Finance Policy

And Checklist for Planning, Implementation and Monitoring

Formally adopted by the Governing Body Pathfinders Federation	
On	January 2026
Chair of Governors	Jeremy Marris
Executive Head Teacher	Emma Bourner
Last updated	January 2026
Review	January 2027

A GOVERNANCE

General

1 A list of all governors and terms of reference thereof, is attached at Appendix 1. (See appendix 1 of the Finance Procedure Manual (FPM) for draft terms of reference).

2 The Governing Body meets at least twice a term.

3 Finance is discussed at all Governing Body meetings. This is due to the time pressures on our small governing body and a desire for all governors to be abreast of finance in school.

4 The Governing Body agrees the dates for all meetings for the year at the beginning of each school year.

The Governors

5 The governing body approves the annual budget and the associated policies, eg charging policy, bad debt and redundant equipment policy. (See appendices 10 and 11 of the FPM for draft policies)

6 The governing body is responsible for the overall direction of the school; it determines the school's spending priorities and evaluates the effectiveness of spending decisions.

The Executive Headteacher

7 The governors delegate responsibility for the day-to-day management of the school to the Executive Headteacher.

8 The Executive Headteacher ensures compliance with the financial regulations in Norfolk's Scheme for Financing Schools.

9 The Executive Headteacher ensures that sound systems of internal control are in place.

10 The Executive Headteacher compiles draft budgets.

GOVERNANCE (continued)

11 The Executive Headteacher and school business manager monitor the budget monthly and supply the governing body with monitoring information. The information for the finance governor takes the form of Norfolk's budget proforma, includes committed expenditure and is accompanied by written commentary.

The Staff

12 Staff comply with financial regulations in Norfolk's Scheme for Financing Schools and any school specific requirements.

13 Staff are responsible for any budget whose management is delegated to them.

Governing Body – finance agenda item

14 The Governing body are responsible for:

- agreeing draft budgets in time for submission to the LEA by 1 May each year • all financial appraisals
- forecasting numbers on roll and future budget shares
- monitoring and adjusting in-year expenditure
- ensuring accounts are properly closed and reviewing the outturn position
- evaluating the effectiveness of financial decisions
- administering voluntary funds

16 Any review of staffing agreed is assessed against the budgetary implications of the recommendations.

Expenditure Limits

17 The inclusion of an item in the approved budget plan gives authority to spend, save that the Executive Headteacher seeks approval from the governing body for any individual transaction in excess of ***£2000.***

GOVERNANCE (continued)

18 The Executive Headteacher authorises virements up to **£2000**. Above this amount governing body approval is sought. All virements are minuted.

Orders

19 Quotations are obtained or tenders sought for purchases exceeding the limits set out in Norfolk's Scheme for Financing Schools.

Minutes

20 Minutes are taken which record the basis for any decisions made and clearly state the decisions themselves. These minutes are agreed as a true record of events at the next meeting of the governing body.

Register of Business Interests

21 The clerk to governors maintains a register of business interest for governors and for staff who influence financial decisions. See appendices 2 & 3 of the FPM.

Key Financial Tasks

22 The Governing Body undertake the key financial tasks each term as outlined in the document at Appendix 4. (See appendix 4 of the FPM)

B FINANCIAL PLANNING

1 The school development plan includes a statement of its educational priorities to guide the planning process. The school development plan states the priorities in sufficient detail to provide the basis for constructing budget plans.

2 There is a clear, identifiable link between the school's annual budget and the school development plan.

3 For each of the key issues in the school development plan, costs and other inputs are identified and budgets prepared.

4 The school development plan is reviewed each term to ensure that educational priorities are stated for the next three years and shows how the use of resources is linked to achieving the goals.

5 The school budget is revised after the review of the development plan and resources identified within the budget to deliver the plan's priorities

6 The school budget is maintained for the current financial year and two further years.

7 The budget is based on realistic estimates of all income and expenditure so that planned expenditure does not differ materially from the agreed budget.

8 The budget and cash flow forecast are profiled in accordance with likely spending patterns.

9 In the event of a budget surplus this is earmarked for a future specified use.

10 A record is maintained of all ongoing commitments with explanations of any significant year-on-year changes.

11 All new initiatives are appraised by the governing body in relation to their costs, benefits and sustainability.

12 The main elements of the budget are fundamentally reviewed within a three-year cycle. Benchmarking information helps to identify priorities.

FINANCIAL PLANNING (continued)

13 The budget cycle is as follows:

Spring Term

- If necessary, the Executive Headteacher and business manager prepares a third revision of the budget for the current year for the governing body to consider and approve at its meeting in the first half of the term.
- The approved budget revision is sent to the LA by 28th February.
- A draft budget plan for the coming financial year, and two further years, is prepared by the Executive Headteacher and business manager and taken to the governing body meeting in the second half of the spring term. The governing board will carefully consider the budget plan before approving the school's budget plan.
- The Executive Headteacher submits the approved budget plan to the LA by 1st May each year.

Summer Term

- The Executive Headteacher and business manager prepare a first revision of the budget for the governing body to consider and approve. The revision takes account of the actual balance in hand or overspending for the previous financial year.
- The approved budget revision is sent to the LA by the end of the summer term, per Norfolk's Scheme for Financing Schools

Autumn Term

- The Executive Headteacher and business manager prepare a second revision of the budget for the governing body to consider and approve. The revision takes account of any changes to the school development plan, staffing adjustments and changes to the number of pupils on roll.
- The approved budget revision is sent to the LA by the end of the autumn term, per Norfolk's Scheme for Financing Schools.

C BUDGET MONITORING

1 The Executive Headteacher and business manager produce monthly monitoring reports in conjunction with BCRs, which include committed expenditure.

2 The governing body receives the monitoring report at each meeting with the written report. The report takes the form of Norfolk's budget monitoring proforma.

3 The Executive Headteacher identifies and recommends to the governing body appropriate remedial action for budget variances.

4 The Executive Headteacher recommends to the governing body how to vire any in-year underspends in excess of **£2000**. (The Executive Headteacher is authorised to vire amounts up to **£2000**.)

5 The Executive Headteacher monitors expenditure on initiatives in the school development plan.

6 Holders of devolved departmental budgets are supplied with monthly monitoring reports. The Executive Headteacher monitors devolved budgets and agrees remedial action plans where necessary.

7 Where appropriate, the Executive Headteacher produces monthly cash flow forecasts to ensure the school does not go overdrawn

D PURCHASING

1 All orders comply with the LA's Standing Orders for Contracts as published in Norfolk's Scheme for Financing Schools.

2 The school demonstrates value for money through competitive tendering when appropriate or by using ESPO or other approved purchasing arrangements.

