


THE COLMAN FEDERATION

FINANCE POLICY

Formally adopted by the Governing Board of:	Colman Federation
On:	1 st November 2023
Chair of Governors	Karen Gardner 
Due for Review:	Spring 2024

A GOVERNANCE

General

1. A list of all governors, their membership of committees and terms of reference thereof, is attached at Appendix A.
2. The governing board meets monthly.
3. The governing board agrees, no later than by the end of term, the dates of meetings for at least the next term.

The Governors

4. The governing board approves the annual budget and the associated policies, e.g. charging policy, bad debt and redundant equipment policy.
5. The governing board is responsible for the overall direction of the school; it determines the school's spending priorities and evaluates the effectiveness of spending decisions.

The Executive Headteacher

6. The Executive Headteacher provides the options and plans for the school, whom with the Governors, prioritises the spending plans.
7. The governors delegate responsibility for the day-to-day management of the school to the Executive Headteacher.
8. The Executive Headteacher ensures compliance with the financial regulations in Norfolk's Scheme for Financing Schools.
9. The Executive Headteacher ensures that sound systems of internal control are in place.
10. The Executive Headteacher compiles draft budgets.
11. The Executive Headteacher monitors the budget monthly and supplies the finance committee with monitoring information.
The Executive Headteacher will provide the options and plans for the school to the Governors with whom, prioritise the spending plans.
The information for the Full Governing Board takes the form of Norfolk's budget proforma, includes committed expenditure and is accompanied by the Executive Headteacher's written commentary.

The Staff

12. Staff comply with financial regulations in Norfolk's Scheme for Financing Schools and any school specific requirements.
13. Staff are responsible for any budget whose management is delegated to them.

Full Governing Board

14. Membership is determined by the governing board and reviewed annually in the Autumn term.
15. The Full Governing Board is responsible for:
 - agreeing draft budgets for the governing board's approval in time for submission to the LA by 1st May each year
 - all financial appraisals
 - forecasting numbers on roll and future budget shares
 - monitoring and adjusting in-year expenditure
 - ensuring accounts are properly closed and reviewing the outturn position
 - evaluating the effectiveness of financial decisions
 - administering voluntary funds as set out in the terms of reference for the Full Governing Board.
16. The review of staffing is agreed by the Full Governing Board who assesses the budgetary implications of the recommendations and advises accordingly.

Expenditure Limits

17. The inclusion of an item in the approved budget plan gives authority to spend, save that the Executive Headteacher seeks approval from the Full Governing Board for any individual transaction in excess of £3,500 outside the SIDP.
18. The Executive Headteacher authorises virements up to £3,500. The Executive Head Teacher, the Federated Deputy Head authorises virements up to £2,500. Above this amount finance committee approval is sought. All virements are minuted.

Orders

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

Minutes

20. Minutes are taken which record the basis for any decisions made and clearly state the decisions themselves. Draft minutes are circulated to members of the committee within one week of its meeting and are agreed and signed at its next meeting.

Register of Business Interests

21. The Clerk to the Governors maintains a register of business interest for governors and for staff who influence financial decisions. The information is recorded on Governorhub.

B FINANCIAL PLANNING

1. The School Improvement and Development Plan, includes a statement of its educational priorities to guide the planning process. The SIDP states the priorities in sufficient detail to provide the basis for constructing budget plans.
2. There is a clear, identifiable link between the school's annual budget and the school development plan.
3. For each of the key issues in the SIDP, costs and other inputs are identified and budgets prepared.
4. The SIDP is formally approved by governors in the autumn term, and reviewed termly, to ensure that educational priorities are clear and show how the use of resources is linked to achieving the outcomes.
5. The school budget is revised after the review of the SIDP and resources identified within the budget to deliver the plan's priorities.
6. The school budget is maintained for the current financial year and forecast for a further two years.
7. The budget is based on realistic estimates of all income and expenditure so that planned expenditure does not differ materially from the agreed budget.
8. The budget and cash flow forecast are profiled in accordance with likely spending patterns.
9. In the event of a budget surplus this is earmarked for a future specified use.
10. A record is maintained of all ongoing commitments with explanations of any significant year-on-year changes.
11. All new initiatives are appraised by the finance committee in relation to their costs, benefits and sustainability.
12. The main elements of the budget are fundamentally reviewed annually. Benchmarking information helps to identify priorities.
13. The budget cycle is as follows:

