

John Ruskin Primary School and Language Classes

# Financial Procedures Policy Including Scheme of Delegation

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Last review: October 2024  
Next review: October 2025



*"Be responsible, be fair, stay positive and care"*

# John Ruskin Finance Manual

## **Introduction**

On 1st April 1999, all schools became subject to new financial requirements as the Scheme for Financing Schools replaced Local Management of Schools. The procedures outlined in this manual aim to ensure that we comply with these new requirements.

The Manual is divided into:

**Scheme of Delegation** – Proposals for Delegating of responsibility for School resources between the Governing Body, Headteacher and School staff.

**Accountability** – Arrangements for ensuring accountability to the Governing Body and Southwark Local Authority.

**Probity** – Arrangements for ensuring the probity of all financial transactions, for ensuring that this is seen to be done and for ensuring that there is a mechanism to raise concerns when there is a question as to whether standards are being maintained.

**Financial Procedures** – practical arrangements for dealing with school finances.

These procedures should be reviewed annually.

## Scheme of Delegation

### Setting the Budget

The Annual School Budget will be agreed by a full meeting of the Governing Body of the School. (See details in accountability).

### Authority for Virements

Virements (movement between budget cost centre headings) may be made

- Where changes in circumstances lead to changes in the headings of expenditure but with no overall change in the level of expenditure. For example, when a teacher leaves and a Supply Teacher covers the post. There would be a need to decrease the Teachers budget but increase the Supply budget by the same amount.
- Where expenditure on the curriculum is allocated to a curriculum area from the unallocated curriculum heading. This will be done according to planned activity within the curriculum areas.
- Where additional income is received.

**Virements** may not be made between the school budget share and earmarked devolved funds e.g. Standards Fund or voluntary funds.

1. The Headteacher, providing they fulfil the criteria defined above, may make Virements not exceeding £5,000
2. Virements between £5,001 and £50,000, or for any reason not stated above must be authorised by the Finance & Premises Committee or full Governing Body.
3. Virements exceeding £50,001 must be made by the full Governing Body

## Authority to commit expenditure

The Headteacher has overall responsibility for the expenditure of the School budget. The expenditure on specific budgets is delegated to some members of the school staff as budget holders.

The details of this delegation are as follows;

- Post holders (budget holders) are responsible for expenditure of the budgets in their area of the curriculum.
- Deputy Headteacher are responsible for general expenditure in their areas of SENDCO, teacher supply and support supply

Assistant Headteacher is responsible for expenditure in the areas of LU and teacher and support staff training

- School Business Manager is responsible for expenditure on:
  - Indirect employee expenses (inc redundancy costs)
  - Staff related insurance
- Building maintenance and improvement (revenue only)
- Grounds maintenance and improvement (revenue only)
- Cleaning and caretaking
- Water and sewerage
- Energy
- Other occupation costs
- Connectivity
- IT Learning Resources
- Admin Software & Systems
- Laptops, Desktops & Tablets (not capital)
- Other Hardware (not capital)
- IT Support
- Administrative supplies
- Other insurance premiums
- Catering supplies

**Budget Holders** are authorised to commit expenditure as follows and provided that:

- Expenditure must remain within the budget set by the Governing Body.
- Where proposed expenditure exceeds the agreed budget, approval must be obtained from the Headteacher or Governing Body.
- The limits of authorising the placing of orders for goods and services are as follows:

Postholders	£1,000
Assistant Head teacher	£3,000
Deputy Head teachers	£3,000
School Business Manager	£15,000
Headteacher	£20,000

- The Budget holders must adhere to the procedures on purchasing and payments i.e. ensuring value for money, preparing orders.
- Budget holders, as with all staff, must make a declaration in the Register of Business Interests

The Governing Body is responsible for the employment of all staff. It delegates to the Headteacher, or their representative, the following:

1. Chairing recruitment panels
2. Authorising contracts of employment
3. Variations to an employee's contractual terms
4. In conjunction with the Chair of Personnel Committee, honorarium payments
5. Allocation of acting allowances
6. Carry over of leave
7. Disciplinary Action beyond guidance although aspects are required by legislation to be managed by the Governing Body. Where the procedures relate to the Headteacher, the Governing Body should appoint a suitable person to investigate the matter and deal with the informal stages of the procedure
8. Staff Complaints
9. Agreeing Job Descriptions and Person Specifications

The Governing Body retains the sole responsibility for agreeing the staffing structure of the School along with any redeployment and redundancy matters.