3 Prior approval of the governors is obtained for any expenditure in excess of **£2000**. Orders are not artificially split to evade this limit.

4 The school will not enter into any "finance lease" and will ensure that any lease entered into is an "operating lease". Leases will be submitted to Children's Services Finance to be checked as to their type before any agreement is entered into.

5 **Three** written quotations are obtained for any order whose value is estimated between **£5,000** and **£30,000.**

6 If a quotation other than the lowest is accepted it is reported to governors and the reasons minuted.

7 Contract specifications will contain the following:
- contract duration
- definitions
- contract objectives
- services to be provided

- service quantity
- service quality standards
- contract value and payment arrangements
- information and monitoring requirements
- procedure for disputes
- review and evaluation requirements

8 The official pre-numbered orders are used for all services except utilities, rent, rates, petty cash and any payments due under a loan/lease agreement. Any urgent verbal order is confirmed by a written order.

9 Individuals will not use official orders to obtain goods or services for themselves.

10 All orders are signed by an authorised signatory and the office manager maintains an up-to-date list of signatories.

11 The signatory will be satisfied that the goods or services are appropriate and necessary, that competitive tenders have been obtained where necessary and that there is sufficient budgetary provision.

12 Each order placed is entered in the school's financial system as a commitment.

13 The school checks goods received against the delivery note and the delivery note is checked against the invoice. The invoice is also checked against the order. Evidence of this is provided by the use of rubber stamps approved by Norfolk Audit Services. The other checks indicated on the stamps are also carried out. These checks are not done by the person who signed the order.

14 Payment is made within the agreed time limits after certification by an approved signatory.

15 Wherever possible, an invoice is not authorised for payment by the person who signed the order nor by the person who checked receipt of goods/services. Payment is only made against the original supplier's invoice and not on a statement.

16 A full purchasing card log with receipts is kept and checked monthly by the executive headteacher.

E FINANCIAL CONTROLS

1 The school uses Star accounts and follows County's recommended financial procedures.

2 The Executive Headteacher has secured contingency arrangements to ensure that financial control can be maintained in the absence of key staff. These arrangements are that the school buys into the Enhanced Finance Package for support should our current finance officer be off work for a significant period of time or approach a local cluster school/ partnership school for assistance

3 The Executive Headteacher has due regard to separation of duties in organising financial duties. At least two people are involved in the completion of tasks and the work of one acts as a check on the work of the other. This system is followed where possible, but as a small school with a small staff this is not always practical.

4 The school maintains proper accounting records. All transactions can be traced from accounting records to prime vouchers and all prime vouchers are traceable in the accounting records. The use of correcting fluid is not allowed. Any alterations to original documents are clearly made in ink and initialled to identify the person making the alteration.

5 Documents relating to financial transactions are retained in line with the LA's recommendations (see appendix 5 of the finance procedure manual) Retention six years plus current year.

6 All records are securely stored and access allowed only to authorised staff, i.e. Executive Headteacher, office manager and secretary.

7 Where there is a requirement to account separately for earmarked funding the Executive Headteacher ensures this is done and that money is spent on its intended purpose.

F INCOME

1 The full governing body approves the school's charging policy and reviews it annually. (See appendix 10 of the FPM) or it can be found on the schools' websites.

2 Proper records of all income due are kept. There are no lettings at Erpingham and Northrepps. Lettings are approved by the headteacher at St. Michaels in accordance with the Lettings Policy and recorded in the Star Accounts system. (See appendix 12 of the FPM)

3 The responsibility of identifying and recording sums due is separated from the responsibility for collecting and banking income as far as possible.

4 Official pre-numbered receipts are given for all cash collected over **£50** except where a collection record card is issued to a pupil for instalment payment for a school trip. Other formal documentation is kept for other income. Receipts are kept securely and in order. Receipt of pre-school payment by BACS are confirmed on the subsequent invoice.

5 Pending banking, cash and cheques are locked away in a secure place or safe, as per insurance limits.

6 Income is banked promptly and in full. Paying-in slips show the analysis between cash and cheques and cheques are individually listed. Income is not used for making any payment or for cashing personal cheques. Income recorded in the accounts is reconciled monthly with the bank statement.

7 Income recorded in the accounts is reconciled monthly with the bank statement.

8 Where invoices are required, they are issued within 30 days.

9 The school sends a first reminder for any unpaid invoice after **3** weeks, a second reminder after **6** weeks and a final reminder after **9** weeks. Legal action is considered if a further 14 days lapse. Debts are written off only in accordance with the school's bad debt policy. (See appendix 11 of the FPM)

10 Any cash transfers between staff are recorded and signed form.

G BANKING

For official funds, the school banks with Barclays Bank. The bank account name is NCC Erpingham VC Primary School – Imprest A/C and the bank account number is XXXXX256. The Sort code is 20 62 61. The bank account name is NCC Aylsham St Michaels C of E VA School and the bank account number is XXXXX457

1 Bank reconciliations are completed monthly and any discrepancies resolved.

2 The reconciliation statement is signed by the person undertaking the reconciliation and reviewed and

countersigned by someone who understands the reconciliation process.

3 The person completing the reconciliation is not responsible for processing receipts and payments, where possible in a small school.

4 The school's banker has been advised that the school is not allowed to go overdrawn or negotiate overdraft facilities.

5 The school is not allowed to enter any loan agreement except with the LA. (This does not apply to loans preexisting at 1 April, 1999).

6 Each cheque payment is signed by two authorised signatories. Supporting vouchers are made available to each signatory to safeguard against inappropriate expenditure. Cheques are not pre-signed. Only manuscript signatures are allowed, ie not electronic or from rubber stamps.

7 All cheques are crossed "account payee". Cheque books are stored securely when not in use.

8 The Executive Headteacher must ensure that the correct staff are assigned the access rights within the banking online system that is appropriate (considering separation of duties) and ensure that these are kept up to date i.e. staff leavers.

9 Online user ids/cards/Pin numbers are specific to named staff and must not be shared with others.

10 Schools must adhere to the policies laid down by their banker in respect of online payments and ensure that the Data Protection Act is not breached in regards to holding suppliers bank information.

11 Each BACS (Bank Automated Credit System) payment batch is signed by an authorised signatory and supporting vouchers are made available to the signatory to safeguard against inappropriate expenditure. The BACS Creator and BACS Authoriser must not be the same person.

Each BACS payment will generate a remittance document, which will be sent to the supplier, either by post or by e-mail, to notify them of their payment having been sent.

12 Any BACS batches over £1000 will be authorised by two authorisers.

13 A copy of the invoice for any individual BACS payment over £10,000 should be e-mailed to

finance.support@educatorsolutions.org.uk to be checked prior to payment

H PAYROLL

1 Personnel procedures, including appointments, promotions and terminations are supervised by the governing body.

2 The Executive Headteacher ensures that the duties of authorising any variations to the payroll are separated from the processing of claims.

