



Cayley Primary School

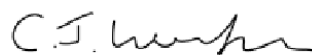
Governance and Financial Manual

2022

Head teacher signature:



Chair of Governors signature:



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Procedures for Governance and Finance



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SECTION 1: INTRODUCTION

a) PURPOSE

The purpose of producing a Financial Procedures Manual is to define clearly and document responsibilities and procedures within the financial management of Cayley Primary School.

It is vital that all the financial procedures are clear and precise. The documentation recording the procedures is equally important, as it informs those involved in the financial aspects of running the school what is expected of them, thus reducing the risk of procedures not being properly implemented. There are also other benefits from producing such a document:

- It allows continuity and consistency in the absence or changes in key financial personnel
- It documents decisions of the Governing Body
- It reduces audit time on testing the systems, procedures and controls, if they are properly recorded
- It satisfies the requirements of the LA Scheme for financing schools
- It allows an opportunity to consider whether existing systems at Cayley Primary School are the best way of meeting the school’s financial control objectives and whether the procedures are, in fact, implemented in the way intended.
- It allows the school to carry out Self-Assessment against the Financial Management Standard and notes sections from the Financial Management Standard

The governing bodies of Tower Hamlets schools with full delegated powers under the local management scheme are responsible for ensuring that regulations as set out in the Tower Hamlets’ [Scheme for Financing Schools](#) and in the [School Financial Procedures Manual](#) are adhered to.

In practice many of the governing bodies’ responsibilities will need to be delegated to a committee of the governing body and/or to the Headteacher. To ensure that sound financial control is maintained it is essential that the extent of delegation be clearly specified in writing.

Although decisions may be delegated, the governing body as a whole remains responsible for any decision made under delegation. The reference’s made in this guide, relate to the Schools Financial Manual and The Scheme for Financing in Schools, once adjusted to an individual school’s circumstances, should constitute the statement of the School’s Financial Regulations, inclusive of the school’s scheme for the Delegation of the Governing Body’s Financial Power and Duties to Others.

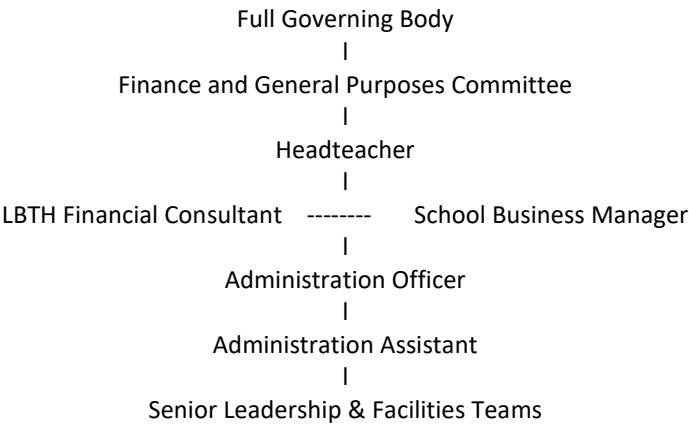
The document includes an adaptation of Chapter 1 of the School Financial Procedures Manual, which should serve as an example of how the contents of the Manual can be used to formulate individual schools’ financial procedures. The other chapters of the Manual should be dealt with in a similar way in order to ensure that all of the financial procedures have been considered and adopted by the individual school’s Governing Bodies.

It is mandatory that individual schools’ financial procedures are in compliance with:

- The Tower Hamlets Scheme for Financing Schools (2019)
- The School Financial Procedures Manual
- The Schools Financial Value Standards (SVFS)
- The Schools Standards and Framework Act 1998

ORGANISATION

The school’s organisational structure in financial terms:



SECTION 2: FINANCIAL RESPONSIBILITIES AND TERMS OF REFERENCE

This section looks in detail at the **terms of reference for the Governors**, committees and individuals with financial responsibilities. Committees are responsible for decisions or recommendations of the Governing Body in accordance with Terms of Reference. All decisions made or actions taken must be reported to the full Governing Body at the following Governing Body Meeting. Committees are responsible for setting policies so that the management of the school can operate effectively. The monitoring role of the full Governing Body will be met by receiving reports from Committees.

General (applying to all Committees)

All Governors will be offered the opportunity to serve on the Finance and General Purposes Committee. The Chair of Governors and Headteacher are ex-officio members of all committees.

The membership of each committee will be reviewed annually at a meeting of the full Governing Body at the end of the academic year.

The minimum number of Governors in each committee is three, including the Chair (who is invited to attend) and the Head. (Our aim is to achieve balanced representation of Governors). The quorum for meetings will be three voting members, including the Head or representative.

In addition, Governors may co-opt other non-voting members on to committees.

The F & GP committee will appoint a Chair, make arrangements for its own administrative support and hold meetings at least once per term, and otherwise as required.

Minutes of each committee meeting will be circulated to all governors at the time of the full Governing Body meeting (held twice a term). The Chair of the committee will present the minutes, briefly summarising the main points.

Terms of Reference may be altered after the agreement of the Governing Body at a full meeting.

The Governing Body of Cayley Primary School has overall responsibility for all the financial aspects of the School.

GOVERNING BODY

All governing bodies have full responsibility for the management of the school's budget and for the appointment and dismissal of all staff taking into account the professional advice of the Director of Children's Services and their headteacher.

Governing bodies are required to:

- spend their budgets in a manner that is consistent with the implementation of the National Curriculum; with the statutory requirements relating to the curriculum as a whole, (including religious education and worship), to secure provision for children with additional educational needs and use their best endeavours to secure the provision set out in the statement of special educational need of any pupil registered at the school in so far as that provision is not made from central resources retained by the LA for that purpose;
- operate an effective and efficient education service within the strategic framework set by the LA for the benefit of their pupils;
- operate within their budget share;
- meet the actual cost of all expenditure from their delegated budget, any devolved funding (e.g. SEN top-up funding) and any income accruing to the governors.
 - The Governing Body of Cayley Primary School ensures that funding from the LA and any other sources are used only in accordance with the conditions attached.
 - The Governing Body of Cayley Primary School issues clear directions to the Headteacher concerning the Headteacher's responsibilities for financial affairs and for reporting to the Governing Body and the LA.
 - The Governing Body may ask the Headteacher of Cayley Primary School to report on any aspect of the school's work.
 - **LBTH Finance Scheme 2019 2.1.2.**(ensuring that there are effective controls in place for authorising, monitoring and controlling expenditure and obtaining value for money,
 - maintaining accurate records of all income and expenditure transactions using an accounting package approved by the LA and
 - providing the LA with copies of expected and actual income and expenditure, accounts, records, information and other relevant documentation in such form and at such times as required (this includes provision of information to Internal Audit, the external auditor and Revenue & Customs)).
 - The Governing Body of Cayley Primary School meets at least three times a year and adheres to the rules about the arrangements for and conducting of those meetings as set out in the School Governance (Procedures) Regulations.
 - It is the responsibility of each Governor to notify Cayley Primary School of any business and/or personal interests they have which require inclusion in the Register of Business Interests. Any Governor who has an interest in a business tendering for a contract shall withdraw from the Governing Body meeting or committee meeting that is considering the contract, in order not to take part in any discussion relating to the tendering process.
 - No Governor of Cayley Primary School involved in awarding a contract shall accept gifts or hospitality from current or potential suppliers.

The Governing Body takes a strategic role, act as a critical friend to the School and be accountable for its decisions. It sets aims and objectives and agree, monitor and review policies, targets and priorities

- The Full Governing Body will formally approve (and minute the approval of) the school's budget plan annually. A copy of the plan, certified by the Head and Chair of Governors, will be submitted to the Tower Hamlets Schools Finance by the specified deadline. The Full Governing Body will ensure that when arriving at the Budget plan the long term School's Development Plan has been taken into consideration and that links between the two documents are well established.
- The Full Governing Body will receive and consider on a termly basis a year-end forecast report to monitor the school's financial position. This report and discussions around it will be recorded in minuted meetings.
- The Full Governing Body will receive and consider budgetary control reports at every meeting from the Finance Committee with relevant explanations and documentation where required. The receipt of such reports/documents will be minuted and copies of the documents signed by the Chair.
- All virements in excess of £10,000, between or within budget headings will be approved, authorised and minuted by the Full Governing Body and those in excess of £10,000 are to be notified to the Schools Finance Team. Details of all virements, approved and authorised by the Finance Committee are to be formally notified to the Full Governing Body who will minute the notification.
- The Governing Body should ensure that the school has in place adequate internal controls and governance procedures which meet the DfE Finance Management Standards. The Governing Body is responsible for making sure that the school meets the DfE SFVS at the latest by Financial Year end annually or according to the local authority timetable.
- The Governing Body is responsible for signing off the Statement of Internal Control to confirm effective financial controls are in place and particularly noting any inadequate controls / weaknesses found in the financial controls.
- The Governing Body is responsible producing the school's Best Value statement, demonstrating accountability for the way in which resources are used to meet the SDP. Governors need to secure the best possible outcomes for pupils, in the most efficient and effective manner, at a reasonable cost.
- The Full Governing Body will ensure that the Tower Hamlets Schools Finance Team will be informed when the school wishes to meet expenditure of a capital nature from the revenue budget. (Guidance on capital expenditure is contained in the Schools Finance Procedures Manual).
- The Full Governing Body will enter into operational leasing/contract hire arrangements provided that the Schools Finance Team, is satisfied that the method of finance is appropriate for the asset concerned, and that the best terms available have been secured. The Finance Committee will ensure that the resulting charges can be met within the budget for the current and future years. (Note: Schools are not permitted to enter into any financial leases, i.e. when the lease ends, ownership of the asset will not be transferred to the school.)

Terms of reference:

- **To agree constitutional matters***, including procedures where the Governing Body has discretion
- To recruit new members as vacancies arise and **to appoint new governors*** where appropriate
- **To hold at least three Governing Body meetings a year***
- **To appoint or remove the Chair and Vice Chair***
- **To appoint or remove a Clerk to the Governing Body***
- **To establish the committees of the Governing Body and their terms of reference***
- To appoint the Chair of any committee (*if not delegated to the committee itself*)
- **To appoint or remove a Clerk to each committee***
- **To suspend a governor***
- **To decide which functions of the Governing Body will be delegated to committees, groups and individuals***
- **To receive reports from any individual or committee to whom a decision has been delegated and to consider whether any further action by the Governing Body is necessary***
- To approve the first formal budget plan of the financial year
- To keep the Health and Safety Policy and its practice under review and to make revisions where appropriate
- **To review the delegation arrangements annually***
- *Any items which individual governing bodies may wish to include*

*these matters cannot be delegated to either a committee or an individual

Disqualification – as per Regulation 17 and Schedule 4 of the School Governance (Constitution) (England) Regulations 2012

Membership – As per the Instrument of Government (separate document)

Delegation of Responsibilities

The Role of the Chair of the Governing Body

Chair's Urgency Powers

In the event of Urgency Powers being invoked by the Chairman, this will be recorded in writing, advised to the LA and reported to the next meeting of the Full Governing Body.

- ❖ To ensure the business of the Governing Body is conducted properly, in accordance with legal and London Borough of Tower Hamlets (including financial) delegation requirements.
- ❖ To ensure meetings are run effectively, focusing on priorities and making the best use of time available, and to ensure that all members have an equal opportunity to participate in discussion and decision-making
- ❖ To establish and foster an effective relationship with the Headteacher based on trust and mutual respect for each other's roles. The Chair has an important role in ensuring that the Governing Body acts as a sounding board to the Headteacher and provides strategic direction
- ❖ Assist governors to work as a team and develop their skills
- ❖ Co-ordinate the governing body's role in Ofsted inspections
- ❖ Work in partnership with the LA by attending relevant briefings and events
- ❖ Ensure that the governing body operates strategically in raising achievement and driving forward school improvement
- ❖ Get to know their school, preferably by visiting when the pupils are in school
- ❖ Keep up to date on educational matters and policy affecting schools and children
- ❖ Undertake relevant development and training to effectively undertake the role
- ❖ Construct and agree the agenda for meetings together with the clerk and headteacher
- ❖ Ensure all decisions are understood and that any necessary action is taken
- ❖ Be prepared to delegate and encourage other governors to participate fully
- ❖ Ensure that governors know and adhere to the rules and code of conduct
- ❖ Encourage the governing body to work collaboratively with other partners/agencies to support school improvement
- ❖ Represent the school at public events, presenting an appropriate view of the school
- ❖ Involve the vice-chair so that they are in a position to act if the chair is not available
- ❖ Attracting governors with the necessary skills and ensuring tasks are delegated and shared
- ❖

Persons disqualified from holding this position: The Headteacher and any Staff Governor

Person specification – Chair of the Governing Body

The Chair should possess or have a willingness to develop these skills.

Knowledge and experience	<ul style="list-style-type: none">- The school, its workings and its life- The local community- Experience of chairing meetings and committee work- General education issues and news- LA practice, policies and initiatives- Governance regulations and law (although clerks should be able to advise on this)
Skills and qualities	<ul style="list-style-type: none">- Leadership- Build an effective team- Stay organised- Impartiality, fairness and the ability to respect confidences
Relationships	<ul style="list-style-type: none">- Excellent communication and interpersonal skills- Be available- Model and promote co-operation and collaborative learning- Possess and promote good relationships between governors, staff and the school community

The Role of the Vice-Chair of the Governing Body

- ❖ Take on responsibilities delegated to them by the chair and deputise for them in their absence
- ❖ Work closely with the chair of governors to establish a constructive relationship and share responsibilities
- ❖ Take on the specific responsibility of becoming a mentor to new governors
- ❖ Get to know their school, preferably by visiting when the pupils are in school
- ❖ Undertake relevant development and training to effectively undertake the role (Chair's training is available)

- ❖ Represent the school at public events, presenting an appropriate view of the school
- ❖ Understand the strengths and weaknesses of the governing body and take responsibility for training
- ❖ Encourage governors to work as a team
- ❖ Attracting governors with the necessary skills and ensuring tasks are delegated and shared

Persons disqualified from holding this position: The Headteacher and any Staff Governor

Person specification – Vice-Chair of the Governing Body

The Vice-Chair should possess or have a willingness to develop these skills.