The following is the responsibility of the senior management team as defined by the staffing structure:

1. Performance Management
2. Capability

### **Accountability**

#### **Budget Monitoring**

The budget may need to be altered during the year due to unanticipated items of income or expenditure or in accordance with correctly approved virements (see Authority for Virements). Such unanticipated items will be reported to the Headteacher who will decide whether to authorise such virements and/or refer them on as necessary. In particular:

1. All changes to the budget (unanticipated items or virements) will be reported to the Finance Committee and either the Premises or Staff/Pupil committee where relevant.

2. The School Business Manager will prepare monthly Income Expenditure Statements by the 20<sup>th</sup> of the following month. The School Business Manager and the Headteacher will sign these Statements.
3. Budget Monitoring reports will be prepared monthly by the School Business Manager and presented termly to the Finance Committee.
4. The Governing Body will provide financial statements at the end of each financial period. These statements will be certified by the Chair of Governing Body and the Headteacher and will be submitted to the LEA.

### **Audit**

The School accounts will be audited by the Council's Internal Auditor at a frequency determined by the LEA. The School will arrange for the School Fund to be audited annually by an appropriately experienced person.

### **Probity**

#### Separation of Responsibilities

The School's budget and all financial transactions will be recorded on the School's computerised financial accounting system (Arbor Finance).

The following are authorised to input (or arrange for its input) the approved budget data on the system:

School Business Manager  
Headteacher

The following are authorised to input approved financial data, other than budget data:

School Business Manager

- The limits for authorising invoices for payment are as follows:

Budget Holders	£1,000
Assistant Head teacher	£5,000
	,
School Business Manager	£15,000
Deputy Head teachers	£15,000
Headteacher	£20,000

- Invoices should not be authorised by the person who placed the order, however the same person can appear as both a person that can place orders as well as a person that can authorise payments

The following are authorised to certify travel and subsistence claims:

Headteacher  
School Business Manager

The following are authorised to certify Payroll Input documentation, payroll reconciliation documentation, HM Customs and Revenues documentation:

Headteacher  
School Business Manager

No person may authorise a payment to himself or herself.



## **Register of Business Interests**

A Register of Pecuniary and Non-Pecuniary Business Interests will be kept to ensure that there is no conflict between personal interests and the interest of the School. The register will be completed by all members of the Governing Body and members of staff with significant financial responsibilities.

The register will include directorships, shareholdings or other appointments of influence in businesses or organisations that may have dealings with the School. Persons should declare not only their own interests but also those of members of their immediate family. All persons involved must complete the Register including a NIL return.

1. All new Governors and staff must complete the Register when first appointed. All staff must complete a new register form each year to ensure records are up to date.
2. When an item of business appears on the agenda at which a conflict may occur, the person should make a declaration at the beginning of the meeting and withdraw from the meeting during the relevant item. The declaration and withdrawal will be minuted; to make it clear that conflict has been avoided.
3. The Register will be reviewed annually by the Governing Body
4. Persons on the Register should ensure that their entries are kept up to date and should amend their entry as soon as their circumstances change. To change their entry, they should contact the Clerk.
5. The Register will be available for inspection in the School office.

## **Whistleblowing**

The School recognises that, like any organisation, it is open to malpractice or even corruption. Whilst safeguards are in place to try to prevent this, a problem may occur or may seem to occur. When members of staff may have concerns about the financial probity of the School and/or staff with financial responsibilities or members of the Governing Body it is proper for them to raise these concerns.

The Governing Body recognises that staff may fear reprisals if they raise these concerns and will take action to protect such Whistle-blowers. The Governing Body also recognises the damage that can be done by malicious allegations and such allegations may result in serious disciplinary action.