3 The Executive Headteacher ensures that at least two people are involved in completing, checking and authorising any variations to payroll, whether temporary or permanent, and the payment of expenses.

4 Changes of contract are actioned via HR workspace through secure login.

5 Only authorised staff are allowed access to personnel records, ie Executive Headteacher, deputy headteacher, office manager and secretarial assistant.

6 Arrangements have been made for staff to access their own records. These are directly with the Executive Headteacher.

7 Payroll transactions are processed only through the payroll system; this includes the payment of all expenses and benefits.

8 The Executive Headteacher maintains an up-to-date list of teachers and other staff employed at the school. This is held in the office (and on Pupil Asset) and is amended, as necessary, on a monthly basis.

9 The monthly reports on payroll transactions are checked against the school's budget working papers to ensure they match.

I PETTY CASH

1	The headteacher determines the level of petty cash to be held. This is currently £50.
2	Cash is held securely and access to it is restricted to authorised staff, i.e. the executive headteacher and business manager.
3	Payments from petty cash are limited to minor items, up to £25 in value if possible.
4	Payments from petty cash are approved by an authorised officer; they are supported by appropriate vouchers (including VAT invoice/receipt where necessary) and acknowledged by the recipient's signature.
5	Proper records are kept of payments into or out of the funds.
6	The petty cash fund is reconciled with the accounting if transactions occured. The reconciliation is reviewed and countersigned by a member of staff not involved in administering the fund.
7	Personal cheques are not cashed from petty cash.
8	There is no petty cash at Pathfinders Federation.

J TAX	
1	The Executive Headteacher ensures that all relevant staff are aware of relevant provisions concerning VAT, tax and the Construction Industry Scheme (CIS) as the LA will pass back to the school any penalties imposed on it arising from an error by the school.
2	Proper VAT invoices are obtained for all transactions involving VAT.
3	The LA's VAT manual for schools gives details of accounting for VAT and is adhered to by the school.
4	All payments falling within CIS are made in accordance with the LA's agreed procedure.

K VOLUNTARY FUNDS

1. The School Fund Account is accounted for separately from the school's delegated budget and is held in a separate bank account.
2. The bank account is with Barclays and its name is *For and on behalf of School Fund – Aylsham St Michaels School Reg. 1086079*. The bank account number is XXXXX542.
3. The governors have appointed a treasurer. The treasurer's name and address is Mrs F Tibbitt c/o St. Michael's School
4. The school fund is audited by a County finance officer.
5. The same standards that apply to the school's delegated budget apply to the school fund except that it is kept on a receipts and payments basis rather than an income and expenditure basis.
6. Only income unconnected with the delegated budget is credited to the fund. Any income properly belonging to the school's delegated budget is credited to the delegated budget.
7. The headteacher presents the audited accounts together with the auditor's certificate and written report on the accounts to the governors as soon as possible after the end of the accounting year.
8. The headteacher sends a copy of the audited accounts and auditor's certificate to the LA as soon as the governors accept them, unless the audit has been completed by the Local Authority.
9. Each school fund cheque is signed by two authorised officers. The authorised officers are Mr John Neenan and Mrs Julie Phillips.
10. Where no material income has been collected, it should be banked at least weekly.
11. All income will be receipted, unless it is below the agreed minimum of £20.
12. Bank reconciliations are carried out at least termly, usually monthly.
13. There are no voluntary funds at Pathfinders Federation

L ASSETS

1 The Executive Headteacher ensures that stocks are maintained at reasonable levels and are checked physically at least once a year.

2 An up-to-date inventory is to be maintained of all items of equipment worth over £200. Those that are portable, valuable and desirable are identified as school property with security marking at Erpingham and Northrepps. St Michaels NCC holds an asset register purchased through services 4 schools, who have completed the inventory.

3 The inventory is checked every year, in the Spring Term. The inventory is signed as evidence of the check having been undertaken. All discrepancies are investigated and any resulting in a loss of £200 or more will be reported to the governors. Any loss exceeding £500 will be referred to the Head of Finance and Business Services Team.

4 The governors have approved a policy in relation to redundant equipment (See appendix 7 of the FPM).

5 The safe is kept locked and the keys removed and held elsewhere.

M INSURANCE

1 The school reviews all risks annually to ensure that the cover available and the sums insured are adequate. Advice is available from NCC's Risk and Insurance Manager.

2 The governors consider whether to insure against any uncovered risks.

3 The school will notify the LA/its insurers of any new risks or any other alterations affecting existing insurance.

4 The school will not give any indemnity to a third party.

5 The school will immediately advise the LA/its insurers of any accident, loss or other incident which may give rise to an insurance claim.

6 Insurance will cover the use of school property when off the premises, e.g. musical instruments/computers.

N DATA SECURITY

1 Computer systems used for school management are protected by password security.

2 All data is backed up daily and the back-ups stored off site.

3 The Executive Headteacher has established a business continuity plan for recovery from an emergency. At St Michaels an off-site back up of all data is held by the school's ICT technician (held in the school safe whilst handover completed with new IT provider)

4 Only authorised external hardware and (anti-virus) software is installed on any school computer to safeguard against computer viruses.

5 The governors ensure that the Data Protection Commissioner is notified in accordance with the Data Protection Act 2018, and that the school's use of any electronic or relevant manual systems to record or process personal information, and any disclosure of that information, complies with the legislation.

Appendices

1 Terms of Reference
2 Register of Business Interests
3 Definition of Business Interests and Pecuniary Interests
4 Key Financial Tasks for Governors
5 Retention of Financial Records
6 Purchase of Support Services
7 Redundant Equipment Policy
8 School's Capital Expenditure Scheme
9 Petty Cash Account
10 Charging Policy; Charges for School Activities Policy (including Pre-Schools)
11 Bad Debt Policy
12 Lettings Policy
13 Investment of Surplus Revenue Balances
14 Application for Exemption from Climate Change Levy
15 Construction Industry Qualifying Works
16 Audit of Accounts – Guidance for Auditors
17 School Fund Accounts – removed as no longer required
18 School Banking Sheets
19 Statement of Internal Control

Appendix 1

Terms of Reference

1. To provide guidance and assistance to the Executive Headteacher in all matters relating to budgeting and finance, with reference to 'the Norfolk Scheme for Financing schools.

2. To review regularly the detail of the financial procedures agreed by the governing board.

3. To prepare and review financial policy statements, including consideration of long-term planning and resourcing.

4. To consider each year's School Improvement/Development Plan (or post-Ofsted Action Plan) priorities, and to draw up an annual budget plan:

   For approval by the full governing board

5. To prepare a Charging Policy for the school for *approval by/reporting to*, the full governing board.

6. To monitor income and expenditure of all funds and to report the financial situation to the full governing board each term.

