
Membership of professional bodies, membership organisations, public bodies or special interest groups of which I am a member and have a position of general control or management	
Gifts or hospitality offered to you by external bodies while acting in your position as a governor/trustee/ employee and whether this was declined or accepted in the last 12 months	
Contracts offered by you for the supply of goods and/or services to the trust/school	
Any other conflict	

Personal interests	Name	Relationship to me	Organisation	Nature of the interest
Immediate family/ close connection to governor/ trustee/employee				

Company directorships or trusteeships of family/close connections to governor/trustee				
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**If you are a governor or trustee of any other schools and/or academies, please provide details below:**

**Name of school/academy:** .....

**Position held:** .....

**Date appointed/elected to post:** .....

**Date of termination to post:** .....

To the best of my knowledge the information supplied above is correct and complete. I understand that it is my responsibility to declare any conflict of interest/loyalty, business or personal that relates directly or indirectly, to myself or any relation in any contract, proposed contract or other matter when present at a meeting at the school where such contract or matter comes under consideration. I understand that I must withdraw from any meeting during the discussion of such contract or matter and must not vote in respect of it.

I agree to review and update this declaration annually and give consent for the information provided to be used in accordance with the trust/school's conflicts of interest policy.

**Signed:** .....

**Date:** .....



## Guidance notes

Governors, trustees and staff have a legal duty to act only in the best interests of their schools. Where a situation arises in which they cannot do this due to a personal interest they have, steps should be taken to identify, prevent and record the conflict. This ensures governors, trustees and staff are acting in the best interests of the school. In the declaration above, you must provide details relating to:

- Your ownership or partnership of a company or organisation which may be used by the trust/school to provide goods or services;
- Goods or services you offer which may be used by the trust/school;
- Any close relation you have to someone who satisfies either of the above;
- Any close relationship you have to someone who is employed by the trust/school.

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Declaring your conflicts of interest is a legal requirement within the School Governance (Roles, Procedures and Allowances) (England) Regulations 2013 and for academies, in the Articles of Association and Academies Financial Handbook. However, making an annual declaration does not remove your requirement to make an oral disclosure of the interest and temporarily leave any meeting, where the interest is relevant to something being discussed.

## Pecuniary interests

Generally, individuals should not participate in any discussions in which they may directly or indirectly benefit from a pecuniary interest, except where the relevant authority has authorised this i.e. legislation for maintained schools or articles of association for academies. A direct benefit refers to any personal financial benefit and an indirect benefit refers to any financial benefit you may have by virtue of a relationship to someone who stands to gain from a decision of the governing board. Both direct and indirect interests must be declared.

## Non-pecuniary interests (Conflicts of loyalty)

There may be a non-pecuniary interest whereby the individual does not stand to gain any benefit but a declaration should still be made. For example, this might be where an individual has a family member working in the school. While they might not benefit personally, their judgment could be impaired if something was brought up that would affect the family member.

## Handling the conflict

The trust must make a decision as to whether or not they should take steps to remove the conflict by:

- Not pursuing the course of action it relates to; or
- Proceeding with it in an alternative way which does not give rise to conflict; or
- Not appointing the individual in question or seeking to secure their resignation.

During meetings, the following should be recorded:

- The nature of the conflict;
- Which individual(s) it relates to;
- Whether a declaration was made in advance of the meeting;
- A brief overview of what was discussed;
- Whether the individual(s) withdrew from the meeting;
- How the trust made the decision in the best interests of the school.

The School and Early Years Finance (England) Regulations 2013 provide for local authority financing schemes to keep a register of pecuniary interests for the trustees, governors and staff of schools. The register should be reviewed annually by the clerk to the governing body but any new interest or ceased interest, should be reported to the clerk as and when they occur. Upon completion, this signed form should be given to the clerk of governors whose responsibility it is to keep a register of all interests and review it annually. You can find NGA's model conflict register on the [NGA's website](#).

The Charity Commission has produced [guidance on dealing with conflicts of interests](#) which may be useful, even for schools that do not have charitable status.