



FINANCE POLICY

INDEX

A	GOVERNANCE
B	FINANCIAL PLANNING
C	BUDGET MONITORING
D	PURCHASING
E	FINANCIAL CONTROLS
F	INCOME
G	DEBT MANAGEMENT
H	SURPLUS EQUIPMENT
I	PAYROLL
J	STAFF EXPENSES
K	TAX & VAT
L	SCHOOL FUNDS
M	ASSETS
N	INSURANCE



APPENDICES

(all internal forms)

- A RECORD OF FINANCIAL RESPONSIBILITY
- B LIST OF AUTHORISED SIGNATORIES
- C LIST OF KEY HOLDERS
- D PURCHASE ORDER EXCEPTIONS
- E HMRC EMPLOYMENT STATUS INDICATOR CHECK
- F1 & F2 BAD DEBT PROCEDURE
- G QUOTE / PRICE COMPARISON EVALUATION FORM
- H EQUIPMENT RELEASE FORMS
- I GAG POOLING POLICY
- J PAYROLL PROCESS

A. GOVERNANCE

1. The Trust

- 1.1 Consortium Trust is the accounting body and has ultimate authority over the budgets within the Trust, subject to the conditions and restrictions outlined in the ESFA's Academy Financial Handbook and the Trust's Scheme of Delegation.
- 1.2 The Chief Executive Officer is also the Accounting Officer, duties and responsibilities are laid out in the Academy Trust Handbook.
- 1.3 The Trust Members has appointed Ensors Chartered Accountants as the Trust's independent auditor.
- 1.4 It should be noted that the practices, protocols and procedures throughout this policy applies to both school and Trust levels. In all instances where lines of accountability are unclear in this policy, authority and clarity is sought within the Scheme of Delegation.
- 1.5 The Trust maintains a Risk Register which is updated throughout the year and maintained. Any updates presented are to the Trust Board.

2. The Locality Committee (LC)

- 2.1 The Trust Board approves the Scheme of Delegation, which indicates who is responsible for key tasks.
- 2.2 LC responsibilities are clearly defined in the Governance Charter.

3. The Academy Head

- 3.1 The Trust Board delegates responsibility for the day-to-day management of the school to the Academy Head according to the Scheme of Delegation.
- 3.2 The Trust Board is responsible for compliance with the financial regulations in Academy Trust Handbook and by extension the Academy Head should have a working understanding of the Academy Trust Handbook.
- 3.3 The Trust Board is responsible for ensuring that sound systems of internal control are in place and the Academy Head monitors compliance.
- 3.4 As outlined in the GAG Policy, Appendix I The CEO, Academy Head, Director of Finance and Resources and Head of Service Finance and will meet for an 'Annual Conversation' to discuss the staffing and educational requirements for the following academic year based on the
 - School Development Plan (SDP)
 - ICT Strategy
 - Other strategies that may pertain to a particular academic year
- 3.5 The Academy Head monitors the Budget and Revenue spending for educational resources. The information takes the form of a monthly budget holder report produced from the finance purchasing system, as shown on the Record of Financial Responsibility.

4.0 The Staff

At Trust Level:-

- 4.1 Staff must comply with financial regulations as detailed in the Academy Trust Handbook and Trust Board policies.
- 4.2 Staff are responsible for any budget whose management is delegated to them and are referred to as Budget Holders. They are responsible for completing an internal order form (before placing an order or making a purchase), passing signed paperwork to the Head of Service Finance and People and monitoring their budgets. A printout is issued termly, but may be obtained when required.

At School Level:-

- 4.3 Staff must comply with financial regulations as detailed in the Academy Trust Handbook and Trust Board policies and any school specific requirements.
- 4.4 Staff are responsible for any budget whose management is delegated to them and are referred to as Budget Holders. They are responsible for completing an internal order form (before placing an order or making a purchase), passing signed paperwork to the School Office and monitoring their budgets. A printout is issued termly, but may be obtained when required.

5. Expenditure Limits

At Trust Level:-

- 5.1 The inclusion of an item in the approved budget plan gives authority to spend, save that the Budget Holder seeks approval from the CEO/Trust Board for any individual transaction in excess of the purchasing limit figure stated in the Record of Financial Responsibility (RoFR)
- 5.2 In the event of an in-year adjustment, the Head of Service Finance and People must follow the procedure as detailed in the GAG Pooling Policy, (Appendix I)

At School Level:-

- 5.3 The inclusion of an item in the approved budget plan gives authority to spend, save that the Academy Head seeks approval from the CEO/Trust Board for any individual transaction in excess of the purchasing limit figure stated in the Record of Financial Responsibility (RoFR)
- 5.4 In the event of an in-year adjustment, the Academy Head should follow the procedure as detailed in the GAG Pooling policy, (Appendix I)

6. Orders

- 6.1 Quotations are obtained or tenders sought for purchases exceeding the limits set out as per the details in the RoFR, which is approved by the Trust Board on an annual basis.

7. Minutes

At Trust Level:-

- 7.1 Minutes are taken which record the basis for any decisions made and clearly state the decisions themselves. Minutes are circulated to Members and Trustees following meetings and are agreed & signed at the next meeting.

At School Level:-

- 7.2 Notes are taken and circulated to members of the LC following meetings and are agreed and signed at its next meeting. The notes of all committees are reported and copied to the Trust Board.

8. Register of Business Interest (Pecuniary Interest)

At Trust Level:-

- 8.1 The Governance Manager maintains an online register of business interests for the Board of Trustees & Executive Leadership team with purchasing authority. The register is maintained and updated throughout the year and is held on Governor Hub. A separate register is maintained by the PA to the CEO for all other Central Staff.

At School Level:-

- 8.2 The Office Manager maintains a register of business interests for members of the LC and all staff with purchasing authority. The register is maintained and updated throughout the year, is held securely in the School Office and is published on the School website.

B. FINANCIAL PLANNING

At Trust Level:

- 9.1 The Trust Strategic Plan (TSP) includes a statement of its educational priorities to guide the planning process. The TSP states the priorities in sufficient detail to provide the basis for construction of budget plans
- 9.2 There is a clear, identifiable link between the Trust's annual budget and the TSP, which is shown on the Budget plan.
- 9.3 For each of the key issues in the TSP, costs and other inputs are identified and budgets prepared.
- 9.4 The Trust budget is reviewed annually by the CEO to ensure that educational priorities are stated for the next 3 years and shows how the use of resources is linked to achieving the goals.
- 9.5 The Trust budget is revised after the review of the TSP and the school budgets and resources identified to achieving the goals.
- 9.6 The Trust budget is maintained for the current financial year and at least 2 further years, in line with the Trust Strategic Plan.
- 9.7 The Trust budget is based on realistic estimates of all income and expenditure so that planned expenditure does not differ materially from the agreed budget.
- 9.8 The Trust budget is profiled by the Trust Central Finance Team in accordance with likely spending patterns.

- 9.9 In the event of consolidated budget surplus, this is earmarked for future specified use. Significant carry-forwards may be challenged by the Trust Boards.
- 9.10 A record is maintained of all on-going commitments with explanations of any significant year on year changes.
- 9.11 All new initiatives are appraised by the Trust in relations to their costs, benefits and sustainability.
- 9.12 The main elements of the budgets are fundamentally reviewed annually. The Integrated Curriculum Financial Planner is prepared by the Director of Finance and Resources and helps to identify priorities.

At School Level:

- 9.13 The School Development Plan (SDP) includes a statement of its educational priorities to guide the planning process. The SDP states the priorities in sufficient detail to provide the basis for construction of budget plans.
- 9.14 There is a clear, identifiable link between the school's annual budget and the SDP, which is shown on the Budget plan.
- 9.15 For each of the key issues in the SDP, costs and other inputs are identified and budgets prepared.
- 9.16 The SDP is reviewed annually by the relevant Director of Education to ensure that educational priorities are stated for the next 3 years and shows how the use of resources is linked to achieving the goals.
- 9.17 The School budget is created in line with the procedures as outlined in the GAG Pool Policy, (see (appendix I)
- 9.18 The School budget is maintained for the current financial year and at least 2 further years.
- 9.19 The budget is based on realistic estimates of all income and expenditure so that planned expenditure does not differ materially from the agreed budget.
- 9.20 The budget is profiled by the Trust central finance team in accordance with likely spending patterns.
- 9.21 A record is maintained of all on-going commitments with explanations of any significant year-on-year changes.
- 9.22 All new initiatives are appraised by the Trust in relation to their costs, benefits and sustainability.
- 9.23 The main elements of the budget are fundamentally reviewed annually. The Integrated Curriculum Financial Planner prepared by the Trust central finance team helps to identify priorities.

C. THE BUDGET CYCLE

Spring Term:-

- The Head of Service Finance will prepare financial reports for the Trust Board to consider.
- The Trust Board will consider any in-year adjustments that may be necessary in view of additional income or costs incurred that were not included in the original budget.
- The Trust Board records in its minutes its approval of any such reports.
- Annual conversation between Academy Head, Dir. F&R, Dir. Of Education and HoS Finance

Summer Term:-

- The Trust central finance team will bring forward the draft Budget Plan for approval by the Trust Board. The Director of Finance and Resources submits the approved budget plan to the Trust by 30th June each year.
- The Director of Finance and Resources will submit the Budget Forecast return to the ESFA by the specified deadline

Autumn Term:-

- The Head of Service Finance will prepare financial reports for the Trust Board to consider. The Trust Board will consider any in-year adjustments that may be necessary in view of additional income or costs incurred that were not included in the original budget.
- The Trust Board records in its minutes its approval of any such reports.
- The RoFR is updated by the Trust central finance team in discussion with the Academy Head.
- The audited Financial Statements are reviewed by the Trust Board.

C. BUDGET MONITORING

At Trust level:-

- 10.1 The Head of Service Finance and People will monitor the overall Trust budget, including payroll reconciliation, (in September and throughout the year) and will recommend appropriate remedial action to the CEO.
- 10.2 In the event of a significant overspend/variance identified which has not been previously notified by the Academy Head, the Head of Service Finance will report directly to the Director of Finance and Resources.
- 10.3 The Trust Central Finance Team will produce monthly revenue monitoring reports, cash flow report and Balance Sheet report in accordance with the Academy Trust Handbook.

At school level:-

- 10.4 The Office Manager will produce a monthly budget holder report for all relevant educational cost centres, which is circulated to the Academy Head and Budget Holders.
- 10.5 The Academy Head monitors expenditure initiatives in the School Development Plan
- 10.6 In the event of any change in the School's circumstances that may result in an overspend the Academy Head should write to the Director of Finance and Resources before it occurs, by following the In-Year Adjustment procedure in the GAG Pooling Policy (appendix I)

- 10.7 If the school fails to apply with the Trust financial regulations, the Accounting Officer will formally write to the Academy Head, advising them that they are subject to a Financial Improvement Notice (FIN). Whilst a school is subject to a FIN, all purchases will have to be approved by the Director of Finance and Resources. All staffing changes will need to be approved by the Accounting Officer. The FIN will be lifted when the Accounting Officer and the Director of Finance and Resources are confident the school has demonstrated a return to strong financial practises

D. PURCHASING

At Trust level:-

- 11.1 The Trust central finance team are responsible for purchase ICT hardware for the schools and all non-education procurement.
- 11.2 The Trust central finance team will invite suppliers to quote and will ensure that any lease entered into is an 'operating lease' not a 'financial lease'.

