

THE **D**IOCESE OF **S**HEFFIELD **A**CADEMIES **T**RUST

FINANCIAL PROCEDURES MANUAL 2025-26



THE
DIOCESE OF
SHEFFIELD
ACADEMIES
TRUST

Approved by: DSAT Trust Board

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Introduction

The purpose of this Academies Financial Procedures Manual is to clearly define and document responsibilities and procedures for financial management of Academies within the Trust.

Having a Financial Procedures Manual is important as it informs those involved in the financial aspects of the Trust's operations what is expected of them, thus reducing the risk of procedures not being implemented properly.

Having this document:

- Fosters continuity and consistency in the absence of changes to key financial personnel
- Documents the financial procedures and internal controls within those procedures
- Documents decisions of the Trust Board
- Reduces audit time in testing systems, procedures and controls, because they are properly recorded
- Provides opportunity to consider whether existing systems and procedures are, in fact, being implemented in the way intended

Financial Regulations

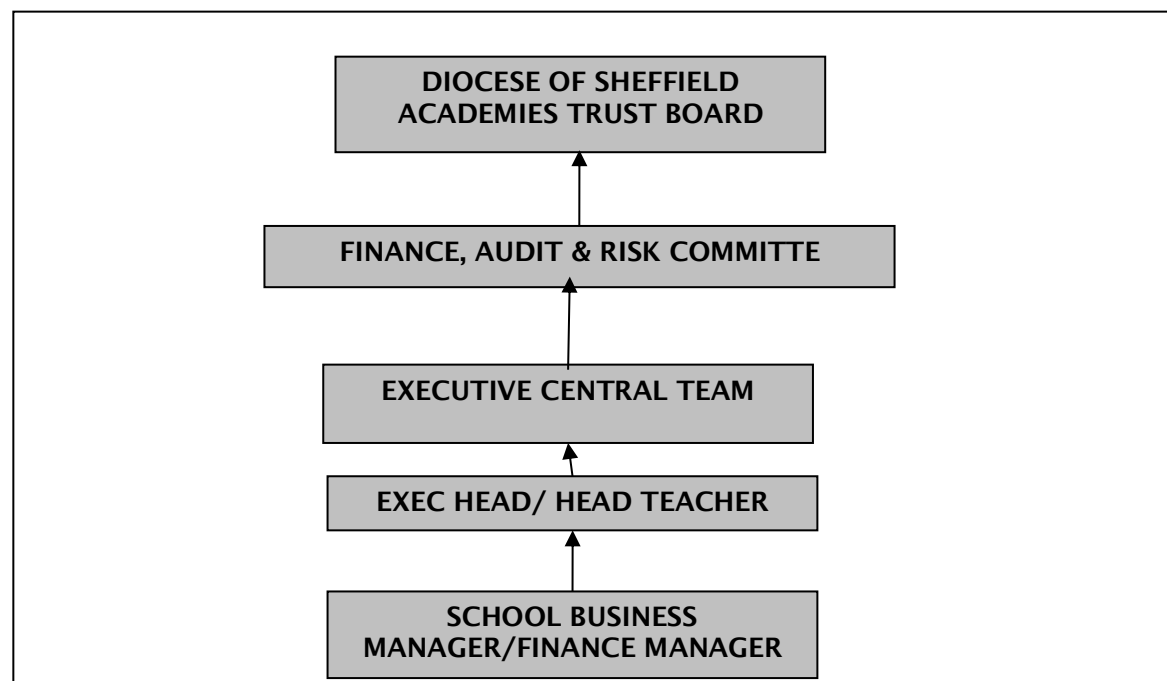
Academies **MUST** ensure that they follow the financial procedures and comply with the Trust Financial Regulations document/ESFA Financial Handbook.

Governance

The Trust Board is collectively responsible for the overall direction of the Academy and its strategic management. This involves determining the guiding principles within which the Academy operates and then making decisions about, for example, how to spend the Academy budget. The Trust Board are also responsible for ensuring it meets all its statutory obligations and, through the Exec Head/ Head/School Business Manager/Finance Manager, complies with the Trust's financial regulations and the Academies Trust Handbook.

Effective governance results in clear public accountability for the performance of the school. Weak governance reduces accountability, removes checks and balances and denies the Academy a potentially valuable source of guidance.

The financial responsibilities of the Trust Board, its committees, the Head and other staff are defined in this financial manual. This should allow the Trustees to ensure that adequate systems of financial control are in place, and that it receives the information it needs to carry out its role.



Trust Organisational Structure

Trustees Responsibilities

The Trustees reviews and approves the Academy budget before submission to ESFA. The Trustees must ensure that accurate accounts are kept and that income and expenditure returns conform to the Consistent Financial Reporting (CFR) framework.

By virtue of Section 50(7) of the School Standards and Framework Act 1998, Trustees do not incur any personal liability in respect of anything done in good faith in exercising their power to spend the Academy budget, or delegating that power to the Head Teacher.

The Trustees can delegate any of its statutory functions to a committee, a local school board member, central team or the Head Teacher, although functions relating to the approval of the first formal budget plan of the financial year cannot be delegated to an individual, and this is formally undertaken by the Trust Board.

In fulfilling their broader role in relation to school improvement, Trustees will need to take a strategic view on the impact of the school development plan on school finances. In doing so there are a range of additional matters that Trustees need to consider, including:

- Forward planning - Taking a 5-year view of the likely impact of school development on school finances over the coming 5 years
- Sources of capital funding - Funding to assist with the development of the infrastructure of the Academy (e.g. costs of new buildings, significant repairs, capital items such as IT equipment)
- Sources of revenue funding - Funding to assist with the day-to-day running costs of the Academy (e.g. costs of staff, training, consumables, teaching resources, utilities, etc.)

A list of the various Local School Board committees and their terms of reference are included in Appendix A of this Academy Financial Procedures Manual.

Exec Head/Head teacher Responsibilities

The role of the Exec Head/Head teacher includes:

- The management of the Academy's financial position at a strategic and operational level
- The management and supervision of effective systems of internal control
- The management of other financial issues

The School Business Manager/Finance Manager is responsible for:

- The provision of financial advice to the Head and LSB
- The implementation of financial control systems
- The preparation and maintenance of accounts, reports and records as may be required by the Trust Board and the CFO and Head of Business and Operations

ALL FINANCIAL RETURNS TO THE TRUST MUST BE APPROVED BY THE FINANCE COMMITTEE/TRUST BOARD

The Local School Board is responsible for ensuring that these requirements are implemented by making sure that the Exec Head/Head teacher produces copies of the documentation, with their signature at the Finance and Local School Board meetings. It is the Exec Head/Head teacher who has ultimate executive responsibility to the Trustees for the financial management of the Academy.

Head of School/Deputy/Assistant Head teacher Responsibilities

The role includes:

- Acting as a cheque signatory on the Academy bank account
- Acting as a cheque signatory on other Academy fund accounts
- Deputising in the Exec Head/Head teacher's absence

School Business Manager/Finance Manager Responsibilities

The School Business Manager/Finance Manager is responsible to the Exec Head/Head teacher for the day-to-day financial management of the Academy finances.

The School Business Manager can be one of the following:

- A member of the school staff
- A specific individual in that post

The Exec Head/Head/Central Executive Team must ensure that whoever takes on this role:

- Is suitably qualified and experienced
- Has sufficient resources to carry out the function
- Has time in which to effectively discharge their financial responsibilities
- Involves the Executive Director of Business and Operations in any appointments

Further support if required may be purchased or brokered from another Academy or from the Central Trust Team.

Some of the main areas of responsibility that are part of the role are:

- Supervision and production of financial management reports to the SLT and the Diocese of Sheffield Academies Trust in agreed format and to agreed deadlines
- Reconciliation of bank, VAT and supplier accounts
- Purchase Orders, Invoices and Sales invoices

It is important that when drafting job descriptions for the role of the School Business Manager, segregation of duties is taken into account. Effective segregation of duties supports internal controls and elimination of fraud and irregularities.

