



The Crossley Heath School

Savile Park, Halifax, West Yorkshire HX3 0HG

SCHEME OF FINANCIAL DELEGATION

Version Control

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Introduction

The purpose of this manual is to ensure that the Academy maintains and develops systems of financial control which conform to the requirements both of propriety and of good financial management. It is essential that these systems operate properly to meet the requirements of our funding agreement with the Department for Education (DfE).

The Academy must comply with the principles of financial control outlined in the Academy's guidance published by the DfE. This manual expands upon that and provides detailed information on the academy's accounting procedures and systems and should be read by all staff involved with financial systems.

Organisation

The academy has defined the responsibilities of each person involved in the administration of academy finances to avoid duplication or omission of functions and to provide a framework of accountability for trustees and staff. The financial reporting structure is illustrated below:

The Trust Board

The Trust Board has overall responsibility for the administration of the Academy's finances. The main responsibilities of the Trust Board are prescribed in the Funding Agreement between the Academy and the DfE and in the Academy's Scheme of Delegation. The main responsibilities include:

- ensuring that grant from the DfE is used only for the purposes intended;
- ensuring that funds from sponsors are received according to the academy's Funding Agreement, and are used only for the purposes intended;
- approval of the annual budget;
- appointment of the Head Teacher and
- appointment of the Chief Finance Officer, in conjunction with the Head Teacher.
- approval of the annual Company Accounts.
- approved spending of over £30,000

The Business & Resources Committee

The Business and Resources Committee is a committee of the Trust Board that meets at least once a term, but more frequent meetings can be arranged if necessary.

The responsibilities of the Business and Resources Committee are detailed in written terms of reference which have been authorised by the Trust Board. The main responsibilities include:

- To monitor and evaluate the implementation of the School Improvement Plan in relation to Finance and Premises, ensuring that appropriate policies and decisions are recommended to match aims and objectives.
- To agree and recommend the annual budget to the full Trust Board
- To advise the Trust Board on the school's overall financial strategy and policy within the resources available
- To monitor the school's income and expenditure against the agreed budget figures and to report to the full Trust Board at least once per term
- To seek opportunities for income generation and maximising school assets
- To keep under general review the costs of the staffing of the school and to make recommendations to the full Trust Board
- To oversee the school's financial systems and operations to ensure compliance with DfE regulations and procedures

- To oversee private and voluntary funds
- To recommend expenditures and virement between Heads of Departments of over £30,000 to the Trust Board for approval
- Recommend the annual financial statements to the Trust Board for approval
- Consider the reports of the auditors and, when appropriate, advise the Trust Board of material control issues
- To ensure compliance with national requirements in relation to policies and procedures associated with employment, pay, recruitment, selection, appointment, promotion, performance management, appraisal, grievance, discipline, remuneration, welfare, and professional development
- To review the Pay Policy annually with regards to the current STP&C document and appropriate guidance relating to support staff
- Advise the Trust Board on the adequacy and effectiveness of the Academy Trust's systems of internal control and its arrangements for risk management, control and governance processes, and securing economy, efficiency and effectiveness (value for money)
- Agree the programme of internal audit including the checking of financial controls, systems, transactions and risks

The Head Teacher

Within the framework of the Academy development plan as approved by the Trust Board, the Head Teacher has overall executive responsibility for the Academy's activities, including financial activities. Much of the financial responsibilities have been delegated to the Chief Finance Officer but the Head Teacher still retains responsibility for:

- approving new staff appointments within the authorised establishment, except for any senior staff posts which the Trust Board has agreed should be approved by them
- approving orders and contracts between £3,000 and £30,000 in conjunction with the Chief Financial Officer; subject to the Budget agreed at the beginning of the year
- authorising payments in conjunction with the Chief Finance Officer and other authorised signatories

The Chief Finance Officer

The Chief Finance Officer works in close collaboration with the Head Teacher through whom he or she is responsible to the Trust Board. The Chief Finance Officer also has direct access to the Trust Board via the Business Resource Committee. The main responsibilities of the Chief Finance Officer are:

- the day-to-day management of financial issues including the establishment and operation of a suitable accounting system
- the management of the Academy financial position at a strategic and operational level within the framework for financial control determined by the

Trust Board

- the maintenance of effective systems of internal control
- ensuring that the annual accounts are properly presented and adequately supported by the underlying books and records of the Academy
- the preparation of monthly management accounts
- authorising orders between £3,000 in conjunction with budget holders and up to a maximum of £15,000
- signing cheques in conjunction with the Head Teacher and other authorised signatories
- authorising BACS payments in conjunction with the Head Teacher and other authorised signatories
- ensuring forms and returns are sent to the DfE in line with the timetable in the DfE guidance
- To comply with relevant legislation and reporting requirements (for example, HMRC and Pensions)

The Head Of Finance

The Head Of Finance role involves:

- the day-to-day management of financial issues including the establishment and operation of a suitable accounting system
- the preparation of monthly management accounts
- working with the CFO to ensure finance compliance
- responsibility for the effective management of financial administration and procedures, including compliance with financial regulations
- line management of the Finance Assistants
- approved spending of up to £5,000

Internal Scrutiny

The Trust Board has chosen the option of the appointment of a non-employed Trustee to oversee delivery of internal scrutiny.