Spring Term

- If necessary, the Executive Headteacher prepares a revised budget for the current year for the Full Governing Board to consider at its meeting in the first half of the term.
- The budget revision, once approved is authorised via email (by the Chair of Governors) to Finance and on the Budget Planner.
- The approved budget revision is sent to the LA in accordance with the required timescales.

- A draft budget plan for the coming financial year, and at least one further year, is prepared by the Executive Headteacher and taken to the Full Governing Board meeting in the second half of the spring term. This will form the basis of the Board's recommendation approval of the budget.
- The Full Governing Board meeting is arranged to take place after the budget setting. The Full Governing Board will carefully consider the budget plan and notes from the meeting with School's Finance before approving the school's budget plan.
- The Executive Headteacher submits the approved budget plan to the LA by 1 May each year.

Summer Term

- The Executive Headteacher prepares a revised budget for the Full Governing Board to consider. The revision takes account of the actual balance in hand or overspending for the previous financial year.
- The approved budget revision is sent to the LA by the end of the summer term.

Autumn Term

- The Executive Headteacher prepares a revised budget for the Full Governing Board to consider. The revision takes account of any changes to the school development plan, staffing adjustments and changes to the number of pupils on roll.
- The approved budget revision is sent to the LA by the end of the autumn term.

C BUDGET MONITORING

1. The Executive Headteacher produces monthly monitoring reports, which include committed expenditure.
2. The Full Governing Board receives the monitoring report at each meeting together with the Executive Headteacher's written report thereon. The report takes the form of Norfolk's budget proforma.
3. The Executive Headteacher monitors potential budget variances to allow remedial action to be taken to prevent overspends. The Executive Headteacher identifies and recommends to the finance committee appropriate remedial action for budget variances.
4. The Executive Headteacher recommends to the Full Governing Body how to vire any in-year underspends in excess of £3,500. (The Executive Headteacher is authorised to vire amounts up to £3,500; The Executive Head Teacher the Federated Deputy Head Teacher is authorised to vire amounts up to £2,500)
5. The Executive Headteacher monitors expenditure on initiatives in the school development plan.
6. Holders of devolved departmental budgets are supplied with termly monitoring reports. The Executive Headteacher monitors potential budget variances to allow remedial action to be taken to prevent overspends.

D PURCHASING

1. All orders comply with the LA's Standing Orders for Contracts as published in Norfolk's Scheme for Financing Schools.
2. The school demonstrates value for money through competitive tendering when appropriate or by using ESPO, Amazon or other approved purchasing arrangements.
3. Prior approval of the governors is obtained for any expenditure in excess of £3,500 which is not already included in the SIDP. Orders are not artificially split to evade this limit.
4. The school will not enter into any "finance lease" and will ensure that any lease entered into is an "operating lease".
5. Three written quotations are obtained for any order whose value is estimated to be over £5,000.
6. If a quotation other than the lowest is accepted it is reported to governors and the reasons minuted.
7. Themed Audits to be completed to review purchases and ensure value for money is being realised.
8. Contract specifications will contain the following:
 - contract duration
 - definitions
 - contract objectives
 - services to be provided
 - service quantity
 - service quality standards
 - contract value and payment arrangements
 - information and monitoring requirements
 - procedure for disputes
 - review and evaluation requirements
9. All purchases of school equipment should be purchased through the school and purchasing process where possible. The official pre-numbered orders are used for all services except utilities, rent, rates, and any payments due under a loan/lease agreement. Any urgent verbal order is confirmed by a written order. The school may be able to reclaim VAT when purchased directly.
10. Procurement Card can be used for low value, low risk spend by the Business Manager or Secretarial Assistant once spend is authorised.