School Business Manager/Finance Manager

All planning matters will be assumed by the Exec Head/Head teacher and Senior Management Team, but will be implemented by the School Business Manager/Finance Manager working under the full supervision of the Senior Management Team, and Trust Central Team who has delegated authority from the Finance, Staffing and Premises Committee and Trust Board.

The Trust Buildings Manager and Head of Business and Operations along with the Exec Head/Head teacher will undertake the preparation of outline specifications for new premises, obtain tenders and planning permissions, and liaise with the school's architects.

Declaration of Local School Board and Trustees Interests

A register of business and personal interests is maintained for the Directors of the Trust, Exec Head/Head teacher, all Local School Board Members, Central Team, SLT staff members and caretakers. It is to be made freely available for inspection by Trustees, staff and parents. The register includes all business interest such as directorships, shareholdings and other appointments of influence within a business

or other organisation that may have dealings with the school. The disclosures also include business interest of relatives and other individuals who may exert influence. Additionally, personal interests of Local School Board Members and staff, and of relatives and other individuals who may exert influence, are declared where the Local School Board or member of staff feels that a member of the public might reasonably think the personal interest could influence the actions of the individual concerned, the Local School Board and Trust Board as a whole, or the decision-making process. Examples of this could be an interest in an organisation wishing to use school facilities or wishing to establish links with the school.

The register is to be kept up to date and complete, and must include all local school board members and relevant staff. In this regard, each local school board member and member of staff will provide signed and dated returns, including nil returns, on an annual basis. On the appointment or election of new Local School Board members the Clerk will invite them to register their interest, and will cancel and sign the entry of the retiring local school board member.

In addition there are in-year declaration procedures to enable Trustees, Local School Board Members, the Exec Head/Head teacher and staff to declare interests as they become aware of them. “Declarations of Personal and Business Interests” should be a standing agenda item for the Trustees and Local School Board Meeting and any Committee meetings.

Key Financial Decisions of the Trustees and Committees

Minutes of the full Board of Trustees and the various committee meetings must be kept in the central office. These minutes make reference to decision made by the Trustee and Local School Boards, and may include those that have financial implications.

Ratified minutes of the full Board of Trustees and the various committee meetings which are public are to be made available for viewing. Any confidential matters that have been discussed are not included in the public copies. These minutes are kept in the central office. The minutes make reference to decisions made by Trustees and local school boards, and include those that may have financial implications.

Declaring Related Party Transactions

Academy trusts must declare their intention to enter into a new agreement before confirming the transaction with a related party supplier. This includes agreements being renewed with a related party supplier.

Academy trusts do not need to declare income transactions with related parties. For expenditure related party transactions with a new supplier, academy trusts must confirm whether they have previously received a donation from the related party.

In line with paragraph [5.42](#) of the Academies Trust Handbook, salaries and other payments made by an academy trust to a related party under a contract of employment, through the academy trust's payroll, are not in scope of this reporting requirement.

Academy trusts must continue to report all related party transactions, regardless of value, in their annual financial statements as set out in the [Academies Accounts Direction](#).

Seeking Approval for Related Party Transactions

Academy trusts must seek prior approval from ESFA when:

- a single proposed contract or agreement with a related party exceeds £20,000
- a proposed contract or agreement of any value means the total value of contracts or agreements with the same related party exceeds £20,000 in a financial year

A series of intended transactions with the same supplier can be submitted as a single request for approval, as long as sufficient detail about each transaction is included in the evidence provided.

What is a Related Party Transaction?

This reporting requirement does not change the scope of what is deemed a related party transaction.

Related parties include persons and entities with control or significant influence over the academy trust and members of the same group of companies.

You can find a full definition in the:

- [Financial Reporting Standard 102, section 33](#)
- [Charities SORP \(FRS 102\), section 9.15 and appendix 1](#)
- [Academies Accounts Direction](#)

You can read about the principles applying to related party transactions in the [Academies Trust Handbook section 5.34 to 5.58](#).

Academy trusts must declare or seek approval for related party transactions from the CFO before paying for any goods or services.

The Trust holds a list of Related Parties for the Trust Board, Head Teachers, SLT and Local School Board Members which is updated annually.

Internal/External Audit/Responsible Officer Visits

The Diocese of Sheffield Academies Trust is responsible for the internal audit of all Academies, this duty is carried out through responsible officer visits and External Audits:

- There is a statutory requirement for each Academy to make arrangements for proper management and control of their financial affairs
- The accounts of each Academy will be subject to regular responsible officer visits and external audits
- One of the fundamental reasons for auditing schools is to give the Trust an assurance that the school is complying with its statutory and regulatory framework and has robust financial and management systems in place
- The majority of school audits/responsible officer visits are currently carried out once a year
- Recommendations made on the responsible officer visit and from external audits will be reviewed on the following visit. Progress towards implementing the recommendations should have been made by the visit
- Internal Audit also undertakes other support and advice work with Academies
- Academy audit visits are comprehensive, usually taking around half a day to a day. During this time we review and test how the school performs. These reports will be issued to the Trust Board and individual Local School Boards
- Some systems are reviewed as part of internal audits. This involves a visit to academies to undertake detailed work
- Internal and External Academy audit reports include three key sections: an “Executive Summary” giving an overview of the audit findings, a detailed report on the areas examined and an “Action Plan” to assist the Academy in implementing any recommendations
- As part of the Internal and External Audit visits, the accounting records of all funds will be inspected; all records must be made available for inspection. If the Local School Board has any

concerns regarding an official fund under its control, it is strongly recommended that advice on action to be taken be obtained from the CFO or Head of Business and Operations

Budget Monitoring & Management Accounting

Budget Monitoring in Academies should be carried out on a monthly basis to identify significant variances from the budget submitted to the Trust and approved termly.

The Executive Head/ Head teacher should monitor the budget along with the School Business Manager/Finance Manager on a regular basis, using reports available from HCSS Access (a financial software packaged used by all Academies in the Trust).

Whether a variance from the budget is significant will depend on the size of the budget allocation. For example a large overspend on E01 Teaching Staff would be more significant than a £200 overspend on E22 Administrative Supplies.

It is good practice to profile the school budget. A profile is the planned expenditure pattern over the year, and will take into account that not all budget headings are spent in equal monthly amounts.

All significant variances to the budget should be investigated to enable the Exec Head/Headteacher to include reasons in the budget monitoring reports to the Trust.

Academies using HCSS Access will be able to use a range of reports to assist with the budget monitoring process. Budget Monitoring will also be undertaken monthly by the CFO.

Management Accounts should be completed on a monthly basis, although there is only a requirement for these to be presented tri-annually to the Trust Board. These Management accounts are more comprehensive than the budget monitoring reports, and include information on the cash position of the Academy and Balance sheets.

It may be normal for the Balance Sheet/Academy Management Accounts to show a deficit figure due to the large pension deficit inherited from the Local Authority.

If budget accounts are delegated to departmental level the Exec Head/Headteacher should ensure that a senior member of the department is held responsible for the financial control of that budget. Any budget holders should receive regular reports comparing actual and committed expenditure against the budget allocation.

All Academies run a bank account. School Business Managers must reconcile their bank accounts on a monthly basis. The Exec Head/Headteacher should ensure that all these functions are carried out. Bank statements should be signed off each month by the Headteacher.

Reporting to the Trust

Academies are to review their Management Accounts each month and provide any explanations of over/underspend to the CFO.

Budget Plan

Schools should discuss their school budget with the Exec Central Team and CFO. Once agreed this will be submitted to the Trust Board for approval by the 1st week in July.

Reporting To Trustees

Regular budget monitoring reports should be submitted to the Trustees through the Finance Committee.

It is advised that reports to the Finance Committee carry sufficient detail for spending decisions to be made. Summary reports may be more useful for full Local School Board Meetings.

Budget monitoring reports should highlight key areas for action such as those where problems have arisen. By doing this Academies should ensure that they reduce the possibility of a deficit budget, in order to set a balanced budget in the new financial year.