Where a member of staff has concerns the following actions may be taken:

1. Raise the concern informally with the Headteacher

2. Where it is not appropriate to raise it with the Headteacher or this has been done without a satisfactory outcome, to raise the matter with the Chair of the Finance Committee, who may be contacted via [rmorgan@johnruskin.southwark.sch.uk](mailto:rmorgan@johnruskin.southwark.sch.uk)
3. Where it is not appropriate to raise it with the Chair of the Finance & Premises Committee or this has been done without a satisfactory outcome, to raise the matter with **Schools Finance, Fourth Floor, Hub 3, London SE1P 5LX – Telephone number 020 7525 3888/020 7525 0516** [schoolsfinance@southwark.gov.uk](mailto:schoolsfinance@southwark.gov.uk)

In addition, information and advice can be obtained from the charity *Protect*. This charity offers free legal advice in certain circumstances to people concerned about serious malpractice at work. Their literature states that matters are handled in strict confidence and without obligation. Contact details for the charity are as follows:

Protect  
The Green House  
244-254 Cambridge Heath Road  
London E2 9DA  
[www.protect-advice.org.uk](http://www.protect-advice.org.uk)  
Telephone number 020 3117 2520

## Budget Preparation

1. A draft budget will be produced by 28<sup>th</sup> March each year preceding the financial year. This draft budget will be prepared by the Headteacher with support from the School Business Manager and a review of the School Improvement Plan. The draft budget will be presented to the Finance Committee.
2. All Governing Body Committee meetings in the Autumn Term will determine their priorities for the forthcoming financial year.
3. In the Spring Term the Headteacher and School Business Manager will modify the draft budget to take account of the priorities of the Governing Body, the School Improvement Plan, the “school budget share” and the anticipated balance brought forward.
4. The draft budget will be reviewed by the Headteacher and School leadership team. The revised budget will be used to produce the provisional Annual Income and Expenditure Plan, which will be presented to the GOVERNING BODY for approval within the time scale requested by the LA.
5. The provisional Annual Income and Expenditure Plan will be sent to the LA at least one week before the Governing Body meeting.

6. Once approved by the Governing Body it becomes the Final Income Expenditure Plan, which is signed and sent to the LA.
7. The Final Income Expenditure Plan as approved by the Governing Body will be the input on the School computerised accounts software as the fixed budget.

### **Cash Flow Projection and Monitoring**

1. The Annual Cash Flow forecast will be prepared by the School Business Manager with support from an external party within the timescale requested by the LEA. The forecast will be based upon known or anticipated income/expenditure patterns; this will include the reclaiming of VAT.
2. A Monthly Cash Flow forecast update will be prepared by School Business Manager by the 20<sup>th</sup> of each month and signed by the Headteacher.
3. Bank reconciliations will be undertaken at least monthly and signed by the Headteacher.
4. All transactions should be recorded on the accounting system as soon as possible in order to ensure that the accounts are up to date and a true picture of the cash balance may be obtained.
5. If any cash flow problems become apparent the School Business Manager will immediately inform the Headteacher. Under such circumstances cash flow projections and bank reconciliations may need to be undertaken more frequently.

### **Accounting Polices**

- 1) The accounting year will run from 1<sup>st</sup> April to 31<sup>st</sup> March.
- 2) The Accounts will be prepared according the requirements of the LA.
- 3) The Accounts will be prepared consistently from one year to the next. Any changes in the method of preparing accounts will be identified in the accounts.
- 4) The accruals principle will apply ensuring that income is matched to associated expenditure. Income will be recognised at the point when it is due and expenditure recognised at the point when goods or services are supplied.
- 5) The commitment accounting principle will apply whereby all orders are to be made using official School stationery and are immediately entered into the School's accounting system.

### **Banking**

The School is aware that it may now use any bank from the Approved list of banks provided by the LA. The Governing Body must authorise the opening of any account, the signatories (always at least two and are employees of the school), signing arrangements and arrangements for transactions.