11. Individuals will not use official orders to obtain goods or services for themselves and may be subject to disciplinary action should this be the case
12. All orders are signed by an authorised signatory and the Business Manager maintains an up-to-date list of signatories. This is attached at Appendix B.
13. The signatory will be satisfied that the goods or services are appropriate and necessary, that competitive tenders have been obtained where necessary and that there is sufficient budgetary provision.
14. Each order placed is entered in the school's financial system as a commitment.
15. The school checks goods received against the delivery note and the delivery note is checked against the invoice. The invoice is also checked against the order. Evidence of this is provided by the use of rubber stamps approved by Norfolk Audit Services. The other checks indicated on the stamps are also carried out. These checks are not done by the person who signed the order.
16. Payment is made within the agreed time limits after certification by an approved signatory.
17. An invoice is not authorised for payment by the person who signed the order nor by the person who checked receipt of goods/services. Payment is only made against the original supplier's invoice and not on a statement.
18. Staff must complete a travel and expenses forms to be reimbursed via payroll for travel, accommodation and training costs.
19. Staff must plan in advance when purchasing certain items such as classroom and cooking supplies, to utilise online accounts for example, with supermarkets. To avoid purchasing personally and potentially paying a higher price.

E FINANCIAL CONTROLS

1. A written description of all the school's financial systems and procedures is maintained. These are kept up to date and all appropriate staff trained in their use.
2. The Executive Headteacher has secured contingency arrangements to ensure that financial control can be maintained in the absence of key staff. These arrangements are: Day Six Supply Cover Insurance for Federation School Business Manager; Gold Service Contract with LA Finance Department.
3. The Executive Headteacher has due regard to separation of duties in organising financial duties. At least two people are involved in the completion of tasks and the work of one to act as a check on the work of the other.

4. The school maintains proper accounting records. All transactions can be traced from accounting records to prime vouchers and all prime vouchers are traceable in the accounting records. The use of correcting fluid is not allowed. Any alterations to original documents are clearly made in ink and initialled to identify the person making the alteration.
5. Documents relating to financial transactions are retained in line with the LA's recommendations, as outlined in Appendix C.
6. All records are securely stored and access allowed only to authorised staff, i.e. Executive Headteacher, Federation Schools Business Manager and Secretarial Assistant.
7. Where there is a requirement to account separately for earmarked funding the Executive Headteacher ensures this is done and that money is spent on its intended purpose.

F INCOME

1. The full governing body approves the school's charging policy and reviews it annually. Please see Charges and Remissions Policy for details.
2. Proper records of all income due are kept. Lettings are approved by the Executive Headteacher in accordance with the governors' policy and recorded in the lettings register. The lettings policy is attached at Appendix E.
3. The responsibility of identifying and recording sums due is separated from the responsibility for collecting and banking income.
4.
 - A. Online payments, card payments (cash and cheques are collected for school trips and recorded on ParentPay by Business Manager or secretarial assistant. A handwritten receipt is produced for cash payments. ParentPay records all transactions whether cash/cheque or online and issues an electronic receipt as well. Parents can pay for residential trips in instalments and dates/amount due is shown on the original letter and on ParentPay or by card (in the main school Office). Additionally the school send out overdue reminders. Pending banking, cash and cheques are locked away as per insurance limits. Money is not checked by TA's, they bring the money down (in a sealed envelope) in their class wallet files (if handed in via the teacher).
 - B. Online payments, cash and cheques are collected for Lettings and recorded on STAR, which issues an electronic receipt.

5. Income is banked promptly and in full. Paying-in slips show the analysis between cash and cheques and cheques are individually listed. The banking sheet and paying in book (copy) is signed by the Executive Headteacher to ensure the amounts both match. Income is not used for making any payment or for cashing personal cheques.
6. Income recorded in the accounts is reconciled monthly with the bank statement.
7. Where invoices are required, they are issued within 30 days.
8. The school sends a first reminder for any unpaid invoice after 2 weeks, a second reminder after 4 weeks and a final reminder after 6 weeks. Legal action is considered if a further 14 days lapse. Debts are written off only in accordance with the school's bad debt policy (see Appendix E).

G BANKING

1. Bank reconciliations are completed monthly and any discrepancies resolved.
2. The reconciliation statement is signed by the person undertaking the reconciliation and reviewed and countersigned by the Executive Headteacher.
3. Invoices are processed using STAR and paid by BACS, through upload to Barclays. One staff member will upload payments and the Executive Headteacher or Federated Deputy Headteacher authorises using a pin reader and card to provide segregation of duties. BACS payments over £1000 require a second authorisation is needed by the relevant Deputy Headteacher. From February 2022, the BACS header form is to be signed by two signatories i.e. the Executive Headteacher and Deputy Headteacher. The turnaround time is 3 working days and remittances are emailed out automatically. Cheques are used by exception only.
4. Staff never use their private bank accounts for any receipt due to the school budget.
5. The school's banker has been advised that the school is not allowed to go overdrawn or negotiate overdraft facilities.
6. The school is not allowed to enter any loan agreement except with the LA. (This does not apply to loans pre-existing at 1 April, 1999).
7. Each cheque is signed by two authorised signatories and supporting vouchers are made available to each signatory to safeguard against inappropriate expenditure. Cheques are not pre-signed. Only manuscript signatures are allowed i.e. not electronic or from rubber stamps.

8. All cheques are crossed 'account payee'. Cheque books are stored securely when not in use.
9. Monies and cheques will be collected by G4S and banking will take place on a regular basis.
10. All income will be receipted for school trips using ParentPay and STAR . If lettings pay their invoice via BACS then a receipt will be issued via STAR.

H PAYROLL

1. Personnel procedures, including appointments, promotions and terminations are supervised by the Governing Board.
2. The Executive Headteacher ensures that the duties of authorising any variations to the payroll are separated from the processing of claims.
3. The Executive Headteacher ensures that at least two people are involved in completing, checking and authorising any variations to payroll, whether temporary or permanent, and the payment of expenses.
4. Names and specimen signatures of authorised signatories have been sent to the payroll provider who will be promptly notified of any changes.
5. Only authorised staff are allowed access to personnel records, i.e. Executive Headteacher, Deputy Headteacher and Federation Schools Business Manager.
6. Arrangements have been made for staff to access their own records. These are:
By arrangement with the Executive Headteacher
7. Payroll transactions are processed only through the payroll system; this includes the payment of all expenses and benefits.
8. The Executive Headteacher maintains an up-to-date list of teachers and other staff employed at the school. This is held on the school's Management Information System and is amended, as necessary, on a monthly basis.
9. The monthly reports on payroll transactions are checked against the schools' budget working papers to ensure they match.
10. Individuals' employment status is verified. Individuals who qualify as a member of staff, should not be treated as self-employed. To ensure all self-employed individuals are correctly treated and paid through payroll for tax and national insurance obligations.
11. Employees tax status is verified.

I PETTY CASH

The school does not operate a petty cash system.

J TAX

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

K ASSETS

1. The Business Manager ensures that stocks are maintained at reasonable levels and are checked physically at least once a year.
2. An up-to-date inventory is to be maintained of all items of equipment on Office 365 application online and is available on request. Those that are portable, valuable and desirable are identified as school property with security marking. This inventory is available on request from the School Office.
3. A sample of the inventory is checked at least once a year, in the Summer Term. The inventory is signed by the Executive Headteacher as evidence of the check having been undertaken. All discrepancies are investigated and any resulting in a loss of £100 or more will be reported to the governors. Any loss exceeding £500 will be referred to the Head of Children's Services (Finance & ICT).
4. Whenever school property is taken off site (except teachers' laptops) e.g. peri/computers, they are signed for and the register noted accordingly. The peri register is held in the school office.
5. The governors have approved a policy in relation to redundant equipment (see Appendix D).
6. The safe is kept locked and the keys removed and held elsewhere.
7. The school's asset management plan is supervised by the Full Governing Board.