The non-employed Trustee is the Chair of the Business & Resources Committee (incorporating the Audit & Risk Committee) and is suitably experienced and qualified. Membership of this Committee includes fellow Trustees with a suitable mix of skills and experience in risk management and finance to examine assurance reports and provide sufficient challenge. The Chair and Trustees, via the Business & Resources Committee, agree the programme of financial and non-financial internal scrutiny to be undertaken each year based on an assessment of the risks present within the Trust's operations.

The non-employed Trustee reports three times a year to the Business & Resources Committee on the operations of the systems of control and on the discharge of the Board of Trustees' financial responsibilities and annually prepares a summary report to the Committee outlining the areas reviewed, key findings, recommendations and conclusions to help the Committee consider actions and assess year on year progress. It is the Business & Resources Committee's responsibility to update the full Trust Board on progress and recommendations regularly and at year-end.

The annual internal scrutiny programme has financial control systems as a core element, including the evaluation of controls and some testing of controls by a sample of transactions. Other key areas are also reviewed based on an annual risk analysis, such as governance, financial efficiency, strategic financial planning, IT systems, cyber security, health and safety and estates management, organisational culture, management information, anti-fraud, safeguarding, HR systems and succession planning. The internal scrutiny programme includes deployment of external organisations with identified areas of specialist expertise.

The Academy Trust's system of internal financial control is based on a framework of regular management information and administrative procedures including the segregation of duties and a system of delegation and accountability. This includes:

- comprehensive budgeting and monitoring systems with an annual budget and periodic financial reports which are reviewed and agreed by the Board of Trustees
- regular reviews by the Business and Resources Committee of reports which indicate financial performance against the forecasts and of major purchase plans, capital works and expenditure programmes
- setting targets to measure financial and other performance
- clearly defined purchasing (asset purchase or capital investment) guidelines
- delegation of authority and segregation of duties
- identification and management of risks

Other Staff

Other members of staff, primarily the Finance Assistants and Budget Holders, will have some financial responsibilities, and these are detailed in the following sections of this manual. All staff are responsible for the security of the Academy property, for avoiding loss or damage, for ensuring economy and efficiency in the use of resources and for conformity with the requirements of the Academy's financial procedures.

Contingency arrangements for the Finance Team are given at Appendix A.

Related Party Transactions

The Academy must obtain DfE prior approval, using their on-line form, for contracts for the supply of goods or services to the Academy by a related party agreed on or after 1 September 2023 where any of the following limits arise:

- a contract exceeding £40k
- a contract of any value that would take the total value of contracts with the related party beyond £40k in the same financial year ending 31 August; and
- a contract of any value if there have been contracts exceeding £40k individually

or cumulatively with the related party in the same financial year ending 31 August.

For the purposes of reporting to, and approval by, DfE, transactions with related parties do not include salaries and other payments made by the Trust to a person under a contract of employment through the Trust's payroll.

Register Of Interests

It is important for anyone involved in spending public money to demonstrate that they do not benefit personally from the decisions they make. To avoid any misunderstanding that might arise all Trustees and staff with significant financial or spending powers are required to declare any financial interests they have in companies or individuals from which the Academy may purchase goods or services. The register is open to public inspection.

The register should include all business interests such as directorships, shareholding, or other appointments of influence within a business or organisation which may have dealings with the Academy. The disclosures should also include business interests of relatives such as a parent or spouse or business partner where influence could be exerted over a Trustee or a member of staff by that person.

The existence of a register of business interests does not, of course, detract from the duties of Trustees and staff to declare interest whenever they are relevant to matters being discussed by the Trust Board or a Committee. Where an interest has been declared, Trustees and staff should not attend that part of any Committee or other meeting.

Accounting System

All the financial transactions of the Academy must be recorded on the Access financial management system. The Access system is operated by the Finance Department and consists of:

- Journals
- Nominal Ledger
- Bank Transactions
- Purchases Ledger
- Sales Ledger
- Asset Ledger

In addition to the accounting system, all payroll transactions must be recorded on the I-Trent system and administered by Calderdale Council.

System Access

Entry to the Access system is password restricted, and the Chief Finance Officer is responsible for implementing a system which ensures that passwords are changed at least every 6 months.

Access to the component parts of the Access system can also be restricted, and the Chief Finance Officer is responsible for setting access levels for all members

of staff using the system.

Back-up Procedures

The Chief Finance Officer, in conjunction with the Network Manager, is responsible for ensuring that there are effective back-up procedures for the system. Data is backed up on the cloud and internal servers.