Two authorised signatories are required to set up a direct debit and the bank has been informed of this requirement.

### **Purchasing/ Tendering/Contracts**

- 1) When making purchases or awarding contracts for supplies, services or works reasonable attempts should be made to ensure that value for money is obtained. Value for money is normally obtained at the lowest cost for a particular item or service but sometimes quality, suitability, reliability or other factors may lead to a different choice.

On larger items of expenditure it is important to record the reasons for such choice so that the school can be accountable for the public money it spends. It is recognised that staff time is a valuable resource and that excessive time spent on obtaining best value on low value orders is not effective use of this resource. With greater value orders, value for money is ensured as follows;

- Supplies **over £100** at least **two prices** obtained
  - Supplies/services or works **over £500** at least **three prices** obtained
  - Supplies/services or works over **£5,000-£75,000** must also have details kept in a contracts file (see below). Three written quotes must be obtained.
  - Supplies/services or works over **£75,000 to £172,514.00**. Five tenders must be obtained.
  - Supplies or Services **over £160,000** must also comply by the Tender arrangements in the London Borough of Southwark, Contract Standing Orders.
  - Supplies or services over the **UK Public Procurement Threshold (£139,688)** the school must seek legal and procurement advice.
  - It is accepted that where emergency repairs to the premises are required it may not be possible to obtain more than one quote.
- 2) The order should be written on a School purchase order form or inputted into the finance accounting system, giving details of the items or services purchased, cost of items, budget from which it is to be paid, initial and date of the person who places the order, the signature of the budget holder and counter-signed by the School Business Manager. Any unused lines on the order form should be ruled out to prevent additional items being added to the order. Where a suppliers' order form is used, a copy should be attached

to the school copy of the order form, so that details of the order are known. Payment will not normally be paid prior to the receipt of the goods.

- 3) A copy of the order form purchase order number is sent to the supplier and the original copy is given to the School Business Manager, or their representative for matching with the invoice
- 4) The School Business Manager, or their representative, will enter the order on the accounts system as a commitment against that budget.
- 5) When the goods are received, they will be checked against the order by the Admin Assistant (order placer) or the School Business Manager who will identify any discrepancies and notify the budget holder or supplier. Completed orders will then be filed in the monthly finance file.
- 6) The School Business Manager or their representative will check invoices against the completed order, record on the invoice that this checking has been undertaken and then prepare the payment. All Utilities will be checked and readings recorded prior to payment.
- 7) The contracts file must be maintained and entries made for any item of £5,000 or more. This file will include the specification, details of providers contacted, the details of their quote and the reasons for the decision taken.
- 8) Southwark Council have compiled and maintain a file containing Approved Lists of firms that may be invited to tender for Works, Supplies or Services. These Approved Lists will be reviewed every four years. The school contact Southwark to access this approved list.

### **Payments**

Payments will normally only be made after goods or services have been received to ensure that the goods or services are satisfactory and to maintain cash flow.

The School Business Manager or their representative will ensure that:

- Goods or services have been received by checking against completed orders or by checking with the budget holder that the goods or services have been provided to a satisfactory standard and that the charges are correct.
- The invoice has not already been paid – payment will be made against invoices not statements
- That VAT has been identified and any discounts claimed.

The School Business Manager or their representative will identify the budget and expenditure code of the payment. The payment will be made using the normal credit terms, generally 30 days, unless discounts are offered for earlier payment.

The School Business Manager or the finance assistant will prepare the payment and present this together with supporting documentation to the authorised payment signatories.

The signatories will satisfy themselves that the payment is correct and certify the invoices to this effect by signing the invoices as well as the payment. A second authorised signatory will countersign the payment and they should also satisfy themselves that the payments are correct though they are not required to certify the payment.

All payments should be made directly by the School, though it is acknowledged that there are some circumstances where staff will not be able to arrange for the school to be invoiced and will need to pay from their own finances and be reimbursed by the school. This is poor practice and should be avoided whenever possible.