Trustees should receive budget monitoring reports at their meetings. Where reports are presented, this should be recorded in the minutes of the meeting, together with a summary of any discussion. Signed copies of the budget monitoring reports need to be retained with the minutes of the meeting.

The Exec Head/Headteacher should ensure that the information the Trustees receives is:

- Relevant
- Timely
- Reliable
- Understandable

Accrual Accounting

Accrual accounting is an accounting method that measures the performance of the Academy by recognising financial transactions regardless of when the cash transaction occurs.

Financial records must reflect:

- The cost of goods and services when the benefit has been consumed, not when the cash has been expended
- The receipt of income when the organisation is entitled to it – not when the cash has been received

Preparing your accounts on an accrual basis means you will often have accounted for:

- Prepayments (goods paid for in advance)
DR balance sheet, CR expenditure
- Expenditure accruals (goods not paid for in the period)
DR expenditure, CR balance sheet
- Income accruals (goods not received in the period)
DR balance sheet, CR income
- Deferred income (income received in advance)
DR income, CR balance sheet

Prepayments

- Pay invoice via accounts payable, coding expenditure to the relevant budget
- Identify the amounts pre paid
- Process a normal journal in HCSS (Debit PREP, credit expenditure)
- In the journal clearly state the period the charge relates to and the invoice number

Deferred Income

- When processing income, identify any amounts relating to the next accounting period
- Process a cash book journal, coding the amount received in advance to DEIN (deferred income). Any amounts relating to the current accounting period should be coded to the relevant income code in the journal narrative

Budget Planning & Setting

Medium- and Long-term planning should be undertaken. Plans usually cover a period of up to five years.

Budgets are the financial translation of the School Development / Improvement Plan.

Estimates of expenditure and indicative budget allocations should be prepared sufficiently in advance of the new financial year to allow the Trustees to consider the plans and ensure that the priorities in the SDP / SIP are addressed. It is recommended that budget planning take place in the Spring Term, ready for September.

Factors to consider when looking at the school's budget plan are:

- Pupil number forecasts
- Curriculum requirements
- Staffing requirements
- Other resource requirements (heating, lighting, insurance, etc.)
- Past performance
- SLA and contracts
- ESFA Funding Agreement

Once the Academy has an idea of its needs, budgets can start to be prepared and developed. Development of the budget will include:

- Estimating income & expenditure
- Evaluating options and looking at various scenarios
- Finalising the budget
- Monitoring & reviewing the budget

Income

Income can be one of the most difficult areas of the budget to estimate. In preparing for a future year's budget, Academies should have a best estimate of pupil numbers.

Areas to be aware of when predicting income are:

- Any balances that will carry forward into the new financial year
- Any non-delegated income (i.e. bank account interest, funding for courses, lettings, etc.)
- Changes to the funding formula
- Changes in allocations from new or existing grants

Expenditure

Expenditure should be broken down into the various expenditure CFR (Consistent Financial Reporting) headings.

The largest area of expenditure will be staffing. You must ensure that you allocate funds for increments, pay awards, employee on-costs, staff changes and vacancies.

You should work through each of the CFR headings allocating expenditure, using previous years as a guide. Always bear in mind the effect of inflation when setting the budget.

It is prudent and good practice to include a contingency in the budget. This will aid the school in dealing with any unexpected payments through the year. The contingency can be used near the end of the financial year if required.

The Trust requires Academies to hold 1% of their GAG income each year (maximum of 3% after year 3) as a reserve. If the Academy needs to use their reserves, approval should be sought from the Trust Board.

Any extra codes that you may need to set up must be arranged through the Trust; this is to ensure consistency across all Academies within the Trust.

Finalising the Budget

The ESFA will inform Academies of their budget allocation in March/April prior to the start of the new financial year commencing 1st September each year.

Once different scenarios and options have been considered, a draft version of the budget should be prepared and presented to the CFO and Trust Board for approval and finalisation.

After the budget has been approved, a copy of the budget should be forwarded along with a signed copy to the Trust Board. The budget should then be filed with the ESFA, usually before the end of July. This is undertaken by the CFO.

Approval of the budget should be minuted, and a copy of the budget filed along with the minutes.

The budget should be communicated to all the various budget holders within school, so that everyone is aware of the overall targets and their part in helping to achieve them.

The budget is a working document and may be revised, re-approved by the Trust Board. There is currently no requirement to submit a revised budget to the ESFA.

The Trust Board must ensure that they meet to approve the budget and meet the various deadlines for Academies to submit their budget to the ESFA and Trust.

The Trust Board will need to approve each Academy budget at their July meeting prior to submission to the ESFA.

Monitoring the Budget

Monitoring the budget should be a continuous process throughout the financial year. It is essential that the Academies accounting system be kept up to date in order to provide budget holders and the Exec Head/Headteacher and Trust with a reliable source of financial information. Budget monitoring reports should be produced promptly, so that any variances to the plan can be investigated and acted upon before they become a problem.

Budget Monitoring reports must be submitted to the Trust Board 3 times per year in December, March and May. If the budget monitoring report shows a deficit position the CFO/Trust Board should be notified immediately.

Budget Monitoring is covered in more detail in the Budget Monitoring section of the Diocese of Sheffield Academies Trust Financial Procedures Manual.

Capital Expenditure

Devolved Formula capital (DFC) gives Academies direct funding to help support the capital needs of their buildings. In general, this funding should be invested in the priorities agreed locally and identified in the local Asset Management Plan. It can be rolled forward for up to 3 years to enable larger projects to be planned. This allocation is usually sent to schools from the ESFA in July each year.

DFC can also be spent on ICT equipment. It is entirely up to schools to decide what proportion of their DFC grant should be spent on ICT.

Following the end of the financial year any unspent monies will be carried forward to the new financial year.

School Condition Allocation

As the Trust has over 3000 pupils, we now receive an automatic School Condition Allocation on an annual basis, around April each year.

Strict guidance is released each year outlining the Governments priorities for projects.

The Trust also has an application process for smaller projects that will be considered each year. The projects will need to meet the guidance from the ESFA and will be ranked by urgent, essential and desirable and by high, medium and low priority.

Successful bids for SCA will be notified around April each year once funding allocations have been finalised. The Trust requests that a financial commitment from each school is made for any projects awarded.

All SCA related income/expenditure will be processed at Trust level. Individual academies must not process any SCA related transactions in their HCSS Finance system.

The Head of Business and Operations will inform individual academies on successful applications and payment schedules on receipt of the income.

Tender Process

All tender documents received must be in writing in sealed envelopes by the specified date/time.

All tender documents must be delivered to DSAT c/o Flanderwell Early Excellence Centre.

All tender documents must be opened at the same time in the presence of the Head of Business and Operations, Landlord/Buildings Manager and project manager if applicable.

If a decision cannot be reached tender documents should be presented at the next full Trust Board meeting.

Receiving Your Budget

The budget will be paid to you in monthly cash advances from the Trust. This will usually occur around the 20th of each month, and will have had the salary Net Pay, Teachers Pensions, HMRC and Apprenticeship Levy deductions made. A spreadsheet will be sent to all SBMs/Finance Managers showing income/expenditure and salary deductions. Payment to Academies will be made in 12 equal payments as set out in your funding agreement. Any other government grants that are paid to the Trust e.g pupil premium, PE and sports grant etc. will be transferred to Academies once received from the ESFA. The Trust will retain 2.98% of the GAG allocation each month to pay for central services and centrally procured SLAs.

Payroll

Payroll drafts and final payroll reports will be email each month to the SBM/Finance Manager for checking. Payroll costs will be taken from the Trust Bank Account and paid by BACS to employees on the 15th of each month.

Third party payments and SYPA payments will be taken from your school bank account each month. The Central Trust Team will process these transactions on your behalf. Your payroll control journals will be processed by the Head of Business and Operations each month in your HCSS Finance System.