At School Level:-

- 11.3 The individual schools are responsible for procuring goods and services directly related to the provision of education. This includes all materials relating to education and bought-in services such as supply teaching and transport for educational visits.
- 11.4 Schools should seek to collaborate with other Trust Schools in order to achieve competitive pricing and Best Value.
- 11.5 The school must not consider entering into any lease or financial agreement.

At both Trust and School level:-

- 11.6 When procuring goods and services both schools and Trust central finance team must adhere to Best Value procedures for contracts in excess of the relevant value stated in the RoFR.
- 11.7 When procuring services from an individual, (i.e. self-employed music instructor) the Office Manager or Head of Service Finance must carry out the HMRC ESI check prior to commencement of the service (appendix J).
- 11.8 All orders comply with the Trust's Standing Orders for contracts as detailed in the RoFR.
- 11.9 The Central Office demonstrates value for money through competitive tendering, when appropriate, or by using approved purchasing arrangements.
- 11.10 Prior approval is obtained for any expenditure in excess of the relevant figure stated in the RoFR. Orders are not artificially split to evade this limit.
- 11.11 Three written quotations are obtained for any order whose value is estimated between the relevant values stated in the RoFR.
- 11.12 In the event of a quotation other than the lowest is accepted by the school (for expenditure above the relevant value stated in the RoFR), it must be reported to the Head of Service Finance and the reasons clearly evidenced in using the Quote / Price comparison evaluation form, appendix G

- 11.13 For expenditure above the relevant value stated in the RoFR, the school will request the Trust central finance team to enter into competitive tendering in line with Trust requirements.
- 11.14 Contracts will be sourced by Trust central finance team. Contract specifications will contain the following:-
- Contract duration
 - Definitions
 - Contract objectives
 - Services to be provided
 - Service quantity
 - Service quality standards
 - Contract value and payment arrangements
 - Information and monitoring requirements
 - Procedure for disputes
 - Review and evaluation requirements
- 11.15 The official financial information system (Sage) must be used for all orders. All orders (including all urgent verbal orders) must be entered onto the Sage system on the day of ordering unless listed as an exception in appendix D.
- 11.16 All written quotes and price comparisons must be scanned and attached to the electronic order as evidence.
- 11.17 Individuals must not use official orders to obtain goods or services for themselves.
- 11.18 All orders are signed by an authorised signatory. A list of authorised signatories is maintained by the Head of Service Finance and People (a copy of which is contained within the RoFR). The authorised signatory is not permitted to create and certify any orders.
- 11.19 The signatory will be satisfied that the goods or services are appropriate and necessary, that competitive tenders have been obtained where necessary and that there is sufficient budgetary provision.
- 11.20 The Trust Central office or School checks goods received against the delivery note and the delivery note is checked against the invoice. The invoice is also checked against the order. These checks are evidenced by the members of staff initialling the relevant document.
- 11.21 Payment is made within the agreed time limits after certification by an approved signatory.
- 11.22 Payment is only made against the original suppliers' invoice and not on a statement.
- 11.23 Invoices are stored securely in electronic format.

E. FINANCIAL CONTROLS

- 12.1 A written description of all the Trust's financial systems and procedures will be followed and maintained. These are kept up to date and all appropriate staff trained in their use.

- 12.2 The CEO is responsible for ensuring arrangements are in place at the Central Office to ensure financial control can be maintained in the absence of key staff. These are:-
- To ensure that the Director of Finance and Resources, Head of Service Facilities and Compliance and the Head of Service Finance are aware of each other's key responsibilities and can offer support if required
- 12.3 The Academy Head has a secured contingency arrangement in place to ensure that financial control can be maintained in school, in the absence of key staff. These arrangements are:-
- To apply for support and assistance from the Trust central finance team in the event that key personnel should be absent for a period longer than 5 working days.
- 12.4 The Academy Head has due regard to separation of duties in organising financial duties. At least two people (where possible) are involved in the completion of tasks and the work of one acts as a check on the work of the other.
- 12.5 The Central Office and School must maintain proper accounting records. An audit trail can be maintained for all financial transactions. Any alterations are transparent and identify the person making the alteration.
- 12.6 Documents relating to financial transactions are retained for 6 years plus current year. Registers are retained for seven years after the child reaches maturity. All documents are stored securely at each school site or central office and only accessed by authorised Staff.
- 12.7 Where there is a requirement to account separately for earmarked funding, including CIF grants, the Director of Finance and Resources ensures this is done and that money is spent on its intended purpose.
- 12.8 The Trust is subject to Internal Audit, as detailed in the Academy Trust Handbook and findings from the IA reports must be presented to the Trust Finance and Resources Committee.
- 12.9 The annual External audit will be led by the Director of Finance and Resources and the audited financial statements must be presented to the full Trust Board for approval. Once approved the financial statements must be published on the Trust website.

F. INCOME

- 13.1 The Trust provides the Educational Visits, Charging and Remissions Policy and reviews it annually.
- 13.2 All schools within the Trust have access to the online payment system, Arbor. It is the aim of the Trust to be cashless and as such Arbor must be promoted as the preferable payment option in all instances.
- 13.3 Proper records of all income due are kept. These will be of the same format and detail within all Trust school offices.
- 13.4 The responsibility of identifying and recording sums due is separated from the responsibility for collecting and banking income.

- 13.5 Official pre-numbered receipts are given for all cash/cheques received for uniform, music tuition and lettings. A schedule of payments is issued for residential visits and class list registers are used for other educational visits and theatre performances. Income is listed on a daily basis and logged for future reference. Receipt books are stored securely.
- 13.6 Lettings are approved by the Academy Head or an authorised member of staff and diarised to ensure that personnel are available to secure the School.
- 13.7 Pending banking, cash and cheques are locked away in a secure safe.
- 13.8 Income is banked promptly and within one week of receipt. Bank paying in books show the split of cash and cheques (cheques to have pupil name written on the back) and list each cheque. Income is not used for making any payment or for cashing personal cheques.
- 13.9 Income recorded in the accounts is reconciled regularly with the bank statement.
- 13.10 Where invoices are required, they are issued with a 30 day payment term. One off lettings should be paid for in advance.
- 13.11 Bank reconciliations are completed regularly by the Trust central finance team and any discrepancies investigated immediately.
- 13.12 The reconciliation statement is initialled by the person undertaking the reconciliation and reviewed and countersigned by an authorised signatory.
- 13.13 The Trust is not allowed to go overdrawn, and must inform the Trust Board immediately should there be insufficient funds.
- 13.14 Each cheque written is signed by two authorised signatories and supporting vouchers are made available to each signatory to safeguard against inappropriate expenditure. Cheques are not pre-signed.
- 13.15 All cheques are crossed 'account payee' and are stored securely when not in use.

G. DEBT MANAGEMENT

- 14.1 The Bad Debt procedure is appendix F to this policy and must be strictly followed. Wherever possible, income due will be collected before or immediately following the time that the relevant sale or service is provided. If this is not possible, an initial telephone call must be made, followed if necessary by a debtor's account.
- 14.2 All debts will be recorded, and non-payment will be followed by issuing reminders as follows:
- weeks from date of account - First reminder
 - 6 weeks from date of account - Second reminder
 - 8-10 weeks from date of account - Final reminder
- 14.3 The final reminder is sent by recorded delivery, and threatens legal action if not settled within 14 days.

- 14.4 After 10 weeks from the date of the account, where the debt is still outstanding, legal action will be considered, and the debtor must be informed of this in writing.
- 14.5 If, after every effort has been made to collect the debt, and legal action is considered impractical or has been unsuccessful, individual bad (i.e. irrecoverable) debts may be written off in accordance with the following procedures:-
- Those up to the relevant value stated in the RoFR to be approved by the Chief Financial Officer
 - The Board must approve a debt which exceeds the relevant value stated in the RoFR.
 - The VAT element of any debt must not be written off, as this contravenes HM Customs and Excise statutory requirements. The Trust will retain a Bad Debt write off summary.

H. SURPLUS EQUIPMENT

- 15.1 Where the estimated disposal value of surplus or redundant assets (equipment) or stores is less than the relevant value stated in the RoFR, or sale is to be by public auction or competitive tendering, authority for disposal can be given by the Academy Head.
- 15.2 A Disposal of Equipment form will be completed for all items for disposal of an estimated value in excess of the relevant amount stated in the RoFR.
- 15.3 Trust Board approval will be obtained for the disposal of equipment where:-
- The estimated disposal value is between the relevant values stated in the RoFR and the sale is not to be by public auction or competitive tendering;
 - The estimated disposal value is above the relevant value stated in the RoFR, or;
 - The sale is to be to a Member, Trustee, LC representative or employee of the Trust or a person connected thereto.
- 15.4 A list of equipment disposed of will then be presented to the Trust Board at its next meeting. This list will show, so far as may be known: the item, department, date of manufacture or purchase, values when new and when made redundant (estimated where necessary) and disposal value.
- 15.5 The school's inventory will be amended to show disposals and these entries will be endorsed by the Academy Head.
- 15.6 The net income (i.e. excluding VAT) from sales of surplus or redundant assets, or stores purchased from the school budget, will be credited back to the Trust budget.

I. PAYROLL

At Trust Level:-

- 16.1 Personnel procedures, including appointments, promotions, increments and terminations are agreed by the Director of Finance and Resources and supervised by Head of Service Finance
- 16.2 The Head of Service Finance ensures that the duties of authorising any variations to the payroll are separated from the processing of claims.
- 16.3 All staff data is entered onto the Trust personnel information database and is reconciled regularly with Sage by Trust central finance team.

- 16.4 Payments to individuals are processed only through the payroll system. Central payments are made in exceptional circumstances in conjunction with the payroll system.
- 16.5 Only authorised staff are allowed to access personnel and payroll records. Arrangements have been made for staff to access their own personnel records and such requests are to be made to the Head of Service People
- 16.6 Payroll is managed in house using EduPay payroll software. Authorisations and processing are managed in line with the written process, Appendix J

At School level:-

- 16.7 Personnel procedures, including appointments, promotions, increments and terminations are agreed by the Academy Head and supervised by Head of Service Finance and People
- 16.8 The Academy Head ensures that the duties of authorising any variations to the payroll are separated from the processing of claims.
- 16.9 All staff data is entered onto the Trust personnel information database and is reconciled regularly with Sage by Trust central finance team.
- 16.10 Payments to individuals are processed only through the payroll system. Central payments are made in exceptional circumstances in conjunction with the payroll system.
- 16.11 Only authorised staff are allowed to access personnel and payroll records. Arrangements have been made for staff to access their own personnel records and such requests are to be made to the Academy Head.