### **Direct Debits**

All new direct debits require the Authorised Signatories to authorise/sign them. The bank have been made aware of this. All new direct debit mandates to be kept on file by the School Business Manager. The School Business Manager will check the bank statements monthly and sign to ensure that no new direct debits have been set up.

### **Payment of invoices – self-employed persons**

Where invoices for services are presented that do not include full details of company registration, enquires will be made to ensure that the presenter of the invoice is registered self-employed. Details of company registration are company name, registration number, registered address and country in which registered.

Where these details are absent enquiries should be made to ensure that the presenter of the invoice is correctly registered as self-employed. In the absence of such assurances, the presenter of the invoice may be treated as being an employee of the School with the application of PAYE and NI.

### **Income**

All income owed to the School should be promptly invoiced for using official School invoice stationery and receipted once received.

The following are required to authorise any proposals to raise income:

The Headteacher  
School Business Manager

The following are authorised to receipt and bank income:

School Business Manager

All bad debts must be reported annually to the Finance Committee and it is only they, after all reasonable efforts have been made for its collection, can write-off such debts.

### **John Ruskin Lettings Policy**

All lettings of the School premises have to be agreed by the Governing Body. It's currently the policy of the governing body not to allow lettings.

### **Register of Assets**

A Register of Assets will be maintained for all assets. The Register will be kept on the school's network, with hard copies kept in a folder in the School office. The School Business Manager will oversee the maintenance of the Register. The Register will contain the following information:

- Description of the asset including model and serial number
  - Location
  - Cost
  - Date of acquisition
  - Details of disposal
1. A check of the assets will be undertaken in the Spring by a member of the Premises Sub-Committee and/or Chair of Governors. The register will then be authorised by the School Business Manager and copied to the Headteacher and Premises sub-committee.
  2. Items valued at £1,000 or more, may be removed from the register of assets with the consent of the Premises Committee of the GOVERNING BODY. Items under £1,000 need the consent of the Headteacher, in all cases an explanation will be given as to why the item is to be removed from the Register.

### **Disaster Contingency Plan**

Arbor Finance is used to prepare the school accounts. Backups to the server occur twice daily. The school has a cloud based back up system. In addition, finance data is also taken at the end of each financial year.

The Accounting and Pupil database packages are cloud based and with limited access to authorised staff members. A firewall operates on the broadband network connection to prevent unauthorised access whilst the network link is open. Network support is obtained on an annual basis and is available to recover data from backups. London Grid for Learning operates the school's broadband service and provides appropriate level of security.

### **Cash and Petty Cash**

Petty cash can only be claimed in exceptional circumstances or in emergencies and not for everyday purchases.

The storage of cash on the premises will be kept to a minimum and will not normally exceed £2,000. Cash will be stored in the safe. There is one cash safe on school premises, which is located in the school office.

Petty cash claims can only be authorised by the Headteacher, Deputy Headteacher and School Business Manager.

Petty cash will be used for small items of expenditure, normally under £30 and not exceeding £75 unless authorised by Headteacher. Vouchers will be prepared for all items of petty cash expenditure, including receipts and the signature of the person receiving the cash. All expenditure through petty cash will be allocated to budget headings. The maximum petty cash replenishment amount is £75 and this limit has been agreed with the bank so cheques over this amount cannot be cashed.

Staff who make petty cash claims must obtain a VAT receipt for the goods purchased.

Petty cash reimbursements from the School Fund requires a VAT receipt and a reason for expenditure. All petty cash income and expenditure is recorded on a petty cash log that is saved on the school server and is reconciled monthly by the School Business Manager. An annual reconciliation takes place along with all School Fund accounts by an appropriately responsible person. Reimbursements are only paid once the above has been obtained. A signature is required to confirm the return of petty cash.