VAT

Academies will pay invoices gross of VAT. The CFO will submit a VAT 126 form each month on behalf of the Trust. Please ensure that you check that the VAT registration number for each supplier is in your system. Individual academies within the Trust should not attempt to reclaim their VAT. VAT reimbursement usually take a couple of month to be credited to your account. The Head of Business and Operations will process the VAT Reimbursement Journals within your HCSS Finance system and transfer payments to your school bank account.

Debtors

If Academies raise any external debtor invoices then the Academy is responsible for chasing any non-payment.

Purchasing

Because the Academy is using public funds, it is vital that the school achieves the best value for money they can from all purchases, whether they are of goods or services.

In this context, value for money is about getting the right quality at the best available price. This often means looking further ahead than the immediate purchase, especially when selecting equipment, and taking into account associated costs such as supplies and maintenance.

The advent of Fair Funding has lent even greater significance to the contracting element of this area, as Academies now have greater control over spending decisions. It is important that contract specifications contain detailed service and quality provisions.

Many of the standards in this section are there to protect individuals and to ensure that public money is spent without any personal gain. Purchasing procedures are needed to prevent waste and fraud.

Academies are prohibited to purchase alcohol from both the school delegated budget and voluntary funds.

Seek Value for Money When Purchasing

The Academy will always consider price, quality and fitness for purpose when purchasing goods or services.

Expenditure Limits – Central Team Authorisation

Prior approval from the Trust should be obtained for all expenditure above £5000. Local School Boards will be informed of any large spends at the next Local School Board meeting.

Expenditure Limits

Quotations should be obtained for all expenditure above a predetermined limit in accordance with Financial Regulations, unless it is impracticable to do so. In such circumstances, the reasons for not doing so should be reported to the Trust.

Reporting When Quotation Accepted Is Not the Lowest

Where a quotation other than the lowest is accepted, the reasons for this decision will be reported to the Exec Central Team and included in the minutes of the relevant meeting.

Contract Specification Defines Service

A tightly drawn-up contract specification is the best way for the Academy to ensure that it receives the service it was expecting. It is the basis on which the school can seek redress for service quality or quantity if they fall below the level specified, and therefore provides a framework against which the success of the contract can be measured.

A contract specification should contain the following elements:

- Contract duration
- Definitions
- Contract objectives
- Services to be provided
- Service quantity
- Service quality standards (could include customer satisfaction surveys, number of user complaints, inspection checks)
- Contract value and payment arrangements
- Information and monitoring requirements
- Procedure for dealing with disputes
- Review and evaluation requirements

Entering Into Financial Agreements

The Academy will not enter into any financial agreement with capital implications without the approval of the Trust Board.

Orders for Goods and Services

Official orders from the HCSS Access Finance System are issued for all work, goods and services supplied to the Academy. The Academy uses HCSS software that issues pre-numbered orders.

Orders Only to be Used For Academy Purposes

Orders are to be used only for goods and services provided to the Academy. Individuals must not use official orders to obtain goods and services for their private use.

All Orders to be Signed by an Authorised Signatory

All Orders can **ONLY** be authorised by one of the following:

Name	Designation	Level (£)
	Executive Head	£5000
	Headteacher of School	£5000
	Assistant Head	£5000

Responsibilities of Signatory

The signatory of the order should be satisfied that the goods or services ordered are appropriate and needed, that there is adequate budgetary provision, and that quotations or tenders have been obtained if necessary.

Orders Entered As Commitments On Budget

When an order is placed, the estimated cost is committed against the appropriate budget heading so that it features in subsequent budget monitoring.

Check Goods and Services on Receipt

The Academy checks goods and services on receipt to ensure they match the order, and the order is marked accordingly. This is not done by the person who signed or processed the order.

Payment to be Made Promptly and Only Against Actual Invoices

These checks should confirm:

- Receipt of goods or services, cross-referenced to the order number
- That expenditure has been properly incurred and that payment has not already been made
- That prices accord with quotations, tenders, contracts or catalogue prices, and arithmetic is correct
- Correct accounting treatment of VAT
- That the invoice is correctly coded
- That discounts are taken where available
- A grid stamp denoting that these checks have been made is used

The Academy does not make any payment on the basis of a copy, faxed, or photocopied invoice without completing the prescribed checks and evidencing that the invoice is a Copy Order.

Approved Directors/Staff members to Certify Invoices/Authorise Payments

The following Directors/staff approved by the Trust board should certify invoices for payment/transfer/authorise payments:

Name	Designation	Level upto (£)
Nevine Towers	Executive Director of Business and Operations	£249,999
Clare Sturman	Chief Finance Officer	£249,999
Jim Dugmore	Director	£249,999
Mark Wheeler	Director	£249,999
Rebecca Allard	Director	£249,999
Huw Thomas	Director/Member	No Limit
Alison Adair	C.E.O.	No Limit

All cheques are signed by two authorised members of staff. All Directors can authorised/transfer payments up to and including £249,999 but require a second authorised member. The C.E.O. must authorise any payments/transfers above £250,000.

Approved Staff are to Certify Invoices for Payment

A member of staff approved by the Central Team should certify invoices for payment. This should be neither the person who processed the order nor the person who checked the receipt of goods or services. The invoice should be signed in full by the person authorising the payment. The following members of staff are approved to certify invoices for payment:

Name	Designation	Level (£)
	Executive Head	£5000
	Headteacher of School	£5000
	Assistant Head	£5000

The above members of staff certify invoices for payment. All cheques are signed by two authorised members of staff. BACS will need to be authorised by the Head or SLT Team.

One Card Purchases

The credit limit for the One Card is £6,000 per school, if the school has more than one card, the amount of £6,000 cannot be exceeded, but it does not have to be spread evenly among the cards. Card statements should be entered and processed within a timely manner. This will assist with timely bank reconciliations and improve accuracy of subsequent budget monitoring/management account returns.

Once processed in the financial system the one card statement needs to be initialled by the card holder/head teacher. Supporting documentation for each purchase made must be attached to the one card statement for that period; this will act as proof of purchase.

All VAT paid on One Card purchases should be reclaimed. This may require new suppliers to be set up in the system and their corresponding VAT registration number entered.

Each vatiable purchase will require a separate line on the journal in the system, please note when entering the journal you must select the appropriate supplier in order to reclaim the VAT on the purchase.

Name	Designation	Level (£)
	Executive Head	£5000
	Headteacher of School	£5000
	Assistant Head	£5000

Internal Controls

The Academy has many systems for processing and recording financial transactions. These extend from petty cash to purchasing, through payroll and contracting services to income collection systems. By building internal financial controls into systems, Trustees and staff should be confident that transactions will be properly processed and that any errors or fraud will be detected quickly.

Examples of internal controls are:

- Internal checks - one person checking another person's work
- Separation of duties - distributing the work so that key tasks are assigned to separate members of staff
- Systems manuals - clear, readable descriptions of how systems work and who does what
- A system of authorisations - each transaction is authorised before passing on to the next stage of the process

- A clear audit trail covering all stages of a transaction, for example from copy order to invoice, to accounts, payment processing, and in reverse.

Written Descriptions of Financial Systems

The Academy uses the HCSS Access cloud based finance system for the day-to-day running of finance. The HELP option of HCSS Finance provides a comprehensive operating manual.

Financial Control When Staff Are Absent

The School Business Manager/Finance Manager ensures that financial control is maintained in the absence of key personnel, through staff training or by arranging job shadowing.

Separation of Duties

The School Business Manager/Finance Manager ensures that duties related to financial administration are distributed so that at least two people are involved. The work of one should act as a check on the work of the other, and all checks such as banking of cash and petty cash reconciliation are to be documented, and signed by two people.

Maintaining Proper Accounting Records

The Academy aims to maintain proper accounting records and retains all documents relating to financial transactions for at least 6 years.

Traceability of Transactions

All financial transactions are to be traceable from original documentation to accounting records and vice versa. As per the guidelines, payment records should be kept for the duration of six years.