Knowledge and experience	<ul style="list-style-type: none"> - The school, its workings and its life - The local community - Actively develop knowledge, skills and understanding to share the workload with the chair and governing body
Skills and qualities	<ul style="list-style-type: none"> - Stay organised - Impartiality, fairness and the ability to respect confidences - Delegation
Relationships	<ul style="list-style-type: none"> - Listen and communicate effectively - Be available - Ability to engage in co-operation and collaborative learning - A positive relationship with governors, staff and the school community

The Role of the Clerk to the Governing Body

- ❖ To work effectively with the Chair of Governors, the other Governors and the Headteacher to support the Governing Body
- ❖ To advise the Governing Body on Constitutional and Procedural Matters, duties and powers
- ❖ To convene meetings of the Governing Body
- ❖ To attend meetings of the Governing Body and ensure minutes are taken
- ❖ To maintain a register of members of the Governing Body and report vacancies to the Governing Body
- ❖ To give and receive notices in accordance with relevant regulations
- ❖ To perform such other functions as may be determined by the Governing Body from time to time

Persons disqualified from holding this position: The Headteacher, Any Governor, Associate Members

The Role of the Chair of a Committee

- ❖ To ensure the business of the Committee is conducted properly, in accordance with legal requirements
- ❖ To ensure meetings are run effectively, focusing on priorities and making the best use of time available, and to ensure that all members have an equal opportunity to participate in discussion and decision-making

Persons disqualified from holding this position: None

The Role of the Clerk to Committees

- ❖ To advise the Committee on procedural and legal matters
- ❖ To convene meetings of the Committee
- ❖ To attend meetings of the Committee and ensure minutes are taken
- ❖ To perform such other functions with respect to the Committee as may be determined by the Governing Body from time to time

Persons disqualified from holding this position: The Headteacher

COMMITTEES WITH DELEGATED RESPONSIBILITY

The Finance and General Purposes Committee shall be responsible for:

General

- Exercising the powers and duties of the full Governing Body in respect of the financial administration of the school, except for those items specifically reserved for the full Governing Body and those delegated to the Headteacher or those delegated to other staff by the Headteacher.
- Reporting on all decisions taken under delegated powers to the next meeting of the full Governing Body.

Budgets/Budgetary Control

- Considering budgetary control reports on the school's financial position at every meeting, take appropriate action to contain expenditure within the budget and report to the Full Governing Body.
- The Finance and Staffing Committee will have freedom to vire sums between and within budget heads as authorised by the Full Governing Body. Details of all virements approved and authorised by the Headteacher are to be formally notified to the Finance and Staffing Committee who shall minute the notification.
- The Finance and Staffing Committee will be responsible for reporting to the Full Governing Body all significant financial matters and any actual or potential overspending.
- Submitting a draft budget plan to the Full Governing Body for approval and certification before being sent to Schools Finance Team.

Contracts

- Exercising the powers and duties of the Full Governing Body relating to contracts, except for those items specifically reserved for the Full Governing Body and those delegated to the Headteacher, without reference to the Full Governing Body.

Ex-Gratia Payments

- The Finance and Staffing Committee will propose ex-gratia payments up to £500 and shall notify the Full Governing Body who will authorise, approve and maintain a record of all payments.

Write-off of debts

- The Governors aim to minimise the number of instances that credit is given and to take prompt and appropriate recovery action in respect of unpaid debts.

Procedure

- Where debts are owed to the School for non-payment of dinner monies, nursery fees, breakfast or tea time club, the first step will be for the Finance Officer to contact the parent or guardian to seek an explanation for the non-payment of the debt.
- If this does not result in payment of the debt within 21 days, a letter will be sent to the parent or guardian. This will be the first step for non-payment of a lettings fee should Governors vote to let the School's premises.
- After a further 14 days, a reminder letter will be sent.
- After a further 7 days the debt will be referred to the debtor section of the London Borough of Tower Hamlets

Debts can be written off up to the amounts set out as below:

Governing Body	£2,501+
Finance, Resources and Premises Committee	£251 to £2,500
Headteacher	Up to £250

Insurances

The Finance and Staffing Committee will be responsible for making arrangements for any insurance cover it considers necessary in liaison with the Council's Insurance Department.

Voluntary Funds

The Finance and Staffing Committee will have responsibility for ensuring that all voluntary funds are properly administered and audited annually under the requirements of the Schools Financial Procedures Manual. Voluntary funds must be reported annually to the full Governing Body.

Terms of reference:

Finance

- To undertake the duties delegated to the finance committee as per Section B of the Scheme of Delegation.
- In consultation with the Headteacher, to draft the first formal budget plan of the financial year

- To establish and maintain an up to date 3 year financial plan
- To consider a budget position statement including virement decisions at least termly and to report significant anomalies from the anticipated position to the Governing Body
- To ensure that the school operates within the Financial Regulations of the Council
- To monitor expenditure of all voluntary funds kept on behalf of the Governing Body
- To annually review charges and remissions policies and expenses policies.
- To make decisions in respect of service agreements
- To ensure, as far as is practical, that Health and Safety issues are appropriately prioritised
- Decisions on teacher's pay increments are taken by the Chair of Governors as recommended by the Headteacher and the committee supports this process and provides advice as necessary, at the request of the Chair of Governors.
- These recommendations go straight to the GB
- To review, complete and submit the School Financial Value Standard (SFVS).
- To undertake any remedial action identified as part of the SFVS.
- To receive and act upon any issues identified by a local authority audit.

Premises

- To advise the Governing Body on priorities, including Health and Safety, for the maintenance and development of the school's premises
- To oversee arrangements for repairs and maintenance
- In consultation with the Headteacher and the Finance Committee, to oversee premises-related funding bids
- To oversee arrangements, including Health and Safety, for the use of school premises by outside users, subject to governing body policy
- To establish and keep under review a Building Development Plan
- To establish and keep under review an Accessibility plan

HR

- To draft and keep under review the staffing structure in consultation with the Headteacher
- To establish a Pay Policy for all categories of staff and to be responsible for its administration and review
- To oversee the appointment procedure for all staff
- To establish and review a Performance Management policy for all staff
- To oversee the process leading to staff reductions
- To keep under review staff work/life balance, working conditions and well-being, including the monitoring of absence
- *Additional items which individual Governing Bodies may wish to include*

Disqualification

Any staff governor or staff member other than the Headteacher, when the subject for consideration is the pay or performance review of any person employed to work at the school.

When discussing contracts as per register of pecuniary interests

Quorum (minimum of 3, committee can determine higher number)

Headteacher's Performance Review Group

Terms of reference:

- To arrange to meet with the External Adviser to discuss the Headteacher's performance targets
- To decide, with the support of the External Adviser, whether the targets have been met and to set new targets annually
- To monitor through the year the performance of the Headteacher against the targets
- To make recommendations to the Governing Body in respect of awards for the successful meeting of targets set
- *Additional items which individual Governing Bodies may wish to include*

Membership – 2 or 3 governors

Disqualification – The Headteacher and Staff Governors

Hearings Committee

Terms of reference:

Governing Body HR Procedures (Staff Discipline, Grievance, Capability, Sickness etc)

- To make any determination to dismiss any member of staff (unless delegated to the Headteacher)
- To make any decisions under the Governing Body's personnel procedures e.g. disciplinary, grievance, capability where the Headteacher is the subject of the action
- To make any decisions relating to any member of staff other than the Headteacher, under the Governing Body's personnel procedures (unless delegated to the Headteacher)

School's complaints Procedures

- To make any determination or decision under the Governing Body's General Complaints Procedure for Parents and others
- Additional items which individual Governing Bodies may wish to include

Pupil Discipline:

- To consider representations from parents in the case of exclusions of 5 days or less, if the parents/carers request it. (Committee may not re-instate)
- To consider representations from parents in the case of exclusions totalling more than 5 but not more than 15 school days in one term. A meeting must be convened within 50 school days to review the exclusion if the parents/carers request it.
- To consider the appropriateness of any permanent exclusion or any exclusion where one or more fixed period exclusions total more than 15 school days in one term or where a pupil is denied the chance to take a public examination. A meeting must be convened within 50 school days to review the exclusion.
- Any items which individual governing bodies may wish to include

Membership – not less than 3 members of the Governing Body. The Governing Body will nominate a pool of governors from which three will form a panel as part of any of the hearings listed above.

Disqualification – The Headteacher; Staff governors; if a governor has a connection with the parties involved or prior involvement with the incident that could affect their ability to act impartially they should not serve at the hearing.

(It is suggested that only experienced governors be appointed to this committee and that the Chair of Governors, due to probable prior knowledge, should not be a member)

Quorum: In general at least three Governors; quorum may vary depending on specific policy/procedure being referenced

Appeals Committee

Terms of reference:

- To consider any appeal against a decision to dismiss a member of staff made by the Hearings Committee
- To consider any appeal against a decision short of dismissal under the Governing Body's personnel procedures e.g. disciplinary, grievance, capability
- To consider any appeal against selection for redundancy
- To consider any appeal against a decision on pay grading or pay awards
- Any items which individual governing bodies may wish to include

***cannot be delegated to an individual**

Membership – Minimum of 3 governors

Disqualification – The Headteacher; any members of the Hearings Committee; the Chair in the case of appeals against decisions on pay grading or pay awards.

(It is suggested that only experienced governors be appointed to this committee and that the Chair of Governors, due to probable prior knowledge, should not be a member)

Quorum - minimum of 3

Further Delegation of Responsibility

Any individual to whom responsibility has been delegated is expected to work within the following terms of reference.

Terms of reference:

- To liaise with the appropriate member(s) of staff
- To visit the school with the purpose of gathering information concerning their area of responsibility and to increase their knowledge of the School
- To regularly report to the Governing Body on developments and progress within their area of responsibility
- To raise the profile of the area of responsibility when related matters are considered by the Governing Body
- To attend training as appropriate

Any items which individual governing bodies may wish to include.

Se Governor's Strategic Objectives and Action Plan

HEADTEACHER

It is the resolution of the Governing Body that the Headteacher should act in the role of Chief Executive. Accordingly, the Governing Body will expect the Headteacher to take responsibility for making proposals about the educational mission of the school, for the organisation, direction and management of the school and leadership of the staff and for the determination of the school's academic and other activities.

The Headteacher has a key role in all financial, premises and personnel matters.

The Headteacher will be responsible for or aware of all financial, premises and personnel matters, including:

(LBTH Finance Scheme 2019 1.5)

- appointment of teachers and non-teaching staff,
- securing supply teaching and other staff cover in the event of staff absence or vacancy,
- employment of casual staff,
- virement between budget heads up to £5,000 in primary and £10,000 in secondary schools (all uses of this power must be reported to the Governors as they remain responsible for the overall management of the budget),
- authority to order goods and services as necessary,
- authority to enter into operating leases up to a maximum of two years duration,
- negotiations with bankers,
- income matters, such as setting charges for once off activities,
- taking of corrective action to ensure budget plans are achieved,
- write off of debts up to any limit set by the Borough's Chief Finance Officer above which the agreement of the Director of Children's Services is required,
- disposal of assets.

Contracts (S2 Finance Scheme, s28 Finance Manual)

- Exercising the following powers and duties of the Full Governing Body in respect of Contracts.
- Ensuring that all contracts and agreements conform with Schools Financial Regulations
- Acceptance of quotations up to £10,000 in value.
- Receipt and custody of all tenders.
- Authorisation of senior members of staff to open tenders.
- Signing contracts on behalf of the Full Governing Body.
- Maintaining a register of formal contracts entered into, amounts paid and certificates of completion including retention of quotes obtained for goods, works and services.
- Signing certificates where contracts require that interim and final payment are made on such certificates.
- Ensuring that the requirements of the Construction Industry Scheme are adhered to where applicable.

Income (S2 Finance Scheme, s27/s28 Finance Manual)

- Ensuring the arrangements for collection of income are in accordance with the School Finance Procedures Manual.

- Ensuring that all income is accurately accounted for and is promptly collected and banked intact.
- Informing the full Governing Body about any uncollected income and possible write off.

Information and communication systems

- Ensuring that the standards of control for such systems in operation within the school include the use of properly licensed software, and that the security and privacy of data are in accordance with the Data Protection Act 1998 and the Freedom of Information Act 2000.
- Consulting with the Schools Finance Team, in respect of the introduction of any new information and communication system, or the development of an existing system.

Insurances (S10 Finance Scheme, s23 Finance Manual)

- Notifying the Councils Insurance Officer on any eventuality that could affect the Council's insurance arrangements.

Lettings (s20.3 Finance Manual)

- Varying lettings charges if/when it is considered necessary. The Finance and Staffing Committee shall be informed of any variation to the agreed scale of charges.

Orders for goods, works and services

- Ensuring that arrangements for the ordering of goods, works and services are in accordance with the School Finance Procedures Manual.
- Authorising members of staff to order or receive goods and certify invoices for payment, ensuring the appropriate division of these duties between the staff. A record must be maintained of such authorisations.
- The authorisation and countersignature of certain orders.