## **FINANCIAL RESPONSIBILITY OF THE GOVERNING BODY JOHN RUSKIN PRIMARY SCHOOL**

1. Overall financial management of the School. Compliance with Contract Standing Orders for schools, VAT, PAYE and Construction Industry Tax Scheme (CITS) regulations.
2. Ensure that payments are legal, properly authorised and there are sufficient funds to meet reasonable expenditure by the School.
3. Delegation of powers to the Headteacher as outlined in the Scheme of Delegation.
4. Delegation of powers to other School staff as outlined in the Scheme of Delegation.
5. Ensure accurate financial returns are made to the Strategic Director of Education and copies are available on request.
6. Approve the budget in the spring term prior to the financial year and record approval in the GOVERNING BODY minutes.
7. The GOVERNING BODY will receive an update on the budget to monitor the budget on a termly basis. The GOVERNING BODY will report any major overspends to the Strategic Director of Education.
8. Ensure security of all buildings and assets including the banking and collection of all income are in accordance with any directions from the Strategic Director of Education.
9. Control of all non-public funds unless delegated to the Headteacher. Provide audit certificates for non-public funds.
10. The GOVERNING BODY will review the insurance cover for the School on a regular basis.
11. Review the School's charging policy for both School activities and letting on an annual basis in line with Southwark's Scheme for Financing Schools.

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The School Standards and Framework Act 1998, states that it is the responsibility of the Governing Body to approve a budget for the coming financial year. This being done, they are empowered to sign over the budget to the Headteacher to manage on a day-to-day basis.

The GOVERNING BODY of John Ruskin delegates the management of the budget to the Headteacher on a day-to-day basis. The Headteacher undertakes in turn to monitor income and expenditure, cash flow and report to the GOVERNING BODY or Finance Committee on a regular basis.

**FINANCIAL RESPONSIBILITY OF THE HEAD TEACHER  
JOHN RUSKIN SCHOOL**

1. Overall financial management of the School.
2. Ensure that payments are legal, properly authorised and there are sufficient funds to meet reasonable expenditure by the School.
3. Exercise the delegation of powers to the Headteacher as set out in the Scheme of Delegation.
4. Delegate powers to other School staff as set out in the Scheme of Delegation.
5. Ensure accurate financial returns are made to the Strategic Director of Education and copies are available on request.
6. Compliance with Contract Standing Orders for schools, VAT, PAYE and Construction Industry Tax Scheme CITS regulations.
7. Control of all non-public funds. Arrange scrutiny for non-public funds.

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Chair of Governors

Date:

.....  
Headteacher

Date:

**FINANCIAL RESPONSIBILITY OF  
SCHOOL BUSINESS MANAGER  
JOHN RUSKIN SCHOOL**

1. Delegated authority for the financial management duties of the School on a daily basis
2. Oversight of:
  - Payment of creditors;
  - Billing of debtors;
  - Management of banking arrangement; receipt and banking of income;
  - Cash flow management;
  - Monthly Bank and audit trail reconciliations;
  - Preparation of Income and Expenditure financial returns, cash flow, VAT, PAYE, CITS;
  - Maintenance of contracts register and management of School's tendering policy;
  - Provision of financial management procedures;
  - Management of petty cash if applicable;
  - Preparation of financial management reports to the GOVERNING BODY and the Council;
  - Management of School's accounting system;
  - Preparation of monthly and Final Accounts;
  - Liaison with external and internal auditors;
  - Management of the School's funds and provision of external scrutiny.
3. Responsible for drafting the budget/annual spend plan.
4. Ensure that payments are legal, properly authorised and there are sufficient funds to meet reasonable expenditure by the School
5. Oversight of financial monitoring and the application of best value principles.
6. Delegation of powers to other School staff as set out in the Scheme of Delegation.
7. Ensure accurate financial returns are made to the Strategic Director of Education and copies are available on request.

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The School Standards and Framework Act 1998 states that the Governing Body is responsible for the financial management of the School. However, the Governing Body is empowered to delegate some of this responsibility to the Headteacher to manage on a day-to-day basis. Subsequently, through an agreed Scheme of Delegation for a School the Headteacher can delegate these responsibilities further to other School staff.

The Headteacher John Ruskin Primary School and Language Classes delegates' responsibility for specific financial management duties of the School to the School Business Manager on a day-to-day basis. The School Business Manager will monitor income and expenditure, cash flow, the award of contracts and other financial management issues and report to the Headteacher on these areas of financial management of the School on a daily basis.