Rules of Document Alteration

Any alterations to original documents such as cheques, invoices and orders are to be made clearly in ink or other permanent form and initialled. 'Copy Invoices' will be marked 'Copy Invoice, Not Previously Passed for Payment'.

Security of Accounting Records

All accounting records will be securely retained when not in use, and only authorised staff will be permitted access to them.

Income Control

Income is a valuable asset and is therefore vulnerable to fraud. It is vital that appropriate controls are in place to ensure its security. It is also important that the Academy does not exceed its insurance limits on holding cash on school premises; this figure is currently £2000 with the current safe that the Academy has in place.

Income should be banked frequently, at least monthly. In the event of additional non typical income e.g. residential visit deposits, then more frequent banking will be required to ensure safe limits are not exceeded.

Income can come from a variety of sources, including grant funding, school dinner money and lettings. The Trust Board should have established both a charging and lettings policy, and these should be reviewed every year.

The School Business Manager is responsible to the Trust for accounting for all income due, and for all cash collected; and accurate records are needed for this purpose.

This section covers general income controls. These include establishing procedures that ensure that income is banked regularly and that the amount banked is reconciled to the amount receipted in HCSS. Frequent and regular checking against Bank or General Ledger records is important to ensure that all income is secure.

Local School Board Charging Policy

The Charges and Remissions policy will have been agreed by the Local School Board to ensure the Academy has a rational approach to setting charges for items such as individual music tuition.

Lettings Policy

Control over the use of accommodation and facilities at the Academy rests with the Trustees. The Exec Central Team will have delegated responsibility for the letting of the school building or other premises to the School Business Manager and Exec Head/Headteacher. The Exec Head/Headteacher is responsible for approving or declining applications, subject to any directions given by Trustees. The School

Business Manager will issue a regular report on the use of premises outside normal school hours.

The Trustees reserves the right to amend their lettings charges at any time they see fit.

Although the Academy is not allowed to subsidise lettings, registered organisations which are recognised as educational/cultural and which undertake a regular programme of approved activities may be eligible for preferential rates at the discretion of the Exec Head/Headteacher.

Income derived from lettings will be paid into the delegated budget to offset any costs incurred by the lettings.

Academy functions and events organised by the Local School Board or Parent Teacher Association are exempt from all charges, as they fall outside the scope of letting arrangements.

Lettings will be accepted only upon condition that making the premises available to outside organisations would be suitable and does not affect the day-to-day use of the school facilities by its staff and pupils.

Lettings will not be made to individuals or organisations if there is reason to believe that the name of the Academy and Trust will be brought into disrepute.

In accordance with the Local Government Miscellaneous Provisions Act 1982 a licence is required for events involving Public Entertainment. However, if the activity is limited to teachers and pupils of the school, a licence is not deemed to be required. Tickets may be sold, in advance and through the Academy only, and there should be no advertising other than inside the school premises; nor should tickets be available at any Entertainment or Theatre Agency; nor should tickets be sold at the door at the time of the event. The restriction on advertising detailed above does not prevent letters or handbills being forwarded to parents and guests via the pupils. Donations are usually asked for at such events.

Booking Procedures

Application for the hire of the premises should be made to the School Business Manager on a lettings booking form, giving as much notice as possible. The lettings booking form details the dates and facilities to be hired and the rate to be charged; it also states the conditions of hire, and should be signed by the hirer to denote acceptance of the conditions.

Organisations will be required to pay for each occasion booked, unless the booking is cancelled by the school.

Payment

Cash/cheque payments are receipted in accordance with the procedures, and must be paid for promptly.

Sundry debtor accounts are raised in accordance with the procedures.

Non-Payment

The School Business Manager regularly reviews the outstanding invoices file to ensure that the Academy has no long-term debtors.

Reminders are sent out for all outstanding amounts 14 days after the date of the invoice. The School Business Manager informs the Exec Head/Headteacher of the current position regarding lettings on a regular basis.

The School Business Manager has the authority to cancel the booking of any organisation that has outstanding invoices owing to the Academy.

Health and Safety / Fire Safety Regulations

In accordance with the Academy Health and Safety Policy and Academy Fire Safety Regulations, the Site Manager will explain the above procedures to the representative in operational control of the organisation. This advice will specifically relate to:

- Emergency evacuation procedures
- Fire alarm points and fire fighting equipment
- Assembly points and roll call of personnel
- Location of telephone and how to summon the Fire Brigade and emergency services

A written copy of the fire evacuation procedures will be issued to all hirers.

All persons hiring the school premises will be expected to conform to the relevant Health and Safety regulations.

The Academy Lettings policy is to be reviewed on an annual basis.

Records Kept Of All Income Due

Full details are to be held within school by the School Business Manager of all expected income due within the financial year, as well as that for occasional invoice charging.

Invoices Issued Within 30 Days

Where invoices are required they are issued within 30 days.

Pre-Numbered Receipts Issued

The Academy issues official, pre-numbered receipts. Receipts are stored on the school system and manual copies also held in the Finance Office.

Security of Cash & Cheques

Cash and cheques are to be locked away each evening to safeguard against loss or theft.

Paying Into Bank

Collections are to be paid into the bank account promptly and in full. Bank paying-in slips will show clearly the split between cash and cheques, and list each cheque individually.

Income Collection Not Used For Payments

Income collections are not used for the encashment of personal cheques or for other payments.

Reconciliation of Collections and Deposits

This reconciliation involves matching income receipts/other documentation to accounting records on the one hand, and bank statements and paying-in slips on the other. The cash/cheque split on paying-in slips allows the school to ensure that staff have not been cashing personal cheques against income collected, a practice known as teaming and lading (this means 'borrowing' from cash to repay by cheque at a later date). If any income is unaccounted for, the separate listing of all individual cheques on the paying-in slip allows the identification of the missing income element.

Paying-in slips show clearly the split between cash and cheques, and list each cheque individually to enable the school to identify the source of any discrepancy between the bank balance and accounting records. These reconciliations are to be reviewed by someone independent of income processing.

School Money

For those Academies that use the School Money system static bank reconciliation reports should be printed from the system and reconciled on a fortnightly basis. The income received via School Money should then be coded in the HCSS system to the appropriate nominal. Journals should be attached to the static bank reconciliation and filed accordingly.

Refunds

Cash/cheque refunds should be clearly identified with supporting paperwork. The parent/guardian must sign on receipt of the cash/cheque. Academies that use the School Money system should refund parents through this channel wherever possible.

Chasing Invoices and Writing Off Debts

The Academy uses a system to record and monitor income due, and acts as a procedure for chasing any invoices which have not been paid within 30 days. Debts are only written off in accordance with the regulations, and the Academy keeps a record of all sums written off.

If all appropriate attempts to recover debts have been made, but have proved unsuccessful, they should be written off. Academy staff must not write off debts without appropriate approval. Irrecoverable debts may only be written off in accordance with the following approvals:

Amount To Be Written Off	Level One	Level Two	Level Three
Up to 500	School Business Manager	Head of School	
£501 - £5000	School Business Manager	Head of School Executive Head	Head of Business and Operations
£5001 +	Head of School Executive Head	Head of Business and Operations	Trust Board

Recording Transfers of Money Between Staff

The school is to ensure that transfers of money between staff are recorded and signed for, and appropriate receipts issued.

Banking

The proper administration of bank accounts is at the heart of financial control. In particular, regular bank reconciliations at the Academy are essential. They prove that the balances shown in the accounting records are correct, and provide assurance that the underlying accounts are accurate.

The standards in this section cover bank account and cheque controls. Failure to keep to these standards leaves areas of the Academy finances open to potential error or to fraud, and indicates a possible breakdown in the Academy's internal control systems.

Bank Reconciliations

Bank reconciliations are a key element of financial control, since they can prove the accuracy of the accounts. Bank reconciliation involves comparing what is in the Academy financial records with the bank statement relating to the same period. If the two records do not match (excluding uncleared cheques and receipts), the discrepancies are investigated. This process will uncover any fraud or mistakes in the accounts. The bank reconciliation statement must be completed on a monthly basis and signed by the Head.