7. To monitor the impact of spending decisions upon educational achievement in the school.

8. To recommend for approval by the governing board the level of delegation to the Executive Headteacher for the day-to-day financial management of the school.

9. To recommend the amount which can be vired between budget headings by the Executive Headteacher without prior agreement of the finance committee.

NB Record decisions from 8& 9 in the minutes

10. To review and update annually School Financial Value Standard ensuring the any action points are completed.

11. To ensure the audit of unofficial school funds.

12. To provide the financial information to be included in the governing board's Annual Report to Parents.

13. To attend or commission appropriate governor training.

To report to the full governing board at each of its meetings.

Chair of governors Co-opted governor	Jeremy Marris
Vice chair of governors	Thomas Abbott
Clerk/Admin (Governor Services)	Susan Gamble
Foundation Governor	Julie Boyd
Foundation Governor	Fiona Hall
Foundation Governor	Robert Hughes
Foundation Governor	Karen Hutchinson
Staff Governor	Beth Middleton
Parent governor	Abby Needham
Executive Headteacher	Emma Bourner

Appendix 2

Register of Interests – Pathfinders Federation

Name of Governor/Trustee:

BUSINESS INTERESTS

Name of Business	*Nature of Business*	*Nature of Interest*	*Date of Appointment or Acquisition*	*Date of Cessation of Interest*	*Date of Entry*

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

PERSONAL INTERESTS

Please give details about any other educational establishment you govern (if applicable) with dates	*Please give details about your relationships with any school staff member, i.e. relatives / spouse and relevant dates*

RECORD OF REVIEWS

(Clerk of the Governors/Trustees must distribute this form to the respective Governors/Trustees for amendment as necessary and signature annually)

Date											

Governor's Signature											

- Governors/Trustees are reminded that completion of this form does not remove the requirement upon them to disclose orally any interest at any specific meeting and to leave the meeting for that agenda item.
- Nil returns are required where appropriate.

Appendix 2

Pathfinders Federation

Register of Business Interests

As you will appreciate, the governing body must ensure that governors and staff are not involved in activities that might conflict with their role within the school. It is especially important to demonstrate that individuals do not benefit personally from the decisions made by the governors, unless such decisions are made openly and legitimately.

The governing body is not concerned with any hobbies from which no income is made, or even minor commercial interest that you might have. However, you must declare any interest you have, or plans you, your spouse, partner or a close family member might have, that are related to or might be construed as being related to the school and its budget.

Please would you sign and date the declaration below and return this form to the clerk to governors.

……..

IN CONFIDENCE

Neither I, my spouse, my partner nor a close family member have private interests that could conflict with my work in the school. I will inform the governing body if this should change in the future. ☐

I need to declare that either I, my spouse, my partner or a close family member have a pecuniary interest in the school and provide details of this below.

(tick the appropriate box) ☐

Signed…….. Date……

N.B. If circumstances change a new declaration must be completed

JANUARY 2026

Appendix 3

Definition of Business Interests and Pecuniary Interests

When visiting schools Norfolk Audit Services are often asked the difference between business interests and pecuniary interests and exactly who should be making what declarations.

Business Interests

A business interest is the involvement of an individual or their family members in any trade or profession, along with any direct interest they may have in any company providing goods or services to the school. For example, if a Governor runs their own building company or provides training courses for teaching staff. When making a decision about what or what not to declare, the individual should consider how they may be challenged about their decision not to disclose information.

All members of the Governing Board, the Executive Headteacher and any staff who influence financial decisions, are expected to declare any business interests that they or any family member may have. There is a template Business Interests form available as Appendix 2 in the Finance and Business Services Team, Finance Procedure Manual. A register of the business interests should be made available in the school and there should be an annual review of this register. In addition, where a Governor or member of staff has no business interests, they should complete a form saying 'No interests to declare'. New Governors or members of staff, influencing financial decisions, should be asked to complete a form on joining the Governing Board or school.

Pecuniary Interests

It is a common misconception that pecuniary interests are the same as business interests; however, pecuniary interest is a wider term. Pecuniary interests include personal financial interests, such as involvement in a trust fund or investment, as well as potential interests, for example, where a member of staff's husband is applying for a vacancy in the school or where a Staff Governor is involved in the decision over the promotion of a colleague, and where they may be a potential candidate for the post made available.

Because of the nature of these interests, they cannot only be declared annually. All members of the Governing Board and all members of staff should be made aware at Governor and staff meetings of the need to declare these interests, as they arise. Declarations should be made in writing to the Executive Headteacher or the Chair of Governors and these should be filed in a register of pecuniary interests.

Version 6
Last updated Jan 26

JANUARY 2026

Key Financial Tasks for Governors

SPRING TERM
GOVERNING BODY
Receive a budget control report for the current financial year with explanatory notes - monitor income and expenditure levels against budget.
Consider and approve the budget plan for the next financial year and two further years – to be sent to the LA by 31st March where possible, but no later than 1 May. Receive information, as part of the approval process, on: • use of Special Educational Needs funding • use of Pupil Premium and PE Grant • use of devolved Formula Capital Grant

SUMMER TERM
GOVERNING BODY
Consider, in detail, the year end position for the previous financial year.
Receive a budget control report for the current financial year and monitor, in detail, income and expenditure levels against budget.

Consider in detail and approve a budget revision for the current financial year and two further years for recommendation to the full governing body – this revision would take account of the actual balance in hand or overspending for the previous financial year and is to be sent to the LA by the end of the Summer Term.