Payments (s2 Finance Scheme, s28 Finance Manual)

- Ensuring the arrangements for processing payments are in accordance with the School Finance Procedures Manual.
- Ensuring that all correct invoices are duly certified by authorised staff before payments are made.
- Ensuring that invoices, vouchers and other records are retained and stored in a secure way and are readily available for inspection by authorised persons.

Salaries, Wages and Pensions (S2 Finance Scheme, s16 & s28 Finance Manual)

- The arrangements for processing salaries, wages and pensions are in accordance with the School Finance Procedures Manual.
- Notifying the Payroll provider of any matters affecting payments to employees of the school.
- Authorising members of staff to certify pay documents and time records, maintaining a record including specimen signatures of such authorised staff and sending a copy to the Payroll provider.
- Ensuring that pay recommendations for the deputy and assistant Headteacher(s), classroom teachers and support staff are made and submitted to the Pay Committee in accordance with the terms of the policy.
- Advising the Pay Committee on its decisions.
- Ensuring that staff are informed of the outcome of decisions of the Pay Committee and of the right of appeal.
- The implementation of the school's staff disciplinary procedures as appropriate.

Security of Assets (s2.1.4 Finance Scheme, s19 Finance Manual)

- Ensuring the arrangements for security of assets are in accordance with School Financial Procedures Manual.
- Ensuring that proper security is maintained at all times for all buildings, furniture, equipment, vehicles, stocks, stores, cash, information and records etc. under his/her control.
- Maintaining an inventory, in accordance with the instructions in the School Finance Procedures Manual, of all items of furniture, equipment, vehicles and plant. The inventory record, whether manual or computerised, shall be a permanent and continuous

record.

- Where appropriate, arranging for the security marking or such items.
- Arranging for annual independent checks and certification of stock and inventory records, in accordance with the instructions in the School Finance Procedures Manual.
- Identifying write-off of any deficiencies of individual stock and inventory items with original purchase values up to £250. Where the original purchase value is not available, the current market value should be used. All such write offs should be in accordance with the School Finance Procedures Manual and be formally minuted and reported to the Finance and Staffing Sub-committee.
- Authorisation, in accordance with the instructions in the School Finance Procedures Manual, of the disposal of individual items of equipment and materials that have become surplus to requirements, unusable or obsolete with a realisable value of less than £250. All such authorisations should be formally reported and minuted at the following Finance Committee meeting.
- Ensuring that keys to safes and other similar receptacles are held under the close personal security of responsible staff at all times.

Safer Recruitment

- Taking responsibility, with the Governing Body, for the appointment of staff.

Premises & Buildings

- Keeping under review and advising the Governing Body on the condition, use and adequacy of the buildings and grounds.
- Overseeing the preparation of Capital Bids in accordance with the objectives set out by the Governing Body under the Development Plan.
- Reviewing on a regular basis, with the Premises Manager the Health and Safety Policy for the school and implementing the same within the budgets available.
- Preparing, in conjunction with the School Business Manager and the school's appointed financial consultant, the annual estimates of income and expenditure and cash flow forecasts, in line with the School Improvement Plan, Building Maintenance Programme, etc.

The Headteacher's delegated powers are reviewed on an annual basis

FINANCIAL CONSULTANT

The Governing Body has chosen to appoint a LBTH financial consultant to assist and advise the Headteacher and School Business Manager on financial practices and procedures. The principal role of the consultant will be:

- To assist the Headteacher, School Business Manager in the preparation of the annual and three-year budget plans for the school
- To prepare monthly statements of account for presentation to the Headteacher
- To advise on updates and amendments to the school's financial procedures manual
- To review the operation of the school's payroll and monitor expenditure against budget
- To assist the School Business Manager in the preparation of the school's monthly and annual financial returns to the LA
- To advise on changes to the local and national regulatory framework
- To be conversant with the general principles of taxation applicable to the school
- To advise on the best utilisation of school funds and the investment of them accordingly
- To assist the Headteacher and School Business Manager in dealing with financial matters.

SCHOOL BUSINESS MANAGER (SBM)

Responsibilities

The SBM will be exclusively responsible for the following general areas within the school:

- Maintaining all school records of accounts
- Assisting the School's financial consultant in the monitoring of the budget.
- Being responsible, with a payroll bureau, for the accuracy, completeness and validity of pay returns and for the payment of all salaries, including PAYE, NIC and Superannuation.
- Administration of pension schemes and other schemes where appropriate
- Liaising with the school's personnel advisers on employment contracts for all staff
- Working in conjunction with the Headteacher in respect of marketing the school

- Arranging lettings, when applicable.

The SBM will be directly responsible to the Headteacher

Accounts

- Operation of financial processes within the school, ensuring that adequate operational controls are in place, and that the principles of internal control are maintained in accordance with the School's Financial Regulations.
- Ensuring that full, accurate and up to date records and documents are maintained in order to provide financial and statistical information and that the figures have been reconciled with the School's bank account.
- Preparing income and expenditure reports in accordance with the LA financial regulations and preparation of accounts for submission to the school's auditors. Maintenance and oversight of bank accounts (Investment, deposit, non-public, etc.) VAT accounting and payment (if necessary). Overseeing cash handling (collections and disbursements, banking and security in conjunction with the school's office staff)
- Monitoring the payment of salaries by the school's pay agency.
- Scrutinising, in conjunction with the nominated staff members and attending to payment of all invoices and statements of account.
- Operating the school's computerised accounts package.
- Maintaining contact with statutory authorities and other organisations

Audit

- Ensuring that all records and documents are available for audit.

Banking Arrangements

- Maintaining proper records of accounts in accordance with arrangements approved by the Schools Finance Team.
- Providing monthly/quarterly financial return to the Schools Finance Monitoring Team promptly.

Budget/Budgetary Control

- Notifying the, Schools Finance Team of variations in the school's budget plan, approved by the Finance Committee at the beginning of each term.
- Viring sums between and within budget headings up to a value of £ 10,000 (dependent on the requirements of the school). Any amount above this must be formally reported and minuted at the following Finance and Staffing Committee meeting. The Finance Manager will also process any other virements notified to him/her as authorised by the Full Governing Body, Finance Committee or the Headteacher. Proper records of virements should be kept.

Contracts

- Ensuring that all contracts and agreements conform with the Schools Financial Procedures Manual.
- The following members of staff, in addition to the Headteacher, are authorised to open tenders in the presence of another authorised person: Deputy Headteacher, School Business Manager.

Income

- Maintaining a record of all income held in the school and ensuring that all income is accurately accounted for, promptly collected and banked intact.
- Ensuring that cheques received are cashed promptly and in accordance with School's Financial Regulations.
- Ensuring that all receipt forms, books, tickets and other such items shall be ordered and issued in a form approved by the authorised officer.

Information and communication systems

- The designated Systems Manager shall be responsible for the control of systems and for the security and privacy of data.

Lettings

- Ensuring the correct administration and authorisation of lettings.

Orders for goods, works and services

- The following members of staff, in addition to the Headteacher are authorised to issue (sign) orders for goods, works and services as specified:

Staff	Types of Order (NB. Varying financial limits can be set to aid control).
Deputy Headteacher	All
School Business Manager	All
Assistant Headteachers	All - For goods for that department's use, subject to there being sufficient provision within the departmental budget.

All orders must be processed via the School Business Manager who shall be responsible for the safe custody and proper use of official orders, maintaining a record of order books in use and marking orders appropriately when they have been paid.

Payments

- The following members of staff, in addition to the Headteacher, are authorised to receive goods:
 - Resources Officer
 - Deputy Headteacher
 - School Business Manager
 - Admin staff in main office
 - Facilities Manager & Team
- The following members of staff are authorised to certify payments: Head teacher, Deputy Headteacher and Assistant Head Teachers.

NB. The certifying officer shall NOT be the person who ordered or received the goods.

- Ensuring that invoices, vouchers and other records are retained and stored in a secure way.
 - Checking order requisitions
 - Raising orders and sending to suppliers
 - Checking delivery notes to orders
 - Checking invoices for calculations and against goods received
 - Processing purchase invoices into the computerised accounts package
 - Sending school cheques and remittance advices to suppliers

Salaries and Wages

- The following members of staff, in addition to the Headteacher, are authorised to certify pay documents and time records (excluding documents relating to themselves): Deputy Headteacher, School Business Manager.
- Calculating of all remuneration, pensions and gratuities, deductions for income tax, superannuation, National Insurance, the advance and recovery of any loans agreed by the school, etc.
- Notifying the Payroll Provider of any matters affecting payments to employees of the school. In consultation with the Headteacher the preparation of all the necessary data for pay and the Teachers' and Local Government Pension Schemes when:
 - A new appointment is made to the staff,
 - Changes are made to an existing employee's terms and conditions,
 - An employee's contract of employment is terminated.

- Ensuring that all staff personnel details, including contracts, pay matters, service details and other matters, whether kept in a file or on disk are securely locked away as agreed with the Information Commission Officer for Data Protection purposes.

Security of Assets

- Responsibility for the receipt, care and safe custody and issue of stocks and stores.
- Maintaining an inventory, in accordance with the instructions in the School Financial Procedures Manual, of all items of furniture, equipment, vehicles and plant. The inventory record, whether manual or computerised, shall be a permanent and continuous record.
- Where appropriate, arranging for the security marking of such items.
- Maintaining a record (Loans Book) in accordance with the instructions in the School's Financial Procedures, of all school property removed from the premises. Where the use is for other than school business, the Finance Officer shall ensure the approval of the Finance Committee.
- Ensuring that maximum limits of cash held do not exceed the School's insurance cover.

Petty Cash

- Cayley is a cash free school

Approval thresholds

Orders for goods, works, services and contracts

The following members of staff, in addition to the Headteacher, are authorised to issue (sign) orders for goods, works and services as specified:

Position	Amount
Governing Body	Over £20,000.00
Finance & General Purposes Committee	£10,001 - £20,000.00
Headteacher	£10,000.00
Deputy Headteacher	£5,000.00
School Business Manager	£1,000.00
Curriculum budget holders	£1,000.00 for goods for that department's use, subject to there being sufficient provision within the budget
Facilities Manager	£1,000.00 for goods for that department's use, subject to there being sufficient provision within the budget

DEPUTY AND ASSISTANT HEADS

- To determine in conjunction with Headteacher and Senior Management Team the departmental/individual needs for training or development.
- To act as a cheque signatory of the school's bank accounts.

ADMINISTRATION OFFICER

- Responsible for placing orders and raising queries with suppliers
- Counting dinner money and preparing for its banking
- Raising payment by cheque/BACs

FACILITIES MANAGER

- Responsible for all Site and Services regarding maintenance and also including, electricity, gas, water and waste, security and alarm, grounds maintenance, catering, cleaning, pest control, fire extinguishers, alarms and smoke detectors.
- Maintaining records of all non ICT school assets
- Responsible for all Site and Services regarding upgrading works
- Responsible for Health and Safety matters

- Responsible for Security and Alarm services

Cover in the absence of key financial personnel

In the absence of any personnel detailed in this manual, the following positions would cover for the responsibility of authorising payments, orders, tenders, etc. They would not be employed to fulfil the duties of that position on a daily basis.

MEMBER OF STAFF	COVER
Chair of Governors	Vice Chair of Governors
Chair of Finance,	Premises and Resources Committee
Premises and Resources Committee	Headteacher
Headteacher	Deputy/Assistant Headteacher
School Business Manager	Financial Consultant, Finance Officer
Deputy Head	Headteacher/Assistant Headteacher

Best Value

Introduction

Best Value is a government policy designed to further the cause of continuous improvement in services provided locally. In schools this applies to raising standards of attainment through for example, improved leadership and management. Governors need to secure the best possible outcome for pupils, in the most efficient and effective way, at a reasonable cost.

The Governors of Cayley Primary School will apply the four principles of best value.

1. CHALLENGE – Challenge use of resources by examining what you provide and the different ways you could make that provision.
2. COMPARE - Compare attainment and other outcomes with those from all schools nationally and with similar schools.
3. CONSULT - Seeks the views of stakeholders about the services provided. Consult with parents on the development of policies or on major changes in the use of resources, which may affect the teaching, and learning opportunities provided.
4. COMPETE - How the school secures economic, efficient and effective services. Fair competition through quotations and tenders to ensure that resources and contracts for services are secured in the most economic, efficient and effective way.

The Governors of Cayley Primary School will apply the principles of Best Value in particular to the following

- A. STAFFING Staff should be deployed to provide best value in terms of quality of teaching, quality of learning, adult-pupil ratio and curriculum management
- B. PREMISES The allocation and use of teaching, support and communal areas to provide the best environment for teaching and learning.
- C. RESOURCES Equipment, materials and services will be deployed to provide pupils and staff with resources that support quality of teaching and learning.
- D. TEACHING The quality of curriculum provision and quality of teaching should be reviewed to provide parents and pupils with a curriculum, which meets the requirements of the National Curriculum.
- E. LEARNING The quality of children's learning by cohort, class and group, should be reviewed to provide teaching, which enables children to achieve nationally expected progress e.g. setting of annual pupil achievement targets.
- F. PURCHASING Procedures should be developed for assessing need and obtaining goods and services which provide "Best Value" in terms of suitability, efficiency, time and cost.

Measures already in place include:

Competitive tendering procedures (e.g. for goods and services above £5,000)

Procedures for accepting “Best Value” quotes which are not necessarily the cheapest e.g. suitability for purpose and quality of workmanship.

Procedures which minimise office time by the purchase of goods or services under £1,000 direct from known, reliable suppliers e.g. stationery / small equipment.

G. PUPILS WELFARE - The quality of the school environment and the school ethos should be reviewed, in order to provide a supportive environment conducive to learning and recreation.

H. HEALTH & SAFETY - The quality of the school environment and equipment should be reviewed, carrying out risk assessments where appropriate, in order to provide a safe working environment for pupils, staff and visitors.