J. STAFF EXPENSES

- 17.1 Staff must seek authorisation from the Academy Head / Head of Service Finance prior to any purchases being made.
- 17.2 Claims for travel and subsistence must be in line with the Travel and Subsistence policy and are reimbursed through the payroll system
- 17.3 Non Travel Staff Expenses are reimbursed to employees by means of a BACs payment.
- 17.4 Advance cash voucher payments may be made up to the value of £100 in exceptional circumstances and will be in special circumstances; i.e. re-fuelling the minibus.
- 17.5 All Staff expenses are supported by a claim form and VAT invoices/receipt. The form is signed by the claimant. Claim forms must be scanned and emailed to Trust central finance team for processing and reimbursement and must be accompanied by a valid VAT receipt where the VAT number is clearly visible.
- 17.6 Transactions are entered onto the Schools financial information system (Sage). Personal cheques are not allowed to be cashed with petty cash.
- 17.7 In the event of a Trustee or volunteer needing to claim expenses, this must be accordance with the Expense policy

K. TAX & VAT

- 18.1 The CEO/ Director of Finance and Resources ensures that all relevant staff are aware of provisions concerning VAT, tax and the construction industry scheme. They are informed that they can find further information and advice from the Trust central finance team.
- 18.2 Only VAT invoices are paid for transactions involving VAT. Payments are only made to contractors and subcontractors in accordance with the Construction Industry Scheme.
- 18.3 In the case of the reimbursement of expenses, the VAT invoice must be in the name of the School and not an employee, as VAT belonging to Consortium Trust can only be claimed by the Trust.
- 18.4 The school completes a monthly VAT return on Sage, which is reimbursed. This is done on the first available day after month end.
- 18.5 Benefits In Kind are subject to HMRC regulation. Any Benefit in Kind must be declared annually to payroll and a P11D completed as detailed in the Benefit in Kind policy.

L. SCHOOL FUNDS

- 19.1 School Funds will be closed prior to conversion or as soon as possible post-conversion
- 19.2 School Funds are accounted for in conjunction with the school's delegated budget.

M. ASSETS

- 20.1 An up to date inventory is maintained of items of equipment in accordance with the procedures advised by the auditors. Those that are portable, valuable and desirable are identified as Trust or School property by security marking.
- 20.2 Stock checks are carried out of levels of stock prior to placing orders to ensure that there is no over-ordering and to monitor usage.
- 20.3 The inventory is reviewed annually and signed as evidence of the check having being undertaken.
- 20.4 Any discrepancies found during the inventory check over the relevant value stated in the RoFR should be notified to the Trust Board and action taken (where appropriate), to reduce the risk of discrepancies occurring in the future.
- 20.5 A log of Trust/School property that is taken off-site, by staff or pupils is maintained. This property includes musical instruments and computers. The register is held in the trust/school office, and referred to as the 'Loan of Equipment Book'. Staff must complete an Equipment Release form (appendix H) which records all the details of the equipment.
- 20.6 The safe is kept locked and the keys are removed. Keys are held by the Academy Head and Office Manager.

- 20.7 The Central Office safe is operated by combination and only limited staff are aware of the code. Codes must be kept securely and not unnecessarily disclosed.
- 20.8 The asset management plan is driven by the TSP/SDP and supervised by the CEO/ Academy Head.

N. INSURANCE

- 21.1. Consortium Trust reviews all risks annually to ensure that the cover available and the sums insured are adequate – through membership of the Risk Protection Arrangement (for everything except minibus insurance and Kirkley Nursery where separate insurance is held).
- 21.2. The Trust does not hold Staff Absence Insurance
- 21.3. The Trust Board considers whether to insure against any uncovered risk above and beyond the level set by the Trust at the start of the financial year during the budget process.
- 21.4. The School will notify the Trust central/insurers of any new risks or any other alterations affecting existing insurance.
- 21.5. The School will not give any indemnity to a third party. The Trust disclaimer on educational visits is included on consent letters sent home to parents.
- 21.6. The School will immediately advise Trust central/insurers of any accident, loss or other incident which may give rise to an insurance claim. Incident reports are kept in the School office.
- 21.7. Insurance will cover the use of School property when off the premises, e.g. musical instruments/computers but not for unattended items.

Appendix A

Record of Financial Responsibility

Academy (School) Name	Consortium Trust 2022/23
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TRUSTEE RESPONSIBILITIES

Trustees are responsible for making decisions regarding how to secure better value for money and delegation arrangements. This requires Trustees to act in the best interests of the Trust in line with the Nolan Committee's [Seven Principles of Public Life](#):

- > **Selflessness:** No financial gain or other material benefits for self/family
- > **Integrity:** Independent of outside influence
- > **Objectivity:** Decisions made on merit
- > **Accountability:** Accountable for decisions/actions to the public
- > **Openness:** Open about decisions and actions taken wherever possible
- > **Honesty:** Declare private interests, resolve conflicts to protect public interest
- > **Leadership:** Promote and support principles by leadership and example

VALUE FOR MONEY

Trustees, Central and school staff should have proper regard for value for money and Trust performance and the Trustees should be prepared to be held to account by parents and the wider public.

Value for Money (VFM) is not necessarily about the lowest price, it's about getting the right balance between quality and cost and a widely accepted definition of VFM refers to three elements:

- > **Economy:** Minimising the costs of resources used
- > **Efficiency:** Relationship between outputs and the resources used to produce them
- > **Effectiveness:** Extent to which objectives have been achieved

It is therefore essential that minutes of Trustee meetings accurately reflect the discussions and decisions relating to securing value for money for the Trust and that the Trust retains all related documents so as to demonstrate that all actions have been to safeguard public funds and in the best interests of the pupils.

PECUNIARY INTEREST

The General Interests Register should contain up-to-date Pecuniary Interest declarations from all Trustees and staff employed at the Trust. The Specific Events Register should also be completed where appropriate. Guidance on disclosing pecuniary interests, maintaining registers and publishing records is available in the Academies Financial Handbook. Trustees adhere to the publishing of information as requested by the DfE.

RECORD OF FINANCIAL RESPONSIBILITY (RoFR)

- The RoFR should be reviewed by the Trustees on an annual basis and its approval recorded in the minutes of the meeting.
- The Trust recommends that the RoFR is included as an appendix to the Trust's Finance Policy and that the Finance Policy refers to the RoFR for individual values/limits in order to avoid the risk of inconsistencies occurring.

Date RoFR Approved:		Chair of Trustees:	Chair of Finance & Resources Committee:
Approved by:	Full Board of Trustees	Signed:	Signed:
		Print name: Dawn Carman-Jones	Print name: Steve Martin

All fields should be completed, using 'none' or 'n/a' where appropriate.

PROCUREMENT/LEASING/CONTRACTUAL ARRANGEMENTS

Trustees are advised to comply with procurement and HR advice given by, or on behalf of, the Consortium. The level of risks should be assessed prior to the Trustees taking a decision on each contract (including leases, staffing contracts and those of no monetary value). The Finance office must provide Trustees with an explanation where a contract has been entered into without prior approval; Trustees must then consider and approve this explanation. Contracts should be reviewed regularly to confirm that value for money continues to apply.

Poor procurement and contractual decisions and a failure to comply with procurement/employment legislation could result in legal challenges from suppliers, employees, contracts being cancelled and financial penalties which can be costly, time-consuming and impact on your Trust's reputation and confidence in the Trustees.

Value above which full competitive tendering arrangements must be applied:	
£ 50,000	The Consortium Trust requires that an advertised tender exercise is conducted for all goods/services / contracts costing more than £50,000. N.B. It is essential that prevailing public procurement regulations must be observed
Responsibility for approval of full competitive tenders:	
Trustees	<i>The Trust should have a clear protocol and a single point of responsibility in place for the approval of full competitive tenders. This needs to be communicated to all staff</i>
Value above which three competitive quotations must be sought:	
£20,000 for Estates £3000 for all other expenditure	Each individual transaction value should not exceed the value set without obtaining three quotations. The Consortium Trust requires that purchases of goods/services costing more than £20,000 for Estates related expenditure or £3000 for all other expenditure are sourced via a minimum three competitive quotations.
Value above which price comparisons must be recorded:	
£1000	<i>The Trust recommends that price comparison records are kept for any value to provide best value and this should apply to all staff involved in procurement.</i>

Responsibility and level of approval by CEO of purchasing and contracts over the quotation threshold:	
Up to £20,000	<i>Each individual transaction value should not exceed the value set without the approval of the CEO.</i>

Expenditure limit above which Trustees approval is required:	
Over £20,000	<i>The Trust should have a clear protocol and a single point of responsibility in place for the approval of purchasing and contracts over the quotation thresholds. This needs to be communicated to all staff; approvals need to be recorded in the Trust Board minutes.</i>

INCOMES – DELEGATED BUDGET

Details of current cash limits are set out in The Trust’s Financial Limitations document. For queries, contact the Finance Team at CMAT Central on: j.pymar@consortiumtrust.org.

Insurance Limits: Cash	Insurance Limits: Cheques	Insurance Limits: In Transit
£5000	<i>Unlimited</i>	£5000

PAYMENTS – DELEGATED BUDGET BANK ACCOUNT

Note: only one account in respect of the school/college delegated budget is permitted.

Signatories should be Consortium employees

Where Trustees wish to appoint non-employees as signatories then assurances (such as credit checks) must be approved by the bank first.

