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1. Budgets

1.1 Budget construction

The Head Teacher is responsible for the detailed preparation of an annual school budget which addresses the strategic aims and targets established by the Governing Body. In constructing the budget, the Head must take account of priorities identified in the School Development / Improvement Plan, incorporating specific costs as detailed in the plan. In producing the budget, the Head should consult with other members of staff as appropriate to ascertain detailed requirements and cost pressures for the coming the year.

The Resource Committee should meet in the Spring term to consider a broad budget strategy. In order to determine appropriate expenditure levels, the committee should consider the overall level of income expected from local authority budget, grants and school generated income, together with any anticipated balance to be carried forward into the following financial year.

Detailed formulation of the budget should take place in the latter part of the Spring term, and the Resource Committee should approve the detailed budget plan following receipt of the final local authority budget allocation issued in mid to late March. The full Governing Body must subsequently approve the full budget, and minute this approval. The approved Governors Budget Plan spreadsheet template must then be submitted to the Schools Finance Team, along with a signed statement by the Chair of Governors, by the required mid-May deadline.

Total budgeted expenditure should not exceed the total anticipated in-year income plus or minus any balance brought forward from the previous year. If it appears that a deficit position cannot be avoided, the Head and Chair of Governors must inform the Schools Finance Team immediately as the local authority must approve a Deficit Repayment Agreement (DRA) involving an appropriate recovery plan.

In constructing the detailed budget, factors for consideration include:-

- current and previous year's expenditure levels on individual budget headings
- staff pay awards and increments, and known changes
- anticipated price inflation
- changes in the supply of services and contracts (traded services, utilities etc.).

- changing School Development Plan priorities
- any anticipated changes in pupil numbers
- the resulting impact on staffing structures

1.2 Budgetary control and monitoring

The Head is responsible for regular, detailed control of the school budget and this role will require appropriate monthly reports from the school's accounting system. The Head may assign budgetary control of individual budget headings to other members of staff. Such members of staff must receive monthly budget statements as detailed above. The Head remains ultimately accountable to the Governing Body for these budget headings. Financial reports to the Head and other budget holders, where applicable, should include the following information for each agreed budget heading:-

- total budget for year
- total expenditure and commitments to date
- projected variance

It may be appropriate to action adjustments to the original budget (virements) during the year, for example as a result of additional income, new costs or changing national priorities etc. The Head should therefore be empowered to respond to changes to address variances by effecting virements between individual budget headings.

Where new or unplanned expenditure is necessary, the following individual virement authorisation limits are:-

- up to £2,999 - Head (and subsequently reported to full Governing Body)
- £3,000 - £4,999 - Chairman "
- £5,000 - £9,999 – Resource Committee "
- £10,000 and over - Full Governing Body

Virements, once approved, must be promptly recorded in the school's accounting system to keep the approved budget up to date.

The Headteacher will present detailed budget monitoring statements to the Resource Committee on a termly basis, such statements shall show for each budget heading:-

- total budget for year
- total commitment and expenditure to date
- variances

The Resource Committee shall consider and challenge such statements as necessary with the Headteacher providing explanations for any significant variances identified. The Chairman of the Resource Committee shall report termly to the full Governing Body, identifying any significant budgetary issues and any remedial action taken or needed, and any policy decisions needed.

When the accounts for each financial year are closed, a final statement from the school's accounting system must be presented to the next meeting of the Resource Committee.

2. Payroll

2.1 Starters/variations/leavers

All forms for:-

- setting up new employees on the payroll (starters)
- effecting variations to pay
- taking existing employees off the payroll (leavers)

must be made out by the School Business Manager and authorised (signed) by the Headteacher, or, in their absence, the Assigned Deputy. Completed forms should be sent to relevant pay and conditions contact as directed.