Monitoring

These above areas will be monitored for best value by:

- ✓ Regular in-house monitoring by the Head teacher and SMT e.g. classroom practice, work sampling.
- ✓ Regular target setting meetings between the Head teacher and the curriculum managers
- ✓ *Annual Performance Management*
- ✓ Annual Budget Planning
- ✓ Monthly Budget Monitoring
- ✓ Analysis of DSCF pupil performance data
- ✓ Analysis of LA pupil performance data
- ✓ OFSTED inspection reports
- ✓ LA Audit reports
- ✓ Finance termly committee meetings
- ✓ Governors’ full termly meetings
- ✓ On-line school profile
- ✓ Regular visits by the LA’s SIP

AUTHORISATION LEVELS

Delegated duty	Value	Delegated authority
Virements between and within budget heads (all reported to the Finance Committee)	Up to £5,000	Headteacher
	£5,000 to £10,000	Finance Committee and reported to Governing Body
	Over £10,000	Governing Body and notified to Schools Finance Team
Bank account transfers and cheque/BACS payment authorisation	Up to £2,500	Any two authorised signatories (Headteacher, Deputy Headteacher, Asst Headteacher[, Office Manager])
	£2,500 to £5,000	Headteacher must be one of signatories
	Over £5,000	As above with Finance Committee approval
Contracts (other than lease/hire contracts)	Up to £5,000	Headteacher
	£5,000 to £15,000	Finance Committee
	£15,000+	Full Governing Body
Operational leases/hire contracts (NB: finance leases are not permitted)	All	Finance Committee
Requisitions for orders / Invoice approval	Up to £500	Any delegated budget holder (subject to orders being within the allocated budget)
	£500 to £2,500	Deputy Headteacher
	£2,500 to £5,000	Headteacher
	£5,000 to £25,000	Headteacher and Finance Committee

Delegated duty	Value	Delegated authority
	Over £25,000	In line with Quotations and Tendering procedures below and involving Finance Committee and reported to full Governing Body as appropriate
Quotations and tendering	Single items £100 to £1,000	Market tested for best value – e.g. catalogues compared and discounts sought
	Single items £1,000 to £2,500	Minimum of two quotes to be obtained by Finance Officer, Headteacher, Deputy Headteacher or Budget Holder (recorded verbal quotes are sufficient)
	Single items £2,500 to £5,000	Minimum of three quotes to be obtained (recorded verbal quotes are sufficient)
	Single items £5,000+ £25,000+	Formal tendering process approved by Headteacher and Finance Officer.
		Formal tendering process requiring Finance Committee approval.
Disposal of assets (all reported to the Governing Body)	Up to £250	Headteacher
	£250 to £5,000	Finance Committee
	Over £5,000	Governing Body
	Over £10,000	Children's Schools Finance & Families Director
Write-off of bad debts (all reported to the Governing Body)	Up to £500	Headteacher
	£500 to £10,000	Governing Body
	Over £10,000	Children's Schools Finance & Families Director

Induction of Governors

The Governing Body and Headteacher believe it is essential that all new governor receive a comprehensive induction package covering a broad range of issues and topics. There is a commitment to ensure that the new governors are given the necessary information and support to fulfil their role with confidence. The process is seen as an investment, leading to more effective governance and retention of governors. Newly appointed Governors will remain as ‘observers’ until DBS checks are completed.

PURPOSE

- To welcome new governors to the Governing Body and enable them to meet other members
- To encourage new governors to visit the school to experience its atmosphere and understand its ethos.
- To meet the Headteacher, staff and children.
- To explain the partnership between the Headteacher, school and Governing Body.
- To explain the role and responsibilities of governors.
- To give background material on the school and current issues.
- To allow new governors to ask questions about their role and/or the school.
- To explain how the Governing Body and its committees work.
- To allow new governors to join a committee(s) of their choice.

NEW GOVERNORS WILL:

- Be welcomed to the Governing Body by the Chair.
- Be invited by the Headteacher to visit the school.
- Have the opportunity to tour the school and meet staff and children.
- Receive an informal briefing on the school from the Headteacher.
- Have the opportunity to meet informally with an existing governor who will then act as their mentor.
- Be accompanied by their mentor to their first full Governing Body meeting (if required).
- Have the opportunity to review their first meeting with the mentor.

NEW GOVERNORS WILL RECEIVE:

- The Department for Education and Skill’s “Guide to the Law for Governors”
- The school’s “Guidelines for Governors”
- The school prospectus.
- The Education Authority’s governor training programme.
- Details of the Governing Body Committees including their terms of reference.
- Dates for future governors’ meetings including committees.

Details of how to contact the other Governors.
Details of how to contact the school including the e-mail address.
A calendar of school events.
Recent school newsletters.

NEW GOVERNORS ARE ALSO RECOMMENDED TO READ:

The School Improvement Plan.
The latest Ofsted report and action plan.
Policy documents relevant to committee membership.
The monitoring performance and evaluation policy.
The school visits policy.

AREAS THAT THE HEADTEACHER WILL COVER INCLUDE:

Background to the school.
Current issues facing the school.
Visiting the school.
The relationship between the Headteacher and Governing Body.

AREAS THAT THE MENTOR WILL COVER INCLUDE:

An overview of the governor's role.
How the full Governing Body and committee meetings are conducted.
How to propose agenda items.
Governor training.

Code of Conduct for School Governing Boards

As a Governing Body we follow the NGA's Code of Conduct

2020 Version

This code sets out the expectations on and commitment required from school governors, trustees and academy committee members in order for the governing board to properly carry out its work within the school and the community.
The Code will apply to all governors

As governors / trustees, we will focus on our strategic functions:

1. ensuring there is clarity of vision, ethos and strategic direction
2. holding executive leaders to account for the educational performance of the organisation and its pupils and the performance management of staff
3. overseeing the financial performance of the organisation and making sure its money is well spent
4. ensuring the voices of stakeholders are heard

As individuals on the board we agree to:

Fulfil our role & responsibilities

1. We accept that our role is strategic and so will focus on our core functions rather than involve ourselves in day to day management.
2. We will develop, share and live the ethos and values of our school/s.
3. We agree to adhere to school/trust policies and procedures as set out by the relevant governing documents and law.
4. We will work collectively for the benefit of the school/s.
5. We will be candid but constructive and respectful when holding senior leaders to account.
6. We will consider how our decisions may affect the school/s and local community.
7. We will stand by the decisions that we make as a collective.
8. Where decisions and actions conflict with the Seven Principles of Public Life or may place pupils at risk, we will speak up and bring this to the attention of the relevant authorities.
9. We will only speak or act on behalf of the board if we have the authority to do so.
10. We will fulfil our responsibilities as a good employer, acting fairly and without prejudice.
11. When making or responding to complaints we will follow the established procedures.
12. We will strive to uphold the school's / trust's reputation in our private communications (including on social media).

Demonstrate our commitment to the role

1. We will involve ourselves actively in the work of the board, and accept our fair share of responsibilities, serving on committees or working groups where required.
2. We will make every effort to attend all meetings and where we cannot attend explain in advance why we are unable to.
3. We will arrive at meetings prepared, having read all papers in advance, ready to make a positive contribution and observe protocol.
4. We will get to know the school/s well and respond to opportunities to involve ourselves in school activities.
5. We will visit the school/s and when doing so will make arrangements with relevant staff in advance and observe school and board protocol.
6. When visiting the school in a personal capacity (i.e. as a parent or carer), we will continue to honour the commitments made in this code.
7. We will participate in induction training and take responsibility for developing our individual and collective skills and knowledge on an ongoing basis.

Build and maintain relationships

1. We will develop effective working relationships with school leaders, staff, parents and other relevant stakeholders from our local community/ communities.
2. We will express views openly, courteously and respectfully in all our communications with board members and staff both inside and outside of meetings.
3. We will support the chair in their role of leading the board and ensuring appropriate conduct.

Respect confidentiality

1. We will observe complete confidentiality both inside and outside of school when matters are deemed confidential or where they concern individual staff, pupils or families.
2. We will not reveal the details of any governing board vote.
3. We will ensure all confidential papers are held and disposed of appropriately.
4. We will maintain confidentiality even after we leave office.

Declare conflicts of interest and be transparent

1. We will declare any business, personal or other interest that we have in connection with the board's business and these will be recorded in the Register of Business Interests.
2. We will also declare any conflict of loyalty at the start of any meeting should the need arise.
3. If a conflicted matter arises in a meeting, we will offer to leave the meeting for the duration of the discussion and any subsequent vote.
4. We accept that the Register of Business Interests will be published on the school/trust's website.
5. We will act in the best interests of the school/trust as a whole and not as a representative of any group.
6. We accept that in the interests of open governance, our full names, date of appointment, terms of office, roles on the governing board, attendance records, relevant business and pecuniary interests, category of governor and the body responsible for appointing us will be published on the school's website.
7. We accept that information relating to board members will be collected and recorded on the DfE's national database of governors (Get information about schools), some of which will be publicly available.

We understand that potential or perceived breaches of this code will be taken seriously and that a breach could lead to formal sanctions.

Annex

The seven principles of public life

Originally published by the Nolan Committee: The Committee on Standards in Public Life was established by the then Prime Minister in October 1994, under the Chairmanship of Lord Nolan, to consider standards of conduct in various areas of public life, and to make recommendations)

Selflessness - Holders of public office should act solely in terms of the public interest.

Integrity - Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

Objectivity - Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

Accountability - Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

Openness - Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

Honesty – Holders of public office should be truthful

Leadership – Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

The Framework for Ethical Leadership in Education

The Ethical Leadership Commission has developed the following Framework for Ethical Leadership to help school leaders take difficult decisions. As important as the language is, these aren't just fine words, they are meant to support a culture in which ethical decision making can flourish.

1. Selflessness School and college leaders should act solely in the interest of children and young people.
2. Integrity School and college leaders must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. Before acting and taking decisions, they must declare and resolve openly any perceived conflict of interest and relationships.
3. Objectivity School and college leaders must act and take decisions impartially and fairly, using the best evidence and without discrimination or bias. Leaders should be dispassionate, exercising judgement and analysis for the good of children and young people.
4. Accountability School and college leaders are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.
5. Openness School and college leaders should expect to act and take decisions in an open and transparent manner. Information should not be withheld from scrutiny unless there are clear and lawful reasons for so doing.
6. Honesty School and college leaders should be truthful.
7. Leadership School and college leaders should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles, and be willing to challenge poor behaviour wherever it occurs. Leaders include both those who are paid to lead schools and colleges and those who volunteer to govern them.

Schools and colleges serve children and young people and help them grow into fulfilled and valued citizens. As role models for the young, how we behave as leaders is as important as what we do. Leaders should show leadership through the following personal characteristics or virtues:

- a. **Trust:** *leaders are trustworthy and reliable*
We hold trust on behalf of children and should be beyond reproach. We are honest about our motivations.
- b. **Wisdom:** *leaders use experience, knowledge and insight*
We demonstrate moderation and self-awareness. We act calmly and rationally. We serve our schools and colleges with propriety and good sense.
- c. **Kindness:** *leaders demonstrate respect, generosity of spirit, understanding and good temper*
We give difficult messages humanely where conflict is unavoidable.
- d. **Justice:** *leaders are fair and work for the good of all children*
We seek to enable all young people to lead useful, happy and fulfilling lives.
- e. **Service:** *leaders are conscientious and dutiful*
We demonstrate humility and self-control, supporting the structures, conventions and rules which safeguard quality. Our actions protect high-quality education.
- f. **Courage:** *leaders work courageously in the best interests of children and young people*
We protect their safety and their right to a broad, effective and creative education. We hold one another to account courageously.
- g. **Optimism:** *leaders are positive and encouraging*

Governors' Visits

Our Governors are key people in our school. They give constructive support to school improvement in four ways:

- Providing a strategic view
- Acting as a critical friend
- Ensuring accountability
- Promoting the school's interests in the community and beyond

In order to carry out these responsibilities effectively Governors need to:

- Understand how the school works
- Know how well the school is performing
- Have a clear view of the school's priorities
- Be well informed about the impact of developments
- Ask pertinent and relevant questions of senior managers to check that everything is being done to ensure that all students at the school receive a good education
- Support the staff by ensuring that they have the necessary resources, training and encouragement to work effectively
- Develop a friendly, helpful and supportive relationship with the Headteacher.

School visits are one of the ways that Governors can build this essential knowledge and understanding about the school and carry out their responsibilities for general oversight of the school and for monitoring and evaluating the school's development. An effective partnership between Governors and staff based on mutual understanding benefits the whole school community

THE ROLE OF THE VISTING GOVERNOR

- The governing Body is a corporate body and every Governor visits the school as a representative of that body, not as an individual.
- The object of a Governor's visit is not to inspect but to learn so that they can more effectively carry out the role of a 'critical friend'. Governors should not make judgements about staff or children; this is the responsibility of the school's senior staff.

AIMS OF GOVERNORS' VISITS

Governors' visits may have one or more of the following aims:

1. To enable the Governors to have a wider understanding when making decisions about the school.
2. To enable staff and students to get to know Governors.
3. To demonstrate Governors' interest in the school and to encourage the Headteacher and staff in their work.
4. To enable Governors more effectively to carry out their responsibility to monitor and implement the school's development plan.
5. To enable Governors to be better informed advocates, able to speak up for the school from personal knowledge.
6. To carry out responsibilities as members of decision-making panels.
7. To celebrate the school's achievements.