Bank Account Name	Sort Code	Account Number
The Consortium Multi Academy Trust	30-96-17	79736860
Bank Signatories (minimum 2)		
1) Andrew Aalders-Dunthorne – CEO and Accounting Officer	2) Dawn Carman Jones – Chair of Trustees	3) Lisa Jones – Director of Finance and Resources
4) Judith Pymar – Head of Service Finance		

PAYMENTS – DELEGATED BUDGET STAFF EXPENSES

Maximum Petty Cash Held On-Site:	Individual Payment:
£0	All staff expense claims paid via BACS

FINANCIAL MANAGEMENT DELEGATION ARRANGEMENTS

Approval of the Annual Budget delegated to:	
• Trustees	This should be consistent with the Scheme of Delegation and Terms of Reference for Working Parties and Committees
Approval of the Strategic Financial Plans delegated to:	
• Trustees	This should be consistent with the Terms of Reference for Working Parties and Committees

Virement - Limit above which Trustees approval is required:

£5,000	This can be a fixed amount or % of the Delegated Budget. Each individual transaction value of the virement should not exceed the value set without approval of the Trust Board
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Debt Write-Off – Limit above which Trust Board approval is required:

£1,000	<ul style="list-style-type: none"> Trustees must be consulted where a debt exceeds £500 VAT may not be written off without specific consent of the Auditors
---------------	---

Disposal of Equipment - Limit above which Trust Board approval is required:

£1,000	
---------------	--

Inventory Check - Limit above which discrepancies should be reported to the Trustees:

£200	
-------------	--

PAYMENTS – TRUST PROCUREMENT CARDS

Cardholders must be Consortium employees

Number of Cards held:		Monthly Credit Limit
29		£25,000
Individual Cardholders:-	Location	Monthly Credit Limit
Andrew Aalders-Dunthorne	Central	£1,000
Judy Pymar	Central	£3,500
Kevin Firman	Central	£1,000
Marc Aalders-Dunthorne	Central	£1,000
Laura Rogers	Central	£1,000
Michael Bone	Central	£1,000
Aimee Tilley	Central	£1,000
Stephen Curtis	Central	£1,000
Sally Boulter	Central	£1,000
Louise Scott	Borders	£1,000
Bernice Harrison	Barnby and North Cove	£1,000
Jemima Williams	Barnby and North Cove	£1,000
Diane Ives	Glebeland	£1,000
Stephanie Hawes	Greenfields	£1,000
Kathy Lloyd	Helmingham	£1,000
Laura Cross	Henley	£1,000
April Bunn	Kirkley	£1,000
Julie Rogers	Mendham	£1,000
Nicola Jones	Mendham	£1,000
Debbie Thomas	Rendlesham	£1,000
Kathy Watts	Rendlesham	£2,000
Claire Tilley	St. Edmunds	£1,000
Sheri Frearson	St. Edmunds	£1,000
Maria Clark	Southwold	£1,000
Katy Last	Southwold	£1,000
Melanie Saunders	Winterton	£1,000
Hannah Waters	Winterton	£1,000
Julie Rahman	Yoxford & Peasenhall	£1,000

Christina Pates	Yoxford & Peasenhall	£1,000
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TRUST CERTIFYING OFFICERS (excluding Payroll)

Name	Location	Document Type(s) (e.g. Orders / Invoices / Lettings)	Individual Transaction Limit
Andrew Aalders-Dunthorne	All	Orders/Invoices / Staff expenses	£20,000
Tamsin Little	All	Education - Orders/Invoices / Staff expenses Certifying CEO expenses & reimbursements	£10,000 £1,000
Lisa Jones	All	Orders/Invoices / Staff expenses Certifying CEO expenses & reimbursements	£10,000
Sam Davidson	All	Curriculum - Orders/Invoices Helmingham School ESS Orders / Invoices / Staff expenses (not mileage)	£3,000 £1,000
Judy Pymar	All	Finance - Orders/Invoices	£3,000
Laura Rogers	All	CPD – Orders and Invoices	£3,000
Robin Chew	All	Facilities - Orders/Invoices	£3,000
Louise Scott	Borders*	School ESS – Orders / Invoices / Orders/Invoices / Staff expenses	£3,000
Amy Jackson	Barnby and NC	Orders / Invoices	£500
Jemima Williams	Barnby and NC	School ESS Orders / Invoices / Staff expenses (not mileage)	£1,000
Diane Ives	Glebeland	Orders / Invoices	£500
Sam Barnard	Glebeland	School ESS Orders / Invoices / Staff expenses (not mileage)	£1,000
Stephanie Hawes	Greenfield*	School ESS – Orders / Invoices / Orders/Invoices / Staff expenses	£3,000
Kathy Lloyd	Helmingham	Orders / Invoices	£500
Chris Hempenstall	Helmingham	School ESS Orders / Invoices / Staff expenses (not mileage)	£1,000
Laura Harris	Henley	Orders / Invoices	£500
Caroline Townsend	Henley	School ESS Orders / Invoices / Staff expenses (not mileage)	£1,000
Simon Lea	Waveney Valley*	School ESS – Orders / Invoices / Orders/Invoices / Staff expenses	£3,000
Julie Rogers	Waveney Valley*	Orders / Invoices	£500

Nicola Jones	Mendham	School ESS Orders / Invoices / Staff expenses (not mileage)	£1,000
Debbie Thomas	Rendlesham	School ESS – Orders / Invoices / Orders/Invoices / Staff expenses	£5,000
Kathy Watts	Rendlesham	Orders / Invoices	£2,000
Hannah Woodruffe	Rendlesham	School ESS Orders / Invoices / Staff expenses (not mileage)	£3,000
Debbie Scurrall	Rendlesham	School ESS Orders / Invoices / Staff expenses (not mileage)	£3,000
Claire Tilley	St. Edmunds	School ESS Orders / Invoices / Staff expenses (not mileage)	£1,000
Katy Last	Southwold & Middleton	School ESS Orders / Invoices / Staff expenses (not mileage)	£1,000
Maria Clark	Southwold	Orders / Invoices	£500
Melanie Saunders	Winterton	Orders / Invoices	£500
Hannah Waters	Winterton	School ESS Orders / Invoices / Staff expenses (not mileage)	£1,000
Katy Last	Yox Valley*	School ESS – Orders / Invoices / Orders/Invoices / Staff expenses	£3,000
Christina Pates	Yoxford & Peasenhall	School ESS Orders / Invoices / Staff expenses (not mileage)	£1,000
Julie Rahman	Yoxford & Peasenhall	Orders / Invoices	£500
Nursery Manager	Kirkley	School ESS Orders / Invoices / Staff expenses (not mileage)	£1,000
April Bunn	Kirkley	Orders / Invoices	£500
Chair of Trustees		Certifying CEO expenses & reimbursements	Over £1,000

*Certifying Officer represents all schools within the Partnership

SCHOOL PARTNERSHIPS

Borders	Greenfields	Waveney Valley	Yox Valley	Standalone Settings
Glebeland	Helmingham	Mendham	Middleton	Rendlesham
Barnby and North Cove	Henley	St Edmunds, Hoxne	Southwold	Kirkley
Winterton			Yoxford and Peasenhall	

PAYROLL

Name	Location	Authorisation Controls
Andrew Aalders-Dunthorne	Central	Director of Primary Education & Director of Finance and Resources – Expenses/Additional Hours / Holiday / SMP / Lock and verify monthly payroll
Tamsin Little	Central	Central Education team, Academy Head's & CEO - Expenses/Additional Hours / Holiday / SMP / Lock and verify monthly payroll
Lisa Jones	Central	Head of Service Facilities, Finance & People, Finance Assistant – Expenses/Additional Hours / Holiday / SMP / Lock and verify monthly payroll
Robin Chew	Central	Central Estates team - Expenses/Additional Hours / Holiday / SMP
Aimee Tilley	Central	Central PE Team – Expenses / Additional Hours
Amy Jackson	Barnby and NC	All school level Expenses / Additional Hours
Louise Scott	Borders*	Office Manager Expenses / Additional Hours Lock and Verify all school level expenses / Additional Hours / Holiday / SMP
Diane Ives	Glebeland	All school level Expenses / Additional Hours
Stephanie Hawes	Greenfields*	Office Manager Expenses / Additional Hours Lock and Verify all school level expenses / Additional Hours / Holiday / SMP
Kathy Lloyd	Helmingham	All school level Expenses / Additional Hours
Laura Cross	Henley	All school level Expenses / Additional Hours
Simon Lea	Waveney Valley*	Office Manager Expenses / Additional Hours Lock and Verify all school level expenses / Additional Hours / Holiday / SMP
Julie Rogers	Waveney Valley*	All school level Expenses / Additional Hours
Debbie Thomas	Rendlesham	Office Manager Expenses / Additional Hours Lock and Verify all school level expenses / Additional Hours / Holiday / SMP
Kathy Watts	Rendlesham	All school level Expenses / Additional Hours
Maria Clark	Southwold	All school level Expenses / Additional Hours
Hannah Waters	Winterton	Office Manager Expenses / Additional Hours Lock and Verify all school level expenses / Additional Hours / Holiday / SMP
Melanie Saunders	Winterton	All school level Expenses / Additional Hours
Katy Last	Yox Valley*	Office Manager Expenses / Additional Hours Lock and Verify all school level expenses / Additional Hours / Holiday / SMP

Julie Rahman	Yoxford Peasehall	&	All school level Expenses / Additional Hours
Lucy Ruskin	Kirkley		Nursery Manager Expenses / Additional Hours Lock and Verify / Additional Hours / Holiday / SMP
Nursery Manager	Kirkley		All nursery level expenses / Additional Hours inc. Office Manager Lock and Verify all nursery payroll except Nursery Manager
April Bunn	Kirkley		All nursery level Expenses / Additional Hours

*Certifying Officer represents all schools within the partnership

PAYROLL CONTROLS

Name	Categories (e.g. Commissioning Supply / Agency Staff/ Payroll Controls)
Andrew Aalders-Dunthorne	Supply / Agency / Sign off Monthly payroll
Tamsin Little	Supply / Agency
Robin Chew	Estates Supply / Agency
Liz Frere Smith	Review payroll variances of £50+ / Pension submissions
Lisa Jones	Approve Monthly Payroll / approve BACS payments online/ Pension submissions
Judy Pymar	Upload Payroll BACS files

FINANCIAL REPORTING ARRANGEMENTS:

The grid below should be updated/amended where appropriate to reflect the Trustees' delegation arrangements. 'Blank' should be replaced with the appropriate report(s) or 'none'.

Trustees are required to consider and approve reports, with copies being retained in the minute book.

	Monthly	Termly	Quarterly	Annually
Budget Holder	*Budget Holder Report			
CEO / Trustees	* *Trust Reporting pack	*Virements Report	* KPI's	*CMAT Audit & Accounts *Budget Plan *Consolidated Budget Plan *Strategic Plan

* Copies of these documents should be circulated to all Trustees even where responsibility for approval is delegated to a committee.



Appendix B List of Authorised Signatories

The list of authorised signatories has been removed and are now detailed in the Record of Financial Responsibilities (Appendix A)

Appendix C List of Key Holders

A list of Key Holders is maintained by the Head of Service Facilities and can be accessed when required, in the event of an emergency at any school. All Key Holders are required to sign a Key Holder agreement, as below

Primary School

Key Holder Name: _____

Phone number: _____ E-mail address: _____

Keys/cards are to be returned on:

Termination of contract unless informed otherwise

Time and location of key return:

Academy Head

List of Keys Issued:

I hereby understand and agree that:

- > All keys/cards issued to me by _____ School remain the property of The Consortium Trust and are to be returned to the issuing authority immediately on completion of the work for which the keys were issued or at the end of each working day as indicated above.
- > I will not loan, duplicate or use the keys/cards issued to me in any unauthorized manner.
- > I will ensure the keys/cards are either in my possession or appropriately secured at all times.
- > I accept responsibility for the cost of replacement keys/cards, rekeying locks and any associated damage or losses should I lose the keys/cards or should the keys/cards be lost, stolen or misused while in my possession.
- > I understand that my failure to adhere to the terms of this key holder agreement could result in my being denied access to Consortium Academy Trust property in future.