2.2 Time sheets authorisation

All time sheets submitted by a member of staff must be checked initially by the School Business Manager, and then authorised (signed) by the Headteacher, or in their absence, the Assigned Deputy. Authorised time sheets must be entered into the Gloucestershire County Council Processing System (SAP) by the School Business Manager and then filed. The Headteacher must authorise each timesheet on SAP.

2.3 Checking of payroll data

Payroll data received monthly must be scrutinised by:

- the Headteacher, to ensure all employees are recognised, and pay appears reasonable (no detailed check)
- the School Business Manager, to check accuracy of pay calculations.

2.4 Pay-related expenses

All pay-related expenses must be processed through the payroll system. Pay-related expenses must never be paid via petty cash, or by the creditor payment system. If any doubt exists about whether an item should be processed via the payroll system, the BSC Financial Administration section must be contacted for advice.

2.5 Supply teachers

The Governing Body will decide, on the basis of advice from the Headteacher, whether supply teacher insurance cover shall be taken out, and the extent of the cover. All claims submitted by supply teachers must be authorised by the Headteacher or the Assigned Deputy. Reimbursement claims must be submitted on a monthly basis by the School Business Manager. The School Business Manager must check on a monthly basis that correct amounts have been charged as per the Shire Hall expenditure printout.

3. School Fund

3.1 Accounts

The accounts of the school fund are to be maintained on a day to day basis by the school administrator. All income and expenditure will be entered promptly in the accounts. A bank reconciliation will be

performed monthly when bank statements are received, between the balance as per the accounting record and the balance as per bank statements.

3.2 Signatories

The following are allowed to sign cheques on the bank account:-

- Headteacher
- Senior staff
- School Administrator

There must be two signatures on each cheque.

3.3 Final accounts and audit

Final accounts are prepared at the end of the School Fund financial year. The accounts will be audited by an auditor appointed by the full Governing Body. The auditor will not be a member of the Governing Body. In appointing an auditor and operating the Fund, the Governors will follow the instructions laid down in the County Council's Manual on Unofficial Funds.

The audited accounts should be presented to the full Governing Body for approval. Governors' approval must be recorded in the minutes of the meeting. Once approved, the Clerk to the Governing Body will return the requested FN12 form to the Schools Finance Team.

School Fund monies must be kept, and recorded, separately from the school's capitation monies and securely held

4. Assets

4.1 Inventory

The portable, desirable, attractive assets of the school, as well as any assets of intrinsic value (e.g. antiques) will be recorded in the school's inventory. Full details (make, model, serial number, approximate value) shall be recorded.

The school administrator is responsible for keeping the inventory up to date by adding new items when they are received into school.

Items up to a value of £150 may be sold or written out of the inventory on the authority of the Headteacher. Over this limit, the Governing Body must authorise and details recorded in the minutes. Reasons must be recorded in the inventory, together with the Headteacher's signature (up to £150) or the Governors' minute reference (£150 and over). An official receipt for sales income must be issued to the purchaser.

Inventories shall cover all areas of the school, and be arranged on a room-by-room basis. A separate inventory will be maintained to include items which are not allocated to a specific room.

The inventory shall be checked against the actual assets by the Headteacher on an annual basis. Any discrepancies shall be investigated immediately, and if necessary the Governors, Police and the

authority's auditors shall be informed. The check shall be evidenced by the checker signing and dating the inventory.

All inventory items with a purchase price greater than £500 should be security marked.

4.2 Off-site register

Any inventory items taken off-site by members of staff for official purposes must be recorded in a register. The date borrowed, and the signature of the borrower, must be recorded. On the return of the item the date of return will be recorded.

Any equipment issued to members of staff on a permanent basis (e.g. laptops) must be recorded and signed for by the staff member. At the end of the employment this equipment must be returned and this should be recorded by the school administrator.

5. Income

5.1 Credit income

Where payment for goods/services provided by the school is made after the provision takes place.

An official invoice must be raised by the School Business Manager in all cases and sent to the debtor as soon as possible after the provision of the goods/service, and no later than 10 days after the provision.