Reconciliations Reviewed and Certified

All bank reconciliations are signed by the School Business Manager, who undertakes the reconciliation. The head teacher must sign the bank statement once the reconciliation has been completed.

Separation of Duties

The School Business Manager is responsible for carrying out bank reconciliations, and also for the processing of receipts or payments. However, the reconciliations must be checked by the Exec Head/Headteacher.

No Use of Private Bank Accounts

Individuals must not use their private bank accounts for any payment or receipt related to the Academy budget.

No Overdrafts

The Academy bank account should not be allowed to go overdrawn. If you are in a position where this may happen, you should contact the CFO or Head of Business and Operations at the Trust.

Approval of Loans

The Academy should not enter into any loan agreements without the prior approval of the Secretary of State.

Two Signatories Needed On All Cheques

The Financial procedures require that all cheques bear the signatures of two signatories approved by the Exec Central Team.

Supporting Documentation for Cheque Signatories

The Financial procedures ensure that supporting documents, e.g. invoices, are made available to signatories to safeguard against inappropriate expenditure.

All Cheques Crossed

The school procedures require that all cheques drawn on the account(s) are crossed 'account payee only' to avoid the possibility of improper negotiation of the cheques.

Cheque Signature Requirements

The school procedures require that only manuscript signatures are used; cheques should not be presigned.

Security of Cheque Books

Pre-printed cheque stationery is to be held securely in the Finance Office when not in use.

List of Bank Accounts and Signatories

The following table shows signatories for the Academy bank accounts:

Name	School Budget Account	School Fund Account	
	✓	✓	✓
	✓	✓	✓
	✓	✓	✓

Payroll

The Academy is aware of a number of areas where Inland Revenue regulations may affect or determine the way payments are made. For example, there are strict rules about payments to individuals who claim to be self-employed. The Academy follows LA advice on such matters.

Procedures for Personnel/Payroll Matters.

The Academy follows established LA procedures for the administration of personnel activities, including appointments, terminations and promotions. The school buys in to the Access HR/Payroll systems.

Separation of Duties – Decisions

The School Business Manager ensures that, where practicable, the duties of authorising appointments, making changes to individuals' conditions or terminating the employment of staff (Head) are separated from the duties of processing claims (Finance Manager).

Separation of Duties – Process

The School Business Manager ensures that at least two people are involved in the processes of completing, checking and authorising all documents and claims relating to appointments, terminations of employment and expenses.

All processes through to advertisement, job descriptions and appointments should be kept together for audit purposes.

Authorised Access to Personal Files

The School Business Manager ensures that only authorised staff have access to personnel files and that arrangements for staff to gain access to their own records are in place.

Proper Payroll Transactions

ALL Payroll transactions are processed **ONLY** through the payroll system.

All travel expenses for staff on the payroll must be paid via payroll.

Regular Updating of Staff Employed

The School Business Manager maintains a list of staff employed. This list is updated promptly to reflect new starters and leavers. A regular 'Establishment List' also confirms school records.

Payroll Checks

The School Business Manager undertakes monthly checks between payroll reports or Gross Pay Analysis and documentation (staffing forecast spreadsheet) to ensure that:

- There are no payments coded to the school that do not belong to the school
- Staff are being paid the correct rates and allowances
- Former employees have been removed from the payroll

Apprenticeship Levy

Schools will have 0.05% of their salary bill deducted and allocated to the Apprenticeship Levy. Schools must advise the Trust Board in writing of their allocation of funding that they need for apprenticeship training. This must be through an approved body. Any requests to access the funding should be made through the Head of Business and Operations.

Petty Cash

Petty cash is useful for making small purchases with a minimum of fuss. Since, however, cash is portable and desirable, it is important that proper controls are in place to prevent its abuse or loss. These standards contain petty cash controls covering authorisation, documentation and secure storage of cash.

Agreed Level of Petty Cash

The agreed level of petty cash to be held is up to £200. The limit on individual petty cash purchases should not exceed the petty cash float limit of £200.

Security of Petty Cash

The School Business Manager ensures that the petty cash fund is held securely and that only the finance staff have access to it. During the day the Petty Cash tin is held in a bolt-secured drawer; it is to be locked in the safe overnight.

Proper Use of Petty Cash

Payments from the petty cash fund are to be limited to minor items, approved in advance by an authorised member of staff. Personal cheques are not to be cashed from the petty cash fund. All petty cash purchases must be supported by a receipt. This receipt should not contain any personal items.

All Expenditure Supported By Receipts

All expenditure from the fund must be supported by receipts, identifying any VAT paid. It must be signed for by the recipient, and countersigned by two authorised members of staff.

Proper Accounting Records Kept

Proper records are to be kept of amounts paid into and taken out of the funds. All cash drawn is recorded on HCSS. All payments are entered onto HCSS, which allocates a unique number. All transactions are also entered in the Petty Cash Folder, which is checked and signed by the Exec Head/Headteacher and one other Authorised signatory before payment can be made. Receipts/Petty cash folio slips/vouchers must be stamped as paid once the member of staff has been reimbursed.

Regular Independent Check On Petty Cash

The amount in the petty cash fund is to be checked at least monthly against the accounting records by the School Business Manager, and reviewed monthly by the Exec Head/Headteacher. The Finance system (HCSS) automatically maintains a running total of cash in hand.

No Personal Cheques Cashed

No personal cheques are to be cashed.

Reconciliation of the Petty Cash Account

No dedicated Bank Account is to be kept for Petty Cash; cash is to be drawn from the school's main budget account. The petty cash is to be reconciled monthly against the Finance system by the School Business Manager, as detailed above, and checked by the Headteacher.

Tax

Payments Only On VAT Invoices

A proper VAT invoice is the only basis on which VAT can be reclaimed. It contains the following elements:

- The supplier's name, address and VAT registration number
- The date on which goods/services were supplied
- The name and address of the school
- The goods or services supplied
- Amount payable excluding VAT
- Amount of VAT
- VAT rate

Audit & Voluntary Funds

Voluntary funds provide the school with an additional source of income. Although such funds are not public money, the standards for the guardianship of these funds are to be as rigorous as those in place for administration of the school's delegated budget.

The voluntary fund account should be run through the Academy Budget under separate cost codes.

This section applies to voluntary funds which belong to the school, not to funds held by other organisations.

External Auditor Appointed

The Trust Board appoints an External Auditor to audit the accounts each year.

Same Accounting Standards as For School Budget

The School Business Manager ensures that the same standards of financial accounting which apply to income and expenditure for the delegated budget are applied to all voluntary funds.

Audited Accounts to Trust Board Annually

The CFO will present the audited accounts, the auditor's certificate and a written report on the accounts to the Trustees as soon as possible after the end of the year.

Audited accounts copied to the Trust

The CFO will ensure that the audited accounts are copied promptly to the Head of Business and Operations after the Trustees have accepted them.

At Least Monthly Banking

All voluntary fund income will be paid into the bank account at least once a month.

Procedures for Issuing Receipts

Receipts will always be issued for any donations or income entering voluntary funds. This is to provide audit evidence and to reduce the possibility of theft. This is particularly important in the case of donations, as there may be no other proof that the income existed, thus facilitating fraud. The receipts should be numbered and copies kept.

Regular Reconciliations with Bank Statements

The School Business Manager will ensure that regular reconciliations between the accounting records and bank statements are undertaken and independently reviewed. This process is undertaken by the School Business Manager each month and reviewed by the Exec Head/Headteacher.

NO EXPENDITURE SHOULD BE PAID OUT OF INCOME COLLECTED

Assets

The Academy has attractive and portable items of material and equipment ranging from library books to computers, video recorders and televisions. These assets are to be kept securely and recorded in the Asset Register.

School Business Managers are required to make the necessary arrangements to identify such items as school property, to record where they are located and to insure them for on-site and off-site use, as appropriate.