Signature: _____ Date: _____

Appendix D Purchase Order Exceptions

Following consultation with the Trust auditors, the Trust Board have agreed that it is not essential to raise a Purchase Order for the following supplies:

- > Telephony
- > Electricity
- > Gas
- > Oil / Woodchip
- > Water
- > Catering meal charges
- > All other utilities
- > Estates Technical maintenance fee

The Board have also agreed that the central Estates team do not have to raise a Purchase Order for the following supplies:

- > Purchases from Builders Merchants such as Ridgeons and CEF

Appendix E HMRC ESI Check

It is a Government requirement for all schools (Local Authority and Academies) to perform an ESI (Employment Status Indicator) check for any individual, who is providing a service to the school and will invoice the school for payment.

The purpose of the check is to ascertain whether a worker should be classed as employed or self-employed for tax purposes. The check should be carried out for all new and existing engagements.

To perform the check, you will need to know:

- > The workers responsibilities
- > Who decides what work needs doing
- > Who decides when, where and how the work is done
- > How the worker will be paid
- > If the engagement includes any benefits or reimbursement of expenses

Follow the link below and answer the questions

<https://www.tax.service.gov.uk/check-employment-status-for-tax/setup>

You will receive a decision at the end, which may prompt further action. Refer to the CMAT finance team in these instances. The result of the check should be saved as a PDF (or scanned) and attached to the supplier record within PSF.

Bad Debt Procedure

Updated December 2021

As from September 2019, The Consortium Trust has adopted clear procedures relating to parent/carer/third party debts. If debts are incurred, then the school/nursery budget has to pay for them. This means that money which should be spent on the children's education is used to pay for debts incurred by parents. The Trust wants to support our parents and this includes preventing large debts accumulating.

Every parent will agree that it is unacceptable for funds to be diverted away from teaching and learning to cover any debts which are allowed to accrue and we request that all parents give these procedures their full support. If parents believe that their children may qualify for entitlement to Free School Meals, please contact the office for more details. This allowance is a statutory right and it is important that you use it if you qualify as it can also lead to additional support in other educational areas. We will help you all we can with your application.

All payments to school/nursery should be made using the Arbor online payment system. It is the Trust aim to be cashless as this will reduce administrative time, especially as many schools are in rural areas with no facilities to bank cash and cheques. A great deal of time is currently spent chasing parent payments which is time that our admin team could be spending supporting the Academy Heads with the educational focus of the school. All school meals, nursery sessions, Breakfast and After school clubs, Extra-curricular clubs, Residential visits, Educational visits can be paid through the online system and payment must be made in advance at the time of booking. All meals and sessions must be booked in advance to ensure an accurate register for clubs is available to staff and that adequate staff are in attendance.

School meals will not be provided unless they are paid for in advance, except those that are entitled to free school meals. If a parent genuinely forgets to pay in advance, the school may grant a debt allowance of 5 meals - £11.50. However this debt must be paid by the end of that week and future meals must be paid in advanced before any further meals are provided.

If the debt is not cleared, parents must either provide a packed lunch or take the child home for lunch. In a case when a debt payment is not received nor a packed lunch provided, the Academy Head will phone the parent to request immediate payment. Otherwise they must provide sandwiches before lunch time or arrange to take their child home for lunch.

If a child attends nursery or a club without prior booking, staff have the right to refuse entry if they feel that there is not sufficient staffing to create a safe environment for the pupils present. If the pupil does remain, then the parent must make payment immediately. All debts must be made by the end of the week otherwise the school will refuse entry to nursery and clubs until the debt is cleared.

If payment of the debt is not received by the end of the week, the Academy Head shall inform the Trust Head of Service Finance who will write to the parent. It is imperative that parents communicate with the school if financial difficulties are being experienced. We are here to support our pupils and their families and our Head of Service Welfare, Inclusion, Safeguarding and Attendance can offer that support.

We hope that by implementing this debt procedure we are able to help parents manage payments to school and at the same time ensure that all money that is intended for children's learning is available.

Establishing a debt procedure

The Consortium will ensure that parents are aware of this procedure in the following ways:

- *A letter to parents*
- *The school's newsletter*
- *The school brochure*
- *The school website*
- *The Trust website*

This will ensure that all parents get the same message in a consistent way. This should be done at least once each year, more often when it is first introduced. All parents should be provided with a copy of the procedure when their child joins the school.

Debt procedure implementation - Key Information:

1. *All parents are provided with a copy of the debt procedure when their child joins the school.*
2. *All school lunches, nursery session and clubs must be paid for in advance.*
3. *Pupils should not be sent to school and expect to be given a meal if payment has not been made in advance. The school will not allow a pupil to go hungry but they will not be given a hot meal. Toast or cereal and fruit will be provided instead.*
4. *Parents, who don't want their child to have a school lunch, should provide a healthy packed lunch or arrange to take them home for lunch.*

Level 1 Indicator: A child's record shows a debt:

1. **Check 1: Is this a FSM child, are dates correct?**
2. **Check 2: Is there a possibility that payments have not been recorded correctly?**
3. **Check 3: Does this parent normally pay on time; is this just a one off?**

Action 1: Send a 'Gentle debt reminder' - Appendix A

Level 2 Indicator: A child comes to school again without the debt being paid or a packed lunch.

1. **Check 1 is this a FSM child, are dates correct?**
2. **Check 2 is there a possibility that payments have not been recorded correctly?**
3. **Check 3 has this parent made contact?**

Action 2: Personal contact

Someone will phone the parent to ask them to make immediate payment online or bring sandwiches to school before lunchtime or arrange to take their child home at lunchtime.

Level 3 Indicator: The parent does not comply with any of the above options.

1. **Check 1 is this a FSM child, are dates correct?**
2. **Check 2 is there a possibility that payments have not been recorded correctly?**
3. **Check 3 has this parent made contact?**

Action 3: Send Strong debt letter - Appendix B

Level 4 Indicator: The parent consistently does not comply with any of these options.

1. **Check 1 is this a FSM child, are dates correct?**
2. **Check 2 is there a possibility that payments have not been recorded?**
3. **Check 3 has this parent made contact?**

Action 4: Notify HoS Inclusion and Trust HoS Finance Level 5 - Trust CFO to refer to the Trust Board who will evaluate each case individually and consider a range of options.



APPENDIX F1 Gentle Debt Reminder

[INSERT SCHOOL LOGO]

Parent or carer of xxxxxxxx xxxxxxxx

XXXXXXXXXXXXXXXX

XXXXXXXXXXXXXXXX

XXXXXXXXXX

XXXXX

xx/xx/xxxx

DATE

Child XXXXX

Class XXXXXXXX

This is a reminder that, according to our records, you have arrears on your child's dinner money/nursery/ club account.

Our records show that as at xx/xx/xxxx there is a debt of £xx.xx

Please arrange for this money to be paid immediately by Arbor.

NOTE: All meals/clubs MUST be paid for in advance in accordance with the Trust Bad debt procedures. If you don't wish for your child to have a school meal, please provide them with a healthy packed lunch or arrange to take them home for lunch. The cost of a school meal is £2.30 per day - £11.50 per week.

Enclosed is a Free School Meals Information leaflet for Parents and Guardians, detailing the eligibility criteria and how to apply for free school meals, or alternatively call 01473 260989(Suffolk) 01603 222518(Norfolk) to check eligibility.

If you have any queries regarding these arrears, please contact the school office immediately.

Yours sincerely

Academy Head
XXXX Primary School



APPENDIX F2 Strong Debt Reminder

[INSERT SCHOOL LOGO]

Parent or carer of xxxxxxxx xxxxxxxxxx

XXXXXXXXXXXXXXXXXX

XXXXXXXXXXXXXX

XXXXXXXXXX

XXXXX

XX/XX/XXXX

DATE

Child XXXXXXX

Class XXXXXXX

This is a reminder that, according to our records, you have arrears on your child's dinner money/nursery/ club account.

Despite a previous written reminder and a telephone call our records show that at XX/XX/XXXX your debt is £XX.XX

Please arrange for this money to be paid immediately via Arbor.

The cost of a school meal is £2.30 per day - £11.50 per week.

Your debt has already been outstanding for more than 7 days. We would therefore ask you to make immediate payment. If you are unable to do so please provide your child with a packed lunch until your account has been settled.

In the event of payment not being received, your debt will be referred to the Trust to decide what further action should be taken to recover the debt.

If you have any queries regarding these arrears, please contact the school office immediately.

Yours sincerely

Academy Head
XXX Primary School

Appendix G

Quote / Price Comparison Evaluation form

Value of Order	Action to be taken
Purchases below £1,000	No price comparison is required. However, colleagues should ensure they are adhering to the principles of Best Value
Purchases between £1,000 and £2,999	A price comparison of at least two alternatives should be obtained. Copies of the comparison items should be scanned in and retained in the finance system as evidence of the check.
Purchases between £3,000 and £49,999	Three competitive quotes must be obtained and scanned into the finance system with a brief explanation of why the supplier was chosen.
Purchases over £50,000	The Trust requires that an advertised tender exercise is conducted for all goods/services costing more than £50,000 across the Trust. This will be carried out by the Central Finance / Estates team. N.B. The OJEU (Official Journal of the European Union) static level of £172,514 over the contract duration cannot be changed.

Appendix H1 Parent Loan Equipment Form

I, _____ (Name) have taken the following equipment from the school for my Child _____ (Name) to use for their education at home.

Equipment Loaned (Included Model No)	Serial Number, or Serial Tag Number (For Laptops)	Local Identifier, If applicable	Commencement of Loan Period (Date)	End date of Loan Period (Date)

The School has provided this equipment due to the unprecedented circumstances (such as the pandemic of Covid-19.) Therefore please agree keep to the following agreement and rules below, which will keep your child safe and help us to be fair to all our pupils :-

- I, as their parent/guardian will be responsible for my child's activities on this equipment and will ensure that its sole use is to assist in providing the school curriculum as set by the School
- I understand that it is the child's responsibility to save their work regularly and due to the unusual circumstances the school will be unable to provide ICT assistance during the time period of this loan.
- I understand that this equipment may be used by other family members whilst supporting my child's education but must not be used for any other activities.
- I agree to ensure that any user only uses software licenced by the school that has been installed by the School's ICT Service Team.
- I agree to ensure that
 - ❖ Any user treats the equipment with appropriate care and that the equipment is not left unattended without being stored securely
 - ❖ Any user avoids food and drink near the equipment
 I understand that should the equipment be damaged during the loan I may be liable for the cost of repair (up to £100). Any theft of equipment must be reported to the School within 24 hours and a crime reference number should be obtained and provided to the School.
- I will ensure that any network & internet access whilst using equipment at home is for appropriate educational purpose only
- The equipment remains the property of the school and it will be returned back to the school at the end of the loan date above. If the loan is to continue beyond this date the School will confirm to me by email.