A file of copy invoices will be maintained by the School Business Manager; this will be arranged into 'paid' and 'unpaid' invoices. The copies of unpaid invoices will act as a control record for the sending of reminders and the chasing of unpaid debts.

Reminders will be sent after the following periods if the debt remains outstanding:-

- 1st reminder 28 days
- 2nd reminder 56 days

If after 84 days the debt remains unpaid, consideration will be given by the Headteacher and/or Governors to writing the debt off in accordance with the following limits:-

- up to £50 - Headteacher may authorise write-off
- up to £100 - Chair of Governors may authorise write-off
- £100 and over - full Governing Body may authorise write-off.

In each case, the possibility of taking legal action to recover the debt must be considered by Headteacher, Chairman, and Governors as appropriate.

As well as sending formal reminders, efforts must be made by the school to contact the debtor in order to secure recovery of the debt. If payment has not been received after 90 days of raising the invoice, no further goods or services must be provided until the outstanding debt is settled.

When an invoice is paid, details of the payment must be written on the copy invoice, and this transferred to the 'paid' section of the file. An official receipt should be issued to the debtor and the receipt number written on the copy invoice; a duplicate copy of the receipt must be retained at school.

5.2 Cash income (i.e. where payment is received at the time goods/services are provided).

An official receipt must be issued to the payer at the time the payment takes place, and a duplicate copy retained at the school.

5.3 Banking

All income received (cash or cheque) must be banked promptly and intact. No payments may be made out of income collected. A record to evidence the banking must be kept (e.g. stamped paying-in slip).

5.4 Charging policy

The full Governing Body will set a charging policy to cover:-

- lettings
- school trips
- music tuition
- wraparound care

The charging policy will be reviewed every year by the Governing Body. Charges levied by the school will be in line with this policy.

5.5 Donations

Donations from any sources must be acknowledged. All donations must be banked promptly and intact.

5.6 Official Capitation and School Fund income

All income used to offset expenditure incurred on the capitation budget (e.g. lettings, photocopying, telephone calls, music tuition, sales of work) must be paid into the official County Fund and coded to an appropriate income code. Monies received from any sales of school equipment must similarly be paid into the County Fund.

Donations may be paid into the County Fund or the School Fund dependent upon the wishes of the donor which must be ascertained beforehand.

5.7 Cash received from pupils

Cash received from pupils must be handed over to the school administrator promptly.

5.8 Security of receipt books and tickets

All unused receipts to be used to acknowledge receipt of income, must be held securely in the school office.

6. Purchasing

6.1 Ordering

School procedures for purchasing should ensure that purchases are as required and are for bone-fide purposes.

Orders should be processed by the School Business Manager after initial approval by budget holders has been sought and given. The official order produced from the computer system must be signed by the budget holder before it is sent to the supplier. If an order has been placed over the telephone an official confirmatory order must be sent.

Official orders must not be used to procure goods for private purposes.

Official order stationery must be held in a secure location.

Copies of all official orders placed must be retained on file at the school by the School business Manager.

When placing orders it is the responsibility of the initiator to ensure that Gloucestershire County Council Financial Regulations and Standing Orders are adhered to, these being –

6.2 Quotations/tenders

Financial Regulations - for orders for goods/services under £50,000:

- £1,000- £5,000 - at least three prices to be examined and retained, these prices may be taken from suppliers' written quotations or catalogues/price lists.
- £5,001 - £50,000 - independent written evidence of at least three prices should be obtained and retained.

Independent written evidence means quotations provided on suppliers' headed notepaper.

Standing Orders - for orders for goods/services over £50,000.

Tenders should be invited in one of three ways, and in accordance with specific Standing Orders.

- from at least three contractors included on a standing list - SO49; or where no standing list exists
- from at least three appropriate contractors - SO.50, or
- by open competition by advertisement in local newspaper or appropriate journal - SO.51.

6.3 Governor involvement

As well as ensuring that the above have been adhered to, it is the responsibility of the Headteacher to ensure that Resource Committee Governors:-

- Are informed of purchasing decisions in excess of £1,000.
- Approve purchases where the cost is expected to exceed £2,000.
- Review quotations when the lowest quote is not the most suitable or the pre-requisite number of quotes could not be obtained. In such circumstances the Governors should formally

authorise a waiver of the regulations, either prior to the purchase or retrospectively, if necessary.

6.4 Receipt of goods

Once items ordered have been received, the school administrator must ensure that items delivered correspond to details contained in the delivery note. Upon examination of goods the recipient must ensure that both quality and quantity are appropriate.

6.5 Invoice check and authorisation

Invoices must be checked and certified by the Head Teacher to ensure that invoices relate to goods ordered and delivered. Invoices should also be checked for arithmetical correctness. All invoices must be certified for payment by the headteacher before being passed for payment (or in the Headteacher's absence, the Assigned Deputy).

Invoices passed for payment must be recorded promptly in the school's accounting system by the School Business Manager.

All cheque books held must be retained securely.

7. Register of Pecuniary and Other Interests

The school shall maintain such a Register.

7.1 Persons to be included:-

- All Governors
- Headteacher
- All senior staff

7.2 Interests to be recorded

The basic principle to be followed is that any interest should be recorded which could be seen to improperly influence any decisions taken, pecuniary or otherwise, regarding the operation of the school.

Examples of such improper influence might be:-

- to purchase goods or materials from a company in which a Governor/senior member of staff has a financial interest without going through the correct procedures re. obtaining competitive prices;
- promoting member of staff who has close personal relationship (spouse, partner, son, daughter etc.) with Governor/senior member of staff, without going through correct procedures re. recruitment and selection.

There can never be a definitive, comprehensive list of the interests which should be recorded, but the following is intended to give some guidance:

having a financial, or other, interest in an organisation which could feasibly be in a position to supply goods/services to the school e.g.

- building contractors
- plumbing contractors
- electrical contractors
- audio/visual goods suppliers (e.g. T.V.s, video recorders, hi-fi etc.)
- repair/maintenance of equipment (electrical and other)
- suppliers of computer hardware and software
- suppliers of stationery
- suppliers of educational equipment (e.g. P.E. equipment)
- suppliers of furniture, fittings, carpets, curtains etc.
- decorating contractors
- catering contractors
- suppliers of provisions
- suppliers of clothing
- suppliers of building materials
- suppliers of catering equipment
- suppliers of fuel
- suppliers of vehicles
- suppliers of books
- grounds maintenance contractors
- gardening contractors
- suppliers of grounds/garden maintenance equipment
- suppliers of plants, trees, seeds etc.
- suppliers of heating equipment
- suppliers of lighting equipment
- suppliers of musical instruments
- suppliers of insurance
- consultants (e.g. legal, financial, training, property)
- suppliers of security services and supplies
- suppliers of art materials
- suppliers of telecommunications equipment
- suppliers of photographic equipment
- transport contractors (e.g. coaches, taxis etc.)
- holiday/travel operators
- suppliers of supply teaching cover
- suppliers of peripatetic teaching
- suppliers of banking services
- suppliers of workshops etc. (e.g. drama, music)

the interest in the above 'supplying organisations' may, for example, be:-

- as a director
- as an employee
- as a major shareholder
- as a major investor
- as a major debtor/creditor
- having a close personal relationship (spouse, partner, son, daughter, parent etc.) with a person in the above categories
- being in a position to potentially influence decisions made about the school, e.g. as:-

- member of local council (County Council, District Council, Parish Council)
- officer of Local Authority in a senior capacity
- Member of Parliament
- OFSTED Inspector
- officer of local council (District Council, Parish Council) in a senior capacity
- having a close personal relationship (as described above) with any person falling into the above categories
- having a close personal relationship with a Governor or member of staff (employed on a full-time, part-time, permanent, or temporary basis).