FOCUS FOR GOVERNORS' VISITS

- The focus of the majority of Governor's visits will be to gather knowledge, understanding and information that will enable them to monitor and evaluate progress on the School Development and Improvement Plan more effectively.
- Each Governor will adopt one of the School Development and Improvement Plan priorities and will make at least one visit per year that focuses on the school's progress on that priority.
- Each half term there will be a focus area linked to the School Development and Improvement Plan and Governors visiting during the half term will be asked to relate their visit to that area.
- Visits may also focus on other aspects of the life, work and context of the school, e.g. extra-curricular activities, premises, health and safety, school meals, pastoral care of students, links with parents, assemblies, school events, facilities for staff, etc.

MAKING ARRANGEMENTS FOR THE VISIT

- Governors should give the Headteacher a minimum of one week's notice of their intention to make a visit to the school. Times when staff are particularly busy should be avoided, e.g. the 1st week of term, SATs week, the period leading up to and during OFSTED inspection.
- The visit should have a clear purpose, and time of arrival and duration agreed with the Headteacher. The itinerary for the visit will also be agreed in advance with the Headteacher.
- The Headteacher will inform all staff about the Governor's visit.
- The Governors should always reply to special invitations to attend school functions.

PROCEDURES FOR THE VISIT

- Governors should always check in and out with the Headteacher or Deputy Headteacher. They will be given a name badge, which should be worn throughout the visit.
- Each visit will start with a briefing for the Governor(s) by a member of staff with relevant responsibilities.
- Governors should stick to the agreed itinerary for the visit except where changes are agreed with the Headteacher.
- At the end of the visit Governors will meet with the Headteacher or Deputy Headteacher to discuss their impressions and to ask any questions they may have arising from their experiences and observations.

STAFF CODE OF CONDUCT FOR THE VISIT

- As soon there is an appropriate opportunity, the class teacher should introduce himself/herself and the other adults in the room to the Governor.
- The class teacher should indicate where the Governor is to sit or stand in the room.
- If there is an appropriate opportunity, the class teacher or EMA teacher should introduce some of the students and the good work they have done to the Governor so that the Governor can praise them.
- Staff should ensure that Governors receive a respectful welcome during their visit. If there are any comments that staff wish to make about the visit these should be directed to the Headteacher or Deputy Headteacher.

GOVERNORS' CODE OF CONDUCT FOR THE VISIT

- Listen carefully, concentrate and show interest. Don't talk too much – you have come to learn; but don't remain silent – this can send negative messages.
- Begin and end your visit in a positive way, finding some things to genuinely praise.
- Be courteous and sensitive.
- Ask questions but don't expect immediate answers every time.
- Don't get involved in personal staffing matters.
- Earn the respect and confidence of staff by not talking about your visit to anyone except the Headteacher, deputy Headteacher and when reporting to Governors. If there are any issues, please report them directly to the Headteacher.
- Don't get involved in investigating complaints during visits.
- Don't interrupt lessons in progress by talking when the teacher is talking.
- Always thank teachers for welcoming you into their classroom before you leave.

AFTER THE VISIT

- Following each visit that they make,
- Governors will give a short verbal feedback at the next Full Governing Body meeting.

INFORMATION AND CONSULTATION

- All new Governors and staff will be given a copy of this policy when they begin their term of office or take up post. Staff will be consulted on their views before each review of the policy, and the Governing Body will take the results of this consultation into account when the policy is reviewed.

SECTION 3: ACCOUNTING SYSTEMS AND CONTROLS

This section looks in detail at the financial systems as operated by Cayley Primary School and also the controls within each of the systems.

PURCHASING

Requisition forms are completed by staff and signed by the budget holder, who is normally the Assistant Head. For the required levels of delegated authority and approval, please refer to the Purchasing/Tendering Policy below. The School must comply with the LBTH Financial Regulations 2008 (See LBTH Financial Regulations).

The SBM holds a list of suppliers used for commonly used supplies. Suppliers are selected on their capacity to provide quality, quantity, timely delivery and value for money. Volume discounts and credit terms are also taken into account. Budget holders are continually looking for best value for money on all purchases of goods and services.

The Financial Consultant is responsible for ensuring the School complies with current taxation regulations, e.g., VAT, etc.

When the requisition form has been authorised by the Budget Holder it is passed to the Finance Officer who checks that it is correctly completed. The SBM or Finance Officer, produces an official order. The requisition form and/or official order number is then passed to the Headteacher who authorises the orders when they have been prepared. Orders are produced as and when required. **All telephone orders are prohibited unless an order number has been obtained from the SBM or Finance Officer and the order has been officially approved.**

An arithmetic check of the details and a check against budget available are carried out by the SBM or Finance Officer. If an order would exceed the budget, the SBM or Finance Officer will discuss the situation with the Budget Holder and return the internal order form to the budget holder.

Orders are sequentially numbered and a copy is placed on file (orders awaiting delivery/invoice). No unauthorised orders can be processed. The Headteacher (Deputy in her absence) is the only individual authorised to sign orders. When goods are delivered to the school they are usually received at the reception desk, where the number of parcels is checked and the delivery note signed. (Where the goods are not checked they should be signed for as unexamined). The SBM or Finance Officer informs the relevant budget holder and asks them to collect the goods. The budget holder, who checks the quality and quantity of the goods, returning the supplier's delivery note to the SBM or Finance Officer. The SBM or Finance Officer, checks the delivery note against the official order.

The SBM or Finance Officer inputs the invoice details into RM Integrus after matching them to the order and delivery. Any price differences are checked with the Budget Holder, and, if necessary, the SBM or Finance Officer contacts the supplier.

When issuing a cheque from the Disbursement Account, the purchase order and cheque are prepared by the SBM or Finance Officer, then passed to the cheque signatories for them to sign and confirm that the details are correct.

The cheque signatories will normally be two of four - one of which must be the Headteacher or Deputy Headteacher. Both cheque signatories confirm that all payments are supported by the relevant authorised documentation, by initialling the paid stamp.

Non-order invoices

Non-order invoices, e.g. gas, electricity, telephone, etc., are checked for reasonableness by the SBM who enters them into RM Integrus. The Premises Manager carries out periodic checks on gas and electric meters to ensure the school is being charged correctly.

PAY

The Governing Body formally approves all appointments, terminations and salary levels.

Overtime claims and expense claims should be completed at the end of each month and will be paid with the following month's salary. Overtime claims and expense claims are authorised by the Deputy Headteacher or Assistant Head in their absence. Overtime claims and expense claims are not returned to the claimant after authorisation but passed directly to the School Business Manager or Administration Officer.

Access to personnel files is restricted to the following people:

- Headteacher
- Deputy/Assistant Headteacher
- School Business Manager and Administration Officer

The school is registered under the General Data Protection Act.

Monthly procedures

The following procedures take place on a monthly basis and are performed by the School Business Manager unless otherwise indicated:

- Standing data amendment forms are completed in respect of any starters, leavers, etc., and authorised by the Headteacher, prior to despatch to the school's personnel service providers, Education Personal Management (EPM).
- Overtime claims are authorised by the Deputy Headteacher and sent to the Payroll Provider for payment.

- The pay details received from Payroll are checked to ensure all amendments such as overtime and supply staff, have been made correctly.
- The gross pay for each employee is checked against an internally produced spreadsheet and the reason for any variations noted;
- These checks must be reviewed by the Headteacher and evidenced by initialling the payroll validation report;
- The Financial Consultant reconciles gross pay from the payroll records to personnel records annually.

Payroll data is prepared by the SBM. The relevant variances are authorised by the Headteacher. The collation of payroll data has to be completed by the prearranged date each month and despatched to the payroll provider by that day in order that it can be processed.

On receipt of the payroll printout, the SBM checks it for accuracy. The SBM and/or financial consultant carry out the following checks:

- Accuracy of monthly variances, O/T etc.
- Deductions from pay.
- No. of employees paid and agreement of Net Pay
- Part-Time calculations of salary payments
- Calculation of Pension Payments
- All salary slips are accessible through online service provided by the personnel service providers.

BANK ACCOUNTS

Guidance on Bank and Building Society accounts is given in the LBTH Scheme for Financing Schools. Bank accounts in the school's name may only be opened after authorisation from the Finance and General Purposes Committee. All bank accounts opened in the school's name must be notified to the LA.

The setting up of a direct debit or a standing order is subject to the same regulations as the signing of cheques (see below). The bank has been instructed not to allow any of the school's banks accounts to become overdrawn.

The School operates 2 bank accounts (details below) at: Nat Wes (RBS) Bank

Account name

Cayley Primary School - School's main account

Cayley Primary School – School Fund

Cheques issued on all accounts require two signatures from the following three:

- Headteacher
- Deputy Head
- Assistant Heads

Under normal circumstances, it is the Headteacher and any others named above.

School's cheques are kept in the school safe in the Main Office until needed.

Copies of the bank mandates are kept in the Main Office.

School charge card (RBS OneCard) £5,000 limit

The school uses a charge card facility for making on-line purchases and payments. The card has been registered in the name of the Headteacher only and may be used only with her expressed authorisation. At the end of the month the bank will issue a charge card statement to the school and the SBM and/or Finance Officer will check all receipts against the statement. All purchases to be made with the card must be recorded on an internal order form, authorised by the Headteacher. Only goods for use in the school may be purchased with the School Charge Card.

Bank reconciliations

The SBM, Finance Officer and Financial Consultant perform the bank reconciliation on all the bank accounts upon receipt of the bank statements, monthly. The statements are reconciled against the bank balances on RM Integrus.

10% of each school's formula budget share will be transferred to its bank account on 1st April each year (or the nearest bank day in April) and 10% on the 20th April each year.

8% of each school's budget share will be transferred to its bank account on the 20th day of each month (or the nearest bank day in the month) for the months of May through to the following February inclusive except in December when the transfer will be on the 10th (or the nearest bank day in December) to allow the earlier running of the payroll ahead of Christmas

INSURANCE

A copy of the school's insurance policy is held in the School office.

The insurers are notified of all new risks, property and equipment which require insurance or any other alteration affecting existing insurance on a timely basis. The School will not give any indemnity to a third party without the written consent of its insurers.

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

Claims under an insurance policy are authorised by the Headteacher prior to submission to the insurance section.

Insurance covers the following matters.

- Public liability (third party)
- Employers liability and professional negligence,
- All risk losses such as theft, accidental and other damage to equipment machinery etc,
- Fidelity with respect to cash and valuable items and interests,
- Property construction and contents,
- Business interruption,
- Personal accident.
- Motor vehicle.

Schools will continue to be included in the LA's corporate provision for insurance cover managed by the Borough's Chief Finance Officer

Governors' Allowances Policy

Budget

Governor expenses will be paid from the school's delegated budget. A sum of £50 will be put aside for such expenses in the financial year 2018/19. We will monitor this carefully and adjust if necessary the following year.

What Can Be Claimed:

Governors should not be out of pocket and should be able to claim legitimate expenses where Governing Bodies have approved schemes. Any allowances for travel and subsistence cannot exceed the rates specified by the Secretary of State for the Environment. Transport and the Regions in respect of elected members of local authorities. However, expenses need no longer be limited to travel and subsistence. They can include childcare costs.

What Cannot Be Claimed?

Governors **cannot** claim attendance allowances or for loss of earnings.

The Regulations **does not allow governors to be paid attendance allowances or for loss of earnings**. The point is that the governor must actually incur expenditure for which she or he is being reimbursed.

Dinner Money Procedure and Free School Meal Applications

The Governing Body is committed to a transparent, consistent and fair approach to the efficient operation of the school dinner system.

Aims of this document

- To outline the school policy regarding school dinners.
- To present a workable, fair mechanism for the collection of dinner money.
- To work with parents to provide a flexible approach to the lunchtime nutritional needs of our children.
- To ensure the smooth, efficient and cost effective operation of the school dinner system.
- To clarify the roles and responsibilities of school staff, parents and children.
- To present the operational procedure for obtaining school lunches.
- School meals are available to children at a cost of £1.90 per day or at no cost to those in receipt of free school lunch entitlement.
- The payment for school lunches is required in advance on a weekly, half-termly or termly basis.

Identifying the Needs of your Child and Paying for School Lunches

To enable the school dinner service to be efficiently planned the School requires advance notice of your child's requirements. You may do this in the following way:

- Half-termly or termly – Complete the School Meals Choice form which is available from the School Office. This must be done within the first week of the term or half term starting.

N.B.

1. You may choose whether your child is having school dinner/packed lunch at the beginning of each half term.
2. In case of absence, please send payment on first day back at school.

3. Money due to absence will be carried forward.
4. If your child has a dinner booked and goes home ill then the meal will have to be paid for unless cancelled by 11 am.
5. Payment is made via Sims Agora/SchoolPing

What do I do if I think my child may be eligible for free school meals?

Tower Hamlets benefits service is responsible for administering claims for free school meals on behalf of the council's education department.

They are available to children attending schools within Tower Hamlets whose parents (or guardian) are either:

- receiving income support
- receiving income-based jobseeker's allowance
- receiving the guarantee credit of pension credit
- receiving income-related employment and support allowance
- in receipt of support from NASS (national Asylum Support Service)
- have an income, as assessed by the Inland Revenue, of less than £15,860 a year (this is called the threshold amount) and who do **not get working tax credit** but do get child tax credit

Please note you do not have to be claiming housing benefit or council tax benefit in order to make a claim for free school meals for your dependent children.

How to claim free school meals

The child's parent (or guardian) must make a claim either by:

- completing a paper copy of the claim form available from our One Stop Shops or by telephoning the benefits service on 020 7364 5001
- making a claim for housing and/or council tax benefit (which also counts as a claim for free school meals – you do not need to complete a separate form in this case)

Information and evidence required

- the child's name, date of birth and school
- evidence of the parent's (or guardian's) income (unless this has been provided already)

Telling us about changes in circumstances affecting entitlement to free school meals

If you stop getting income support, income-based jobseeker's allowance, income-related employment and support allowance, pension guarantee credit or your annual income increases above the threshold amount or if you start to get working tax credit your child's entitlement to free school meals will end.