By signing this form I am confirm that I have read and agree to the rules above:-

Name of Parent / Carer:

Signature of Parent / Carer: _____ **Date:** _____

END OF LOAN AGREEMENT & CONFIRMATION THAT EQUIPMENT HAS BEEN RETURNED TO THE SCHOOL:-

Name: _____ **Position at the School:** _____

Signature: _____ **Date:** _____



Appendix H2
Loan Equipment/ Materials

School/Site: _____

I, _____ *(Name)* have taken the following items from the school for the purpose of _____

Item on loan: *(uniform/ laptops (if laptop, list serial number, tag and local identifier)/ mobile phone)*

-
-

Signed: _____ Date: _____

Designation/Role: _____

Witnessed by: _____ *(Name)* Date: _____

Designation/Role: _____

To confirm Return of item(s):-

I _____ *(Name)* has returned the items to _____ School on _____ *(Date)*

Signed: _____ *(Name)* Date: _____

I, _____ *(Name)* witnessed the return of the above items.

Signed: _____ *(Name)* Date: _____

Designation: _____

Appendix I

General Annual Grant (GAG) Pooling Policy

Introduction:

Under the provisions in the Academy Trust Handbook, the Board of Trustees are able to amalgamate the General Annual Grant (GAG), Capital, Sports and PE Grant Funding and unrestricted funds for all its schools to form one central fund. This fund can then be used to meet the normal running costs at any of the schools within the Trust. This is known as pooling. Pupil specific funds such as Pupil Premium, Looked After Children, Service and High Tariff Needs top up funding are not pooled as this funding is specific to individual pupils and so remains with the school in its entirety.

The diagrammatic view of financial planning and budget allocations is held as an appendix to this policy and details the budget allocation and setting process.

Policy:

- > This policy applies to all schools within the Trust.
- > The policy applies to all GAG, Capital, Sports and PE Funding and unrestricted funds.
- > Pupil Premium, LAC, Service and High Tariff Need top up funding is pupil specific and so therefore are not pooled.
- > Capital funding will be allocated as follows:
 - Annual Capital budget to be calculated in the Summer term for the following financial year.
 - Capital funding to be allocated to two funds, Estates Capital Fund (ECF)* and Environment and Education capital (EEC)
 - Academy Heads are invited to bid for EEC funds by half term Summer
 - The CEO will approve bids and advise the Academy Heads that they can proceed with the project by the start of the Autumn term.
 - ECF funding will be allocated by the CEO and Head of Service Facilities & Compliance, based on school condition reports
- > Allocation of Revenue budgets will commence in the Spring term following receipt of the Funding statements from the Education and Skills Funding Agency (ESFA)
- > The Academy Head, Director of Finance and Resources, Director of Education and Head of Service Finance will meet to discuss the staffing and educational requirements of the school for the following academic year based on the School Development Plan and the ICT strategy.
- > Academy Heads will produce their three year Pupil Premium strategy in time for the budget conversation
- > Any projects which will be funded by donations (PTA, corporate or other) should also be included in the budget plan for the school
- > Budgets will be allocated to each school for staffing and educational resources / services. All other budgets (administration, utilities, non-educational professional services etc.) will be held and monitored centrally
- > The Trust Lead Leader for PE and Outdoor Learning will produce a Trust wide PE and ODL strategy to ensure the Sports and PE grant achieves best value across the whole trust.

- > Funds donated to schools by PTAs**, local organisations or individuals must be allocated by the receiving school in the year of donation. Unallocated donations will be pooled at year end.
- > Where donated funds are not spent but are allocated to a long term project, these funds will remain with the school.
- > There is a contingency within the budget whereby Academy Heads have discretion to approve expenditure in excess of the agreed budget up the following limits:

Academy Head Contingency Approval Limit	
Educational Resources	£1,000.00
Staffing	£5,000.00

- > Income from Traded services are an unrestricted fund and will be part of the pooled fund.
- > Schools will be responsible for monthly monitoring of Education cost centres
- > The Central finance team will be responsible for monitoring staffing budgets and all non-education budgets
- > The Central finance team will report monthly to the Board of Trustees and Accounting Officer on the current year reserves position and any significant variations to the approved budget
- > At year end, all budget surpluses will be allocated to the Central pool reserves
- > The Reserves policy states that one month's salary costs must be held on the Balance Sheet
- > Excess reserves will redistributed to the following year budgets under three headings: Education, Revenue PPM and Contingency

In-year adjustments:

If circumstances in a school change during the academic year that require a staffing or educational adjustment to the school allocated budget, the Academy Head should write to the Accounting Officer. The Academy Head will need to detail the following:

- > The change that has occurred,
- > The amount of additional funding that is required
- > What the additional funding will be used for
- > The impact on the school if the adjustment is not approved.

The Accounting Officer is able to approve or decline budget amendments, if the value falls within the limits detailed below.

Accounting Officer Approval Limit	
Educational resources	£5,000 (as stated in the RofFR)
Staffing	£20,000

Budget amendments in excess of these limits should be referred to the Board of Trustees. The outcome of the request will be communicated to the Academy Head in writing by the Accounting Officer.

Appeals:

Should an Academy Head feel that the staffing and education budget allocated to them is not sufficient to meet the need of the school, they can appeal in writing to the Chair of the Trust Board. The Academy Head should detail, the following:

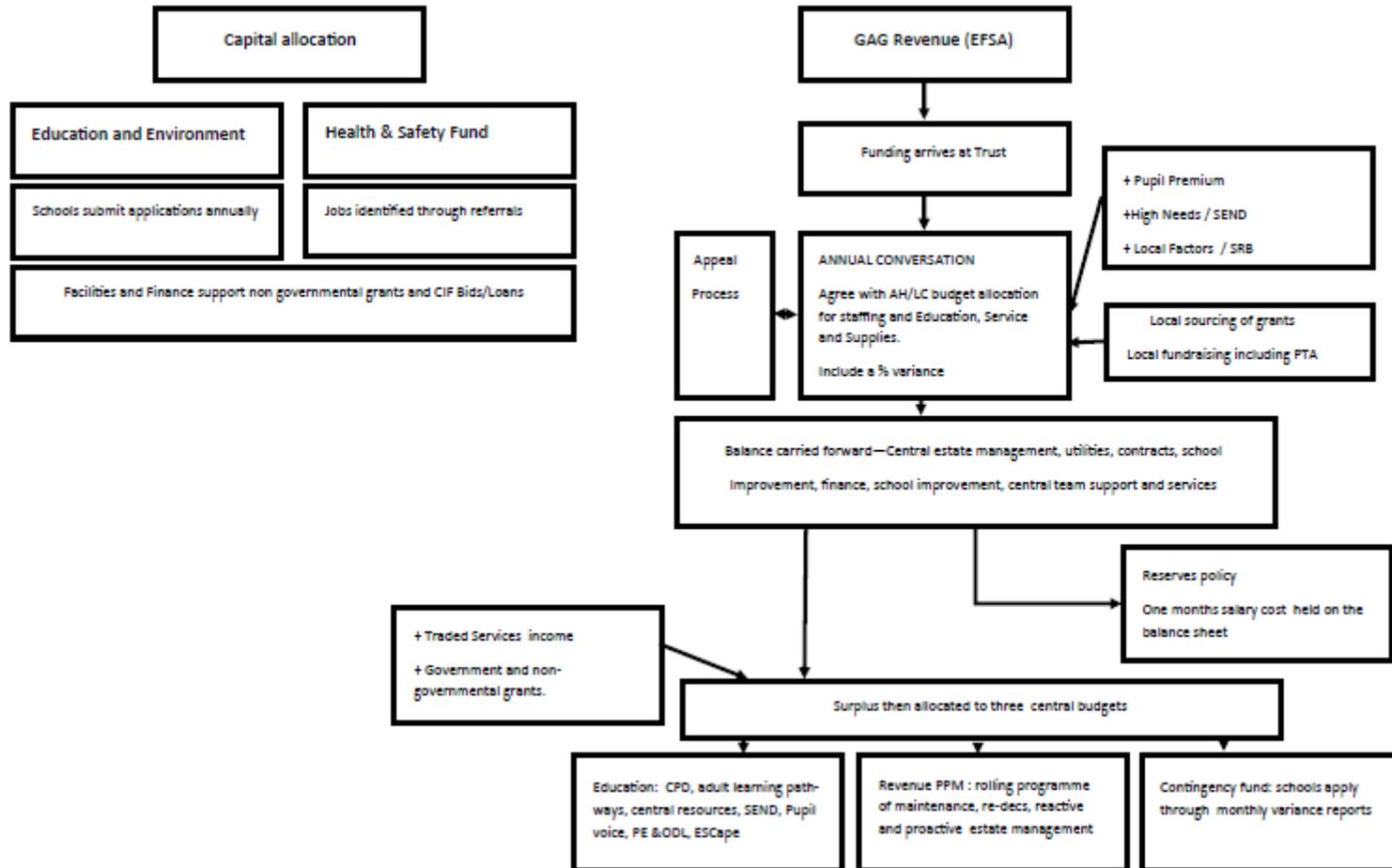
- > the reason they feel the allocation is inadequate,
- > how much additional funding is required,
- > what the additional funding will be used for
- > The impact on the school if the appeal is not upheld

The Chair of the Trust Board will form an Appeals panel which will consist of a Trustee, a Locality Committee Chair, an Academy Head and the Chief Financial Officer. The Appeals panel hearing should be minuted including the outcome. The minutes of the hearing should be presented to the Board of Trustees in order that the Board minutes reflect that a hearing has taken place. The outcome will be communicated to the Academy Head in writing by the Chair of the Trust Board. If the Academy Head remains dissatisfied with the outcome of the appeal, they can apply to the Secretary of State for Education, via the ESFA, whose decision will be final.