Maintenance of Stock Levels

The School Business Manager ensures that stocks are maintained at reasonable levels, and are subject to a physical check at least once a year.

Security Marking and Asset Inventories

Up-to-date inventories are maintained of all items of equipment, and these items are recorded on the inventory register. Such items are identified as school property with a security marking. Such items might include ICT equipment, videos, cameras and televisions.

All assets purchased over a value of £100 need to be recorded in the Academy inventory.

The register contains details covering asset cost, identification number and location within school. **It is vital that the inventory be kept up to date.** School procedures ensure that every time an asset is purchased, disposed of or becomes obsolete the inventory is automatically updated. The inventory will quickly become meaningless if not updated.

This should help the school to plan its Equipment Replacement programme. It will also provide evidence in the case of an insurance claim.

The depreciation value of these assets is also needed for the Academy balance sheet; it is important to record the date of purchase and purchase price within the inventory, so that correct depreciation can be applied.

Check On Inventories Annually

The School Business Manager will arrange via the ICT Manager for inventories to be checked at least once a year against physical items. All discrepancies are to be investigated, and any discrepancies reported to the Exec Head/Headteacher and Head of Business and Operations.

Procedures for Property Taken Off Site

Whenever school property, for example musical instruments or computers, is taken off the school site, it should be signed for and a register noted accordingly.

Authorisation of Write-Offs And Disposals

All write-offs and disposals will be reported at least annually by the School Business Manager to the Finance and Staffing Committee in accordance with regulations.

Security of Safes and Keys

The school Safe will be kept locked and the keys removed and taken home by the finance team. The team are aware that the loss of the safe keys should be reported immediately to the School Business Manager and the Headteacher. The people with key access to the safe are the School Business Manager, Admin Staff and the Exec Head/Headteacher.

Plan for Use, Maintenance and Development of Buildings

Head of Business and Operations and Trustees are to have a plan for the use, maintenance and development of school buildings as outlined in the school's Premises Development Plan.

Insurance

All Academies have purchased the RPA scheme run by the Government. Payment for this service is taken direct from the ESFA allocation each month.

Annual Review of Risks

The Academy reviews all risks annually, in conjunction with the Trust where appropriate, to ensure that the sums insured are commensurate with the risks.

The Trust stipulates that all Academies must purchase the RPA (Risk Pooling Arrangement) as provided by the ESFA.

Additional Insurance Cover Where Appropriate

The Trustees should consider whether to insure risks not covered by the RPA. The cost of such premiums should be met from the school's delegated budget e.g. minibuses.

No Indemnity to Third Parties without Authorisation

The school will not give any indemnity to a third party without the written consent of its insurers.

Notification of Insurance Losses and Claims

The Academy should immediately inform its insurers of all accidents, losses and other incidents which may give rise to an insurance claim.

Insurance of Property Taken Off Site

Insurance arrangements will cover the use of school property, for example musical instruments or computers, when off the premises (as long as the item being taken is for work purposes).

Data Security

The Academy is now fully reliant on computers to process and record personal, financial and other management data. Most of the controls in this section therefore cover access to data held on computers.

It is important that management information be properly protected from unauthorised access, and that it be backed up regularly. It is also important that the school has a recovery plan to ensure continuity of financial management in the case of an emergency.

The Data Protection Act 1998 is designed to protect the rights of individuals in relation to the personal data that is held about them. It sets out requirements about the processing, storage and disclosure of that data and extends the coverage of the previous legislation from data handled electronically to certain manual record systems.

The Act requires Trustees and Headteachers to notify the Data Protection Commissioner where the activities they are engaged in are covered by this legislation. It is highly probable that pupils' paper records will fall wholly or partly under the requirements of the Data Protection Act 1998 and be subject to notification.

Security of Access

Computer systems used for school management are to be protected by password security to ensure that only authorised staff has access. Staff passwords should be changed regularly every 3-6 months. Accounts are to be cancelled immediately when staff leave.

It is necessary on some systems at the school to introduce graded passwords, giving different levels of access, to ensure that no one has inappropriate access. Graded access could, for instance, allow a member of staff to read but not alter records, as is the case on Arbor and HCSS Finance.

Back-Up Procedures

The Academy ensures that data is backed up regularly, and that all back-ups are securely held offsite.

Recovery Plan for Emergency

The School Business Manager will have established a recovery plan to ensure continuity of financial administration in the case of emergency.

Protection against Computer Viruses

To prevent viruses being imported, only authorised software agreed by the Trust/ICT department should be used.

The Trust has purchased Sophos antivirus and uses Smoothwall to filter content. School should protect itself against computer viruses in two main ways:

- By installing and regularly updating anti-virus software
- By blocking the use of unauthorised software

Data Protection Act Notification

The Trustees must ensure that the Data Protection Commissioner is notified in accordance with the Data Protection Act 1998 and that the school's use of any electronic or relevant manual systems to record or process personal information, and any disclosure of that information, complies with the legislation.

The school's Data Protection Policy is to be kept in the school office.

GDPR

The European Union General Data Protection Regulation (GDPR) is a set of rules about how companies should process the personal data of data subjects. GDPR lays out responsibilities for organisations to ensure the privacy and protection of personal data, provides data subjects with certain rights, and assigns powers to regulators to ask for demonstrations of accountability or even impose fines in cases where an organisation is not complying with GDPR requirements. Understanding GDPR requirements can sometimes be a daunting task, so understand the key requirements through this easy-to-follow GDPR summary.

1) Lawful, fair and transparent processing

The companies that process personal data are asked to process the personal data in a lawful, fair and transparent manner. Now, what does this mean? Let us understand this:

- *Lawful* means all processing should be based on a legitimate purpose.
- *Fair* means companies take responsibility and do not process data for any purpose other than the legitimate purposes.
- *Transparent* means that companies must inform data subjects about the processing activities on their personal data.

2) Limitation of purpose, data and storage

The companies are expected to limit the processing, collect only that data which is necessary, and not keep personal data once the processing purpose is completed. This would effectively bring the following requirements:

- forbid processing of personal data outside the legitimate purpose for which the personal data was collected
- mandate that no personal data, other than what is necessary, be requested
- ask that personal data should be deleted once the legitimate purpose for which it was collected is fulfilled

3) Data subject rights

The data subjects have been assigned the right to ask the company what information it has about them, and what the company does with this information. In addition, a data subject has the right to ask for correction, object to processing, lodge a complaint, or even ask for the deletion or transfer of his or her personal data.

4) Consent

As and when the company has the intent to process personal data beyond the legitimate purpose for which that data was collected, a clear and explicit consent must be asked from the data subject. Once collected, this consent must be documented, and the data subject is allowed to withdraw his consent at any moment.

Also, for the processing of children's data, GDPR requires explicit consent of the parents (or guardian) if the child's age is under 16.

5) Personal data breaches

The organisations must maintain a Personal Data Breach Register and, based on severity, the regulator and data subject should be informed within 72 hours of identifying the breach.

6) Privacy by Design

Companies should incorporate organisational and technical mechanisms to protect personal data in the design of new systems and processes; that is, privacy and protection aspects should be ensured by default.

7) Data Protection Impact Assessment

To estimate the impact of changes or new actions, a Data Protection Impact Assessment should be conducted when initiating a new project, change, or product. The Data Protection Impact Assessment is a procedure that needs to be carried out when a significant change is introduced in the processing of personal data. This change could be a new process, or a change to an existing process that alters the way personal data is being processed.

8) Data transfers

The controller of personal data has the accountability to ensure that personal data is protected and GDPR requirements respected, even if processing is being done by a third party. This means controllers have the obligation to ensure the protection and privacy of personal data when that data is being transferred outside the company, to a third party and / or other entity within the same company.

9) Data Protection Officer

When there is significant processing of personal data in an organisation, the organisation should assign a Data Protection Officer. When assigned, the Data Protection Officer would have the responsibility of advising the company about compliance with EU GDPR requirements.