Remember you must tell the school and the benefits service about any changes to your income or circumstances.

How to contact Benefits

Tower Hamlets operates as a centralised benefit claims processing service and a dedicated benefits call centre both based at the Town Hall where all postal, email and telephone enquiries should be directed. Home visits can be arranged if you are housebound and do not have anyone who can help you.

Benefits Service

London Borough of Tower Hamlets

Mulberry Place, 5 Clove Crescent

London, E14 2BG

Tel: 020 7364 5001

Fax: 020 7364 7048

Email: benefits@towerhamlets.gov.uk

Tower Hamlets has agreed to allow free school meal applicants up to four weeks (20 working days) in which to provide evidence that they receive a benefit entitling them to a free school meal. During this period of grace the pupil will receive a free school meal.

The period of grace is triggered by an applicant approaching a school to say that they believe they have an entitlement to free school meals. Where the applicant is a Tower Hamlets resident the school e-mails the Welfare Benefits Section to confirm entitlement while at the same time providing free school meals for the child(ren) in question. The Welfare Benefits Section will advise the School accordingly based upon the income details held on the Benefits system.

Free school meals will be stopped at any point during the four week period where it is clear that the applicant does not have the correct benefit entitlement or at the end of it where benefit proof has not been presented. In either case the applicant will be held responsible for the cost of all meals supplied.

What happens if I forget to pay?

What happens if my child's entitlement to free school dinners has expired?

(Please note that if a child's entitlement to free school dinners has expired, the parent/carer must inform the School Office.

If a child arrives at school without a packed lunch, payment, or if a child's entitlement to free school dinners has expired, the School will telephone home in the first instance to establish if alternative arrangements have been made.

If your child has taken a school meal which has not been paid for you will receive a phone call informing you of how much you owe. Payment needs to be made immediately and can be sent in with your child or paid directly to the school office.

The school is not obliged to provide a school dinner where payment is not forthcoming or where authorisation for free school dinners has not been received, and some schools are known not to provide a school dinner in these circumstances. We will therefore act promptly to address such issues at an early stage, in order to prevent arrears of dinner monies from accumulating.

N.B. If you are experiencing hardship which affects your ability to pay for school dinners, you are invited to speak confidentially to the Headteacher/Office Manager or contact the Education and Welfare Benefits Service. Information regarding free school dinners is available separately on request from the School Office or through the Education and Welfare Benefits Service.

Debts

- The school has a NO DEBT policy relating to school meals.
- Children will not be provided with a school lunch unless it is paid for in advance (except those entitled to free school meals).
- We request that all parents give this policy their full support. If debts are incurred, the school has to pay for the meals eaten. This means that money which should be spent on the children's education has to be used for debts incurred by parents. No parent would take their child to a restaurant and expect them to be given food without paying – the same applies at school.
- If a parent genuinely forgets to pay, the school may grant a debt allowance of one week. This debt must be paid the following week and future meals must be paid for in advance before any meal is provided.
- If the debt is not cleared, parents must either provide a packed lunch or take the child home for lunch. In a case when a debt payment is not received, nor a packed lunch provided, the headteacher/school office will phone the parent to ask them to come to school with the money immediately, or provide sandwiches before lunch or take the child home for lunch.
- Social services may be informed that parents are not carrying out their responsibility of care by not providing food for their child at lunchtime;
- If a reasonable arrangement to clear a debt cannot be made, the school reserves the right to refer the debt to LBTH Recovery Section.
- We hope that by implementing this debt policy we are able to help parents manage school dinner money better and ensure that all money that is for children's learning is available for that purpose.
- The Governing body is authorised to write off debts up to the limit set in the *Schools' Financial Procedures Manual* currently £10,000. The governing body may choose to delegate the responsibility for approving write-offs of small sums to the Headteacher.
- Debts above this level need to be discussed with the Director of Children's Services.

INCOME

The main sources of income into Cayley Primary School are as follows:

- Grants from the LA
- Income from other public bodies
- Bank Interest
- Donations
- Curriculum Income
- Sale of goods / materials
- Insurance Claims
- Catering
- School Trips

Grants

All grants from the LA are paid directly into the disbursements account.

Bank interest

Bank interest (gross) is credited to the relevant bank.

Donations

The School occasionally receives donations from various groups or individuals. All donations are paid into the school's main account.

Lettings

Control over the use of accommodation and facilities at Cayley Primary School rests with the Governing Body. The Governing Body has delegated the responsibility for the letting of the school building to the Head teacher who is responsible for approving or declining applications, subject to any directions given by the Governing body, and will issue a regular report on the use of premises outside normal school hours.

The school does not currently let its premises.

Should Governors agree to allow lettings, the following will apply:

The school will not levy charges below the full economic cost of the letting unless otherwise stated. These charges are based on the average costs of heating, lighting, cleaning, wear and tear and Premises Manager's services.

The Governing Body reserves the right to amend their lettings charges at any time they should see fit. The decision of the Governing Body shall be deemed final in this matter.

Although the school is not allowed to subsidise lettings, registered organisations and community groups 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 Head teacher.

School functions and events organised by the Governing Body of a Parent/Teacher Association is exempt from all charges as they fall outside the scope of the 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 school facilities by its staff and pupils.

The School Premises Manager must remain on site and in charge of the premises throughout the lettings. Unaccompanied lettings will not be accepted.

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, pupils of the school, parents of pupils and bona fide guests and therefore excluding any member of the public, then tickets may be sold in advance through the school only. There should be no advertising, other than inside the school buildings. Tickets should not be available at any Entertainment or Theatre Agency, or 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 requested for such events.

Booking Procedures

Application for the hire of the premises should be made to the Premises Manager on the relevant form giving as much notice as possible.

Subject to approval a provisional acceptance form will be offered along with the Governors' conditions of use. Use of the facilities will only be allowed if acceptance is confirmed in writing and conditions of use and indemnity forms are returned. An invoice will then be raised.

Priority will be given to regular hirers

Occasional hirers will be required to pay in advance.

Lettings for which the charge is more than the cost are liable for VAT (output tax)

Non Payment

The SBM constantly reviews the outstanding invoices file to ensure that the school has no long-term debtors.

Reminders are sent out for all outstanding amounts. The Finance and Staffing Committee is informed of any potential problems with outstanding lettings income.

The Head teacher has the authority to cancel the booking of any organisation that has outstanding invoices owing to the school.

Cancellation

Two weeks notice in advance will be taken as appropriate notice to cancel an event.

Health And Safety/Fire Safety Regulations

In accordance with the school's Health and Safety Policy and School Fire Safety Regulations the school Premises Manager will explain the above procedures to the person in charge of the letting. These instructions will specifically relate to:-

- Emergency evacuation procedures

- Fire alarm points and fire-fighting equipment
- Assembly points and call out 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 hirers.

School trips

All school trips are currently administered through the School's main account. This is banked weekly or as appropriate.

Charging, Grants and Remissions

The school charges for the following activities and goods:

- School Trips
- School Journeys
- Loss of or damage to school property
- School Meals
- Out of School Hours Activities

The Governing body of Cayley Primary School believes that all pupils should have equal opportunity to benefit from all school activities regardless of their parent's financial means. Our charging and remissions policy sets out how we will do our best to ensure this. This policy is in accordance with section 457 of the Education Act 1996.

Education provided wholly or mainly during school hours is deemed free for all pupils during school hours. The school may not impose a charge for any activities that occur during school hours, however we may ask for voluntary contributions, in order for particular enrichment activities to take place.

Payments will be via the school's online cashless payment system, which automatically transfers payments securely to the school's nominated bank accounts for each individual item. Parents can view their balance; manage payments and top-ups.

There is a surcharge attached to each transaction and a percentage of this will be paid by the school

School Trips

A proportion of the cost of school trips during school hours, where possible, will be met by the school. We will ask parents/carers for voluntary contributions towards any school trip that incurs a cost. We will ensure that costs are kept to a minimum without impeding health and safety. If the school does not receive sufficient voluntary contributions, the trip or visit will be cancelled and all contributions received will be returned.

School Journey

A proportion of the cost of the annual School Journey for pupils is met by the school. Parents are asked to make a voluntary contribution towards the cost of the board and lodging. Pupils whose parents are in receipt of:

Income Support

Income based Jobseeker's allowance

Support under part VI of the Immigration and Asylum Act 1999

Child Tax Credit (provided working tax credit is not also being received and have an annual income assessed by the Inland Revenue that does not exceed the applicable rate as notified by HMRC from time to time)

Parents will be asked to pay a percentage of the cost. Families that are finding payment difficult as mentioned above may seek remission from the Head teacher.

Children whose parents are unable or unwilling to contribute will not be excluded from the activity or treated differently from any other child.

Swimming

LBTH offer Cayley school pupils a course of swimming lessons in association with GLL Mile End Leisure Centre. This is an integral part of the school PE curriculum and so the lesson costs and if any, transport costs are covered by the school.

Music Tuition

A charge will not be made for class music tuition during school hours that is part of the curriculum.

We have annual service level agreements for additional music lessons through LBTH and inform parents at the start of each academic year.

Damage/ loss to property

Charges will be levied in respect of willful damage, neglect or loss of school property. This includes:

Damage to Premises

Equipment

Books

Other Materials/Resources belonging to the school or third party where the cost has been recharged to the school. The charge will be the cost of the replacement or repair or a lower cost subject to the Head teacher's discretion.

School Meals

School meals will be charged at the rate set by the LA for pupils and adults

Clubs

Lunchtime clubs costs are currently met by the school.

After school curriculum enrichment clubs (3.30 – 4.30), a charge of up to £5 per day will be made to cover the school's costs.

The costs will be reviewed each academic year and altered to reflect funding arrangements.

Breakfast Club

Breakfast club will be free to children who meet eligible criteria. A charge of up to £5 per day will be made to cover the school's costs.

After-school Childcare

Sessions running from 3.30-5.30, a charge of up to £5 per hour will be made to cover the school's costs.

A charge will be made for late collection of children on a pro-rata basis

Childcare & Clubs

Admissions

Places are allocated at Cayley' Early Risers (Before school) & Childcare Club (after school) to children who attend full time education. If there are available spaces we do accept Pre-school children, but they must be 4 years old.

Our ratio of adults to children is no more than 1:13 for 4-11 year olds.

We aim to provide a safe, clean and welcoming environment for children in our care.

Health and safety is a high priority in our setting and this includes carrying out regular risk assessment checks and ensuring that there is always a qualified first aider on site.

We aim to allow and cater for children of all abilities to have access to our planned play activities.

Our aims are:

- To provide 'Out of School Care' in a safe and secure environment for the children of working parents.
- To provide a variety of stimulating and exciting play opportunities for the children in a group situation.

To achieve our aims:

- We will hold club sessions every day.
- We will regularly clean and inspect the premises and equipment used.
- We will ensure that there is a qualified first aider on the premises at all times.
- We will implement regular fire drills and ensure that all staff and children are aware and familiar with the procedure.
- We will encourage the children to be independent, to experiment, to be creative and to develop self discipline and acceptable behaviour.

Aim

- We aim to ensure that we offer our services to all sections of our community regardless of their socio-economic background.

Methods

- In order to achieve this aim, the club operates the following policy:

- We plan to open our doors for the full 38-week academic year for five sessions per week.
- Our Early Risers club will begin at 08:00am and end at 08:45am.
- Our After school childcare Club will begin at 03:30 pm and end at 05:30pm.
- Pre-booked sessions are contracted on a termly basis to protect the parent's needs as well as the schools

Form Completion

- Parents/carers will be asked to complete all the necessary forms and consents when registering their child / children for the club.
- Parents/carers must not knowingly book their child into the club they will not then attend.
- Places should be booked termly in advance using our booking form.
- The booking form will be issued to parents at the end of each term.
- These should be filled out and returned to the school office within the allocated times.
- This will ensure that appropriate staffing levels can be managed and that the Club remains financially viable.

Absences

- When a session is booked it is held open for that child whether or not they then attend.
- Children who are found not to be utilising their space without a valid reason will lose their place.
- Written notice is required, half term in advance, if cancelling your child's place.

Fee's

- In the interests of running a sustainable club facility for parents/carers, it is important that we receive prompt and regular payments for services provided.
- This form will become part of your contract with Cayley and must be adhered to. Any changes to this contract must be agreed between parent/carer and the office manager/Headteacher and put in writing, signed and dated by both parties.
- The school operates a strict NO DEBT policy relating to any monies owed to the school.
- We request that all parents give this policy their full support. If debts are incurred, the school still needs to pay for staffing. This means that money which should be spent on the children's education has to be used for debts incurred by parents.
- If a parent genuinely forgets to pay, the school may grant a debt allowance of one week. This debt must be paid the following week and future payments must be paid in advance before your child/children attend clubs.
- If the debt is not cleared, the headteacher/school office will phone the parent to ask them to come to school & collect their child/children.
- If a reasonable arrangement to clear a debt cannot be made, the school reserves the right to exclude your child/children permanently from the clubs.
- We hope that by implementing this debt policy we are able to help parents manage their money better and ensure that all money that is for children's learning is available for that purpose.
- Parents will need to use the online payment system to make payment.
- Parents will be liable to pay for the term once a place has been offered.
- There will also be a late collection penalty for parents/carers who arrive late to pick up their child without prior warning.
- The after school childcare club closes at 5.30pm. Any child collected after this time will be charged a late collection fee. The charge will be £5.00 per child every 15 minutes (or part thereof) until 6pm after which the cost will be £10.00 per child every 15 minutes.
- The late fee will need to be paid in full before the child attends the next session. **Please sign below and return to the school office**

Parental Contract

All Clubs:

- I agree to weekly or monthly payment using the online payment system.
- I understand that all fees for the term are still payable if my child is absent or I withdraw him/her from the club.
- I understand the school operates a strict NO DEBT policy relating to any monies owed to the school.
- I agree that if my child is absent for 2 weeks or more without notification my child's place will automatically be given to a child on the waiting list.
- You will require to give half a terms notice if you wish to cancel the booking for breakfast/childcare club.
- I agree to keep the school up to date with medical information and emergency contact numbers regarding my child.