*****The PTAs/Friends of Schools, are a separate entity and any funds held by them do not form part of the School / Trust funds.***

*Examples of Capital expenditure & Revenue Expenditure	
Capital Expenditure	Revenue Expenditure
The heating system in a school is upgraded. Pipework and radiators in the classroom are replaced, resulting in the room needing to be redecorated.	The classroom needs redecorating to freshen up the room and ensure a clean and tidy environment for staff and pupils
Carpeting is removed and replaced by lino. The floor needs to be re-screeded to ensure the surface is suitable for the new flooring to increase longevity.	A carpet has become worn and a like for like replacement is laid.
The wooden fence around the school perimeter is replaced by security fencing	The wooden fence around the school perimeter is repaired.
An old wooden window / door is replaced by a secure UPVC window / door.	An old wooden window / door is repaired
Laptops, Tablets, Interactive Whiteboards etc	Digital cameras
<i>NB: Expenditure will only be classed as capital where the value (or collective value for a group of items) is equal to or more than £1,000</i>	

Diagrammatic view of financial planning and budget allocations within *The Consortium Trust*



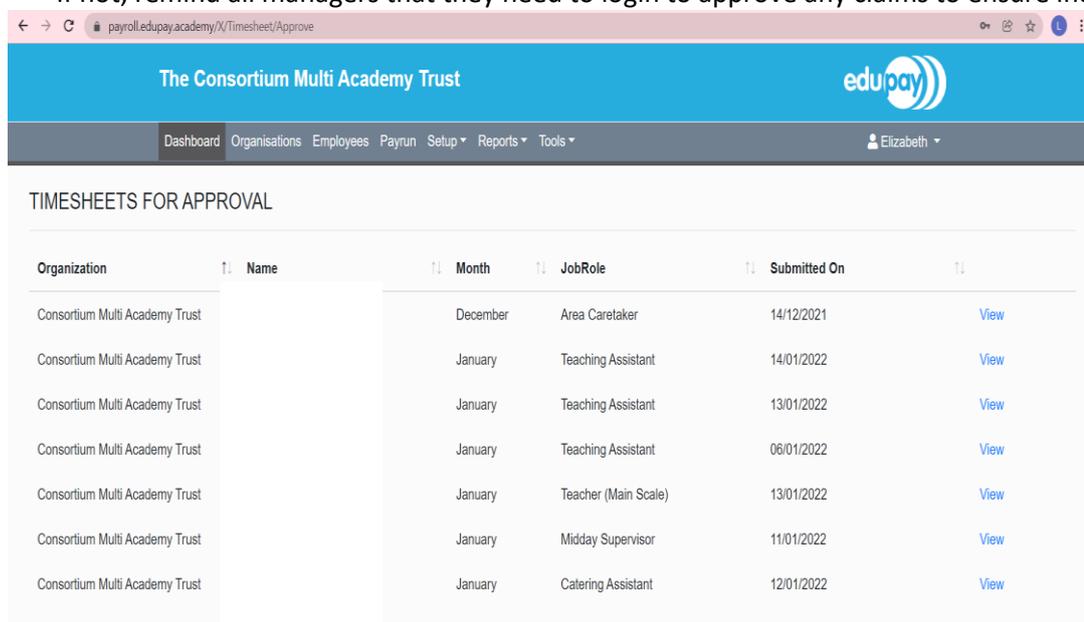
Appendix J

Consortium Monthly Payroll Process

Payroll date – 19th monthly or nearest working day before the 19th
 BACS upload date – at least 3 working days prior to payroll date
 Payroll cut off for expenses and additional hours claims – 10th Monthly
 (See end of document for colleagues able to complete each stage of the process)

Stage 1 – Check employee claims (before the 10th of each month)

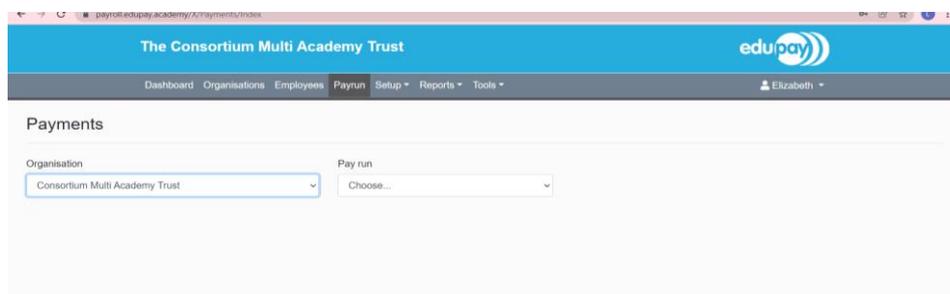
1. Login to Edupay and check that all timesheets and expenses relevant to that month have been approved.
 If not, remind all managers that they need to login to approve any claims to ensure inclusion on the next payroll.



Organization	Name	Month	JobRole	Submitted On	
Consortium Multi Academy Trust		December	Area Caretaker	14/12/2021	View
Consortium Multi Academy Trust		January	Teaching Assistant	14/01/2022	View
Consortium Multi Academy Trust		January	Teaching Assistant	13/01/2022	View
Consortium Multi Academy Trust		January	Teaching Assistant	06/01/2022	View
Consortium Multi Academy Trust		January	Teacher (Main Scale)	13/01/2022	View
Consortium Multi Academy Trust		January	Middy Supervisor	11/01/2022	View
Consortium Multi Academy Trust		January	Catering Assistant	12/01/2022	View

Stage 2 – Agree the Payroll (on the 10th of each month)

2. Login to Edupay and follow the links for the payrun option.
 In the drop down choose Consortium Multi Academy Trust and the payrun date

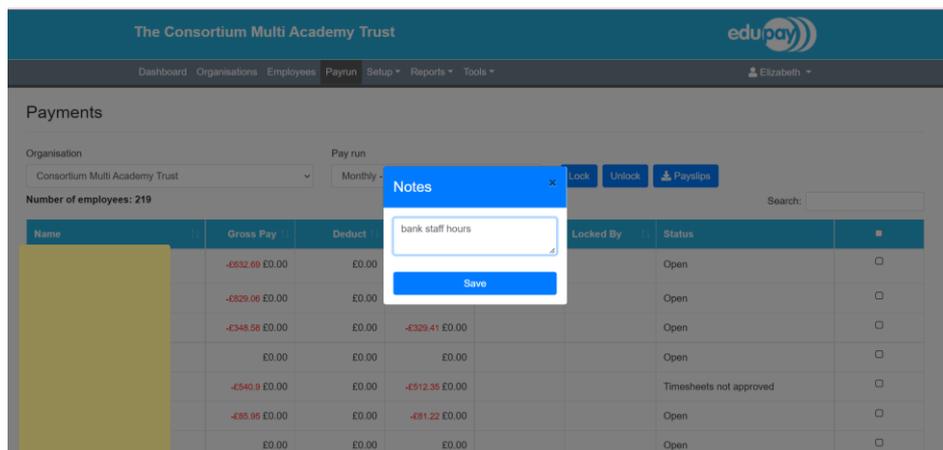


Payments

Organisation: Consortium Multi Academy Trust

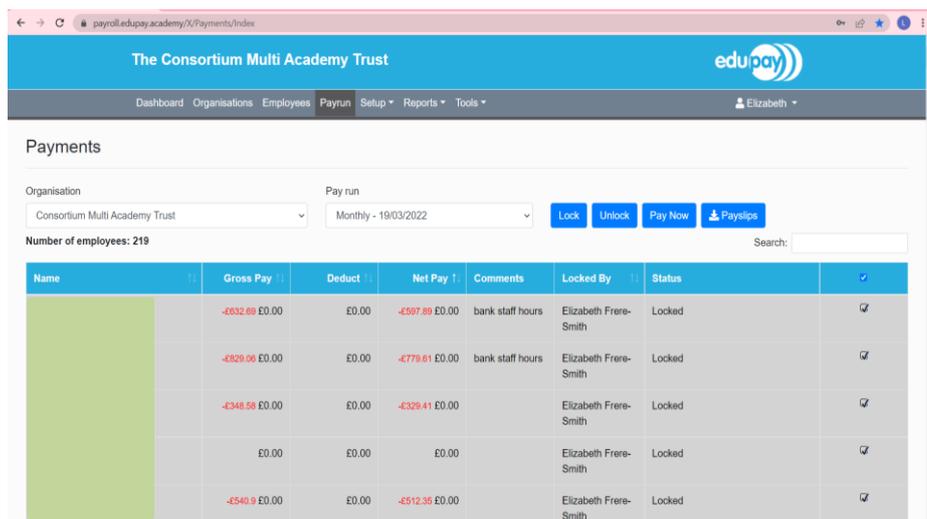
Pay run: Choose...

3. Once the payroll file has been created check all the entries individually for any variations compared to the previous month's salary. Ensure that all narrative is completed for clarification of the next step. All employees that are on long term sick MUST have up to date calendar entries to ensure that the correct pay or SSP information is pulled through.



Name	Gross Pay	Deduct	Locked By	Status
	-632.69 £0.00	£0.00		Open
	-829.06 £0.00	£0.00		Open
	-348.58 £0.00	£0.00		Open
	£0.00	£0.00		Open
	-540.9 £0.00	£0.00		Timesheets not approved
	-86.95 £0.00	£0.00		Open
	£0.00	£0.00		Open

4. Ensure that all new starters have been included and that all Leavers pay has been ceased.
5. Check any changes of contract to ensure these have been implemented
6. Once all employees have been checked for variations the system needs to be locked and passed over to the next stage of the process.
NB: the payroll can be unlocked at this stage, if a change needs to be made.



Name	Gross Pay	Deduct	Net Pay	Comments	Locked By	Status
	-632.69 £0.00	£0.00	-632.69 £0.00	bank staff hours	Elizabeth Frere-Smith	Locked
	-829.06 £0.00	£0.00	-829.06 £0.00	bank staff hours	Elizabeth Frere-Smith	Locked
	-348.58 £0.00	£0.00	-348.58 £0.00		Elizabeth Frere-Smith	Locked
	£0.00	£0.00	£0.00		Elizabeth Frere-Smith	Locked
	-540.9 £0.00	£0.00	-540.9 £0.00		Elizabeth Frere-Smith	Locked

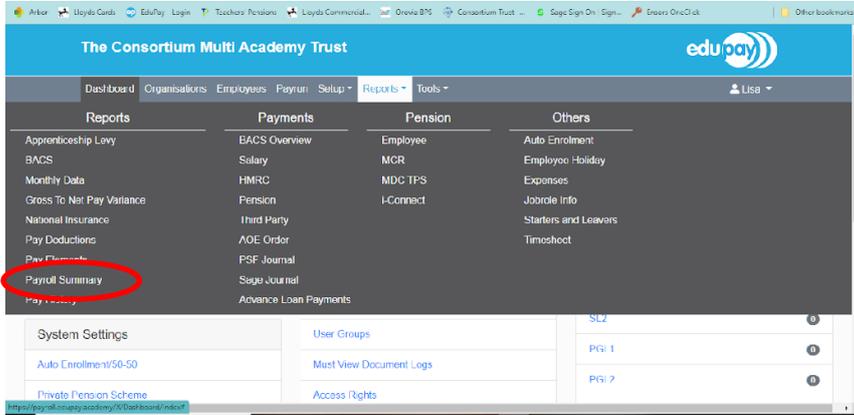
Stage 3 – Authorising the Payroll

Once payroll has been locked, the authorising officer should be alerted that the payroll is ready to be checked.

7. Download the gross variance report and save to the Payroll folder for the current month
8. Review all variances from the previous month to the current month ensuring that the commentary adequately summarises the reason for the variance.
9. Review the Starter/Leaver/Contract changes spreadsheet and ensure all actions have been taken in relation to these contract changes
10. Once happy with all commentary and payments, click 'Pay Now' to finalise the payroll. You will need to re-input your password to complete the action.

NB: this process cannot be undone. Once the 'Pay Now' button has been clicked, no further changes can be made to the current month payroll.