Appendix 4

AUTUMN TERM
GOVERNING BODY
Receive a budget control report for the current financial year and monitor, in detail, income and expenditure levels against budget.
Consider in detail a budget revision for the current financial year and two further years – this revision would take account of any changes to the school development and improvement plan, staffing adjustments and changes to the number of pupils on roll and is to be sent to the LA by the end of the Autumn Term.
Receive, and consider in detail, the audited school fund accounts (Autumn Term is normal practice, but it may be moved to a different term to fit in with the school fund year)
Prepare financial information for Governors' Annual Report for Parents

Retention of Financial Records

ESTABLISHMENTS/DEPARTMENTS
(Where appropriate records detailed apply to both Official & Unofficial Funds)

Record Type	Detail of Record	Minimum Retention Period (years)
Paid Invoices	Paid by on-line direct input (schools' local bank accounts)	6 + 1
Cash Books	Full Books	3 + 1
Imprest Claims	Establishment/departmental copies	2 + 1
Copy of orders/internal requisitions		2 + 1
Delivery notes		2 + 1
Postage records		2 + 1
Cheque stubs	Cancelled & Spoiled Cheques	3 + 1
Daily Transaction Sheets	File Copies	2 + 1
Bank Statements		3 + 1
Petty Cash Records		3 + 1
Educational Visits	Account/supporting documentation, final statements	3 + 1
Contracts	Quotations, tenders	6 + 1
Systems control & data vet reports	For own systems	2 + 1
Records of Controlled Stationery		6 + 1
Payroll Master Records	Paid by on-line direct input	12 + 1

Personnel Records	As held by establishments and/or departments	Retain for one year after the end of the employment
Receipt Books	From date of last receipt in book	6 + 1
Bank paying-in books and slips		6
Copy debtor accounts		6 + 1

Appendix 5

ESTABLISHMENTS/DEPARTMENTS

(Where appropriate records detailed apply to both Official & Unofficial Funds)

Record Type	**Detail of Record**	**Minimum Retention Period (years)**
Till rolls		6 months
Cash register control readings		2 + 1
Income collection registers	e.g. meals	2 + 1
Letting registers	Including copy receipts	6 + 1
ESPO Order Books		6 + 1
Trivia Order Books		6 + 1
Inventories	Full books	2 + 1
Stock Records	Ledgers, bin cards, stock tables	2 + 1
Accounting code lists		Current year + 1
Budgetary Control Reports		2 + 1
Commitment records		2 + 1
Dinner Registers		Current year + 2

Accepted tender documents	From end of contract or extension	6 + 1 or 13 + 1 if sealed deed
Contract variations	Changes during the contract term	6 + 1 or 13 + 1 if sealed deed
Record of receipt and opening of tenders	From end of contract or extension	6 + 1
Record of terms and prices offered by all bidders	From end of contract or extension	6 + 1
Signed contracts plus key records e.g. surveys, site plans, bills of quantities	From end of contract or extension	6 + 1

Appendix 5

ESTABLISHMENTS/DEPARTMENTS

(Where appropriate records detailed apply to both Official & Unofficial Funds)

Record Type	**Detail of Record**	**Minimum Retention Period (years)**
Unsuccessful tenders	From end of contract or extension	2 + 1 NB: Unsuccessful tenders are the property of the tenderer. If he requires return of paperwork it may be necessary to do so. The challenge period for unsuccessful tenders is only three months long – however documents should be retained for 2 + 1)
Unofficial Funds/ Voluntary Funds	Audited accounts/statements, cashbook, and supporting documentation.	3 + 1

Appendix 6

Purchase of Support Services

1.1 Scope:

This appendix details the system by which schools purchase Norfolk County Council (NCC) services as defined within the Contract To Purchase Scheme. Services from NCC may be purchased outside of the scheme; however in such cases this will be through personal negotiation between the school and the service provider.

Purchasing services outside the scope of NCC should only be done if a school is certain it can meet all the requirements placed upon schools by legislation and corporate systems.

1.2 Responsibilities:

A school has a responsibility to purchase services that it would be unable to perform due to lack of resources, controls, equipment, expertise, or where a conflict of interest would arise. The selection of which services to purchase is usually a joint decision between the Executive Headteacher, senior staff, resource committee and the governing body.

Any decision must be agreed by the governing body and authorised by either the Executive Headteacher or chair of governors.

1.3 Process:

The school needs to decide what services it requires and from where. Time should be allocated negotiating with NCC departments not using the Contract To Purchase scheme e.g. Insurance Services and external suppliers where customised contracts or arrangements need to be agreed.

Schools are offered a variety of services as detailed on the services 4 schools' website http://s4s.norfolk.gov.uk. Every educational establishment is given a specific login where contracts detailing how much each service option will cost are included. The Finance and Business Services Team release details of contracts to schools by the middle of February each year prior to the commencement of the new financial year.

The Executive Headteacher, in consultation with the resource committee and/or governors will choose the relevant options to which the school wishes to sign up to and having decided these, purchase the required services through SLA online. The deadline for the purchase of annual contracts is 31st March, any contracts which are on automatic renewal will be renewed on this date unless the service provider have been informed otherwise. In meeting this deadline, the relevant NCC Service

Providers will know their commitments and the school will know which services it has purchased before the financial year starts.

The charges will be made against the school budget via journal transfer in 12 monthly instalments (direct debit) unless the school has bank account type 'A' in which case the school will receive an invoice.

Further Information:

http://s4s.norfolk.gov.uk

Service Provision

Any questions on individual services should be addressed to the Service Providers themselves. Contact names and numbers are specified within services details on SLA online.

1. The governing board has the authority to declare equipment, furniture or any other assets or stores surplus to requirements and to arrange for their sale or write off, provided the items concerned were purchased in full or in part from its delegated budget. Land and building are always excluded from this authority.

2. Where the estimated disposal value of surplus or redundant assets (equipment) or stores is less than £100 and sale is to be by public auction or competitive tendering, authority for disposal can be given by the Executive Headteacher.

3. The prior approval of the governing board will be required where:

   The estimated disposal value is between **£100** and **£500**
   The sale is not to be by public auction or competitive tendering

4. Where the estimated disposal value is above £500, these must be referred to the Finance and Business Services Manager. (as per Norfolk's Scheme for Financing Schools).

5. The school's inventory will be amended to show disposals

6. Where the school originally claimed back the VAT when making the purchase they should also account for VAT when recording the sale. Using the appropriate VAT rate.

7. The net income (i.e. excluding VAT) from the sale of surplus or redundant assets or stores purchased from the school budget will be credited back to the school budget.

Appendix 8 SCHOOLS' CAPITAL EXPENDITURE SCHEME

1. Background

It is recognised that in the overall course of a school maintaining its facilities, a considerable burden is often placed upon its resources when it needs to purchase costly items of capital equipment.

To ease this burden, the LA has established a Capital Expenditure Scheme that will enable these purchases to be made by the LA on behalf of the school. As a condition of a school receiving the benefit of expenditure that it could not have financed from its own resources:

- The school must demonstrate it anticipates no financial difficulties in repaying the expenditure over the specified period, and

- The school also agrees to pay interest on the expenditure at a specified rate.

2. Terms and Conditions of Capital Expenditure Scheme

2.1. All schools with delegated budgets are eligible to apply.

2.2. Applications must be submitted to Schools Finance on the specified application form.

2.3. The following categories of expenditure are eligible under the scheme:

- Provision of IT equipment
- Building Maintenance or Improvement Projects to school properties
- School security projects
- Purchase of school mini-buses
- Other items specially agreed by Schools Finance.

2.4. A school must demonstrate it is unable to fund the capital purchase from within its present resources.

2. 5.Interest will be charged on the actual amount of the capital expenditure. Interest will be calculated using the Local Authority Internal Finance House Rate (LAIFHR) prevailing at the date the expenditure is complete. Interest will be calculated on a reducing balance basis and apportioned equally to instalments

2.6The total interest payable by the school will be fixed, subject to paragraph 3.2 below.

2.7. If the application is approved, a school should proceed to order the equipment. When an invoice is received if it's within your school's imprest level, please process this in the normal way but using the capital project code ECAPCE. If the invoice is above your school's imprest level, the Executive Headteacher must request in writing to the Finance Systems Team (finance.systems@educatorsolutions.org.uk) a temporary increase to cover the payment. This must be done 10 days in advance of paying the invoice to allow for the funds to credit the schools bank account and prevent any charges being incurred. Please note, as this is a temporary increase, once the invoices have been included as part of your period end return, your imprest level will be reduced down to the previous level. These steps will need to be replicated if a further increase to your imprest level is required in future months. Invoices will still need to be processed within the supplier's normal terms for payment. A copy of the paid invoice must then be sent to Neil Leeds (neil.leeds@norfolk.gov.uk).

2.8. The period over which the school agrees to repay the expenditure must be specified and this must be over a specific number of years. The maximum repayment period is 10 annual instalments, subject to the estimated useful life of the asset not being exceeded.

2.9. Expenditure incurred is to be repaid in equal instalments over the agreed number of instalments. The first 'repayment' will be taken within the same accounting period that the final supplier's invoice is passed for payment. Annual repayments should be budgeted for within a school's spending plan.

2.10. The interest applied to repayments will be that which is in place at the time repayments begin.

2.11. Interest will be charged to a school's main EB budget by way of Journal Transfer initiated by Schools Finance. Interest charges should be budgeted for within a school's spending plan.

2.12. The Financial Procedures laid down within the Scheme of Local Management of Schools must be followed for all proposed purchases.

2.13. .Schools will be notified of the decision within 10 working days of receipt of the application. In the case of dispute, the decision of the Head of Children's Service Finance will be final.

3. **Restrictions**

3.1. LA schools are no longer allowed to enter into operating lease arrangements except in exceptional circumstances authorised by the Finance and Business Partner (Children's Services).

3.2. The full amount of interest calculated will be charged to the school over the repayment period unless it is in a position to **make early repayments.** Early repayments can only be made at the start of a financial year when a school is setting its budget. Where a school does make early repayments, interest will be recalculated on a daily basis.

3.3. Repayments may only be made from other capital sources to either:

a) repay the loan in full
b) reduce the amount borrowed before repayments begin.

3.4. School's will make annual repayments from revenue. However once taken they may, if they wish, amend their annual repayment to come from Devolved Formula Capital, if funds allow.

Further information can be obtained from Neil Leeds on (01603) 222434

Appendix 9

See NCC schools website for Petty Cash Account N/A for BSF

10 Charging Policy

Charges for School Activities

Legislation allows schools to charge for certain activities which take place both inside and outside school hours. Norfolk County Council has adopted a policy, which it recommends to governors, but it is for governors of schools to decide whether or not to follow the policy. The School's charging policy must be described in its prospectus, which can be obtained from the school. It is also a requirement that the School's charging policy is provided on its website. If your son or daughter's school governors follow the County Council's charging policy, these are the activities and materials for which you will be charged:

Music tuition
Vocal or Instrumental tuition, which is not part of the syllabus for an approved public examination, part of the National Curriculum or is provided under the first access to the key stage 2 Instrumental and Vocal Tuition Programme.

Charges may be made for tuition provided individually or to groups of any size, provided the tuition is provided at the request of the pupil's parent. No charge may be made in respect of a pupil who is looked after by the local authority.

Ingredients and materials
Ingredients and materials for practical subjects where parents have indicated in advance that they wish to receive the finished articles.

Travel: Schools **cannot** charge for:

- Transporting registered pupils to or from school premises, where the local education authority has a statutory obligation to provide transport.
- Transporting registered pupils to other premises where arrangements have been made for pupils to be educated.
- Transport enabling a pupil to meet an examination requirement where prepared for that examination at the school.
- Transport provided in connection with an educational visit.

Board and lodging
Board and lodging will be charged in all cases where a school activity involves pupils in nights away from home. The charge must not exceed the actual cost.

Activities outside school hours
A charge can be made for all non-residential activities, which take place wholly, or more than 50% outside school hours, where the child's participation has been agreed in advance by the parents. The charge can include the cost of travel, entrance fees, insurance, books, equipment and any staff (teaching or non-teaching) engaged specifically for the activity.

Residential trips - a residential trip is deemed to take place outside school hours if the number of
'missed' school sessions is less than 50% of the number of half days taken up by the trip.
For example:

Pupils are away from noon on Wednesday to 9pm on Sunday. This counts as 9 half days including 5 school sessions, so the visit is deemed to have taken place during school hours.

Schools **cannot** charge for:

- Education provided on any visit that takes place during school hours.
- Education provided on any visit that takes place outside school hours if it is part of the national curriculum, part of a syllabus for a public examination the pupil is being prepared for at the school or part of religious education.
- Supply teachers to cover for those teachers who are absent from school accompanying pupils on a residential visit.

Schools can ask parents for voluntary contributions towards the cost of:

- Any activity taking place during school hours
- School Equipment
- General School Funds

Children of parents unwilling or unable to contribute may not be discriminated against. If insufficient voluntary contributions are received, with no alternative method to make up the shortfall, the activity should be cancelled. Parents will be made aware from the outset of the possible cancellation of an activity if insufficient voluntary contributions are received.

Public Examinations - charges are made for the entry of a pupil for a prescribed examination for which he/she has not been prepared by the school, or where the pupil entered for examinations in the same subject with two examination boards.

Remission of charges - only parents who are in receipt of Universal Credit, Income Support, Working Families' Credit, Disabled Person's Tax Credit or Income Based Job Seekers Allowance are eligible for remission of charges. Remission of charges only applies to board and lodgings charges, which are levied directly by the LA or the school and where they relate to activities, deemed to take place wholly or partly in school hours.

Charges for Extended Schools Provision

Pathfinder Federation offers extended childcare for children in the reception class upwards. Charges must be paid in advance and are:

- Breakfast Club from 08.00/7:30/08.00am £4.00/£6.50/£4.00 per child
- Tea Club until 4.30pm £6.50 per child (St Michaels only)

Remission of charges - only parents who are in receipt of the following are eligible for remission of charges:

- Income Support

- income-based Jobseeker's Allowance
- income-related Employment and Support Allowance
- support under Part VI of the Immigration and Asylum Act 1999
- the guaranteed element of Pension Credit
- Child Tax Credit (provided you're not also entitled to Working Tax Credit and have an annual gross income of no more than £16,190)
- Working Tax Credit run-on - paid for 4 weeks after you stop qualifying for Working Tax Credit
- Universal Credit - if you apply on or after 1 April 2018 your household income must be less than £7,400 a year (after tax and not including any benefits you get)

Remission of charges only applies to board and lodgings charges, which are levied directly by the LA or the school and where they relate to activities, deemed to take place wholly or partly in school hours.