.....  
Chair of Governors

.....  
School Business Manager

Date:

Date:

## **ADDITIONAL DUTIES OF THE SCHOOL BUSINESS MANAGER AT JOHN RUSKIN SCHOOL**

This serves as a checklist that will give confidence that all the necessary Internal Controls are in place.

The Governing Body has determined that particular emphasis should be applied to provide assurance on the following issues:

1. The School's discharge of its financial responsibilities under the Local Authority's Financing Scheme for Schools.
2. The efficient and effective use of financial and human resources by the School.
3. The introduction and maintenance of internal financial controls.
4. Decisions agreed and implemented by the School take into account financial considerations.

The following list covers the areas, which the School Business Manager should scrutinise during the regular (monthly) cycle.

### **Areas to scrutinise:**

- Ensure bank reconciliations have been carried out on all public and non-public bank accounts and that these agree with the cashbook and bank statements. Check a sample of reconciled items for validity;
- Carry out a check of cash flow controls to ensure there are sufficient funds to pay creditors and that income is identified and banked within a reasonable time;
- Review monthly payroll printouts and ensure entries have been posted to the accounting records and any changes have been appropriately authorised. Also that PAYE deductions are being completed and returned to the Inland Revenue;
- Check/ensure the monthly creditor and debtor control accounts agree with the individual listings of creditors and debtors and review ageing of outstanding items;
- Check monthly expenditure and income reconciliations to the local accounting system to ensure that monthly income/expenditure statements are prepared and submitted to the Council and year-end projections are made;
- Check a sample of individual payroll entries with School records to ensure payment details are correct;
- Review the fixed equipment and fixed assets register and physically verify sample of fixed assets;
- Ensure that all grants applied for have been received and have been correctly recorded and classified;
- Check a sample of orders to delivery notes and purchase invoices to ensure the documentation is complete, and has been appropriately checked and authorised;
- Check a sample of payments back to invoices, orders and delivery notes to confirm they are bona fide purchases;
- Review the procedures for the receipt and banking of income, authorisation and payment of cheques and ensure such procedures are in accordance with the School's stated financial procedures and bank mandate;

- Review a sample of expense claims to ensure there is appropriate documentation to support the claim. Ensure each claim has been appropriately authorised;
- Review the financial monitoring returns sent to the Council and ensure the information is prepared on an accruals basis and is consistent with the underlying accounting records and internal management reports.
- Ensure the Finance Committee and Staff/Pupil or Premises committees where relevant and school management discuss the budget regularly and are aware of the reasons for budget 'v' actual variances and of the remedial actions proposed. Ensure the mechanism for reporting financial information to all members of the GOVERNING BODY is appropriate and timely;
- Review the School 's progress with the implementation of recommendations made by the Council's Internal and External Auditors in their management letter;
- Carry out spot counts on petty cash balances and ensure petty cash vouchers are appropriately authorised with expenditure and income receipts. This is where the School has received dispensation from the Inland Revenue.
- Ensure that all major contracts are reviewed and that tender procedures adhered to the School 's Contract Standing order (CSOs) as per the Southwark Scheme for Financing Schools;
- Ensure that the security controls over access to the computer system are adequate;
- Ensure that the School agrees an annual School Budget Plan, Cash Flow plan and School Improvement plan;
- Ensure the School's Final Accounts are audited and issued with the annual School report.
- Ensure the School has agreed contracts for services that have been delegated to "schools" or the School has opted to have them delegated to them;
- Ensure the School 's financial procedures manual is up to date and reflects current systems and practice;
- Ensure the Register of Business Interests is maintained and up to date.
- Ensure that there is adequate insurance cover in place;
- Ensure the School has adequate procedures for the protection and back-up of its financial records;
- Ensure that the School has written terms of reference for all of its GOVERNING BODY committees, setting out their roles, their relationship with the GOVERNING BODY and other committees and their decision making powers including financial delegation.

Chair of Governors

Business Manager

Date:

Date: