



# Wise Owl Trust

## Financial Regulations

2019-20 v2

Formally Approved by Wise Owl Trust: October 2019

Effective Date: 1<sup>st</sup> September 2019

Review Period: Annually

Person Responsible for Financial Regulations: Trust Finance Director

**INDEX:**

|  |               |
|--|---------------|
| Financial Regulations                              | Pages 3 – 28  |
| Appendix A – Scheme of Delegation (all Academies)  | Pages 29 - 37 |
| Appendix A – Scheme of Delegation (Briscoe Lane)   | Page 38 - 39  |
| Appendix A – Scheme of Delegation (Old Hall Drive) | Page 40       |
| Appendix A – Scheme of Delegation (Seymour Road)   | Page 41       |
| Appendix A – Scheme of Delegation (Wise Owl Trust) | Page 42       |
| Appendix B – Cash Handling                         | Pages 43 – 46 |
| Appendix C – Teacher Pay Scales                    | Pages 47 – 48 |
| Further Information on Trust Finance Policies      | Page 49       |



## 1. Introduction

The purpose of this handbook is to ensure that all Academies within Wise Owl Trust maintain and develop systems of financial control, which conform to the requirements both of propriety and of good financial management. It is essential that these systems operate properly to meet the requirements of the funding agreement with the Education & Skills Funding Agency (ESFA).

Wise Owl Trust and each individual academy within the Trust must comply with the principles of financial control outlined in the Academies Financial Handbook 2019 published by the ESFA. This handbook expands on that and provides detailed information on the accounting procedures and system manual and should be read by all staff involved with financial systems.

## 2. Organisation/Governance

Each Academy has defined the responsibilities of each person involved in the administration of academy finances to avoid the duplication or omission of functions and to provide a framework of accountability for governors and staff. These are detailed in the Scheme of Delegation (see Appendix A).

### **Wise Owl Trust**

The Trustees have overall responsibility for the administration of each academy's finances within the Trust. The main responsibilities of the Trust are prescribed in the Funding Agreement between the Trust and the Education Funding Agency and in the Multi Academy Trust's scheme of government. The main responsibilities include:

- Ensuring that grant from the ESFA is used only for the purposes intended;
- Ensuring that funds from sponsors are received according to the academy's Funding Agreement, and are used only for the purposes intended;
- Ensuring the proper stewardship of those funds, including regularity and propriety, and for ensuring economy, efficiency and effectiveness in their use – the three key elements of value for money;
- Approval of an annual balanced budget;
- Appointment of the Principal of an academy within the Trust
- Review of the Trust's investments

Wise Owl Trust is responsible for the appointment of the CEO, Executive Principal and the Chief Financial Officer (Trust Finance Director). They also have responsibility to review and approve the initial annual budgets of all academies within the Trust.

#### Executive Pay:

- The trustees must ensure its decisions about executive pay follow a robust evidence based process and are reflective of the individual's role and responsibilities. No individual can be involved in deciding his/her own remuneration.



- The trustees must discharge its responsibilities effectively, ensuring its approach to pay is transparent, proportionate and justifiable, including
  - Process – that the procedure for determining executive pay is agreed by the board in advance and documented.
  - Independence – decisions about executive pay reflect independent and objective scrutiny by the board and that conflicts of interest are avoided
  - Decision-making - factors in determining pay are clear, including whether performance considerations, and the degree of challenge in the role, have been taken into account
  - Proportionality – pay is defensible relative to the public sector market
  - Documentation – the rationale behind the decision-making process, including whether the level of pay reflects value for money, is recorded and retained
  - A basic presumption that non-teaching pay should not increase at a faster rate than that of teachers, in individual years and over the longer term
  - Understanding that inappropriate pay can be challenged by the ESFA, particularly in any instance of poor financial management of the trust.

The Trust must meet at least three times per year and it must be quorate. Financial reports must also be considered at least three times a year. If the board meets less than 6 times a year it must describe in its governance statement, accompanying its annual accounts, how it maintained effective oversight of funds with fewer meetings.

As there are only a relatively small number of trustees, the board is responsible for financial scrutiny and oversight - this is not delegated to a separate finance committee. The trust must ensure that it reviews the cashflow position regularly to avoid going overdrawn.

The Trustees must understand their statutory duties as laid down in the Academies Financial Handbook. These comprise the duties to:

- act within their powers;
- promote the success of the company;
- exercise independent judgement;
- exercise reasonable care, skill and diligence;
- avoid conflicts of interest;
- not to accept benefits from third parties; and
- declare interest in proposed transactions or arrangements.

The ESFA Handbook states that the Trust should identify the skills and experience that it needs, and address any gaps through recruitment, and/or induction, training and other development activities. This is particularly important at key transition points and should also address this for any local governing bodies within the Trust. The Trust must provide details of its governance arrangements within its annual accounts and on the website. A key feature is a Trust review of governance including a consideration of the composition of the board in terms of skills, effectiveness, leadership and impact.

The Trust must be even handed in their relationships with connected parties by ensuring that the requirements for managing such relationships are applied across the Trust. The Chair of the Trust and the Accounting Officer must manage personal relationships with connected parties to avoid real and perceived conflicts of interest, promoting integrity and openness in accordance with the seven principles of public life:



Empathy

Excellence

Empathy

Excellence

Resilience

Passion

Self-Aware

Resilience

Passion

Self-Aware

Communication

Teamwork

Communication

Teamwork

- selflessness;
- integrity;
- objectivity;
- accountability;
- openness;
- honesty; and
- leadership

The annual letters to the Trust Accounting Officer from ESFA's accounting officer must be discussed by the Trust with action taken where appropriate to strengthen the trust's systems.

## **The Finance/General Purposes Committee**

The Finance/General Purposes Committee is a committee of the School Management Committee. The Committee meets at least once a term but more frequent meetings can be arranged if necessary.

The main responsibilities of the Finance/General Purposes Committee are detailed in written terms of reference, which have been authorised by the Trust. The main responsibilities include:

- The ratification of the annual budget for their Academy which has been formally approved by the Trust ;
- The regular monitoring of actual expenditure and income against budget;
- Ensuring the annual accounts are produced in accordance with the requirements of the Companies Act 1985 and the DfES guidance issued to academies;
- Authorising the award of contracts as detailed in Appendix A of Scheme of Delegation;
- Authorising changes to the academy personnel establishment and
- Reviewing the reports of the Peer Review and Internal Auditor on the effectiveness of the financial procedures and controls. These reports must also be reported to the full governing body.

## **The Principal**

Within the framework of the academy development plan as approved by the governing body the Principal has overall executive responsibility for the academy's activities including financial activities. Much of the financial responsibility has been delegated to the Trust Business Manager but the Principal still retains responsibility for:

- Approving new staff appointments within the authorised establishment, except for any senior staff posts which the governing body/Trustees have agreed should be approved by them;
- Authorising contracts as detailed in the Scheme of Delegation – Summary of Financial Authorisation Levels (Appendix A);
- Signing cheques in conjunction with the other authorised signatories.



## Chief Financial Officer

The Trust Finance Director has been delegated to the role of Chief Financial Officer. The Trust Finance Director works in close collaboration with the Trustees, CEO, Executive Principal and Principals of all Academies within the Trust and also has direct access to the governors via the Resources Committee. The main responsibilities of the Trust Finance Director are:

- The management of each Academy's financial position at a strategic and operational level within the framework for financial control determined by the governing body/Trustees;
- The maintenance of effective systems of internal control;
- The completion of monthly financial reconciliations
- The preparation/monitoring of monthly monitoring of the budgets for each establishment within the Trust, including income and expenditure reports and cash flow forecasts as appropriate;
- Monthly monitoring reports provided to all Trustees via Trust Governor.
- Meeting with the Principal of each academy regularly to review income and expenditure to the end of the period and discuss any changing priorities in year;
- Ensuring that the annual accounts are properly presented and adequately supported by the underlying books and records of the academy;
- Ensuring forms and returns are sent to the ESFA in line with the timetable in the ESFA guidance.

## Finance/Administrative Staff

Some financial operational tasks are undertaken by each Academy's finance/administrative staff and undertaken in collaboration with the Trust Finance Director

- The day to day management of financial issues

## The Accounting Officer

The CEO has been designated to the role of Accounting Officer. These duties include being responsible for the overall organisation, management, and staffing of all Academies within Wise Owl Trust and for its procedures in financial and other matters including conduct and discipline.

The Accounting Officer is personally responsible to Parliament and to the accounting officer of the ESFA for the resources under their control. The essence of the role is a personal responsibility for the propriety and regularity of the public finances for which they are answerable; for the keeping of proper accounts; for prudent and economical administration; for the avoidance of waste and extravagance; for ensuring value for money; and for the efficient and effective use of all the resources in their charge. Essentially Accounting Officers must be able to assure Parliament and the public of high standards of probity in the management of public funds

The Accounting Officer must advise the board of Trustees in writing if, at any time, in his opinion, any action or policy under consideration by the governing body is incompatible



with the terms of the Handbook or Funding Agreement. Similarly, the accounting officer must advise the board in writing if the board appears to be failing to act where required doing so by the terms and conditions of the Handbook or Funding Agreement.

Where the board of Trustees is minded to proceed, despite the advice of the Accounting Officer, the Accounting Officer must consider the reasons the board gives for its decision. If, after considering the reasons given by the board, the Accounting Officer still considers that the action proposed by the board is in breach of the Handbook or Funding Agreement, the Accounting Officer must advise in writing the ESFA's accounting officer of the position.

The Accounting Officer must complete and sign a statement on regularity, propriety and compliance each year and submit this to the ESFA with the audited accounts. The Accounting Officer must also demonstrate how the trust has secured value for money via the governance statement in the audited accounts. An assessment of the Trust's governance, including a review of the composition of the board in terms of skills, effectiveness, leadership and impact should also be reported within the governance statements.

The Accounting Officer is required to share with the Trust any 'Dear Accounting Officer' letters sent by the ESFA's Accounting Officer.

## **Risk Management**

The Trust must manage risks to ensure its effective operation. The trust must maintain a risk register. The trust's management of risks must include contingency and business continuity planning.

The Trust must have adequate insurance cover in compliance with its legal obligations or be a member of the RPA. The Trust is currently a member of the RPA across all its academies.

## **Internal Scrutiny – Delivering Assurance**

Every academy trust must have in place a process for independent checking of financial controls, systems, transactions and risks.

From September 2019, Wise Owl Trust will have a separate Audit & Finance Committee – the Committee will meet prior to the Trust Meetings each term. The committee will undertake the process for independent checking of financial controls, systems, transactions and risks. It will also review budget monitoring etc. It will also review the Risk Register and identify the areas to focus on each year.

The Audit & Finance Committee will review the risks to internal financial control within it and agree an annual programme of work that will address these risks, inform the statement of internal control and, so far as is possible, provide assurance to the external auditors.

This programme will be managed through one or more of the following options:

- the work of an internal audit service (either in-house or bought-in)



Empathy

Excellence

Empathy

Excellence

Resilience

Passion

Self-Aware

Resilience

Passion

Self-Aware

Communication

Teamwork

Communication

Teamwork

- the performance of a supplementary programme of work by the Trusts external auditors
- completing the work by peer review

The Trust has a process in place for ensuring that its financial systems, controls, transactions and risks are rigorously managed.

Peer review work within Wise Owl Trust is performed by a suitably qualified or experienced member of the finance team, from an outstanding High School who are due to convert to a MAT. In addition, the Trust may also appoint internal auditors to provide additional assurances as appropriate. The peer review will provide an independent oversight of the Trust financial affairs. The main duties of the peer review are to provide the Trust and School Management Committees with independent assurance that:

- financial responsibilities of the Management Committees and Trust are being properly discharged
- resources are being managed in an efficient, economical and effective manner
- sound systems of internal financial control are being maintained
- financial considerations are fully taken into account in reaching decisions

Peer reviews will be undertaken by an agreed programme of reviews to ensure that financial transactions have been properly processed and that controls are operating as laid down by the members.

The Trust Finance Director will also undertake monthly monitoring and internal risk reviews for each of the primary academies within Wise Owl Trust, focusing upon the systems of internal control at each academy.

A report of the findings from each visit will be presented to the local Finance Committee/Trust and appropriate action taken to implement and monitor recommendations.

### **Other Staff**

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

### **Register of Interests/Transparency**

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

The register also includes all business interests such as directorships, shareholdings or other appointments of influence within a business or organisation, which may have



dealings with the academy. The disclosures also include business interests of relatives such as a parent or spouse or business partner where that person could exert influence over a governor or a member of staff.

The register must also identify close family relationships between members or trustees, and between members or trustees and the trust's employees.

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

Relevant business and pecuniary interests of Trustees and members and details of its governance must be published on each Academy's website within the Trust.

### 3. Accounting system

All the financial transactions of each academy are recorded on each Academy's accounting system. The accounting system is operated by the all finance/ administrative staff.

#### **System Access**

Entry to the accounting system is password restricted and each academy must ensure that a senior member of staff is responsible for implementing a system which ensures that passwords are changed on a regular basis.

This person will also be responsible for setting access levels for all members of staff using the system.

#### **Back-up Procedures**

Each academy must ensure that there are effective back up procedures for the system. Briscoe Lane and Seymour Road – remote online backup is provided nightly by MGL for admin/SIMS/FMS and weekly for curriculum data. On site back up runs for both nightly. Old Hall Drive – Both curriculum and SIMS server backed up daily both remotely and on site. Curriculum back up through Bury IT, SIMS server backed up by Bury IT and One Education.

In conjunction with this policy a business continuity plan will be devised by each Academy to outline procedures in the event of loss of accounting facilities or financial data. This links in with the annual assessment made by the Trust of the major risks to which each academy is exposed and the systems that have been put in place to mitigate those risks.



## Transaction Processing

All transactions input to the accounting system must be authorised in accordance with the procedures specified in this manual. Detailed information on the operation of the FMS 6 system can be found in the Capita user manuals.

## Reconciliations

The Principal of each academy and the Trust Finance Director are responsible for ensuring:

- bank statements are reconciled in a timely manner preferably within 10 working days of receipt. Any unusual or long outstanding reconciling items must be investigated and cleared as soon as possible;
- monthly reconciliations and checks against payroll statements are carried out and any discrepancies investigated;
- monthly monitoring and reconciliation of petty cash to check cash in hand is correct and a sample of claims checked for accuracy.

## Financial planning

Each Academy within the Trust is required to develop both medium term and short-term financial plans.

The medium term financial plan should be prepared in conjunction with the School Improvement Plan process. The plan indicates how the academy's educational and other objectives are going to be achieved within the expected level of resources over the next three years.

The plan provides the framework for the annual budget. The budget is a detailed statement of the expected resources available to the academy and the planned use of those resources for the following year.

The planning process and the budgetary process are described in more detail below.

The three year budget forecast must be submitted to the ESFA within the Budget Forecast Return.

## Academy Improvement Plan

The plan details the future aims and objectives of each Academy and how they are to be achieved; this includes matching the academy's objectives and targets to the resources expected to be available. They outline the "big picture" for each Academy. The budgets within each Academy are reviewed throughout the year to capture any changing needs. The Executive Team meet regularly to ensure that we work collaboratively together to ensure the budget underpins the aims and objectives of the Trust.



The form and content of the development plan are matters for each academy to decide but due regard is given to the matters included within the guidance to Academies and any annual guidance issued by the ESFA.

The Principal of each Academy in conjunction with the Executive Principal must ensure that the Trust and the School Management Committee, is given relevant information throughout the academic year including:

- a review of past activities, aims and objectives;
- definition or redefinition of aims and objectives;
- development of the plan and associated budgets;
- implementation, monitoring and review of the plan;

## Annual Budget

The Trust has the freedom to amalgamate a proportion of GAG funding for all its academies to form one central fund. The MAT must give individual consideration to the funding needs and allocations of its constituent academies and will have an appeals mechanism in place. The Principal and Chair of Governors of the constituent academy must appeal, in writing, to the MAT outlining the reasons for their appeal. This will be considered by the Trustees at a special meeting where the Principal/Chair of Governors will attend to discuss their concerns and a decision conveyed to the individual Academy along with reasons for its decision. If the Trust rejects the appeal, the constituent academy may then appeal to the Secretary of State, via ESFA, whose decision will be final and binding on the MAT.

For the academic year 2019/20, the Trust will implement an 8% top slice from each Academy within the Trust. This money will be used to fund the salaries of the central Trust staff and other services as outlined in the SLA with each academy. In addition, it may also be used for central Trust costs or retained as part of the Reserves Policy which the Trust will establish and implement. The top slice will be taken from the GAG and Early Years Funding – not any other ring fenced funding. Central staffing costs represent between 5 – 5.5% of top slice monies.

The Trust Finance Director is responsible for working closely with the Executive Principal and Principals in preparing and obtaining approval for the annual budget for each Academy within the Trust. The Trust Finance Director will also prepare a Trust budget for approval by the Trust. The Principal, Resource Committee and the Governing Body must set the budget for their academy for approval by the Trust. The Trust must approve the budgets for each Academy and the Trust itself before submission to the ESFA.

The approved budget must be submitted to the ESFA by the notified deadline each year and the Trust Finance Director alongside the Accounting Officer are responsible for establishing a timetable, which allows sufficient time for the approval process and ensures that the submission date is met.

The annual budget will reflect the best estimate of the resources available to each academy for the forthcoming year and will detail how those resources are to be utilised. In order to ensure that there is a clear link between the school improvement plan objectives and the budgeted utilisation of resources there will be monthly meetings between the



Empathy

Excellence

Empathy

Excellence

Resilience

Passion

Self-Aware

Resilience

Passion

Self-Aware

Communication

Teamwork

Communication

Teamwork

Trust Finance Director and Principal of each Academy.

This ensures that changes in priorities are included in future budget plans at the earliest opportunity. The budgetary planning process will incorporate the following elements:

- Forecasts of the likely number of pupils to estimate the amount of ESFA grant receivable;
- Review of other income sources available to each academy to assess likely level of receipts;
- Review of past performance against budgets to promote an understanding of the academy cost base;
- Identification of potential efficiency savings
- Review of the main expenditure headings in light of any specific school improvement plan objectives and the expected variations in cost e.g. pay increases, inflation and other anticipated changes.

### **Balancing the Budget**

Comparison of estimated income and expenditure will identify any potential surplus or shortfall in funding. If shortfalls are identified, opportunities to increase income are explored and expenditure headings are reviewed for areas where cuts can be made. This may entail prioritising tasks and deferring projects until more funding is available. Plans and budgets will be revised until income and expenditure are in balance. If a potential surplus is identified, this may be held back as a contingency or alternatively allocated to areas of need. The Trust currently allocates the full ESFA budget to each individual academy. All academies must prepare a balanced budget which can draw on unspent funds brought forward from previous years.

### **Finalising the Budget**

Once the different options and scenarios have been considered, the Trust Finance Director prepares a consolidated budget for approval by the Trust, the Executive Principal, Principal, Resource Committee and School Management Committee. The budget is then communicated to all staff with responsibility for budgets so that everyone is aware of the overall budgetary constraints. The Trust must minute its approval of the budget.

The budget is seen as a working document, which may need revising throughout the year as circumstances/priorities change.

### **Revisions to the Published Budget**

Since the budget is an expression of financial implication of an intended course of action, crystallised at a particular point in time, it is entirely possible that, as time passes, the Trust/School Management Committee may wish to amend this plan in the light of internal or external circumstances. This is known as 'virement'. There is no limit to the Trust/Governing Body's power of virement.

All approved virements will be actioned promptly so that subsequent budgets will provide meaningful financial control information. All virements must be notified to the Trust Financial Director.



## Monitoring and Review

The Trust Finance Director will prepare monthly reports for each Academy. The reports will detail actual income and expenditure against budget for the Executive Principal and Principal. Termly reports are also prepared for the Trust, individual governing bodies and budget holders (as required).

Management accounts must be shared with the Chair of the Trust every month. Management accounts are currently uploaded onto Trust Governor every month and so are available for the Trust board to access. The board must consider these when they meet. The Trust must ensure appropriate action is being taken to manage financial viability including addressing variances between the budget and actual income and expenditure.

Any potential overspend against the budget must in the first instance be discussed with the Trust Finance Director. The accounting system will not allow payments to be made against an overspent budget without the approval of the Trust Finance Director.

The trust must select key performance indicators and measure its performance against them regularly.

The monitoring process should be effective and timely in highlighting variances in the budget so that differences can be investigated and action taken where appropriate. If a budget overspend is forecast in a specific cost centre, it may be appropriate to vire money from another budget or from the contingency. All budget virements must be authorised by the Trust Finance Director, Executive Principal or Principal and must be within the parameters laid down in the Scheme of Delegation (Appendix A)

## 4. Other Matters

### Financial Deviance

Wise Owl Trust protocol is for all academies to have the maximum level of autonomy in all aspects of its functioning. However, the Trust recognises that the areas of financial autonomy and standards autonomy are those of highest risk to the overall efficient and effective functioning of Wise Owl Trust as a whole. Therefore, these are the areas that need to be addressed immediately in terms of effective monitoring and evaluation of each academy in order that accurate assessment of each academy's position in relation to these two areas is made, identification of any issues to be addressed is timely and accurate, and plans for remedial action are structured and likely to be successful.

Different academies will be more or less successful in managing their financial systems and procedures as well as in reacting to adversity caused by sudden changes and/or unexpected difficulties. It is the role of the Trust Finance Director, the Chief Executive Officer, the Executive Principal and the Trust to identify what is happening, whether there are remediable issues or not, and what would most effectively improve upon them. Reductions in autonomy will be situation dependent and all reductions in autonomy will be detailed for the Principal and School Management Committee having its autonomy restricted along with detailed recommendations for actions necessary to facilitate improvement and to move the academy back to a higher level of autonomy. It will include timescales for the improvement, performance criteria for the improvement to be deemed



Empathy

Excellence

Empathy

Excellence

Resilience

Passion

Self-Aware

Resilience

Passion

Self-Aware

Communication

Teamwork

Communication

Teamwork

successful and how the return to a higher level of autonomy would be affected.

## **Whistleblowing**

Each Academy within Wise Owl Trust has access to the Trust Whistleblowing Policy. It is published on the website of each Academy. All staff are made aware of the policy as part of their induction and to whom they can report their concerns. The Trust must ensure that all concerns raised with them are responded to properly and fairly. The Trust will appoint one Trustee and one member of staff who other staff can contact to report concerns.

## **Insurance**

The School Management Committee of each Academy will take out such insurance as it sees fit and/or as it is advised, and to comply with statutory requirements. The Trust Board will obtain the following insurance cover as a minimum:

- Buildings and contents
- Business continuity
- Employers and Public Liability

All risks will be reviewed annually to ensure that the cover is adequate.

Wise Owl Trust is a member of the Risk Protection Arrangement for all academies within the Trust.

All contractors must have public liability insurance before they are allowed to undertake work on the any academy premises.

People hiring the Academy's premises and using facilities should either be covered by the Academy's insurance at an additional cost, or must produce a valid public liability insurance with indemnity up to £5,000,000

## **Liabilities and Write-offs**

The Trust may perform the following financial transactions up to the limits set out below: writing off debts and losses (including any uncollected fines); entering into guarantees, indemnities or letters of comfort (excluding those relating to borrowing by the Academy Trust). The limits are:

- 1% of total annual income or £45,000 (whichever is smaller) per single transaction.
- Cumulatively, 2.5% of total annual income in any one financial year per category of transaction for any ATs that have not submitted timely, unqualified financial returns for the previous two financial years. This category includes new academies that have not had the opportunity to produce two years of financial statements.
- Cumulatively, 5% of total annual income in any one financial year per category of transaction for any ATs that have submitted timely, unqualified financial returns for the previous two financial years.

In relation to these limits the Trust must ensure it follows the procedures relating to this area detailed in the Academies Financial Handbook 2019.



Empathy

Excellence

Empathy

Excellence

Resilience

Passion

Self-Aware

Resilience

Passion

Self-Aware

Communication

Teamwork

Communication

Teamwork

Beyond these limits the academy will seek and obtain explicit and prior approval from the Secretary of State (through the ESFA) to the transaction.

The Trust has a Debt Recovery Policy which has a section within it about the waiving of debts.

### **Staff Severance Payments**

From time to time the academy may consider making staff severance payments above the contractual entitlement; the academy must consider the following issues:

- Whether the Trustees reasonably consider the proposed payment to be in the interests of the Trust.
- Whether such a payment is justified, based on a legal assessment of the chances of the academy successfully defending the case at tribunal. If there is a significant prospect of losing the case then a settlement may be justified, especially if legal costs are likely to be high. Where a legal assessment suggests that the Trust is likely to be successful, then a settlement should not be offered
- If the settlement is justified, the Trust would then need to consider the level of settlement. This must be less than the legal assessment of what the relevant body is likely to award in the circumstances.

Staff severance payments are not to be made where they could be seen as a reward for failure, such as dismissal for gross misconduct or poor performance. The only acceptable rationale in the former case would be where the claimant will win an Employment Tribunal claim because of employment law procedural errors. In the latter, an acceptable comparison would be the time and cost of taking someone through performance management and improvement procedures

If the Trust considers making a compensation payment it must consider whether the proposed payment is based on a careful appraisal of the facts, including legal advice and that value for money will be achieved. The Trust also adopts good practice to consider routinely whether particular cases reveal concerns about the soundness of the control systems; and whether they have been respected as expected. The academy also takes any necessary steps to put failings right.

Where the Trust is considering making a special staff severance payment or compensation payment above the contractual entitlement of £50,000 or more (gross, before deductions), prior approval will need to be sought from the ESFA, before any such payment can be made. Settlements must not be accepted unless they satisfy the conditions in the 2019 Handbook and in the ESFA's guidance and submission template.

The Trust must ensure that the use of a confidentiality clause associated with staff severance payments do not prevent an individual's right to make disclosures in the public interest (Whistleblowing) under the Public Interest Disclosure Act 1998.

### **Borrowing**

Any restrictions on an academy's power to borrow are set out in the Funding Agreement. Each Academy under the Trust must seek ESFA's prior approval for borrowing (including finance leases and overdraft facilities) and medium/longer term loans (including finance leases) from any source, where such borrowing is to be repaid from grant monies or



Empathy

Excellence

Empathy

Excellence

Resilience

Passion

Self-Aware

Resilience

Passion

Self-Aware

Communication

Teamwork

Communication

Teamwork

secured on assets funded by grant monies and regardless of the interest rate chargeable. Credit cards, if used, must only be used for business (not personal) expenditure, and balances cleared before interest accrues.

## Investigation of Fraud and Irregularity

The personal responsibilities of Accounting Officer responsibilities extend to the prevention of loss through fraud and irregularity. Academy Trusts must also be aware of the risk of fraud and irregularity occurring and, as far as possible, address this risk in their internal control and assurance arrangements by putting in place proportionate controls. Wise Owl Trust **must** take appropriate action where fraud, theft and/or irregularity is suspected or identified.

Academy Trusts must be aware of the risk of fraud and irregularity occurring and, as far as possible, address this risk in their internal control and assurance arrangements by putting in place proportionate controls. Wise Owl Trust **must** take appropriate action where fraud, theft and/or irregularity is suspected or identified.

The Trust will follow the guidelines laid down in the ESFA Handbook as to whether the fraud/irregularity requires notifying to the ESFA.

ESFA will not tolerate fraud and reserves the right to conduct or commission its own investigation into actual or potential fraud, theft or irregularity in any academy either as the result of a formal notification from the academy itself or as the result of other information received.

## 5. Payroll

The main elements of the payroll system are:

- Staff appointments
- Payroll administration
- Payments

## Staff Appointments

The Principal of each Academy presents a staffing plan advising staff numbers (FTE) for each staff category (i.e. teachers, teaching assistants, administration, premises and lunchtime supervision) to the Finance & Resource committee and governing body as part of the approval for the first budget. Where the Principal of an Academy needs to make changes in year to this staffing plan, express approval must be obtained from the Finance & Resource Committee who must ensure that adequate budgetary provision exists for any establishment changes. In exceptional circumstances where a staffing appointment is needed to be made immediately to meet the Academy's staffing needs, the Executive Principal in consultation with the relevant Chair of the Governing Body can authorise an appointment. It must then be ratified by the Finance & Resources Committee.

The Executive Principal/Principal has authority to appoint staff within the authorised staffing plan except for Principal, Vice or Assistant Principals whose appointments must follow consultation with the governors. The appointment of the CEO, Executive Principal and the Trust Finance Director is the responsibility of Wise Owl Trust. Personnel files for all members of staff must be maintained and include contracts of employment.



Empathy

Excellence

Empathy

Excellence

Resilience

Passion

Self-Aware

Resilience

Passion

Self-Aware

Communication

Teamwork

Communication

Teamwork

All temporary contracts must be no longer than 12 months in length initially and must be reviewed in the term prior to their completion.

From 1<sup>st</sup> September 2018, all teaching staff employed within Wise Owl Trust are paid on national scales as detailed in the STPCD. All support staff are paid in line with APT & C scales.

## Payroll Administration

A third party administers payroll for the Academies within the Trust. The Service Contract is currently awarded to Manchester City Council.

All staff are paid on the 15<sup>th</sup> of each month. Records are held by the Payroll provider, with copies of this information held by the academy;

- Salary;
- Bank account details;
- Taxation status;
- Personal details
- Any deductions or allowances payable

A monthly staff return is completed, which provides details for all staff in the matter of sickness and other absences during the month. The staff return is then forwarded to payroll for processing.

New appointments and terminations/resignations are notified separately.

## Payments

After the payroll has been processed but before payments for each Academy are dispatched a print of salary payments by individual and showing the amount payable in total is forwarded by email to the Trust Finance Director.

All salary payments are made by BACS.

A senior finance person, usually the Senior Finance Manager or Trust Finance Director, reconciles the current month's salary payments once received from Manchester City Council. This reconciliation should be reviewed and signed by the Executive Principal/Principal.

## 6. Purchasing

Each academy must aim to achieve the best value for money from all purchases. Each Academy wants to get what they need in the correct quality, quantity and time at the best price possible. The majority of all academies purchases are paid for with public funds and they need to maintain the integrity of these funds by following the general principles of:

- **Probity**, it must be demonstrable that there is no corruption or private gain involved in the contractual relationships of the academy;
- **Accountability**, the academy is publicly accountable for its expenditure and the conduct of its affairs;



- **Fairness**, that all those dealt with by the academy are dealt with on a fair and equitable basis.

The Finance Officers from each Academy meet termly with the Finance Director to share good practice and work collaboratively to obtain best value across the Trust.

## Routine Purchasing

Budget holders will be informed of the budget available to them as soon as possible at the start of the academic year – the funding allocation to each subject area is decided by the Principal. It is the responsibility of the budget holder to manage the budget allocated and to ensure that the funds available are not overspent. A print detailing actual expenditure against budget will be supplied to each budget holder as requested and budget holders are encouraged to keep their own records of orders placed but not paid for.

Budget holders can order purchases up to the limit of their budget subject to the usual financial limits of the Trust. A price must always be obtained and entered on the requisition form before any order is placed. In the unlikely event that the order exceeds £5000 then three quotations must be obtained and the evidence retained for audit.

## Exceptions from the Requirement to Follow a Competitive Process

5.1. Academies may exercise an exception to the competitive processes if

- The supplier is the Manchester Local Authority.
- Only one contractor can provide the goods, services or works required and there is no reasonable alternative contractor.
- The need for the goods, services or works is so urgent that the time needed for tendering would be prejudicial to the academy or Trust's interests
- Prices are controlled by Government order.

The Academy will specifically minute the exercise of any of these exceptions. Where the expected contract value is in excess of £75,000, the School Management Committee must consult the Trust, and have regard to their advice before exercising any of these exceptions. There are however no exemptions to the EU Procurement processes unless part of a previous Framework.

All orders must be made, or confirmed, in writing using an official requisition form, stocks of which are held in each Academy Office and sent electronically to staff. Orders must bear the signature of the budget holder and must be forwarded to an authorised signatory for approval before the order is raised on FMS.

The procedures and expectations for the ordering of goods and services are distributed to all staff at the start of each academic year and any non-order invoices must have clear reasoning provided for audit purposes. Where a cost centre is for a specific project e.g. CIF projects, All Risks Insurance - it is acceptable for non-order invoices to be raised against that cost centre. Expenditure for staff who have been given permission to purchase resources themselves to be reimbursed by cheque will also be paid as non-order invoices.



Empathy

Excellence

Empathy

Excellence

Resilience

Passion

Self-Aware

Resilience

Passion

Self-Aware

Communication

Teamwork

Communication

Teamwork

Where a non-order invoice is received other than as detailed above, the individual responsible for ordering the goods need to provide an explanation to be attached to the invoice.

On receipt of the goods there must be a detailed check against the goods received note (GRN) and a note made of any discrepancies between the goods delivered and the GRN. Discrepancies should be discussed with the supplier of the goods without delay.

If any goods are rejected or returned to the supplier because they are not as ordered or are of sub-standard quality, the relevant Academy office should be notified and a central record kept of all goods returned to suppliers.

In order to ensure segregation of duties, there must be a **minimum** of three different individuals with relevant authority involved in the routine ordering process from authorisation of the requisition through to the signing of the cheque.

All invoices should be sent to the Academy Office. Invoices must be checked to ensure:

- a) Invoice arithmetically correct;
- b) Invoice posted to purchase ledger;
- c) Goods/ services received;
- d) Goods/services as ordered;
- e) Prices correct;
- f) Invoice authorised for payment;
- g) Payment authorised;
- h) VAT treated correctly and
- i) Payment made.

The relevant Academy staff will then input details of invoices onto the FMS 6 finance system. A cheque run is carried out usually weekly.

The Trust is moving to BACs payments during this academic/financial year.

The cheques and associated paperwork are then authorised by two of the nominated cheque signatories and payments dispatched to the suppliers. A third signatory (as identified in the Scheme of Delegation) will check and authorise the invoices. The Scheme of Delegation is in Appendix A.

It is essential that all of the following controls are adhered to:

- orders should not be entered into verbally unless a Debit Card has been used,
- the use of 'Official Orders' through the FMS accounting system automatically updates the financial records and enables committed expenditure to be included in management information for governors
- in exceptional circumstances (e.g. emergency repairs) orders may be placed by telephone. In such circumstances a confirmation order should be generated. Orders should be emailed to suppliers, in order to reduce timelines.
- orders should only be approved in accordance with the authorised limits within the scheme of delegation listed in this document



Empathy

Excellence

Empathy

Excellence

Resilience

Passion

Self-Aware

Resilience

Passion

Self-Aware

Communication

Teamwork

Communication

Teamwork

- orders may only be used for goods and services provided to the trust. Private individuals and other organisations may not use 'Official Orders' to obtain work, goods, materials and services net of VAT
- in holiday periods when Finance staff may not be on site to raise orders, site managers have the authority to raise verbal orders in order to protect the security of the buildings.

**Orders under £5,000** - One written quotation. Budget holders and administrative staff are however encouraged to obtain further written quotations as appropriate to demonstrate value for money:

- can be ordered by budget holders, who will be responsible for ensuring that reasonable steps have been taken to achieve Best Value. Best Value could be achieved by:
  - supplier chosen from the list of approved suppliers on FMS
  - bulk purchasing of common consumables
  - negotiating discounts
  - taking advantage of sale seasons
  - obtaining alternative quotations wherever possible

**Orders over £5,000 but less than £25,000** - at least three written quotations should be obtained for all orders between £5,000 and £25,000 to identify the best source of the goods/services. The Trust/ School Management Committees may also establish a list of approved suppliers who consistently provide best value for a period of not more than 2 years. Written details of quotations obtained should be prepared and attached to the purchase order for audit purposes. Telephone quotes are acceptable if these are evidenced, and emailed confirmation of quotes has been received, before a purchase decision is made.

**Orders over £25,000 but less than £75,000** - all goods/services ordered with a value over £25,000, or for a series of contracts which in total exceed £25,000, must be subject to three written quotations and must be referred to the respective Finance & Resources Committee for formal approval

**Orders above £75,000 and up to EU Thresholds** - all goods/services ordered with a value over £75,000, or for a series of contracts, which in total exceed £75,000 may be subject to formal tendering procedures.

**Orders over EU Threshold** - purchases over £164,176 (threshold until the end of 2017) may fall under EU procurement rules, which require advertising in the Official Journal of the European Union.

### **Exceptions from the Requirement to Follow a Competitive Process**

The School Management Committee/Trust may exercise an exception to the competitive processes if

- The supplier is the Manchester Local Authority.
- Only one contractor can provide the goods, services or works required and there is no reasonable alternative contractor.



- A Competitive Framework is used e.g. Crescent Purchasing etc.
- The contractor has previously (within 12 months) provided Best Value quotation at another academy within the Trust
- The goods/services are part of a Trust wide common specification
- The need for the goods, services or works is so urgent that the time needed for tendering would be prejudicial to the academy or Trust's interests
- Prices are controlled by Government order.

The School Management Committee will specifically minute the exercise of any of these exceptions. Where the expected contract value is in excess of £75,000, the School Management Committee must consult the Trust, and have regard to their advice before exercising any of these exceptions. There are however no exemptions to the EU Procurement processes unless part of a previous Framework.

### **Where Other Than the Cheapest Quote is Selected**

Following the competitive tendering process, where other than the cheapest quote is selected, this must be approved by the Executive Principal/Chair of Finance and the reasons documented and kept with the order for audit purposes.

### **Approved Suppliers List**

The School Management Committee of each Academy may establish an approved suppliers list where a supplier has consistently provided a best value quote alongside other suppliers and has provided excellent service/quality. The supplier list should be reviewed periodically by the Trust Finance Director and a supplier must undergo the usual tendering procedures at least every two years to ensure best value principles are maintained. The approved suppliers list is consolidated across all Academies within the Trust.

### **Service Level Agreements**

Service Level Agreements should be reviewed periodically (usually 3 years) to ensure best value although it is recognised that this is not solely determined by price and therefore a rationale should accompany any decisions made regarding SLAs.

### **Forms of Tenders**

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

#### **Open Tender**

This is where all potential suppliers are invited to tender. The budget holder must discuss and agree with the Trust Finance Director how best to advertise for suppliers e.g. general press, trade journals or to identify all potential suppliers and contact directly if practical.

This is the preferred method of tendering, as it is most conducive to competition and the propriety of public funds.



## Restricted Tender

This is where suppliers are specifically invited to tender. Restricted tenders are appropriate where:

- There is a need to maintain a balance between the contract value and administrative costs,
- A large number of suppliers would come forward or because the nature of the goods are such that only specific suppliers can be expected to supply the academy's requirements,
- The costs of publicity and advertising are likely to outweigh the potential benefits of open tendering.

## Negotiated Tender

The terms of the contract may be negotiated with one or more chosen suppliers. This is appropriate in specific circumstances:

- The above methods have resulted in either no or unacceptable tenders,
- Only one or very few suppliers are available,
- Extreme urgency exists,
- Additional deliveries by the existing supplier are justified.

## Preparation for Tender

Full consideration is given to:

- Objective of project
- Overall requirements
- Technical skills required
- After sales service requirements
- Delivery time of goods/services
- Form of contract.

After all requirements have been established to rank requirements (e.g. mandatory, desirable and additional) and award marks to suppliers on fulfillment of these requirements to help reach an overall decision.

## Invitation to Tender

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



An invitation to tender should include the following:

- Introduction/background to the project;
- Scope and objectives of the project;
- Technical requirements;
- Implementation of the project;
- Terms and conditions of tender and
- Form of response.

## **Aspects to Consider**

### ***Financial***

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

### ***Technical/Suitability***

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

### ***Other Considerations***

- Pre sales demonstrations
- After sales service
- Financial status of supplier. Suppliers in financial difficulty may have problems completing contracts and in the provision of after sales service. It may be appropriate to have an accountant or similarly qualified person examine audited accounts etc.

## **Tender Acceptance Procedures**

The invitation to tender should state the date and time by which the completed tender document should be received by the academy. Tenders should be submitted in plain envelopes clearly marked to indicate they contain tender documents.

The envelopes should be time and date stamped on receipt and stored in a secure place prior to tender opening. Tenders received after the submission deadline should not normally be accepted.



## Tender Opening Procedures

All tenders submitted should be opened at the same time and the tender details should be recorded. Two persons should be present for the opening of tenders as follows:

- For contracts over £75,000 – Principal, Executive Principal and the Trust Finance Director

A separate record should be established to record the names of the firms submitting tenders and the amount tendered. All people present at the tender opening must sign this record.

## Tendering Procedures

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

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

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

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

## 7. Income

The main sources of income for each academy are the grants from the ESFA and Local Authority funding for Early Years Provision and additional SEN High Needs. The receipts of these sums are monitored directly by the Trust Finance Director who is responsible for ensuring that all grants due to the academy are collected.

Each academy may also obtain income from:

- School meals income
- Sale of fruit
- Sale of uniform
- Sale of resources
- Student placements
- After school provision
- 30 hours funding
- Nursery places for children resident outside Manchester

Cash handling procedures are detailed in Appendix B.



Empathy

Excellence

Empathy

Excellence

Resilience

Passion

Self-Aware

Resilience

Passion

Self-Aware

Communication

Teamwork

Communication

Teamwork

## Educational Visits

Wise Owl Trust does not currently expect parental contributions for educational visits.

## 8. Cash Management Bank Accounts

The opening and closing of all accounts are authorised by the Trust.

### Deposits

Particulars of any deposit must be entered on a copy paying-in slip, counterfoil or detailed in supporting documentation.

### Payments and withdrawals

All cheques and other instruments authorising withdrawal from any Academy bank accounts must bear the signatures of two authorised signatories as detailed in the Scheme of Delegation (Appendix A).

This provision applies to all accounts, public or private, operated by or on behalf of the Trust for each Academy. Clear separation of duties must apply to all payments and withdrawals.

### Administration

The Trust Finance Director must ensure bank statements are received regularly and that reconciliations are performed regularly and promptly by all academies within the Trust – preferably within 10 working days. Where this is not possible, an explanation must be attached to the relevant statement. Reconciliation procedures must ensure that:

- All bank accounts are reconciled to the academy's finance system;
- Reconciliations are performed by financial staff
- Reconciliations are reviewed and authorised by the Business Manager/Trust Finance Director and the Principal within 10 working days of receipt;
- Reconciliations are subject to an independent termly review carried out by Peer Review who will select a range of payments and request to see supporting documentation to reduce the risk of fraudulent payments being made.
- Unreconciled transactions arising are dealt with promptly.

### Petty Cash Accounts

Each Academy maintains a maximum cash balance of £350. The petty cash system is administered by each Academy office and the cash is kept in the office safe. See Cash Handling in Appendix B.

### Cashflow Forecasts

Each Academy's finance team is responsible for preparing cash flow forecasts to ensure that each academy has sufficient funds available to pay for day-to-day operations.



Empathy

Excellence

Empathy

Excellence

Resilience

Passion

Self-Aware

Resilience

Passion

Self-Aware

Communication

Teamwork

Communication

Teamwork

These will be monitored by the Trust Finance Director. If significant balances can be foreseen, steps may be taken to invest the extra funds. Similarly plans should be made to transfer funds from another bank account or to cover potential cash shortages.

## Investments

Investments must be made only in accordance with the Trust's Investment Policy.

## 9. Fixed Assets Asset register

### Expenditure Eligible for Capitalisation

Authorised and approved expenditure for an item which meets the definition of a fixed asset, and exceeds £5,000, should be identified and flagged as a fixed asset. The cost of the fixed asset should include the cost of the asset and any other costs directly attributable in bringing the asset into a condition where academy employees can use it. Such costs include, but should not be limited to:

- costs of enhancements (not repairs and renewals), which significantly extend the life of the asset and would not be carried out on a regular basis (e.g. building improvements)
- costs of external consultants whose work is directly attributable to the implementation of the asset

### Expenditure Not Eligible for Capitalisation

- individual items costing less than £5,000, unless purchased in bulk as part of a capital project
- costs of staff training as part of normal business activities
- administration and general overheads for running day to day activities
- planning costs relating to initial activities such as option appraisals, feasibility studies, identifying appropriate hardware and applications and selecting suppliers and consultants
- cost of abortive work
- post implementation support and maintenance costs related to software installation

All items purchased with a value over the academy's capitalisation limit must be entered in an asset register. The current capitalisation limit is £5,000 per item.

For assets over £5,000, the register must contain details of the date of purchase, the value, the serial number and the location.

The Asset Register helps:

- Ensure that staff take responsibility for the safe custody of assets;
- Enable independent checks on the safe custody of assets, as a deterrent against theft or misuse;
- To manage the effective utilisation of assets and to plan for their replacement;



Empathy

Excellence

Empathy

Excellence

Resilience

Passion

Self-Aware

Resilience

Passion

Self-Aware

Communication

Teamwork

Communication

Teamwork

- Help the external auditors to draw conclusions on the annual accounts and the academy's financial system and
- Support insurance claims in the event of fire, theft, vandalism or other disasters

In addition, lesser value items which are considered valuable e.g. IT equipment should also be included in the asset register. The finance/administrative staff should ensure that these are added as appropriate.

## Depreciation

Depreciation is charged against fixed assets over the expected useful life of the asset to reflect the usage of the asset over time.

The Trust uses the straight line method of depreciation where the asset cost is written down in equal annual amounts over its expected useful life.

The period over which the asset is depreciated varies according to the category of the asset.

All tangible fixed assets, other than assets in progress must be depreciated as follows:

- Leasehold land: 0%
- Leasehold buildings: 4%
- Furniture & equipment: 20%
- Computer equipment & software: 33.3%
- Motor vehicles: 20%

Depreciation will be charged from the month in which a newly purchased asset comes into use.

Depreciation ceases to be charged in the month the asset is disposed.

## Security of assets

There should be a regular (at least annual) count by someone other than the person maintaining the register. Discrepancies between the physical count and the amount recorded in the register should be investigated promptly and, where significant, reported to the governing body. Inventories of academy property should be kept up to date and reviewed regularly. Where items are used by the academy but do not belong to it this should be noted. The Trust is using Every for their asset management to improve accountability and the security of assets. All high value and/or thief attractive items are to be asset tagged.

## Disposals

Procedures are detailed in the Write Off/Asset Disposal Policy (Appendix E). The Trust will adhere to the Academies Financial Handbook (Part 5) in relation to the disposal of fixed assets. All disposals should be notified to the School Management Committee.

Disposal of equipment to staff is not encouraged, as it may be more difficult to evidence the academy obtained value for money in any sale or scrapping of equipment.



Empathy

Excellence

Empathy

Excellence

Resilience

Passion

Self-Aware

Resilience

Passion

Self-Aware

Communication

Teamwork

Communication

Teamwork

In addition, there are complications with the disposal of computer equipment, as the academy would need to ensure licenses for software programme have been legally transferred to a new owner.

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

All disposals of freehold land/buildings must have written approval from the ESFA.

### **Loan of Assets**

Items of property from any academy must not be removed from the academy premises without the authority of the Executive Principal/Principal. A record of the loan must be booked back into the academy when it is returned.

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



## APPENDIX A – SCHEME OF DELEGATION

This scheme of delegation applies to all individual Academies within Wise Owl Trust. The Trust is committed to clarity around segregation of duties and transparency around financial procedures.

### **Powers and Duties Reserved for Wise Owl Trust**

At each Academy within the Trust, trustees shall be responsible for:

#### **General**

- Approval of a written scheme of delegation of its financial powers and duties to the Finance & Resources Committee, the Principal and other staff. The scheme must satisfy the Trust's ultimate responsibility for ensuring that there are adequate operational controls in place for all the financial processes within each Academy. The Scheme of Delegation should be operated in conjunction with the Financial Regulations of the Trust.

#### **Budgets/Budgetary Control**

- Formally approving each annual Academy budget prior to the start of each financial year.
- Considering budgetary control reports from the Finance/General Purposes Committee at every meeting, with relevant explanations and documentation where required.
- Authorisation of all changes to the forecast deficit in excess of £50,000 at each Academy. Details of all changes to the forecast surplus/deficit approved and authorised by the Finance/General Purposes Committee are to be formally notified to the Trust.

#### **Insurances**

- Ensuring that arrangements for insurance cover are in place and adequate.

#### **Purchasing**

- Maintenance and publication on the Academy websites of a Register of Business Interests for all Trust members, Governors and those Academy staff with financial responsibilities in line with the requirements laid down in the Academies Financial Handbook 2019.

#### **Income**

- Authorisation of the write off of debts not collectable over £500.



## Accounts and Audit

- Appoint external auditors.
- Review the draft financial statements prior to audit and approval of the audited financial statements prior to submission to the ESFA by 31 December.
- Receive the reports of the external auditor.
- Receive the reports of Internal Audit/Peer Review on the use of resources, systems of internal financial control, and discharge of financial responsibilities.
- Inform the ESFA if it suspects any irregularity affecting resources.

## Personnel

- The appointment of the CEO, Executive Principal and Trust Finance Director.
- Annual performance management of the Chief Executive Officer, Executive Principal, Principals in conjunction with an external adviser.
- Annual performance management of the Trust Finance Director.
- The CEO & Executive Principal Performance review group may make a decision to suspend the CEO or Executive Principal after taking appropriate HR advice.
- The whole Trust must be consulted prior to any possibility of the dismissal of the CEO or Executive Principal.

## Powers and Duties Delegated to the Finance & Resources Committee

The Finance & Resources Committee shall be responsible for:

### General

- Exercising the powers and duties of the Trust in respect of the financial administration of the Academy, except for those items specifically reserved for the Trust and those delegated to the Principal and other staff.

### Budgets/Budgetary Control

- Reviewing the annual Academy budget prior to the start of each financial year and recommending its acceptance, or otherwise to the School Management Committee.
- Authorisation of all changes to the forecast surplus up to £100,000 and deficit to £50,000. Details of all changes to the forecast surplus/deficit approved and authorised by the Finance/General Purposes Committee are to be formally notified to the Trust.



- Considering budgetary control reports on their Academy's financial position at every meeting, taking appropriate action to contain expenditure within the budget.

### **Purchasing**

- Authorising the award of orders and contracts over £25,000 and up to £75,000.

### **Security of Assets**

- Ensuring that there are annual independent checks of assets and the asset register.
- Authorising the disposal of individual items of equipment and materials that have become surplus to requirements, unusable or obsolete as per the Wise Owl Trust Write Off/Asset Disposal Policy

### **Accounts and Audit**

- To review the reports of Internal Audit and Peer Review on the effectiveness of the financial procedures and control.

### **Financial Powers and Duties Delegated to the Principal**

The Principal has delegated powers and functions in respect of internal organisation, management and control of the Academy, the implementation of all policies approved by the Trust and for the direction of teaching and the curriculum.

The Principal shall be responsible for:

#### **Budgetary control**

- Reviewing income and expenditure reports and highlighting actual or potential overspending to the Resource Committee.
- Approving virements between budget headings, with the Trust Business Manager which have no effect on the forecast budget surplus/deficit.
- In the case of additional funding, the Principal may increase income and expenditure estimates to match the funding available.

#### **Financial Management**

- Ensuring the arrangements for collection of income, ordering of goods and services, payments and security of assets are in accordance with the Financial Regulations.

### **Purchasing**

- Authorising orders and contracts in line with the Financial Authorisation levels within these regulations.



- Ensuring that all contracts and agreements conform to the Financial Regulations.

### **Payroll and Personnel**

- Approving new staff appointments within the authorised staffing structure.
- Checking the payment of salaries each month, in conjunction with the Trust Finance Director/Trust HR Lead.

### **Security of Assets**

- 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.

### **Accounts and Audit**

- The operation of financial processes within the Academy, ensuring that adequate operational controls are in place and that the principles of internal control are maintained.
- Ensuring that full, accurate and up to date records are maintained in order to provide financial and statistical information.
- Ensuring that all records and documents are available for audit by the appointed external auditors, internal audit and peer review.

### **Financial Powers and Duties Delegated to the Trust Finance Director**

The Trust Finance Director shall be responsible for:

#### **Budgets/Budgetary Control**

- Assisting all academies within the Trust with the preparation of an annual draft budget plan for each academy for consideration by the Finance & Resources Committee, Local Government Committee and Trust before the start of the relevant financial year and within ESFA time limits.
- Regular monitoring of expenditure and income against the approved budget and submitting reports on the Multi Academy Trust's financial position to every meeting of the Trust Board. Any actual or potential overspending shall be reported to the Trust Board.
- Approving virements between budget headings of under £25,000 which have no effect on the forecast budget surplus/deficit.



## Purchasing

- Authorising orders up to £10,000.
- Authorising orders up to £25,000 in the absence of the Principal in conjunction with Executive Principal
- Maintaining a register of formal contracts entered into, amounts paid and certificates of completion.
- Retention of quotes obtained for goods, works and services.
- Ensuring that all correct invoices are duly certified by authorised staff before payments are made and that invoices, vouchers and other records are retained and stored in a secure way and are readily available for inspection by authorised persons.
- Ensuring the appropriate division of duties between staff responsible for processing orders, receiving deliveries and processing payments.

## Payroll and Personnel

- Ensuring that the monthly payroll is checked by an appropriate member of staff at all academies and signed off by the Principal. Ensuring any discrepancies are brought to the immediate attention of the payroll provider and that the monthly payroll printout is annotated accordingly.

## Income

- Ensuring that all income is accurately accounted for and is promptly collected and banked intact.

## Banking Arrangements

- Maintaining proper records of account and reviewing monthly bank reconciliations.

## Insurances

- Notifying the Trust on any eventuality that could affect the Academy's insurance arrangements.

## Security of Assets

- Ensuring a permanent and continuous register of all items of furniture, equipment, vehicles and plant is maintained.



## Information and Communication Systems

- Maintaining the standards of control for such systems in operation within the Academy to include the use of properly licensed software, and for the security and privacy of data in accordance with the Data Protection Act.

## Financial Powers and Duties Delegated to Other Staff

Members of staff with delegated responsibilities should be aware that these must be exercised in accordance with the Wise Owl Trust Financial Regulations.

The following responsibilities are delegated to other staff in addition to the Principal and the Trust Finance Director.

## Budgets/Budgetary Control

- Subject leaders appointed as Budget Holders are responsible for checking and certifying monthly statements of expenditure against their delegated budget and for reporting any errors or irregularities to the Trust Finance Director. Any actual or potential overspending shall also be reported to the Trust Finance Director.

The following members of staff are authorised to receive and check goods:

- Budget Holders (usually teachers)
- Administrators nominated by the Budget Holder (usually Teaching Assistants)
- Finance/administrative staff
- Caretaking staff



### Summary of Financial Authorisation Levels

| Delegated Duty   | Value  | Delegated Authority   | Method   |
|--|--|---|--|
| Ordering Goods and Services (signing and authorising requisitions/purchase orders)<br><br><i>Where other than the cheapest quote is selected – approval must be obtained from Executive Principal/Chair of Finance and the reasons documented and kept with the order for audit purposes</i> | Up to £5,000                                       | Trust Finance Director, Trust HR Manager (Same signatory may sign both requisition form & purchase order)   | One quotation (more should be sought where possible to demonstrate best value principles)                    |
|  | £5,001 £10,000                                     | Trust Finance Director  | Three quotations/approved supplier   |
|  | Up to £25,000                                      | Principal/Executive Principal/CEO (Same signatory may sign both requisition form & purchase order)  | Three quotations/approved supplier   |
|  | £25,001 to £50,000                                 | <i>Prior approval to be obtained from Executive Principal.</i><br><br>Principal and Chair of Management Committee/Chair of Trust Requisition form to be signed by Chair, purchase order can then be authorised by Principal | Minimum of three written quotations/approved supplier  |
|  | £50,001 - £75,000                                  | As above plus Finance/General Purposes Committee. Requisition form to be signed by Chair, purchase order can then be authorised by Principal  | Minimum of three written quotations  |
|  | £75,001 – EU Threshold                             | School Management Committee<br><br>Requisition form to be signed by Chair, purchase order can then be authorised by Principal   | Formal tendering process, including advertising in OJEU  |
|  | Authority to accept other than lowest tender       | Wise Owl Trust  |  |
|  | Signatories for ESFA grant claims and ESFA returns | Any   | Two signatories (or as required by ESFA) from:<br>- CEO<br>- Executive Principal<br>- Trust Finance Director |
| Virement of budget provision between budget heads  | Up to £25,000 with no impact on overall budget     | Trust Finance Director/Senior Finance Officers  |  |



|   |                         |  |
|---|-------------------------|--|
| Over £25,000 with no impact on overall budget | As above plus Principal |  |
|---|-------------------------|--|



|   |   |  |  |
|---|---|--|--|
|   | Up to £50,000 with impact on overall budget | As above plus Resource Committee reporting to Governing Body           |  |
|   | Over £50,000 with impact on overall budget  | Wise Owl Trust   |  |
| Disposal of assets  | Any   | Principal plus reporting to Finance/General Purposes Committee         |  |
| Write-off of bad debts  | Up to £500                                  | CEO/Executive Principal plus reporting to Trust                        |  |
|   | Over £500                                   | Wise Owl Trust   |  |
| Purchase or sale of any freehold property   | Any   | ESFA approval required   |  |
| Granting or take up of any leasehold or tenancy agreement exceeding three years   | Any   | ESFA approval required   |  |
| Raising invoices to collect income  | Up to £10,000                               | Finance Officer  |  |
|   | £10,001 - £20,000                           | As above plus Principal/Trust Finance Director/School Business Manager |  |
|   | £20,001 to £100,000                         | As above plus Finance & Resources Committee                            |  |
|   | Over £100,000                               | Wise Owl Trust   |  |
| Authority to Accept Exception from Requirements to Follow a Competitive Process (refer to Page 18 of Financial Procedures for guidelines) | Up to £25,000                               | Additional approval from CEO or Executive Principal                    | Reasons for request to be considered by relevant person(s) |
|   | £25,000 - £50,000                           | Additional approval from Chair of Finance and Chair of Governors       |  |
|   | £50,001 - £75,000                           | Finance Committee  |  |
|   | Above £75,001                               | Full Governing Body  |  |

Empathy

Excellence

Wise Owl  
Trust

Empathy

Excellence

Resilience

Passion

Self-Aware

Communication

Teamwork

Communication

Teamwork

Schemes of Delegation

Briscoe Lane Academy

**Segregation of Duties is essential. There must be at least 3 different authorised signatories involved in each financial transaction**

| <b>Delegated Duty</b>                             | <b>Value</b> | <b>Name</b>  | <b>Position Held</b>  |
|---|--------------|--|---|
| Raising Orders on FMS                             | Any          | Debbie Ollerenshaw<br>Michelle Peacock<br>Cathy Beresford<br>Lesley Forrest  | Trust Finance Director<br>HR & Finance Manager<br>Administrator<br>Admin Officer Finance  |
| Processing Invoices on FMS                        |              | Debbie Ollerenshaw<br>Lesley Forrest<br>Michelle Peacock   | Trust Finance Director<br>Admin Officer Finance<br>HR & Finance Manager   |
| Authorising Cheques                               | Any          | Chris O'Shaughnessy<br>Claire Hall<br>Debbie Frater<br>Debbie Ollerenshaw<br>Michelle Peacock<br>Caroline Ross<br>Cathy Beresford                    | CEO<br>Principal<br>Trust T & L Lead<br>Trust Finance Director<br>HR & Finance Manager<br>Assistant Principal<br>Administrator                              |
| Authorising/Certifying Invoices                   | Any          | Chris O'Shaughnessy<br>Claire Hall<br>Debbie Frater<br>Debbie Ollerenshaw<br>Michelle Peacock<br>Caroline Ross<br>Catherine Wilkinson<br>Dawn Preece | CEO<br>Principal<br>Trust T & L Lead<br>Trust Finance Director<br>HR & Finance Manager<br>Assistant Principal<br>Assistant Principal<br>Assistant Principal |
| Cash Withdrawal for Petty Cash                    | Up to £300   | Claire Hall<br>Michelle Peacock<br>Debbie Ollerenshaw  | Principal<br>HR & Finance Manager<br>Trust Finance Director   |
| Unofficial Funds – Administered and accounts kept | Any          | Michelle Peacock   | HR & Finance Manager  |

|  |     |  |  |
|--|-----|--|--|
| Unofficial Fund Cheque Signatories (any 2 to sign) | Any | Michelle Peacock<br>Cathy Beresford<br>Catherine Wilkinson | HR & Finance Manager<br>Administrator<br>Assistant Principal |
| Unofficial Funds – Independent Auditor             | Any | Jacqui Goddard   | Education Finance Consultancy Ltd                            |



**Old Hall Drive Academy**

**Segregation of Duties is essential. There must be at least 3 different authorised signatories involved in each financial transaction**

| <b>Delegated Duty</b>                              | <b>Value</b> | <b>Name</b>   | <b>Position Held</b>  |
|--|--------------|---|---|
| Raising Orders on FMS                              | Any          | Jen Jackson<br>Mina Suder<br>Debbie Ollerenshaw<br>Vicky Marshall   | Trust HR Manager<br>Senior Finance Officer<br>Trust Finance Director<br>Administrator   |
| Processing Invoices on FMS                         | Any          | Jen Jackson<br>Mina Suder<br>Debbie Ollerenshaw   | Trust HR Manager<br>Senior Finance Officer<br>Trust Finance Director  |
| Authorising Cheques                                | Any          | Hayley Brooker<br>Amanda Hatton<br>Carolyn Manock<br>Mina Suder<br>Joe Pritchard<br>Paul Roberts                        | Principal<br>Class Teacher<br>Assistant Principal<br>Senior Finance Officer<br>Assistant Principal<br>Assistant Principal                           |
| Authorising/Certifying Invoices                    | Any          | Hayley Brooker<br>Amanda Hatton<br>Jen Jackson<br>Debbie Ollerenshaw<br>Carolyn Manock<br>Joe Pritchard<br>Paul Roberts | Principal<br>Assistant Principal<br>Trust HR Manager<br>Trust Finance Director<br>Assistant Principal<br>Assistant Principal<br>Assistant Principal |
| Cash Withdrawal for Petty Cash                     | Up to £300   | Hayley Brooker<br>Mina Suder  | Principal<br>Senior Finance Officer   |
| Unofficial Funds – Administered and accounts kept  | Any          | Mina Suder  | Senior Finance Officer  |
| Unofficial Fund Cheque Signatories (any 2 to sign) | Any          | Hayley Brooker<br>Jen Jackson   | Principal<br>Trust HR Manager   |
| Unofficial Funds – Independent Auditor             | Any          | Jacqui Goddard  | Education Finance Consultancy Ltd   |



Empathy

Excellence

Empathy

Excellence

Resilience

Passion

Resilience

Passion

Self-Aware

Self-Aware

Communication

Teamwork

Communication

Teamwork

### Seymour Road Academy

**Segregation of Duties is essential. There must be at least 3 different authorised signatories involved in each financial transaction**

| <b>Delegated Duty</b>                              | <b>Value</b> | <b>Name</b>   | <b>Position Held</b>  |
|--|--------------|---|---|
| Raising Orders on FMS                              | Any          | Debbie Ollerenshaw<br>Christine Thomas<br>Lesley Forrest<br>Kerry Walton  | Trust Finance Director<br>HR & Finance Manager<br>Admin Officer Finance<br>Admin Assistant  |
| Processing Invoices on FMS                         | Any          | Debbie Ollerenshaw<br>Christine Thomas<br>Lesley Forrest  | Trust Finance Director<br>HR & Finance Manager<br>Admin Officer Finance   |
| Authorising Cheques                                | Any          | Jane Dennis<br>Chris O'Shaughnessy<br>Sophie Murfin<br>Debbie Ollerenshaw<br>Christine Thomas<br>Rachel Fry<br>Amy Tatham | Principal<br>CEO<br>Executive Principal<br>Trust Business Manager<br>HR & Finance Manager<br>Assistant Principal<br>Assistant Principal |
| Authorising/Certifying Invoices                    | Any          | Chris O'Shaughnessy<br>Sophie Murfin<br>Jane Dennis<br>Debbie Ollerenshaw<br>Rebecca Payne<br>Rachel Fry<br>Amy Tatham    | CEO<br>Executive Principal<br>Principal<br>Trust Finance Director<br>Assistant Principal<br>Assistant Principal<br>Assistant Principal  |
| Cash Withdrawal for Petty Cash                     | Up to £300   | Sophie Murfin<br>Debbie Ollerenshaw<br>Christine Thomas   | Executive Principal<br>Trust Finance Director<br>HR & Finance Manager   |
| Unofficial Funds – Administered and accounts kept  | Any          | Christine Thomas  | HR & Finance Manager  |
| Unofficial Fund Cheque Signatories (any 2 to sign) | Any          | Debbie Ollerenshaw<br>Christine Thomas<br>Anna Trowell  | Trust Business Manager<br>HR & Finance Manager<br>Senior Teacher  |
| Unofficial Funds – Independent Auditor             | Any          | Jacqui Goddard  | Education Finance Consultancy Ltd   |



## Wise Owl Trust

**Segregation of Duties is essential. There must be at least 3 different authorised signatories involved in each financial transaction**

| <b>Delegated Duty</b>           | <b>Value</b> | <b>Name</b>   | <b>Position Held</b>  |
|---------------------------------|--------------|---|---|
| Raising Orders on FMS           | Any          | Debbie Ollerenshaw<br>Lesley Forrest<br>Christine Thomas                    | Trust Finance Director<br>Admin Officer Finance<br>HR & Finance Manager       |
| Processing Invoices on FMS      | Any          | Debbie Ollerenshaw<br>Christine Thomas<br>Lesley Forrest                    | Trust Finance Director<br>HR & Finance Manager - SRA<br>Admin Officer Finance |
| Authorising Cheques             | Any          | Chris O'Shaughnessy<br>Sophie Murfin<br>Debbie Ollerenshaw<br>Debbie Frater | CEO<br>Executive Principal<br>Trust Finance Director<br>Trust T & L Lead      |
| Authorising/Certifying Invoices | Any          | Chris O'Shaughnessy<br>Sophie Murfin<br>Debbie Ollerenshaw<br>Debbie Frater | CEO<br>Executive Principal<br>Trust Finance Director<br>Trust T & L Lead      |



## APPENDIX B – CASH HANDLING (INTERNAL CONTROLS)

### Introduction

The principles governing the effective and secure treatment of cash receipts are simple, and designed to protect against allegations of wrongdoing and to ensure that cash is processed correctly and in accordance with the following principles and controls:

- Responsibilities and procedures – clearly recorded, understood and applied;
- Separation of duties – assigning key tasks to different members of staff;
- Maintenance of records – an adequate audit trail tracking all stages of the process;
- A system of authorisations – each transaction being authorised before passing on to the next stage of the process.

### Security, Safes & Insurance

- **Security** – staff are accountable for monies under their control and are responsible for ensuring monies are held securely at all times. Cash must never be left unattended, for however a short period of time.
- **Insurance Limits** – The safe limit for any safe should be posted on the inside door of the safe to ensure all relevant staff are aware of the limits.
- **Safe Keys** – The safe keys should be kept on the person of the responsible member of staff and not secured to lanyards printed with the academy details on it. The keys should not be left on site overnight. The number of keys should be kept to a minimum, ideally two.

### School Meals Income

- Following the introduction of ParentPay, the majority of dinner money now comes directly into the academy bank account. Balances must be scrutinised to ensure there is no build up of debt.
- Any cash or cheques for dinner money to be entered in the dinner money cashbook immediately and initialled by the member of staff receiving the income.
- A receipt for dinner money must be issued.
- Two members of staff reconcile the amount of cash/cheques against the cash book and complete reconciliation daily. Cashbook to be initialled by the same two members of staff.
- Cash/Cheques to be stored securely in safe ready for banking in a money bag or envelope that can easily signpost what the income relates to e.g. Tues 4/9 Dinner Money £200.00



Empathy

Excellence

Empathy

Excellence

Resilience

Passion

Self-Aware

Resilience

Passion

Self-Aware

Communication

Teamwork

Communication

Teamwork

- Cash/Cheques to be entered by the admin staff onto the Dinner Money System on SIMS on a timely basis (daily if possible but no more than two days) and a report produced to show the transactions processed.
- Similarly, if a refund of dinner money is given to a parent, they must sign the receipt book to acknowledge receipt.

### **Banking of Dinner Money Income**

- Two members of staff to reconcile and prepare the money for banking.
- Complete the paying in slip and internal control slip (two members of staff).
- Same two members of staff are to place the money in cash collection cash bag, seal it and record reference number on reverse of paying in slip.
- Income to be entered onto FMS 6 system.
- All reports, daily recording sheets, banking returns off SIMS Dinner Money, banking slips and FMS income journals are to be filed together to show a clear audit trail.

### **All Other Income**

- Miscellaneous income to be entered immediately into appropriate cashbook and initialled by the member of staff receiving the income.
- Two members of staff reconcile the amount of cash/cheques against the cash book and complete reconciliation. Cashbook to be initialled by the same two members of staff.
- Cash/Cheques to be stored securely in safe ready for banking in a money bag or envelope that can easily signpost what the income relates to e.g. Thurs 6/9 Uniform £30.
- Two members of staff to reconcile and prepare the money for banking.
- All income strands are to be reconciled at least weekly.
- Complete the paying in slip and internal control slip (same two members of staff).
- Place the money in cash collection cash bag, seal it and record reference number on reverse of paying in slip (same two members of staff)
- Income to be entered onto FMS 6 system and include sufficient detail to ensure amounts can be traced to source document e.g. 'Dinner money w/e 8/9/17' rather than just 'Dinner money'. This creates a more transparent audit trail.

All income journals are to be countersigned by Trust Finance Director/School Business Manager.



Empathy

Excellence

Empathy

Excellence

Resilience

Passion

Self-Aware

Resilience

Passion

Self-Aware

Communication

Teamwork

Communication

Teamwork

## Miscellaneous Income

If an academy is holding an event at which money will be taken e.g. Summer Fair or Book Fair the cash **MUST** be counted by **TWO** people and the cash placed in the safe overnight. It is therefore important that admin/finance staff ensure that they modify their working week so that this can be facilitated. In the unlikely event that the cash cannot be counted before being placed in the safe, it must be placed in a large sealed money bag and the seal signed by **TWO** members of staff stating it is uncounted. The money must then be counted by **TWO** people at the first available opportunity and no more than 2 days after the event.

All cash must be accounted for at all times on academy premises.

## Academy Procedures for Petty Cash

- Each Academy maintains a maximum cash balance of £350. The petty cash system is administered by each Academy Office. Petty cash is held in a locking cash box and kept in the locked office safe overnight.
- All receipts for Petty Cash are to be authorised by the Principal/Executive Principal (or Academy Business Manager/Assistant Principal in absence of Principal) using the Academy's Petty Cash form. Prior approval for the expenditure **MUST** have been sought from the Principal/Trust Finance Director prior to purchase.
- The receipt must not contain items for personal use and the use of a store loyalty card is forbidden.
- Goods must not be delivered to an employee's home address. Failure to adhere to this procedure could result in the expenditure not being reimbursed,
- Petty cash payments will be limited to £30 unless in exceptional circumstances which must be documented and signed by the Principal/Executive Principal. Kiwi Club at Old Hall Drive and the Trust's TeamUp Hub are not subject to £30 limit due to the nature of their operation. However, they are subject to strict financial procedures to ensure transparency. Higher value payments should be paid as a non-order invoice by cheque directly from the main bank account or by BACS.
- Petty cash receipts are to be processed through the FMS 6 system.
- The recipient must sign for receipt of the cash using the Academy's Petty Cash form.
- Petty cash is to be reconciled at least monthly to check Cash in Hand is accurate. Two signatories to sign and confirm that Cash in Hand reconciles with Cash In Hand figure on FMS 6 system. Any discrepancies must be reported to the Trust Finance Director immediately.
- Cash for reimbursement of the petty cash float will be by cash. Cash can be withdrawn from the bank using the Academy debit card. A receipt for the cash



Empathy

Excellence

Empathy

Excellence

Resilience

Passion

Self-Aware

Resilience

Passion

Self-Aware

Communication

Teamwork

Communication

Teamwork

must be kept on file for audit purposes. Authorised persons are detailed in the Scheme of Delegation (Appendix A). Two people must complete the cash withdrawal – if only one person goes to withdraw the cash, it **MUST** be counted by a second person immediately on return to school and a total reconciliation of cash in hand carried out by two.

- The Trust Finance Director will monitor the petty cash system to ensure that it is being used appropriately. Peer review will also monitor petty cash. Records of checks carried out will be retained for audit purposes.

### **Cash Discrepancies**

Once identified, cash shortages should be thoroughly investigated to establish the reason. They can only be written off by the School Management Committee/Trust and the minutes should record the outcome of the investigation and the decision. If theft or financial irregularity is suspected the Trust must investigate this immediately and may require the use of an internal audit service to carry out an independent inquiry on behalf of the Trust.



## APPENDIX C – Wise Owl Trust Teachers' and Leadership Pay Scales

**SEPTEMBER 2019**

### Teachers' Pay Scale

|               |                |
|---------------|----------------|
| <b>1</b>      | <b>£24,373</b> |
| <b>2</b>      | <b>£26,298</b> |
| <b>3</b>      | <b>£28,413</b> |
| <b>4</b>      | <b>£30,599</b> |
| <b>5</b>      | <b>£33,010</b> |
| <b>6</b>      | <b>£35,971</b> |
| <b>7 (U1)</b> | <b>£37,654</b> |
| <b>8 (U2)</b> | <b>£39,050</b> |
| <b>9 (U3)</b> | <b>£40,490</b> |

### Unqualified Teachers Scale

|          |                |
|----------|----------------|
| <b>1</b> | <b>£17,682</b> |
| <b>2</b> | <b>£19,739</b> |
| <b>3</b> | <b>£21,794</b> |
| <b>4</b> | <b>£23,851</b> |
| <b>5</b> | <b>£25,909</b> |
| <b>6</b> | <b>£27,965</b> |

### TLR

|           |               |
|-----------|---------------|
| <b>2A</b> | <b>£2,796</b> |
| <b>2B</b> | <b>£4,655</b> |
| <b>2C</b> | <b>£6,829</b> |

## Leadership Pay Scale – September 2019

|     |          |
|-----|----------|
| L1  | £41,065  |
| L2  | £42,093  |
| L3  | £44,144  |
| L4  | £44,218  |
| L5  | £45,319  |
| L6  | £46,457  |
| L7  | £47,707  |
| L8  | £48,808  |
| L9  | £50,026  |
| L10 | £51,311  |
| L11 | £52,643  |
| L12 | £53,856  |
| L13 | £55,202  |
| L14 | £56,579  |
| L13 | £57,986  |
| L16 | £59,528  |
| L17 | £60,895  |
| L18 | £62,426  |
| L19 | £63,975  |
| L20 | £65,561  |
| L21 | £67,183  |
| L22 | £68,851  |
| L23 | £70,556  |
| L24 | £72,306  |
| L25 | £74,103  |
| L26 | £75,936  |
| L27 | £77,818  |
| L28 | £79,748  |
| L29 | £81,723  |
| L30 | £83,757  |
| L31 | £85,826  |
| L32 | £87,960  |
| L33 | £90,145  |
| L34 | £92,373  |
| L35 | £94,669  |
| L36 | £97,013  |
| L37 | £99,424  |
| L38 | £101,885 |
| L39 | £104,368 |
| L40 | £106,972 |
| L41 | £109,644 |
| L42 | £112,392 |
| L43 | £114,060 |

Empathy

Excellence

Empathy

Excellence

Resilience

Passion

Self-Aware

Resilience

Passion

Self-Aware

Communication

Teamwork

Communication

Teamwork



**Further Finance policies can be found on the Wise Owl Website in the staff portal**

<http://www.wiseowltrust.com>

- Accounting Policy
- Competitive Tendering & Procurement Policy
- Debit & Multi Pay Card Policy
- Debt Recovery Policy
- Gifts & Hospitality Policy
- Investment & Treasury Management
- Lettings Policy
- Mobile Phone Policy
- Reserves Policy
- Staff Benefits & Expenses Policy
- Write Off & Asset Disposal Policy