Remission will not apply to such charges when they relate to activities wholly outside school hours, except if the activity is prescribed in a syllabus for a public examination, if it is prescribed by the National Curriculum or fulfils duties relating to Religious Education.

Parents who have difficulty meeting any charges should discuss the matter in confidence with the Executive Headteacher.

Useful Links:

Learning Outside the Classroom guidance:
http://www.lotc.org.uk/wp-content/uploads/2012/05/GCharging-Policy-Updated-PDF-1APR09.pdf

Latest DfE guidelines: https://www.gov.uk/government/publications/charging-for-school-activities

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/7 06830/Charging_for_school_activities.pdf

Refunds

Refunds will only be offered in exceptional circumstances, e.g. if a school visit is cancelled and the venue and transport provider make no charge, or if the surplus collected for an activity exceeds the cost of that activity by an amount pre-determined by the governing board which is £5 per pupil.

Charges for Early Education (Pre-Schools)

Pathfinder's schools (Erpingham, St Michael's and Northrepps) are listed with Norfolk County Council as an approved provider, offering the Early Education funding entitlement for 3 and 4 year old children at all pre-schools and for 2 year old children also at Erpingham and Northrepps. We have agreed to meet the conditions of the Early Education and Childcare Statutory Guidance (March 2017) for Local Authorities. Government funding is intended to cover the cost to deliver 15 or 30 hours a week of free, high quality, flexible childcare only. It

is not intended to cover the cost of meals, consumables, additional hours or additional services.
We offer the full entitlement of 15 hours a week (over a minimum of 2 days at St Michaels), 570 hours a year over no fewer than 38 weeks. The free funding is available in full as long as places are available (we can take a maximum of 12/16/16 children in any one 3hour session), and we support parents and carers to maximise the use of their child's place.
A child's 15 hours free early learning and childcare sessions may be split between a playgroup and a nursery class, however, to maximise the use of its own nursery class places the school may allocate sessions not attended to another child. Parents are made aware that those sessions declined in favour of another setting may be reallocated to another child which then may mean they are not available later on.
Additional hours and services will be charged at the current hourly rate (see below) where hours are not funded as Early Education by the Local Authority. For example where parents take up more than 15 hours in this nursery class or any other setting, the school will make a charge unless parents have acquired a valid 'eligibility code for extended entitlement'. The charge is currently for 3 and 4 year olds £6.50/£6.00/£5.50. The charge is currently £6.50/£5.50 for 2 year olds. For more information follow this link: https://childcare-support.tax.service.gov.uk/par/app/applynow .

All families will be issued an invoice half termly unless the balance equals zero. The invoice will be itemized to provide clear and transparent information concerning the charges as agreed in the childcare contract. It will allow parents/carers to see that the entitlement is received completely free of charge and understand additional fees that have been applied.

Charges for additional services such as trips will be agreed in advance with families.

Other charges: (Erpingham and Northrepps)

- Cost of Meal £2.70 (payable on pupil asset). Not included on your pre-school invoice
- Late Payments – This fee will be charged when invoices are not paid within the payment terms and an outstanding balance remains on the account. If payment is not received by the due date a £20 fee will apply

There is no charge for the following –
- Snacks
- Consumables

Lunches are not provided by St Michaels nursery and parents are asked to send a packed lunch in from home if the child is staying all day.
The free entitlements will be delivered so that all children accessing any of the free entitlements will receive the same quality and access to provision, regardless of whether they opt to pay for additional hours, services, meals or consumables.
A deposit is not charged to secure a place in the nursery. There is no registration fee. The entitlement is offered free. Parents will not be charged a "top-up" fee to recoup the difference between the amount received from the Local Authority and the current hourly rate.

When applications for admission to Nursery are received parents are made aware that if they opt to delay entry by a term or two those sessions might be reallocated to another child and then not be available later on in the year. For sessions available, timings and other aspects of Pathfinder's schools provision please see the Admissions policy.

All fees will be charged unless specific arrangements have been agreed and whilst a childcare contract remains in place. Families wishing to terminate their childcare contract must provide 4 weeks' notice in writing to the Pre school manager or Business Manager. Any funding entitlement claimed beyond the notice period is transferrable to your new childcare provider via the local authority where the funding criteria is met. Where a child leaves the setting before the end of the agreed notice period, we will seek authorisation from the local authority to claim any funding applicable to your entitlement up to the end of the notice period, together with any additional fees which formed part of your childcare arrangement (contract).

Appendix 11 Bad

Debt Policy

Wherever possible, income due will be collected before or at the time the relevant sale or service is provided. Where this is not possible, an invoice will be raised for payment within one month.

All debts will be recorded and non-payment will be followed up by issuing reminders as outlined below. Where a service is being provided, this will cease immediately and the debtor will be informed of this in writing. The service will not be reinstated until the debt is cleared and payment of future services is made in advance. Debts should not go over £200 or a one month statement

- 3 weeks from date of invoice - 1st reminder
- 6 weeks from date of invoice - 2nd reminder
- 9 weeks from date of invoice - final reminder

The final reminder will be sent by recorded delivery and threatens legal action if the account is not settled within 14 days.

After 14 days, where a debt is still outstanding, legal action will be considered and the debtor will be informed of this in writing. The debt may be referred to the County Legal Services, where appropriate.

Legal action will not be taken for debts under £50.

If, after every effort has been made to collect the debt and legal action is considered impractical or has been unsuccessful, individual bad (irrecoverable) debts may be written off in accordance with the following procedures:

- Those up to the value of £100 to be approved by the Executive Headteacher and reported to the next meeting of the governing body
- Those exceeding £100 and up to the value of £500 to be referred to the governing body for approval, either directly or after consideration by the finance committee
- Those exceeding £500 to be referred to the Finance Business Partner (Children's Services) (as per Norfolk's Scheme for Financing Schools).

The VAT element of any written off debt must not be written off as this contravenes HM Customs and Excise statutory requirements.

Appendix 12

LETTINGS POLICY

There are no lettings at Erpingham and Northrepps Primary

Introduction

The School is wholly committed to the principle of the shared use of its buildings and grounds. The commitment is founded on a two-fold aim:

1. To draw schools, colleges, Adult Education and the Youth and Community Service and other educational providers into a closer partnership with the local community
2. To optimise the use of educational facilities.