- Your child/children will be expected to ensure their behaviour whilst attending the club/s reflects the behaviour required at school.
- The Headteacher reserves the right to temporarily suspend or permanently expel a child from the club in the unlikely event of persistent misbehaviour. Or if a reasonable arrangement to clear a debt cannot be made.

Breakfast Club:

- Children who must be escorted into the school by the parent/carer for registration.
- No-one will enter the club before 08:00am.
- Only children whose parents have completed and returned the registration form will be able to attend.
- Breakfast will only be served to children who arrive before 08:30am.
- Breakfast will consist of cereal, bagels and a drink.

PLEASE NOTE THAT WE WILL NOT BE ABLE TO GUARANTEE THAT THE BREAKFAST PROVIDED IS SUITABLE FOR CHILDREN WITH A NUT ALLERGY.

After School Childcare Club:

- I agree to collect my child promptly from the after school childcare club by 5:30pm. I understand that failure to do so will incur a charge of £5.00 per child every 15 minutes (or part thereof) until 6pm after which the cost will be £10.00 per child every 15 minutes. *(This is to cover the cost of the time for 1 member of staff who remains with my child until 6pm, and then 2 members of staff after 6pm).*
- The late fee will need to be paid in full before the child attends the next session.
- No children will be allowed to meet parents at the school gates. They must be collected at the end of the session.

Signed: _____ Print name: _____

Date: _____

Early Risers Club & After School Childcare Club

Here at Cayley Primary School we provide a Breakfast club and after school Childcare Club for all children aged between 4 to 11 years.

Opening hours

Breakfast club is open every school day, 08:00am – 08:45am.

The Out of School Childcare Club is open every school day, 3.30pm – 5.30pm.

Fees

Early Risers club – per session per child is £2:00

Childcare Club – per session per child £4:00

Fees are payable in advance weekly/half termly.

How our club works

The emphasis is on play and leisure rather than education but there is an opportunity to look at reading/homework as well.

Facilities

- Porta cabin in main playground
- Use of playgrounds
- School toilets available

Breakfast Club routine:

- **08:00am** onwards children to register at school office
- **08:00-08:30am** – breakfast is served
- **08:45am** Children taken to their classes.

After School Childcare Club routine

- **3.30pm** welcome children, register.
- **3:30pm – 4:30pm** (creativity/recreational activity)
- **4:30pm** – give snacks and drink.

- **5.30pm** Children will be dismissed from the main gate by staff.

Food

Breakfast will consist of cereal, bagels and a drink.

After school childcare will be offered a choice of biscuits, fresh fruit and toast is available.

Sugar free squash or water is also available.

Activities

There are a wide range of activities for your child to access at the after school childcare club. There are a selection of puzzles and board games and different craft activities. There is also an opportunity for the children to play outside in the playground. We provide a variety of sports equipment to promote physical development.

After School Childcare Collection procedure

Children will be brought to the porta cabins from their classrooms by a member of staff.

Each child **MUST** be collected from the club by a parent or a person authorised by the parent/carer on the registration form. If someone else comes to collect the child, parents **MUST** send in written permission in advance otherwise the child will not be allowed to leave with them.

All children must be collected by 5.30pm. If a child has not been collected by 5.30pm, parents will be charged £5.00 per child every 15 minutes (or part thereof) until 6pm after which the cost will be £10.00 per child every 15 minutes.

Exceptions will be made in exalting circumstances when a phone call has been received.

ACCOUNTING SYSTEM

The school maintains computerised accounting records using RM Integris Accounts software. It is password protected so that only the Headteacher, the SBM, the Finance Officer and the financial consultant have access. Each user has full access rights.

The School's financial consultant visits the school once each month to reconcile the above ledgers.

For more details on how to use RM Integris Accounts i.e. process transactions, print reports, etc, consult the RM Integris Accounts handbooks kept in the on-line help section of RM Integris Accounts

Year end

Each year end accounts are saved on to the schools network. The school can access information for the last 3 accounting years.

The software support provider: RM

The school's financial consultant: LBTH Suhal Kadir

Audit arrangements AUDIT TYPE	PREVIOUS AUDIT	NEXT AUDIT
Local Authority Internal Audit ***	March 2018	2021
<i>The latest Audit Report is available in the Main Office</i>		

SECTION 4 ASSETS

Asset Management (Recording and Checking)

Recording Assets

All new equipment will be recorded.

- Item
- Product Type
- Manufacturer
- Product
- Location
- Asset Number
- Serial number (if any)
- Date of checks
- Date of purchase
- Cost/cost of replacement
- Warranty (type and length)
- Maintenance/contracts

The ICT team in conjunction with the schools selected external asset management company is responsible for organising the recording of purchases (this will be done using Parago).

Marking Assets

The ICT team in conjunction with the schools selected external asset management company is responsible for organising the permanent security-marking of equipment with the Asset Security label or school number (2112097) and postcode. (See Headteacher for details)

The ICT team will keep a stock list of their equipment on Parago.

All other non-ICT assets will be recorded separately on the stock register.

Checking Assets

The ICT team in conjunction with the schools selected external asset management company is responsible for auditing all stock annually. This will then be filed in the stock register. Non-ICT assets will be checked by the Premises Department , This will then be filed in the stock register. Any discrepancies will be reported to the line manager.

Loaning Equipment

All equipment to be taken off site MUST be signed for and authorised by the headteacher or Deputy head teacher as per the 'Loan of Cayley Equipment' form. (i.e. cameras, laptops, electrical equipment) and should only be used in accordance with the acceptable use policy.

Insurance

All equipment is covered by the Cayley School Insurance policy as long as school procedures are followed.

Disposal of Equipment (Value of more than £250.00)

Equipment can be written off (with an explanatory note) when signed by the post-holder and counter-signed by the Head teacher.

SECTION 5: DOCUMENTATION AND SECURITY OF RECORDS

This section lists the main accounting records maintained by the school and how they are kept secure, and shows how and where documents are filed.

ACCOUNTING RECORDS

The school maintains computerised accounting records using RM Integris Accounts software package. RM Integris is password protected so that only the Headteacher, School Business Manager and School's Financial Consultant have access. Each user has full access rights.

The School uses the following options:

☑ Nominal Ledger

The ICT Register is maintained on a bespoke software package (Parago) and is accessed by the Headteacher, SBM, Premises Manager and ICT Technician.

The Inventory List for furniture and equipment is held by the Premises Manager.

All manual records are kept in the School Office and offsite.

DOCUMENT FILING

Copy Orders	➡	Purchase orders filed in Numerical order (awaiting invoice) sent to supplier
Delivery Notes pending receipt of invoice	➡	Filed with the order to which they relate
Purchase and Non order Invoices	➡	Attached to Purchase Order/Delivery Note – then paid, input on RM Integris. Then filed awaiting archiving
Pay Records:	➡	Computer printouts
Bank Statements	➡	Separate file in sheet number order
Receipt Claims	➡	Filed with invoices
Pay amendment forms	➡	On payroll file

SECTION 6: REPORTING TIMETABLE AND FORMAT OF REPORTS

Monthly:

- LA cash reconciliation statements
- Bank Reconciliation
- VAT Return

Quarterly:

- As above, plus:
- Income and Expenditure report against CFR Codes

Finance and General Purposes committee reports

The Finance and General Purposes Committee meets on a regular basis and before each meeting receives copies of the latest Income and Expenditure outcome. This is a detailed income and expenditure report, showing original budget, actual to date, variance and, after September, the anticipated outturn. To support the above report the Financial Consultant reports on the reasons for any variance of a material value, whether it is an under spend or an overspend.

Full governing body reports

Before each meeting, the full Board of Governors receives copies of all the reports given to the Finance and General Purposes Committee. At the meeting the Chair of the Finance and General Purposes Committee gives a verbal report, whereupon any governor can raise any questions.

Headteacher reports

The Headteacher receives a copy of all the reports given to the Finance and General Purposes Committee. In addition to the reports produced for the Headteacher, she meets with the financial consultant on a monthly basis or as and when required to discuss any financial issues.

Subject leader/budget holders reports

All the budget holders receive an Income and Expenditure statement, as and when required, showing budget allocation, actual to date, commitments, and balance remaining.

All financial reports have to be prepared in accordance with accounting convention, where applicable, i.e. accruals basis, historic cost. For more details on financial reporting to the LA, see the relevant sections in the Scheme for Financing Schools.

SECTION 7: GOVERNING BODY: POLICY DECISIONS and BUSINESS INTERESTS

KEY FINANCIAL DECISIONS OF THE GOVERNING BODY AND THEIR COMMITTEES

Minutes of the full Board of Governors and the various committee meetings are kept in the Main Office. The school has an SLA with the Local Authority for the provision of a clerk to the Governing Body. These minutes make reference to decisions made by the Governors, concerning financial implications.

DECLARATION OF BUSINESS INTERESTS, GIFTS AND FAVOURS

All Governors and Staff (with financial responsibilities) are requested to complete a declaration of interests on The Governors Hub. A downloadable register is available from The Governors Hub.

The register of business interests should be updated and checked for both accuracy and completeness on an annual basis by the Headteacher and Clerk to the Governors. There will also be an opportunity to declare business interests at each meeting.

The governing body and members of staff who can influence buying decisions recognise their responsibility to avoid any conflict between their business and personal interests and those of the school.

- Any business interests they or any member of their immediate family have.
- Details of any other educational establishments that they govern.
- Any relationship between school staff and members of the governing body.

The register includes:

- Interests with suppliers from which the school may wish to buy goods or services.
- Interests in the appointment, salary, promotion or conditions of service of members of staff.

The information in the register is taken into account whenever buying or staffing decisions are made. Any governor or member of staff who has an interest in a business tendering for a contract may not form part of the committee awarding the contract. Any governor or member of staff who has an interest in the appointment, salary, promotion or conditions of service of a member of staff may not form part of the committee recommending or deciding these. Governors and members of staff are required to inform the school of any changes in their interests as these arise so that they can be entered in the register. Nil returns are obtained as appropriate. Any governor or member of staff who is unwilling to declare their interests or complete a nil return is not permitted to influence a buying or staffing decision.

Receipt of gifts, hospitality, entertainment and other services

Governors and members of staff involved in making buying decisions do not accept excessive, frequent or regular gifts, hospitality, entertainment or other services from existing or prospective suppliers. When considering whether to accept such offers, they consider whether they could affect their independence or cause concern that they might affect their independence. The school maintains a register of gifts and favours offered and whether these were accepted or rejected. Governors and members of staff are required to inform the school of such offers as they arise.

Expenditure on gifts, hospitality, entertainment and favours

The full governing body approves any expenditure on gifts, hospitality, ex-gratia payments and losses to be written off. The school maintains a log of these. Such expenditure is only authorised if the governing body can demonstrate that they have taken into account the principles of probity, accountability and value for money.

Expenditure on hospitality from public funds is only incurred in the provision of education. Hospitality is generally only provided in the workplace and usually restricted to Christmas and Eid lunch, sandwiches on INSET days, tea/coffee and biscuits or soft drinks. Modest hospitality is occasionally provided outside the workplace. The headteacher maintains a register of the occasions when hospitality is provided, the number of people involved and the costs incurred.

Private use

The school does not obtain goods or services for the private use of governors and members of staff. Governors and members of staff may not:

- Hold any interest in any equipment or property held or used for the school
- Acquire any interest in the disposal of school equipment or property at the end of any contract between the school and any third party

Guidance notes

Governors have a legal duty to act only in the best interests of their schools. Where a situation arises in which they cannot do this due to a personal interest they have, steps should be taken to identify, prevent and record the conflict. This ensures governors are acting in the best interests of the school.

In the declaration above, you must provide details relating to:

- Your ownership or partnership of a company or organisation which may be used by the school to provide goods or services;
- Goods or services you offer which may be used by the school;
- Any close relation you have to someone who satisfies either of the above;
- Any close relationship you have to someone who is employed by the school.

Declaring your conflicts of interest is a legal requirement within the School Governance (Roles, Procedures and Allowances) (England) Regulations 2013 and for academies, in the Articles of Association and Academies Financial Handbook. However, making an annual declaration does not remove your requirement to make an oral disclosure of the interest and temporarily leave the meeting, where the interest is relevant to something being discussed.

Pecuniary interests

Generally, governors should not participate in any discussions in which they may directly or indirectly benefit from a pecuniary interest, except where the relevant authority has authorised this i.e. legislation for maintained schools or articles of association for academies. A direct benefit refers to any personal financial benefit and an indirect benefit refers to any financial benefit you may have by virtue of a relationship to someone who stands to gain from a decision of the governing board. Both direct and indirect interests must be declared.

Non-pecuniary interests (conflicts of loyalty)

There may be a non-pecuniary interest whereby the governor does not stand to gain any benefit but a declaration should still be made. For example, this might be where a governor has a family member working in the school. While the governor might not benefit personally, their judgment could be impaired if something was brought up that would affect the family member.