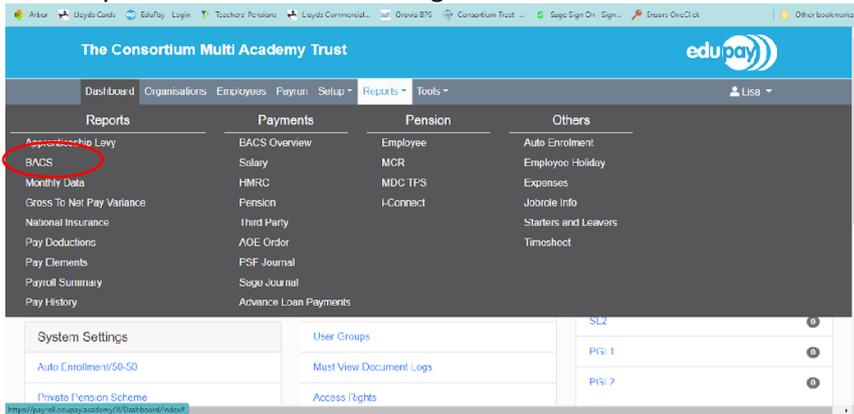
11. Download the Payroll Summary report and save as a PDF file into the current month payroll folder.



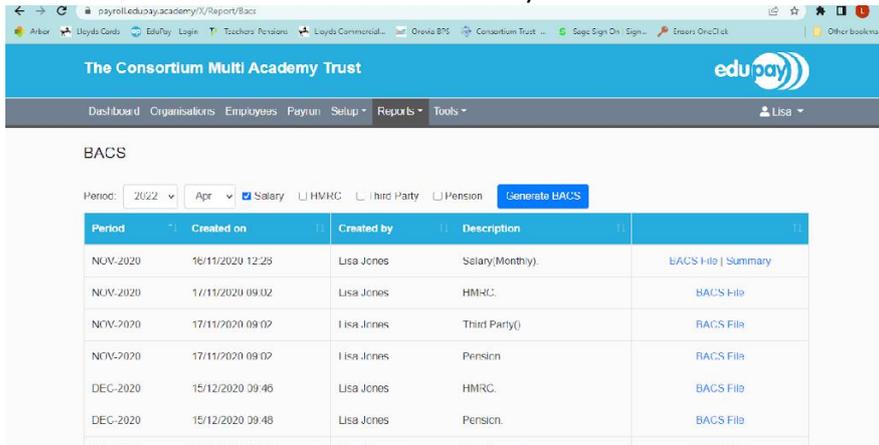
12. Advise the Head of Service Finance that payroll is ready to be uploaded to the Bank.

Stage 4 – Paying at the Bank

13. Log in to EduPay and download the Net wages BACS files



14. Set the Period to the Current month and tick 'Salary'



15. Save the text file in the current month payroll folder with the file name ' Nets Wages BACS file target date DD.MM.YY'

NB: DD.MM.YY should be the 19th of the current month or the nearest working day prior to the 19th

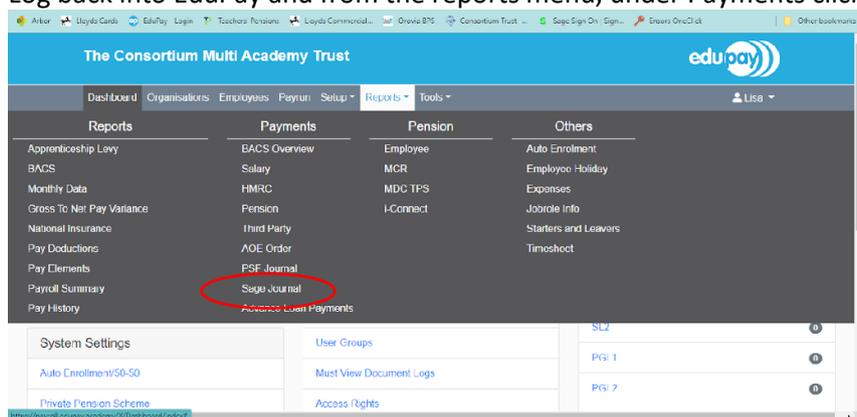
16. Repeat the process for the HMRC file, Third Party and Pension files. Run each one separately and save each with the file name above and the following target dates
Teachers' pensions and LGPS are generated on one text file. You will need to save a copy and delete the LGPS payments and then save a copy deleting the Teachers' Pension payment
 - a. Teachers Pensions – 15th of the following month
 - b. LGPS – 6th of the following month
 - c. HMRC – 20th of the following month
 - d. Third Parties – 6th of the following month
17. Login to Lloyds and navigate to the 'Manage Payments' and choose 'Importing' from the drop down
18. In the Format section, choose 'BACSFIXEDLENGTH'. Complete the options as follows

Criteria	Select
Import As	Payments
Import Method	File Import
<u>Debit Account information</u>	
Account Number	309617 – 79736860 Consortium Trust
Value Date	19 th of the month or nearest working day prior to the 19 th
Debit Account Reference	Current Month and Payroll
File selection	Navigate to the current month payroll and choose the Net Wages BACS file

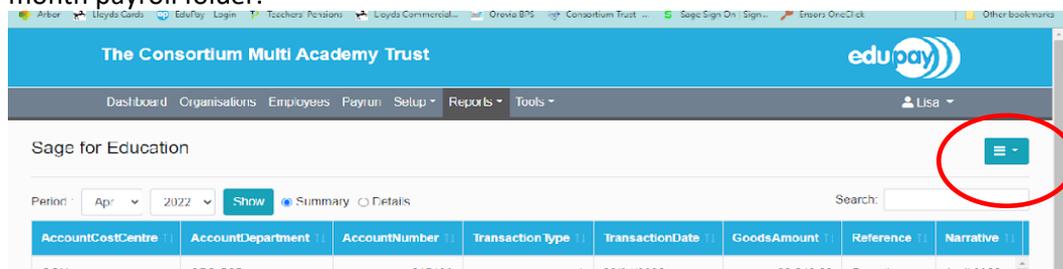
19. Click Import.
20. Download the payment confirmation report and check the total value and number of payments against the payroll summary report.
21. Carry out a spot check of 10% of the number of payments to ensure the bank details and net salary value agrees to the payroll summary
22. Advise the Authorising Office that the BACS file is ready to be authorised
23. The Authorising Officer should login to the bank and navigate to the 'Manage Payments' screen.
24. Choose the Net Wages BACS Payment and ensure that the target date has been set to the current month pay date (19th or nearest working day prior to the 19th)
25. Check the value of the payment agrees to the payroll summary report
26. Click 'Approve' from the drop down and follow the on screen instructions.
27. Repeat the process for the HMRC payment and Third Party payovers

Stage 5 – Sage Journals

28. Log back into EduPay and from the reports menu, under Payments click on the Sage journal



29. Change the Period to the current month and click. Show.
30. Download as an Excel file by clicking the dropdown arrow in the top right hand corner. Save to the current month payroll folder.



In its current format the journal cannot be imported into Sage and needs the following formatting changes made.

- I. Insert a column between column A and B
- II. Drag the header from Column C (AccountDepartment) across to column B
- III. In cell A2, write this formula =LEFT(C2,3)
- IV. In cell B2, write this formula =RIGHT(C2,3)
- V. Highlight cells A2 and B2 and drag to the bottom on the journal
- VI. Highlight columns A & B and right click, copy. Then right click and choose Paste Values
- VII. Now delete column C
- VIII. In column E and column K, change the date to the 19th of the month
- IX. Scroll to the bottom of the journal and add in the nominal codes as follows



Description	Nominal Code	Cost Centre	Department Code
Apprenticeship Levy	675100	CON	S01
NET PAY	360100	none	none
HMRC	310300		
Childcare voucher	360100		
Teachers Pension			
LGPS			
Advance loan or Net Deduction			
Unison or GMB			
Council Tax AOE and Admin fee			

- X. Check the Department code for any expenses payments and correct where necessary
- XI. Save file as an excel then save as a CSV file
- XII. Login to Sage. Click on Nominal list and check the account balance of the suspense account. Any payroll transactions that are rejected will be posted here.
- XIII. From the menu, click on Import records and then Import Wizard.
- XIV. From the 'Import Nominal Transaction or Opening Balances' screen ensure that the box is ticked for 'The Transactions must Balance'
- XV. Click Validate records and navigate to the CSV file saved in the payroll folder. Double click or click once and then click Open
- XVI. If you get an error report, review and correct any errors in the excel file before re-saving as a CSV and overwrite the original CSV file
- XVII. If you get a 'Successfully validated' message, click on Import file and navigate again to the CSV file. You will see a progress bar before a 'successfully imported' message.

The journal has now been successfully imported

31. Process a non-vatable Bank payment for the Net Wages from the payroll summary report, plus the HMRC and third party payovers.

32. You should not process the Bank Payments in sage for the pension payovers until the Pension submission have been made to the LGPS and Teachers Pensions.

NB: Instructions on how to complete the pensions submissions is held separately.

Processors and Authorisers

Stage	Who
Stage 1	Liz, Judy, Megan, Lisa
Stage 2	Liz, Judy, Megan, Lisa
Stage 3	Lisa, Tamsin, Andrew
Stage 4	Judy, Megan, Lisa, Andrew (authorise only)
Stage 5	Judy, Megan, Lisa

There **MUST** always be at least three people involved in the payroll process.

Stage 1 and 2 – can be carried out by the same person

Stage 3 – **MUST** be a different person to stage 1 and 2

Stage 4 – the upload should be a different person to the previous stages, the authoriser from Stage 3 can authorise the bank payment

Stage 5 – can be any of the above

Document Control:

Changes History

Version	Date	Amended By	Details of Change
3	June 2019	RC/LFS	Change of terminology from LGBs to LC, central functions to Trust central, removal of SIC controls, appendices no longer required, general amendments as seen necessary by the HoS HR & Finance and HoS Compliance.
4	November 2019	LJ / JP	Change of responsibilities from LC to Board of Trustees Inclusion of the GAG Pooling policy and amendment of responsibilities as a result
5	June 2020	LJ	PS Finance updated to read Sage Appendices added to document
6	June 2021	LJ	Auditors updated following new appointment. Staff expenses updated to add travel claims reimbursed through payroll. School Comms updated to read Arbor
7	May 2022	LJ	Updated Job titles, 21.2 updated stating no insurance held Payroll procedures expanded
8	May 2023	LJ	Updated job titles

Approval

Name	Job Title	Signed	Date
Andrew Aalders-Dunthorne	Principal/CEO	Electronic signature	20/06/2019
Dawn Carman-Jones	On behalf of the Trust Board	Electronic signature	20/06/2019
Andrew Aalders-Dunthorne	Principal/CEO	Electronic signature	02/07/2020
Dawn Carman-Jones	On behalf of the Trust Board	Electronic signature	02/07/2020
Andrew Aalders-Dunthorne	Principal/CEO	Electronic signature	30/06/2022
Dawn Carman-Jones	On behalf of the Trust Board	Electronic signature	30/06/2022

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