Evaluation criteria

- The needs of St. Michael's Primary and Nursery School must be taken in to account when determining shared use;
- Shared use of premises may only be undertaken when facilities are not directly required by St Michael's Primary and Nursery School on behalf of its pupils;
- For the purposes of shared use, premises may normally be considered to be available:
    - The Ark - from 7.30am to 10.30pm
    - Grounds - times by prior arrangement
    - For seven days a week
    - For 48 weeks in the year

Terms and Conditions of use

1. St Michael's Primary and Nursery School is a non-smoking establishment.
2. Regular users of the premises should contact the Business Manager to determine a programme for each academic year.

3. Casual users should contact the business manager to make an application ahead of the required date.
4. Hirers should note the conditions of use as shown on the reverse of the application form.
5. Lettings applications and income will be processed through the school accounting system and income banked in the school budget account.
6. Subsidies will be claimed as per the Norfolk County Council timetable.
7. The Headteacher or business manager will notify the Caretaker in advance of lettings.
8. Where the regular key holder is not available, arrangements will be made with the Headteacher.
9. The security arrangements will be arranged with the hirer.
10. If school has to be temporarily closed the business manager will inform the hirer.
11. This Lettings Policy should be read in conjunction with the Health & Safety Policy.
12. First Aid boxes are located in the Ark and hirers are expected to have their own mobile phone for emergencies.

Appendix 13:
See NCC schools Finance website for Investment of Surplus Revenue Balances **

Appendix 14:
See NCC schools Finance website appendix 14 for Application for Exception from Climate Change Levy

Appendix 15

Construction Industry Scheme

The scope of construction operations - list of included and excluded operations

The list gives some guidance on which types of construction work are within the scheme and which are not.
If a contract includes some work which is within and some outside the scheme then **all** payments made under that contract will be caught by the scheme
The list is not exhaustive - if you are unsure whether work is within the scope of the legislation, contact Charles House Sevices (01603 495796)

OPERATIONS INCLUDED	**OPERATIONS EXCLUDED**
PLANNING	**PLANNING**
None.	None.
SITE PREPARATION	**SITE PREPARATION**
Demolition of, for example, buildings, structures, tree-felling. Delivery of materials.	
Preparation of site & site clearance, earth-moving on site, Transport of spoil from site. Excavation, tunneling & boring.	
Removing asbestos sheets and timber purlins.	
Driver of digger on site all the time moving materials about. Driver delivering from shop to site.	
Dismantling & disposal of asbestos bus shelter.	Traveling between sites delivering to sites. Plant hire for Agricultural use. (digger with operator) Leveling of site. Clear out drainage.

Appendix 16

Audit of Accounts – Guidance for Auditors

1 The audit must be carried out as soon as possible after the end of the school fund accounting year. The auditor should be provided with a set of accounts by the treasurer. The accounts should not be compiled by the auditor.

2 All books, vouchers, receipts, bank statements, any minutes (or other records of proceedings) and instructions/guidance notes in respect of school funds, must be made available to the auditor.

3 The auditor must follow these procedures:

3.1 For income:
Check each item of income (with a large or complex fund, test check a sample of entries), with receipts issued and follow income via the cashbook to the bank statements.

3.2 For expenditure:
Check that all expenditure is supported by a voucher. Follow each item via the cashbook through to the bank statements. Cheque stubs/counterfoils are not acceptable as proof of expenditure.

3.3 For balances:
Check that the balances brought forward from the previous year's accounts agree with the balances recorded in the previous year's balance sheet.

Verify the arithmetic accuracy of the individual accounts, and final accounts.

Check that the balances held in bank and building society accounts agree to the amounts recorded in the balance sheet.

Check cash balances in hand.

Check levels of stock and other assets.

Confirm that holding accounts have been closed and balances transferred to the accumulated fund unless there is good reason for carrying balances forward, e.g. a school trip, which has not yet taken place.

4 It is the auditor's duty to draw the attention of the fund treasurer to lapses in following appropriate procedures.
The accounts must not be certified until the auditor has resolved all queries. If necessary, the auditor should make a note on the audit certificate of any significant unresolved matters.

5 If unsatisfactory explanations are received from the fund treasurer, the queries should be directed to the Executive Headteacher.

School Fund Account – Activities Account Suggested Layout

SCHOOL NAME

ACTIVITIES ACCOUNT

Details of Activity:	**Cost of Activity per pupil:**
Date of Activity:	
Income	**£**
Parental Contributions	-
?	-
?	-
Total Income	-
Expenditure	
?	-
?	-
Total Expenditure	-
Excess of Income over Expenditure	-

	£
Excess of Income refunded to parents	
Excess of Income transferred to accumulated fund	

Excess of Expenditure over Income to be funded by:

Accumulated Fund	
Charitable Donations	
Parental Contributions	
Other	

'I certify this to be a true statement of the receipts and payments relating to the visit/activity specified'

Signed: …….. (Teacher in Charge) ……. (Date)

Signed: …….. (Treasurer) ……. (Date)

Appendix 18

Refer to NCC website (appendix 16) for copy of formatted School Banking Sheets
http://www.eficts.norfolk.gov.uk/finance/proceduresmanual/default.aspx

Appendix 19 Statement of Internal Control

1 This statement relates to the Consistent Financial Reporting (CFR) Return for Pathfinders Federation for the year ended 31st March xxxx. The governing body is responsible for ensuring that the school:

- keeps proper accounting records during the year which will disclose, with reasonable accuracy and at any time, the financial position of the school, have been drawn up in accordance with the DfE (CFR) guidelines, and will enable it to prepare an annual income and expenditure statement that complies with DfE guidelines
- maintains and operates an effective system of internal control to safeguard all the resources delegated, granted or otherwise entrusted to the school and ensure they are used cost effectively

2 The system of internal control has been developed and is co-ordinated by the Executive Headteacher. It aims to provide as much assurance as is reasonably possible (not absolute assurance) that assets are safeguarded, transactions are properly authorised and recorded and that material errors or irregularities are either prevented or can be detected promptly

3 Our review of the effectiveness of the systems of internal control is informed by:

- our regular scrutiny of financial and other performance monitoring data
- regular reports from the Executive Headteacher and other managers to the governing body
- the most recent report of the school's internal auditor (internal health check March 16) and Audit February 2023
- our most recent self-evaluation of the internal controls

4 We are, therefore, satisfied that the internal control systems in operation at the school during the year were adequate and effective.

By order of the Governing Body of Pathfinders Federation

(Signed)_____Dated _____
(Executive Headteacher)

(Signed)_____Dated _____
(Chair of Governing Body)