An electronic copy of the nominal ledger and audit trail should be created and saved each month.

The Chief Finance Officer should also prepare a disaster recovery plan in the event of loss of accounting facilities or financial data. This should link in with the annual assessment made by Trustees of the major risks to which the Academy is exposed and the systems that have been put in place to mitigate those risks.

Transaction Processing

All transactions input to the accounting system must be authorised in accordance with the procedures specified in this manual. The detailed procedures for the operation of the payroll, the purchase ledger and the sales ledger are included in the following sections of the manual.

All journal entries must be documented on the appropriate journal form on Access as a draft and authorised by the Chief Finance Officer prior to being input to the accounting system.

Bank transactions should be input by the Head Of Finance, and the input should be checked, and signed to evidence this check, by the Chief Finance Officer.

Detailed information on the operation of the Access system can be found in the user manuals held in the Finance Office.

Transaction Reports

The Chief Finance Officer will obtain, and review system reports to ensure that only regular transactions are posted to the accounting system. The report obtained and reviewed will include:

- Masterfile amendment reports for the payroll, purchase ledger and sales ledger;
- Management accounts summarising expenditure and income against budget at budget holder level.

Reconciliations

The Head Of Finance and Finance Assistants are responsible for ensuring the following reconciliations are performed each month, and that any reconciling or balancing amounts are cleared:

- sales ledger control account
- purchase ledger control account
- payroll control account
- all suspense accounts

- balance sheet control accounts
- bank balance per the nominal ledger to the bank statement.

Any unusual or long-standing reconciling items must be brought to the attention of the Chief Finance Officer. The Chief Finance Officer will review and sign all reconciliations as evidence of the review.

Financial Planning

The Academy prepares three-year financial plans which outline the level of resources required over the next three years in order to meet the Academy's educational and other objectives.

School Improvement Plan

The SIP is concerned with the future aims and objectives of the Academy and how they are achieved; including matching the Academy's objectives and targets to the resources expected to be available.

The form and content of the plan are matters for the Academy to decide but due regard should be given to the matters included within the guidance to Academies and any annual guidance issued by the DfE.

Each year the Head Teacher will propose a planning cycle and timetable to the Trust Board which allows for:

- a review of past activities, aims and objectives - "did we get it right?"
- definition or redefinition of aims and objectives – "are the aims still relevant?"
- development of the plan and associated budgets – "how do we go forward?"
- implementation, monitoring and review of the plan – "who needs to do what by when to make the plan work and keep it on course"
- feedback into the next planning cycle – "what worked successfully and how can we improve?"

The timetable will specify the deadlines for the completion of each of the key stages described above. Lead responsibility for the completion of each of the stages will be assigned by the Head Teacher.

The completed plan will include detailed objectives for the coming academic year and include the estimated resource costs, both capital and revenue, associated with each objective and success criteria against which achievement can be measured.

For each objective, the lead responsibility for ensuring progress is made towards the objective will be assigned to a member of the Senior Leadership Team. The responsible manager should monitor performance against the defined success criteria throughout the year. The senior management team will report to the Trust Board if there is a significant divergence from the agreed plan and will recommend an appropriate course of action.

Annual Budget

The Chief Finance Officer is responsible for preparing and obtaining approval for the annual budget. The budget must be approved by the Head Teacher, Business and Resources Committee and the Full Trust Board.

The approved budget must be submitted to the DfE by 28th August each year and the Chief Finance Officer is responsible for establishing a timetable which allows sufficient time for the approval process and ensures that the submission date is met.

The annual budget will reflect the best estimate of the resources available to the academy for the forthcoming year and will detail how those resources are to be utilised. There should be a clear link between the development plan objectives and the budgeted utilisation of resources.

The revenue budgetary planning process will incorporate the following elements:

- forecasts of the likely number of pupils to estimate the amount of DfE grant receivable;
- review of other income sources available to the academy to assess likely level of receipts;
- review of past performance against budgets to promote an understanding of the academy cost base;
- identification of potential efficiency savings and review of the main expenditure headings in light of the development plan objectives and the expected variations in cost e.g. pay increases, inflation and other anticipated changes
- development of the capital budget is a separate process which incorporates securing funding and ensuring that the proposed areas of spend link to the Asset Management Plan and Vision Strategy

Balancing The Budget

- Comparison of estimated income and expenditure will identify any potential surplus or shortfall in funding. If shortfalls are identified, opportunities to increase income should be explored, and expenditure headings will need to be reviewed for areas where savings can be made. This may entail prioritising tasks and deferring projects until more funding is available. Plans and budgets will need to be revised until income and expenditure are in balance if this is not possible then the school must use some of its reserves for and plan to get to a balanced budget as soon as possible without using up all the schools' reserves. If a potential surplus is identified, this may be held back as a contingency or alternatively allocated to areas of need.