10) Awareness and training

Organisations must create awareness among employees about key GDPR requirements, and conduct regular trainings to ensure that employees remain aware of their responsibilities with regard to the protection of personal data and identification of personal data breaches as soon as possible.

Clare Sturman is the GDPR Data Officer for the Trust.

Consistent Financial Reporting (CFR) & Benchmarking

CFR is a reporting format brought in by DFE to ensure all schools set their budgets in the same formats and to enable schools to benchmark themselves against one another.

Academies should carry out a benchmarking exercise each year to compare financial performance from similar schools and from a similar context. This comparison should be presented to Trustees.

Benchmarking your expenditure can help you to:

- Focus on planning and managing your budget
- Identify areas for improvement
- Set targets for improvement
- Achieve best value - quality v. cost
- Improve the effectiveness of your spending to improve performance
- Deliver educational services to a defined standard

In general, benchmarking rarely answers all your questions, but invariably raises further ones; therefore, benchmarking should be seen as a starting point and should lead to further discussions and comparisons with colleagues and other similar schools.

It is essential that financial benchmarking not be used solely to focus on reducing costs, but to improve the quality and impact of your school's services.

Care should be taken when interpreting comparative income and expenditure data. Objective information of this sort describes the position of a school relative to other schools; it does not explain why a school is in this position, or provide a view on whether it should be in this position. There may be very good reasons for a school to have high or low figures. What is important is that school managers, trustees, Headteachers and other senior staff review the differences and question the reasons for them. For example, does the position of the school reflect special circumstances or decisions on allocating resources? Does the comparison run counter to expectations?

Section 52

Academies are required under Section 52 of the Standards and Framework Act 1998 to prepare and publish both budget and outturn statements each year. The statements are intended to provide a clear picture of spending on education. The format of each Statement is prescribed by the Department for Education.

Section 52 – Outturn Statement

The outturn statement provides information on the year's actual spending. This should be taken to your Local School Boards meeting once prepared.

Section 52 – Budget Statement

The budget statement provides details on planned spending for the Education Service as a whole and on an individual school basis.

Appendix A – Trustees and Local School Board Committees & Register of Business Interests

This Appendix gives details of the Local School Board committees within school.

Register of Business Interests

Name of Local School Board Member/Staff Member	
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Name of Business	Nature of Business	Nature of Interest	Date of Appointment or Acquisition	Date of Cessation of Interest	Date of Entry

I certify that I have declared all beneficial interests which I or any person closely connected with me have with business or other organisations which may have dealings with the school.

Signed	
Date	

Appendix B – List of Local School Board Members

Chair of Local School Board	
Foundation school board members	
Parent Foundation school board members	
Vice Chair of the Local School Board	
Parent School Board Members	
LA School Board Members	
Executive Head of School	
Head of School	
Clerk to the Local School Board	

Appendix C – Local School Board Responsibilities/Committee Membership

Please enter the names of Local School Board members against the appropriate area of responsibility and/or committee membership:

Chair Person	
Vice Chair	
Admissions Committee	
Finance, Staffing & Premises	
School Improvement Committee	
Children in Public Care	
SEN	
Child Protection & Safeguarding	
Training and Link School Board Member	
Other	

Appendix D - Details of Bank Accounts Operated by the School

Bank Name		Royal Bank of Scotland	
Bank Address			
Account Type: Current Account			
Sort Code		Account Number	
Account Name			

Bank Name		Royal Bank of Scotland	
Bank Address			
Account Type: Special Interest Bearing Account			
Sort Code		Account Number	
Account Name			

Appendix E – Authorised Signatories

Cheques issued on public fund accounts require two signatures from the following authorised signatories:

	Name	Title
1		Executive Head
2		Head of School
3		Assistant Head of School
4		
5		

Appendix F – Audit Timetable

Audit Type	Previous Audit Date	Next Audit Date
Responsible Officer Visit		
External Audit		
School Fund Audit		

Appendix G – Computerised Systems in School

The school has ___ computers and ___ printers, as listed below:

Location	Item(s)	Purchase Date
School Office		
Head's Office		
Computer Suite		
Key Stage 1 IT Area		

Support

Support for the computer hardware and software in the school is covered by a maintenance contract with:

Hardware support supplied by	
Software support supplied by	

Network

The school operates a RM network, and will have been changed to a Windows 7 system in April 2014.

Software

The school runs the following programmes:

Microsoft Office	

The school runs the following school management systems:

HCSS Access	Arbor

The school runs the following security software:

Sophos Antivirus	Smoothwall

The school has the following backup procedures:

RBUSS external backup for server

The systems manager is:

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Appendix H – List of Advisors/Contacts

LA Finance Department

Name	Schools Finance
Address	Riverside House 1 st Floor Main Street Rotherham S60 1AE
Telephone Number	01709 822 047
Fax Number	01709 822 008
E-mail	schoolsfinanceteam@rotherham.gov.uk
Contact Name	Vera Njera

Diocese

Name	Diocesan Church House
Address	95-99 Effingham Street Rotherham S65 1BL
Telephone Number	01709 309100
Fax Number	01709 512550
E-mail	huw.thomas@sheffield.anglican.org
Contact Name	Huw Thomas

Trust Finance

Name	Diocese of Sheffield Academies Trust
Address	Flanderwell Early Excellence Centre Greenfield Court Flanderwell Rotherham S66 2JF
Telephone Number	01709 718640 Option 1
Fax Number	
E-mail	ntowers@dsat.education
Contact Name	Nevine Towers

Name	Diocese of Sheffield Academies Trust
Address	Flanderwell Early Excellence Centre Greenfield Court Flanderwell Rotherham S66 2JF
Telephone Number	01709 718640 Option 2
Fax Number	
E-mail	csturman@dsat.education
Contact Name	Clare Sturman

DSAT ICT Assistance

Name	Dan Hilton (Head of ICT)
E-mail	dhilton@dsat.education
Name	Tracey Gregory
Email	tgregory@dsat.education
Name	Stuart Liversidge
Email	sliversidge@dsat.education

HR

Name	Alison Bradley
Address	
Telephone Number	
E-mail	abradley@dsat.education
Contact Name	

Payroll

Name	Access HR/Payroll
Address	Please contact Nevine Towers Head of Business and Operations
Telephone Number	01709 718640 option 3
Fax Number	
E-mail	zlonsdale@dsat.education rfaulkner@dsat.education
Contact Name	Zoe Lonsdale & Ruth Faulkner

Diocese Buildings/Legal

Name	Diocesan Church House
Address	95-99 Effingham Street Rotherham S65 1BL
Telephone Number	01709 309100
Fax Number	01709 512550
E-mail	Carolyn.ogden@sheffield.anglican.org
Contact Name	Carolyn Ogden

Trust Buildings Managers

Name	Wendy Lloyd - 07383831562 Lynn Newby - 07482493065
Address	Flanderwell Early Excellence Centre Greenfield Court Flanderwell Rotherham S66 2JF
E-mail	wllloyd@dsat.education lnewby@dsat.education

Trust Legal

Name	Wrigley's Solicitors LLP
Address	19 Cookridge Street Leeds LS2 3AG
Telephone Number	0113 2446100
Fax Number	0113 2446101
E-mail	thepartners@wrigleys.co.uk
Contact Name	Chris Billington

RPA Insurance

Queries on the Cover Provided

Phone: 0117 976 9361

Email: RPAadvice@willis.com

Access to the RPA cover helpdesk is available 9.00 to 17.00 Monday to Friday excluding bank holidays.

Queries on Funding or How to Join/Leave the RPA

Email: Academies.RPA@education.gov.uk

Reporting a New Claim

Submit via: www.dfecclaimforms.co.uk

Urgent Incident Notifications

Phone: 0113 246 2040

Claims Updates or Queries

Email: UK.RPA@gbtpa.com

Risk Management Queries

Phone: 01902 880 842

Email: Simon.jones@willistowerswatson.com

For assistance accessing the RPA Risk Management Portal :
RMBluesupport@willis.com