Handling the conflict

The governing board must make a decision as to whether or not they should take steps to remove the conflict by:

- Not pursuing the course of action it relates to; or
- Proceeding with it in an alternative way which does not give rise to conflict; or
- Not appointing the governor in question or seeking to secure their resignation.

In the minutes of the meeting, the following should be recorded:

- The nature of the conflict;
- Which governor(s) it relates to;
- Whether a declaration was made in advance of the meeting;
- A brief overview of what was discussed;
- Whether the governor(s) withdrew from the meeting;
- How the governors made the decision in the best interests of the school.

The School and Early Years Finance (England) Regulations 2013 provide for local authority financing schemes to keep a register of pecuniary interests for the trustees, governors and staff of schools. The register should be reviewed annually by the clerk to the governing body but any new interest or ceased interest, should be reported to the clerk as and when they occur. Upon completion, this signed form should be given to the clerk of governors whose responsibility it is to keep a register of all interests and review it annually. You can find NGA's model conflict register on the [NGA's website](#).

The Charity Commission has produced [guidance on dealing with conflicts of interests](#) which may be useful, even for schools that do not have charitable status.

PURCHASING and TENDERING POLICY

The school has adopted a tendering policy for items of work of significant value, which carefully analyses and compares all possible options to ensure that best possible value for money is obtained.

This policy assumes the use, in appropriate cases, of outside consultants to draw up the specification, receive tenders, and make recommendations to the school.

For goods and services up to a value of £5,000 the school shall seek verbal quotations or use catalogue prices but must have an Official Order.

Goods and services with a value of £5,001 to £20,000 are subject to a minimum of three competitive quotations in writing and must be on an Official Order/Contract and requiring Headteacher's and/or Finance and General Purposes Committee approval. Governors have authorised the Headteacher to accept quotations up to £15,000. Quotations for goods or services valued between £15,001 and £25,000 shall be subject to approval by the Finance and General Purposes Committee

Goods and services with a value of over £25,000 are subject to full tender with sealed bids. These will require Governing Body and Headteacher approval.

Recurring contracts should be reviewed for value for money approximately every three years or prior to renewal, e.g. catering, cleaning, pay, grounds maintenance, heating, etc.

Full procedure

Appointment of Consultants for the provision of major works and/or services

Major building works are the responsibility of the Local Authority.

Invitation to Tender

The consultants draw up the specification identifying the work to be performed in conjunction with the Headteacher, and any other person with relevant interest depending on the work to be done, e.g. Senior Management Team, staff, etc.

Specification – this should include

- Technical details
- Health and Safety considerations
- Insurance requirements
- Contract
- Payment details
- Logistical details

Form of Tender

The form of tender should include:

- The total contract price including VAT implications
- A breakdown of the price to specific elements of the works
- Time Scale

Selection of Companies invited to tender

The appropriate committee will draw up a list of the organisations invited to tender. The list will be reviewed and agreed by the Headteacher, who will check Governors' interests in any of the organisations. The appointed consultants will send out invitations to tender.

Receipt of Tenders

Tender documents will be sent to the School. More than one person should open all tender documents on the same day. The name of the tenderer and the contract price should be recorded.

Tender Evaluation

The tenders will be evaluated on the following criteria:

- Compliance with technical and contractual requirements
- Price and VAT implication
- Arithmetical check
- Appropriate qualifications of the organisation
- Knowledge of quality of work and reliability
- Previous experience of similar work

Goods and services with a value of over £25,000 are subject to full tender with sealed bids. These will require Governing Body and Headteacher approval.

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- Price and VAT implication
- Arithmetical check
- Appropriate qualifications of the organisation
- Knowledge of quality of work and reliability
- Previous experience of similar work

LEASING

The leasing of goods or other assets is governed by IFRS 17. The value of any lease taken out by the School is deemed to be the total value of all instalments for the duration of the lease. Therefore, the approval of any such lease is subject to the financial limits set out in the purchasing section of this manual. In view of their total costs, as a general rule, operating lease agreements can only be entered into on behalf of the School after full consultation, consideration and approval by the Finance and General Purposes Committee who have the responsibility delegated to them by the full Board of Governors. Advice may then be sought from the LA before proceeding.

The current financial regulations do allow schools to enter into finance lease agreements. (If in doubt the Governors should seek professional advice).

SECTION 8: SECURITY

The accounts software, RM Integris is password protected and only accessible to the Headteacher, SBM, Administration Officer and the school's Financial Consultant.

Each user on has certain access rights. The system produces an audit trail where any unauthorised access would be detected. All rooms containing computers are locked overnight.

Business Continuity Plan (and the separate Disaster Recovery Plan, TQS document)

The school Business Continuity Plan will be used during any incident within the school, which threatens to disrupt education at the school on a long term basis.

Purpose of the plan

A Business Continuity Plan sets out how the school would cope in the event of a disaster happened – for example, the premises burning down or flooding, a large scale theft of equipment or a total failure of the school's IT system.

This plan documents the following issues: premises not available, asset management, insurance cover and IT failure.

Premises no longer available due to a significant emergency

Cayley Primary School has an agreement with Ben Jonson Primary School where children and staff will be able to utilise a space for a limited period of time.

Asset Management

The asset register of all resources is held by a remote web based system called Parago. All resources of £100 or more are recorded on this asset register. The system can be accessed anywhere with internet access.

Insurance of premises and resources

The insurance held by the school is London Borough of Tower Hamlets. Contact at LBTH is Cheryl Williams (Principal Insurance Officer) email: cheryl.williams@towerhamlets.gov.uk Phone: 020 7364 4740.

Daily backing up of resources

- A daily offsite backup has been setup for all curriculum and admin data. This is undertaken nightly and backed up to a secure cloud storage service.

Significant shortage of staff

In the event of an unusual lack of permanent staff, the school will utilise one of the supply agencies with which it has a long standing relationships. These are ANZuk 0203 384 6110 and Protocol 020 3219 7710. Additionally; depending on the length of time required, the school may explore secondment(s). If possible, this will be done through contacting local primary schools within the Borough of Tower Hamlets in conjunction with the current head of learning and achievement for children between birth and 11.

The Business Continuity Plan will be held both by the Head Teacher and the Deputy Head Teacher. The Head Teacher will inform the staff of the plan of action outlined in this policy. Copies of this plan are available on the shared drive on the Server
This plan will be reviewed by the leadership team every 3 years.

SECTION 9: BENCHMARKING

It is vital that the school makes the best possible use of its limited resources. There is a greater need than ever to demonstrate best value to parents, auditors and regulators, and the need to ensure internally that resources are used effectively, is prompting schools to compare finances through benchmarking.

Benchmarking is a part of the school's strategic financial planning to allocate resources to maximise pupil performance. By using it to focus on improvement it becomes a powerful tool to highlight opportunities for change.

The benefits of benchmarking our schools expenditure are:

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

Benchmarking will be undertaken on a regular basis where practical and reports presented to the Finance and General Purposes Committee for review and discussion.

SECTION 11 Pupil Premium

At Cayley we are totally committed to social justice and improving life chances for potentially vulnerable children. It is dedicated to sharing its work and findings beyond the school to improve outcomes for as many children as it can reach. We believe our school is a community and that it is vitally important that everyone is safe and happy within it. We aim to provide an environment in which our children are secure and confident, irrespective of race, gender and religion, with Equal Opportunities for all.

Background

The pupil premium is a government initiative that targets extra money at pupils from deprived backgrounds. Research shows that pupils from deprived backgrounds underachieve compared to their non-deprived peers. The premium is provided to enable these pupils to be supported to reach their potential and have experiences and opportunities to support this.

The Government has used pupils entitled to free school meals (FSM), looked after children and service children as indicators of deprivation, and have provided a fixed amount of money for schools per pupil based on the number of pupils registered for FSM over a rolling six-year period. This fixed amount of money is expected to increase every year for the course of this current Parliament. At Southfields Primary School we will be using the indicator of those eligible for FSM as well as identified vulnerable groups as our target children to 'diminish the difference' regarding attainment.

Context

When making decisions about using pupil premium funding it is important to consider the context of the school and the subsequent challenges faced. Common barriers for FSM children can be less support at home, weak language and communication skills, lack of confidence, more frequent behaviour difficulties, and attendance and punctuality issues.

There may also be complex family situations that prevent children from flourishing. The challenges are varied and there is no "one size fits all".

Key Principles

By following the key principles below, we believe we can maximise the impact of our pupil premium spending.

Building Belief

We will provide a culture where:

- Staff believe in ALL children
- There are "no excuses" made for underperformance
- Staff adopt a "solution-focused" approach to overcoming barriers staff support children to develop growth mind-sets towards learning

Analysing Data

We will ensure that:

- All staff are involved in the analysis of data so that they are fully aware of strengths and weaknesses across the school
- We use research (Such as that completed by the Education Endowment Foundation) to support us in determining the strategies that will be most effective

Identification of Pupils

We will ensure that:

- ALL teaching staff and support staff are involved in the analysis of data and identification of pupils
- ALL staff are aware of who pupil premium and vulnerable children are
- ALL pupil premium children benefit from the funding, not just those who are underperforming
- Underachievement at all levels is targeted (not just lower attaining pupils)
- Children's individual needs are considered carefully so that we provide support for those children who could be doing "even better if....."
-

Improving Day to Day Teaching

We will continue to ensure that all children across the school receive good teaching, with increasing percentages of outstanding teaching achieved by using our leaders to:

- Set high expectations
- Address any within-school variance
- Ensure consistent implementation of the non-negotiables, e.g. marking
- Share good practice within the school and draw on external expertise
- Provide high quality CPD
- Improve assessment through joint levelling and moderation
- Increasing learning time of basic skills

We will maximise the time children have to “catch up” through:

- Improving attendance and punctuality
- Providing earlier intervention (KS1 and EYFS)
- Extended opportunities for learning

Individualising support

“There’s no stigma attached to being in an intervention in this school. Everyone needs something, whatever that might be, and so they’re all getting something somewhere.”

We will ensure that the additional support we provide is effective by:

- Looking at the individual needs of each child and identifying their barriers to learning
- Ensuring additional support staff and class teachers communicate regularly
- Providing high quality interventions within bubbles
- Working with other agencies to bring in additional expertise (N.B. Due to COVID this may look different to normal)
- Providing extensive support for parents to develop their own skills to support their children’s learning within the curriculum
- To manage in times of crisis
- Tailoring interventions to the individual needs of the child
- Recognising and building on children’s strengths to further boost confidence
- Going the Extra Mile

In our determination to ensure that ALL children succeed we recognise the need for and are committed to providing completely individualised interventions for set periods of time to support children in times of crisis.

Monitoring and Evaluation

We will ensure that:

- A wide range of data is used – achievement data, pupils’ work, observations, learning walks, case studies, and staff, parent and pupil voice (*N.B. COVID-19 restrictions will mean that learning walks may be completed remotely in order to protect bubbles*)
- Assessment Data is collected half termly so that the impact of interventions can be monitored regularly
- Assessments are closely moderated to ensure they are accurate
- Teaching staff and support staff attend and contribute to pupil progress meetings each term and the identification of children is reviewed
- Regular feedback about performance is given to children and parents
- Interventions are adapted or changed if they are not working
- We regularly evaluate the impact of pastoral interventions, such as on attendance and behaviour
- A designated member of the SLT maintains an overview of pupil premium spending
- A governor is given responsibility for pupil premium

Reporting

When reporting about pupil premium funding we will include:

- Information about the context of the school
- Objectives for the year
- Reasons for decision making
- Analysis of data
- Use of research
- Nature of support and allocation Learning in the curriculum
- Social, emotional and behavioural issues Enrichment beyond the curriculum Families and community
- An overview of spending
- Total PPG (pupil premium grant) received Total PPG spent
- Total PPG remaining
- A summary of the impact of PPG
- Performance of disadvantaged pupils (compared to non-pupil premium children
- Other evidence of impact e.g. Ofsted, Accreditation

SECTION 11 FINANCE & GOVERNANCE RELATED DOCUMENTS

LOAN OF CAYLEY SCHOOL EQUIPMENT

Usage of the School Computer /equipment is subject to adherence with all Cayley's policies Please note if you are borrowing computers/laptops, downloading of files is now being monitored by Forensic Software.

This is to certify that I accept responsibility for the equipment loaned to me whilst it is in my possession.

I am aware that it is my sole responsibility and I will be liable for any damage or loss of the loaned equipment and will be required to reimburse the school for its current market value.

Employee Full Name (in BLOCK capitals)				
Description of requested item				
Requested loan dates	From:		To:	
Reason for request				
Employee Signature		Dated:		
Authorised by (Head/Deputy Head)		Dated:		
Make and Model				
Serial Number				
Asset Number 1 (Cayley)				

Date item returned:			
Item returned to (Finance Manager, Resources Officer or ICT Manager):			
Employee Signature		Dated:	
Counter Signatory (Finance Manager, Resources Officer or ICT Manager):		Dated:	

Please only place orders if the budget holder has submitted a budget plan for the new financial year 2022/2023

BUDGET 2022/2023

Requisition Form

Supplier :	Cayley Order Number--(OFFICE USE)	
Address	Date of order :	Date ASAP needed by
	Contact:	
Tel	Budget :	
Email	Budget Holder:	

Please supply and deliver the following:

Item No./Code	Description	Quantity	Price per item (ex VAT)	Total (£)
TOTAL				£
Where the Council's General Condition are not imposed by Tender or Quotation, this order is issued subject to the Councils Conditions of Contract specified				
Please send all communication to the above address quoting the above order number.	A Delivery note quoting this order number And priced where possible must be sent with all goods.	All weight (where appropriate) must be verified by independent or Council weighbridge.	Sign: Print: Head teacher/Deputy Head teacher/ Budget Holder.	