Finalising the Budget

- Once the different options and scenarios have been considered, a draft budget should be prepared by the Chief Finance Officer for approval by the Head Teacher, the Business and Resources Committee and the Full Trust Board. The budget should be communicated to all staff with responsibility for budget headings so that everyone is aware of the overall budgetary constraints.

- The budget should be accompanied by a statement of assumptions and hierarchy of priorities so that if circumstances change, it is easier for all concerned to take remedial action. The budget should be seen as a working document and actual expenditure may vary from budget as circumstances change throughout the year. Variances in the anticipated levels of expenditure will be reported to the Business and Resources Committee and the Trust Board through regular reporting and re-forecasting.

Monitoring And Review

- Monthly management accounts and cash flow statements will be prepared (except for September) by the Head Of Finance and reviewed by the Chief Finance Officer. The reports will detail actual income and expenditure against budget both for Budget Holders and at a summary level for the Head Teacher, Senior Leadership Team and the Business and Resources Committee.
- Any potential overspend against the budget must in the first instance be discussed with the Chief Finance Officer.
- The monitoring process should be effective and timely in highlighting variances in the budget so that differences can be investigated and action taken where appropriate. If a budget overspend is forecast, it may be appropriate to Vire money from another budget or from the contingency. All budget virements must be authorised by the Chief Finance Officer.

Payroll

The main elements of the payroll system are:

- staff appointments;
- payroll administration and
- payments.

Staff Appointments

Changes can only be made to this establishment with express approval in the first instance of the Business and Resources Committee, who must ensure that adequate budgetary provision exists for any establishment changes.

The Head Teacher has authority to appoint staff within the authorised establishment except for members of the Senior Leadership Team and the Chief Finance Officer whose appointments must follow consultation with the Trustees. The Head Teacher and Chief Operating Officer maintain personnel files for all members of staff which include contracts of employment. All personnel changes must be notified in writing to the Chief Finance Officer immediately.

Payroll Administration

The Academy payroll is administered by Calderdale Council, and the HR office submits all starters, leavers and adjustments to pay/contracts. The I-Trent system is used to submit overtime, deductions, and sickness. The data is entered by the Head of Finance or the Finance Assistant from time sheets submitted by

the staff approved by their line managers. These are then sent to the Head Teacher for approval and electronic submission. The time sheets are submitted for the first of the month following the actual overtime worked; any amendments to contracts are submitted the week before the time sheets are submitted. These are signed by the Head Of Finance, scanned and submitted via email to the HR department at Calderdale Council.

All staff are paid monthly by BACS from Calderdale Council. A master file is created for each employee which records:

- salary;
- bank account details;
- taxation status;
- personal details and
- any deductions or allowances payable.

New master files can only be created by the Calderdale HR Department with the express approval of the Head Teacher or Chief Finance Officer. All amendments and payments are approved by the Chief Finance Officer monthly and sent to HR and Payroll Officers at Calderdale. The original sheets are kept with the payroll file and checked each month by the Head Of Finance and the Chief Finance Officer.

Staff absence (including sickness) is recorded and monitored by the Executive Leader/Personnel. Any new appointments, termination or changes to contracts must be authorised by the Head Teacher and passed to the Finance Department for processing.

Payments

After the payroll has been processed, before payments are dispatched, a print of salary payments by individual and showing the amount payable in total should be obtained from the system. The print must be reviewed and authorised together with the authority to release payment by the Head Of Finance and the Chief Finance Officer.

At the start of the year the Chief Finance Officer must check for each member of staff that the gross pay per the payroll system agrees to the contract of employment held on the personnel file in the HR and Payroll service at Calderdale.

The Head of Finance should review the reconciliation between the current months and the previous month's gross salary payments considering adjustments made for new appointments, resignations, pay increases etc. This should be reviewed and signed by the Chief Finance Officer.

The payroll system automatically calculates the deductions due from payroll to comply with current legislation. The major deductions are for tax, National Insurance contributions and pensions. The amounts payable is summarised on the various payroll reports.

After the payroll has been processed, the nominal ledger will be updated by a

journal transfer. Postings will be made both to the payroll control account and to individual cost centres. The Head Of Finance should review the payroll control account each month to ensure the correct amount has been posted from the payroll system, individual cost centres have been correctly updated and to identify any amounts posted to the suspense account.

Purchasing

The Academy wants to achieve the best value for money from all our purchases. This means they want to get what they need in the correct quality, quantity and time at the best price possible. A large proportion of purchases will be paid for with public funds and therefore we need to maintain the integrity of these funds by following the general principles of:

- **Probity**, it must be demonstrable that there is no corruption or private gain involved in the contractual relationships of the Academy
- **Accountability**, the Academy is publicly accountable for its expenditure and the conduct of its affairs
- **Fairness**, that all those dealt with by the Academy are dealt with on a fair and equitable basis

Routine Purchasing

Budget Managers	Max £	Expenditure above the limit
Budget Managers	1,500	Refer to DL for authorisation
School Trip Organisers	1,500	Refer to DL for authorisation
Department Leaders	2,000	Refer to SLT for authorisation
Leadership Group	5,000	Refer to HT for authorisation
Head of Finance	5,000	Refer to CF for authorisation
Chief Finance Officer	15,000	Refer to HT for authorisation
Head Teacher	30,000	Refer to Board of Trustees

- Exceptions: (Due to already being approved through formal procedures). All exceptions, namely energy, capital projects and capital payments are for approval of the Board of Trustees
- Contract payments for approved contractors (e.g. energy)
- DFC payments for approval capital projects
- Capital payments for contracts that have been awarded
- Payroll
- Payments for trips and sales of resources, as the money is received in advance and does not form part of the GAG income

Delegated authority to sign orders:

Biology Lab Technician	£350
Physics Lab Technician	£350
Chemistry Lab Technician	£350
Reprographics Technician	£450

Budget Holders will be informed of the budget available to them at least one month before the start of the academic year. It is the responsibility of the Budget Holder to manage the budget and to ensure that the funds available are not overspent. A print detailing actual expenditure against budget will be supplied to each Budget Holder a week after the end of each month, and Budget Holders are required to keep their own records of orders placed but not paid for.

Routine purchases up to the limits set out above can be ordered by Budget Holders. In the first instance, a supplier should be chosen from the list of approved suppliers maintained by the Finance Office. A quote or price must always be obtained before any order is placed. If the Budget Holder considers that better value for money can be obtained by ordering from a supplier not on the approved supplier list, the reasons for this decision must be discussed and agreed with the Chief Finance Officer.

All orders must be made using the online ordering system; Orders placed on the system must be approved by Budget Holders. In circumstances where this is not possible, an official order form obtained from the Finance Office may be used. Written orders must bear the signature of the Budget Holder and must be forwarded to the Finance Office where the Head Of Finance will check to ensure adequate budgetary provision exists before countersigning the order.

Countersigned orders are recorded in the computerised accounting system, allocated a reference number, and dispatched to the supplier by the Finance Assistant.

The Finance Assistant must make appropriate arrangements for the delivery of goods to the Academy. On receipt, the Budget Holder must undertake a detailed check of the goods received against the goods received note (GRN) and make a record of any discrepancies between the goods delivered and the GRN. Discrepancies should be reported to the Finance Assistant and discussed with the supplier of the goods without delay.

If any goods are rejected or returned to the supplier because they are not ordered or are of sub-standard quality, the Finance Office should be notified. The Head Of Finance will keep a central record of all goods returned to suppliers.

All invoices should be sent to the Finance Office. Invoice receipt will be recorded by the Finance Assistant in the purchase ledger. The Finance Assistant will stamp invoices with a grid against which the following can be evidenced:

- invoice arithmetically correct;
- invoice posted to purchase ledger;
- goods/ services received;
- prices correct;

- invoice authorised for payment;
- VAT is treated correctly and payment made.

In the absence of a signed GRN, the invoice will then be sent to the Budget Holder to confirm that goods/services have been received and to authorise the invoice. Before completing this process, the Budget Holder must make a detailed check against the original order before it is sent back to the Finance Office. Budget Holders must undertake these checks without undue delay and in any case within 7 days of invoice receipt.

If a Budget Holder is pursuing a query with a supplier, the Finance Department must be informed of the query and periodically kept up to date with progress. Payments can only be made from official company invoices. In extreme circumstances, when an invoice cannot be provided payment may be requested by a Payment Without Invoice form (PWI). All supporting documentation must be attached to this form and the reason noted as to why an invoice could not be produced. PWI forms will be processed at the discretion of the Chief Finance Officer (provided they meet the principles of probity, accountability and fairness).

Each week the Head Of Finance will generate a payment run listing the authorised invoices due for payment. The payment run listing together with supporting documentation will be reviewed by the Chief Finance Officer and signed in accordance with the bank mandate. Once authorised the payments will be generated and paid via the online banking system. The preferred method of payment is BACS and therefore cheque payments will only be issued when there is no other possible payment method and following the approval of the Chief Finance Officer.

Orders above £3,000 but less than £5,000

One written quote should be obtained to confirm the basis on which the goods and services are to be provided, and ideally more than one quote should be obtained to ensure that value for money is achieved.

Orders £5,000 or above but less than £30,000

At least three written quotations should be obtained for all orders between £5,000 and £30,000 to identify the best source of the goods/services. Written details of quotations obtained should be prepared and retained by Budget Holders for audit purposes. Telephone quotes are acceptable if these are evidenced and email confirmation of quotes has been received before a purchase decision is made. Orders above £30,000 must be approved by the Board of Trustees and reported to the Business and Resources Committee if outside of the agreed budget. Less than three quotes can be authorised by the Trust Board to allow a clear exceptions process for any urgent work or instances where the full three quotes would mean unmanageable complexity or unnecessary delays.

All goods/services ordered with a value over £30,000, a series of contracts which in total exceed £30,000, or a purchase with a value of over £30,000 for the duration must be subject to formal tendering procedures. The current threshold for all goods and most services is £214,904. Purchases above this threshold

must follow the procurement processes set out under the Procurement Act 2023.

Forms Of Tenders

There are three forms of tender procedure: open, restricted, and negotiated, and the circumstances in which each procedure should be used are described below.

- **Open Tender:** This is where all potential suppliers are invited to tender. The budget holder must discuss and agree with the Chief Finance Officer on how best to advertise for suppliers, e.g. general press, trade journals or to identify all potential suppliers and contact them directly if practical. This is the preferred method of tendering, as it is most conducive to competition and the propriety of public funds.
- **Restricted Tender:** This is where suppliers are specifically invited to tender. Restricted tenders are appropriate where:
 - there is a need to maintain a balance between the contract value and administrative costs, large number of suppliers would come forward or because the nature of the goods are such that only specific suppliers can be expected to supply the Academy's requirements
 - the costs of publicity and advertising are likely to outweigh the potential benefits of open tendering.
- **Negotiated Tender:** The terms of the contract may be negotiated with one or more chosen suppliers. This is appropriate in specific circumstances:
 - the above methods have resulted in either no or unacceptable tenders,
 - only one or very few suppliers are available,
 - extreme urgency exists,
 - additional deliveries by the existing supplier are justified.

Preparation For Tender

Full consideration should be given to:

- objective of project
- overall requirements
- technical skills required
- after sales service requirements
- form of contract.

It may be useful after all requirements have been established to rank requirements (e.g. mandatory, desirable and additional) and award marks to suppliers on fulfilment of these requirements to help reach an overall decision. Be mindful of current advice from the DFE in gaining and showing Value for Money.

Invitation To Tender

If a restricted tender is to be used, then an invitation to tender must be issued. If an open tender is used an invitation to tender may be issued in response to an initial enquiry.

An invitation to tender should include the following:

- introduction/background to the project;
- scope and objectives of the project;
- technical requirements;
- implementation of the project;
- terms and conditions of tender and
- form of response.

Aspects To Consider

Financial

- Like should be compared with like and if a lower price means a reduced service or lower quality this must be borne in mind when reaching a decision.
- Care should be taken to ensure that the tender price is the total price and that there are no hidden or extra costs.
- Is there scope for negotiation?

Technical/Suitability

- Qualifications of the contractor
- Relevant experience of the contractor
- Descriptions of technical and service facilities
- Certificates of quality/conformity with standards
- Quality control procedures
- Details of previous sales and references from past customers.

Other Considerations

- Presales demonstrations
- After sales service
- Financial status of supplier. Suppliers in financial difficulty may have problems completing contracts and in the provision of after sales service. It may be appropriate to have an accountant or similarly qualified person examine audited accounts etc.
- Credit Checks
- References
- Visit work on other establishments

Tender Acceptance Procedures

The invitation to tender should state the date and time by which the completed tender document should be received by the academy. Tenders should be submitted in plain envelopes clearly marked to indicate they contain tender documents. The envelopes should be time and date stamped on receipt and stored in a secure place prior to tender opening. Tenders received after the submission deadline should not normally be accepted.

Tender Opening Procedures

All tenders submitted should be opened at the same time, and the tender details must be recorded. Two or more persons should be present for the opening of tenders as follows. An exception to this procedure may be permitted where additional works are identified while a contractor is already on site and is best placed to undertake the work—for example, where scaffolding is already in place. In such cases, obtaining three quotations may not be practical or cost-

effective, and an exceptions process may be followed subject to appropriate approval.

- For contracts up to £30,000 – the Budget Holder, Chief Finance Officer and Head Teacher
- For contracts over £30,000 or a series of related contracts exceeding £30,000 - Accounting Officer (Head Teacher) plus a member of the Business and Resources Committee.

A separate record should be established to record the names of the firms submitting tenders and the amount tendered. This record must be signed by both people present at the tender opening.

Tendering Procedures

The evaluation process should involve at least two people. Those involved should disclose all interests, business and otherwise, that might impact upon their objectivity. If there is a potential conflict of interest, then that person must withdraw from the tendering process.

Those involved in making a decision must take care not to accept gifts or hospitality from potential suppliers that could compromise or be seen to compromise their independence.

Full records should be kept of all criteria used for evaluation and for contracts over £30,000, a report should be prepared for the Business and Resources Committee highlighting the relevant issues and recommending a decision. For contracts under £30,000, the decision and criteria should be reported to the Business and Resources Committee.

Where required by the conditions attached to a specific grant from the DfE, the department's approval must be obtained before the acceptance of a tender.

The accepted tender should be the one that is economically most advantageous to the Academy. All parties should then be informed of the decision.

Company Credit Cards

Company credit cards are available for purchases where:

- Best value principles can only be achieved by using a credit card
- There is no other way of purchasing the goods / service
- Buying via the internet

All company credit cards must be stored in the Finance safe whilst not in use. The named cardholder is responsible for any purchases on the card and must maintain accurate records of all transactions.

All orders placed on the credit cards must be placed by a member of the finance team, no orders are to be placed by staff using the cards on the internet.

Credit cards are not to leave the finance office unless under special permission for trips/visits purposes.

Credit Card ordering process:

All orders must be made, or confirmed, using the online ordering system, or an official order form obtained from the Finance Office. Orders must bear the signature of the budget holder and must be forwarded to the Finance Office where the Finance Assistant will check to ensure adequate budgetary provision exists before countersigning the order.

On receipt the budget holder must undertake a detailed check of the goods received against the goods received note (GRN) and make a record of any discrepancies between the goods delivered and the GRN. Discrepancies should be discussed with the supplier of the goods without delay (this is the responsibility of the budget holder).

If any goods are rejected or returned to the supplier because they are not ordered or are of sub-standard quality, the Finance Office should be notified. The Head Of Finance or Finance Assistant will keep a central record of all goods returned to suppliers.

Monthly statements will be sent to the cardholders by the Finance Office and reconciled by the Finance Office. Cardholders must undertake these checks without undue delay and in any case within 7 days of invoice receipt.

Income

The main sources of income for the academy are the grants from the DfE and from our sponsors. The receipt of these sums is monitored directly by the Chief Finance Officer who is responsible for ensuring that all grants due to the academy are collected.

The Academy also obtains income from pupils for school meals, trips etc.

Debt Recovery

Any parents who fall behind with payments the following procedure will be followed:-

Emailed to remind them that the amount is overdue followed up by a telephone call to either confirm when it will be paid, ascertain if they can access any funds to help if they are in financial difficulty or agree a payment plan to clear the debt.

If payment is not received then a formal letter will be sent giving setting a date for payment, this will be 7 days from the date of the letter.

If payment has not been made by the due date, then a formal letter will be sent stating the court action will be taken if payment has not been received within 7 days.

A court summons will be issued via Gov.online and the charge added to the debt.

These will be considered on a case-by-case basis, any write-off must be

approved by the Head Teacher.

Pupil Payments

A lead teacher must be appointed for each trip / pupil payment. The lead teacher must prepare a record for each student intending to go on the trip or due to make a payment, showing the amount due. A copy of the record must be given to the Head of Finance.

Parentpay payments are credited to the bank on a weekly basis. These receipts are reconciled by the Head Of Finance and the nominal ledger updated accordingly.

Parentpay is the preferred method of payment. Any other payment method requires prior approval from the Chief Finance Officer.

Catering Income

The majority of catering income is received via Parentpay, however any cash received is counted by Finance staff entered onto Parentpay and banked monthly.

Other Income

Other income is often received in the Finance Office, for example, payments relating to ITT students. This money should be receipted and banked on a weekly basis. An income return should be prepared for each banking and authorised by the Chief Finance Officer prior to input to the computerised accounting system.

Custody

Official, pre-numbered academy receipts should be issued for all cash and cheques received where no other formal documentation exists. All cash and cheques must be kept in the Finance Office safe prior to banking. Banking should take place every week or more frequently if the sums collected exceed the £8,000 insurance limit on the Finance Office safe.

Monies collected must be banked in their entirety in the appropriate bank account. The Head Of Finance is responsible for preparing reconciliations between the sums collected the sums deposited at the bank and the sums posted to the accounting system. The reconciliations must be prepared promptly after each banking and must be reviewed and certified by the Chief Finance Officer.

Cash Management

Bank Accounts

The opening of all accounts must be authorised by the Trust Board who must set out, in a formal memorandum, the arrangements covering the operation of accounts, including any transfers between accounts and cheque signing arrangements. The operation of systems such as Bankers Automatic Clearing System (BACS) and other means of electronic transfer of funds must also be subject to the same level of control.

Deposits

Particulars of any deposit must be entered on a copy paying-in slip, counterfoil or listed in a supporting book. The details should include:

- the amount of the deposit, payer and the facility/service the payment is covering.
- a reference, such as the number of the receipt or the name of the debtor.

Payments And Withdrawals

All cheques and other instruments authorising withdrawal from academy bank accounts must bear the signatures of two of the authorised signatories as detailed on the bank mandate.

This provision applies to all accounts, public or private, operated by or on behalf of the Trust Board. Authorised signatories must not sign a cheque relating to goods or services for which they have also authorised the expenditure.

Administration

The Chief Finance Officer must ensure bank statements are received regularly and that reconciliations are performed at least monthly. Reconciliation procedures must ensure that:

- all bank accounts are reconciled to the academy's cashbook and nominal ledger
- reconciliations are prepared by the Head of Finance;
- reconciliations are subject to an independent monthly review carried out by the Chief Finance Officer or in their absence the Head Teacher
- adjustments arising are dealt with promptly.

Petty Cash Accounts

The academy maintains a maximum cash balance of £500. The cash is administered by the Finance Assistant and is kept in the Finance Office safe.

Deposits

The only deposits to petty cash should be from cheques cashed specifically for the purpose. The receipt should be recorded in the petty cash system with the date, amount and a reference, normally the cheque number, relating to the payment. All other cash receipts for whatever reason should be paid directly into the bank.

Payments And Withdrawals

In the interests of security, petty cash payments will be limited to £100. Higher value payments should be made by BACS via the computerised accounting system. Payments will only be reimbursed by the Head of Finance on receipt of a completed, authorised, petty cash form with supporting receipts.

Administration

The Head Of Finance is responsible for entering all transactions into the petty cash records on a regular basis. In addition, unannounced cash counts should be undertaken by the Chief Finance Officer to ensure that the cash balance reconciles to supporting documentation.

Physical Security

Petty cash should be held in a locking cash box which is put in the safe overnight.

Cash Flow Forecasts

The Chief Finance Officer is responsible for preparing cash flow forecasts to ensure that the academy has sufficient funds available to pay for day-to-day operations. If significant balances can be foreseen, steps should be taken to invest the extra funds. Similarly, plans should be made to transfer funds from another bank account or to re-profile to cover potential cash shortages.

Investments

Investments must be made only in accordance with written procedures approved by the Trust Board.

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

Fixed Assets

Asset

Register

All items purchased with a value above the Academy's capitalisation limit must be entered in an asset register. The asset register should include the following information: The asset register is held on a software package called Asset

Management the IT Manager and the Premises Manager keep this up to date and scan the assets when they arrive on the school premises. The assets are audited once a year using this system assets are scanned in each room and checked.

- asset description
- asset number
- serial number
- date of acquisition
- asset cost
- source of funding
- expected useful economic life
- depreciation
- current book value
- location
- name of member of staff responsible for the asset

The Asset Register helps:

- ensure that staff take responsibility for the safe custody of assets;
- enable independent checks on the safe custody of assets, as a deterrent against theft or misuse;
- to manage the effective utilisation of assets and to plan for their replacement;
- help the external auditors to draw conclusions on the annual accounts and the Academy's financial system and
- support insurance claims in the event of fire, theft, vandalism or other disasters.

Security Of Assets

Stores and equipment must be secured by means of physical and other security devices. Only authorised staff may access the stores.

All the items in the register should be permanently and visibly marked as the academy's property and there should be a regular (at least annual) count by someone other than the person maintaining the register. Discrepancies between the physical count and the amount recorded in the register should be investigated promptly and, where significant, reported to the Trust Board. Inventories of academy property should be kept up to date and reviewed regularly. Where items are used by the academy but do not belong to it this should be noted.

Disposals

Items which are to be disposed of by sale or destruction must be authorised for disposal by the Chief Finance Officer and, where significant, should be sold following a competitive tender. The Academy must seek the approval of the DfE in writing if it proposes to dispose of an asset for which capital grant in excess of £20,000 was paid.

Disposal of equipment to staff is not encouraged, as it may be more difficult to evidence the Academy obtained value for money in any sale or scrapping of equipment. In addition, there are complications with the disposal of computer equipment, as the academy would need to ensure licenses for software

programmes have been legally transferred to a new owner.

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

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

Loan of Assets

Items of Academy property must not be removed from Academy premises without the authority of the Head of Department. A record of the loan must be recorded in a loan book and booked back to the academy when it is returned.

If assets are on loan for extended periods or to a single member of staff on a regular basis the situation may give rise to a 'benefit-in-kind' for taxation purposes. Loans should therefore be kept under review and any potential benefits discussed with the Academy's auditors.

Crossley Heath School Academy Trust Ltd

Finance Department – Contingency Arrangements

Head Teacher

Task	To be covered by:
Approving new staff appointments	Associate Head
Authorising contracts between £5,000 and £30,000	Associate Head
Authorising payments	As per bank mandate
Bank account administration	Chief Finance Officer

Chief Finance Officer

Task	To be covered by:
Budget preparations	Head
Authorising orders	Head
Authorising payments	As per bank mandate
Processing payments	Head
Financial planning	Head
VAT return	Head Of Finance
DfE returns	Appointed Auditor
Bank account administration	Head
Preparation of annual accounts	Appointed Auditor
Reporting to Trustees	Head / Chair of Finance

Head Of Finance

** There is one full-time Head Of Finance and two Finance Assistants (term- time only) so the majority of tasks will be covered within the team for a short-term absence.*

Task	To be covered by:
Bank reconciliation	Head Of Finance
Monthly reporting	Chief Finance Officer
Petty cash	Head Of Finance/Finance Assistants
Budget holder reports	Finance Assistants
Banking	Chief Finance Officer
Process journals	Head Of Finance/Finance Assistants
Control account reconciliations	Head Of Finance