8. The school will maintain a Gift Register of all donations to the school and gifts to individuals with a value exceeding £30, either in cash or kind, should this be necessary.

L INSURANCE

1. The school reviews all risks annually to ensure that the cover available and the sums insured are adequate. Advice is available from NCC's Risk and Insurance Manager.
2. The governors consider whether to insure against any uncovered risks.
3. The school will notify the LA/its insurers of any new risks or any other alterations affecting existing insurance.
4. The school will not give any indemnity to a third party.
5. The school will immediately advise the LA/its insurers of any accident, loss or other incident which may give rise to an insurance claim.
6. Insurance will cover the use of school property when off the premises, e.g. peri/computers.

M DATA SECURITY

1. Computer systems used for school management are protected by password security. Passwords are changed periodically and more frequently in the event of staff changes.
2. All data is backed up daily by remote 'Redstor' online backup.
3. The Executive Headteacher has established a contingency plan for recovery from an emergency. A Business Continuity Plan is available on request from the School Office.
4. Only authorised software is installed on any school computer to safeguard against computer viruses.
5. The governors ensure that the Data Protection Commissioner is notified in accordance with the Data Protection Act 1998, and that the school's use of any electronic or relevant manual systems to record or process personal information, and any disclosure of that information, complies with the legislation.

APPENDIX A

Governor Type	Position	First Name	Surname
Parent	Member	Vacant	Vacant
Parent	Member	Vacant	Vacant
Staff	Member	Caroline	Meade
Co-opted	Chair	Karen	Gardner
Co-opted	Member	Yemi	Olatunji
Co-opted	Member	Kate	Weight
Co-opted	Member	Terryann	Warren
Co-opted	Member	Angela	Jermy
Local Authority	Vice-Chair	Andy	Pollock
Executive Headteacher	Member	Catherine	Wright
Clerk	Clerk		

Governor Role and Responsibilities Matrix



Roles and tasks
(1).odt

Executive Headteacher's Performance Management

Karen Gardner - Chair

Andy Pollock - Vice Chair

Colman Federation

Governors' Committee Terms of Reference

Full Governing Board

Membership:

The committee shall consist of no fewer than four governors.

The committee shall have such co-opted non-voting members as the governing board shall appoint. The committee may make recommendations for these appointments.

Quorum:

The quorum shall be three governors.

The committee shall not meet without the Executive Headteacher, or a substitute nominated by the Executive Headteacher, being present.

Meetings:

The committee shall meet once a term, and otherwise as required.

Terms of Reference:

To provide guidance, information and assistance to the Executive Headteacher and the Governing Board in all matters relating to

- curriculum
- finance
- the maintenance and improvement of the buildings and grounds of the school
- matters of Health and Safety.
- Personnel
- Secondment, Supply Cover and Leave of Absence
- The Appointments Committee

To monitor the curriculum and respond to new developments and initiatives.

- Monitor curriculum changes, plans and initiatives.
 - Receive reports from the head teacher and subject leader on these changes.
 - Review the success criteria detailed in the school's annual SDIP.
 - Review the school policies on teaching, learning and subject policies (cycle detailed in SDIP).
- Engage in a curriculum review with the head teacher in the second half of the summer term to feed into the next year's SDIP.
- Carry out Governor responsibilities in relation to the School's standards, attainment and achievement
- Ensure that statutory requirements on assessment, recording and reporting including target setting are being met.
- Monitor how effective teaching and learning strategies are in terms of raising pupil attainment;
 - Analyse information on year groups provided through the School's assessment and recording processes.
 - Discussion of the school's self-review and provide support and assistance to the head teacher on relevant aspects of the school's SEF.
- Receive reports on the School's achievement.
 - Compare SATs results against targets of year 6 pupils and analyse variations.
 - School's analysis of SATs results (evidence of success of curriculum initiatives?) and how latest results fit in with last five years' results.
 - Analyse information provided through RAISE on line, Fisher Family Trust and Norfolk CC.
 - Make comparisons on pupil achievement in the school over time.
 - Ensure the systems in school are manageable and useful and that there is evidence of pupil progress.
 - Ensure the school complies with current legislation on Equality and Diversity and the responsibilities embedded in Every Child Matters.
 - Be aware of any changes in statutory requirements relating to the curriculum
 - Consider data detailing achievement levels of individual pupils in writing, maths and spelling as they start a new academic year.
 - Reports from head teacher and subject leaders on year's curriculum progress
 - Review of school's achievement, assessment and reporting systems
 - Monitor individual pupil progress
 - The relevant SEF section is written

To consider each year's School Development Plan priorities and present an annual budget to the full Governing Body for approval.

- analysing of formula allocation
- developing of annual spending plan
- reporting on major budget decisions within the proposed budget, including the placing of contracts with the support services
- reviewing and recommending the level of delegation to the Executive Headteacher for the day-to-day financial management of the school, including virement of funds
- ensuring that financial decisions are put into effect.
- evaluating the effectiveness of financial decisions.

To monitor income and expenditure against the target budget.

- provide a termly financial report for the full Governing Body
- revise the budget as appropriate within limits set by the Governing Body
- report to the full Governing Board on major budget revision
- oversee the end of year reconciliation.

To prepare and review financial policy statements in consideration of long-term planning and resourcing.

- budget projections for the following financial year(s), including projected surplus/deficit
- long term financial planning
- agree lettings.

To consider each year's premises priorities outlined in the annual management plan.

- to consider financial viability of all planned improvements.
- agree details of the project and monitor progress.
- report details to the Governing Board.

To consider maintenance/improvement projects not outlined in the management plan that might arise unexpectedly or are subject to alternative funding other than the school budget.

- agree details of the project and monitor progress.
- report details to the Governing Board.

To ensure that the school is a safe place and is complying with all applicable Health and Safety regulations.

- conduct an annual Risk Assessment of the school.

- present a report to the *Governing Board*.
- monitor the progress towards addressing any identified problems.
- review security arrangements within the school.

School Financial Value Standard (SFVS)

- to review and update annually the School Financial Value Standard for ratification by the FGB.
- ensure that any action points are completed.

Staffing Structure:

- to review as and when necessary the staffing structure in relation to the School Development Plan
- to assess the need for changes in the light of budget setting prior to the beginning of each financial year.

Performance Management and Staff Development:

- to conduct the annual cycle of Performance Management in respect of the Executive Headteacher according to agreed procedures;
- to ensure that the annual cycle of Performance Management for staff development is carried out according to policy;
- to monitor and evaluate staff development as outlined in the School Development Plan

Salaries and Pay review:

- committee to establish the annual and long-term salary budgets and other costs relating to personnel.
- to conduct an annual pay review.

Consultation:

- to undertake such formal consultations on personnel matters as may be referred to the governing body.

Discipline/grievance:

- to review and, as and when necessary, recommend to the *Governing Body* any changes in the local procedures for dealing with discipline and grievances as defined by the *Schools' Infospace Human Resources Guidance*.

Redundancy:

- to be aware of, and to follow, the procedures and criteria for redundancy as defined by the *Schools' Infospace Human Resources Guidance*.

Administrative Policies:

- to review the procedures for secondment, supply cover, and leave of absence which are used at the day-to-day discretion of the Executive Headteacher.
- The Governing Body has delegated the responsibility for the CCTV Policy approval to the Executive Head Teacher.
- to monitor the execution of these procedures and to receive exception reports, significant issues.

Appointments:

- to review and recommend to the Governing Body the appointments process, as outlined in 'Safeguarding Children Safer Recruitment and Selection in Education Setting' DfES June '05.
- to review model terms of reference for the Appointments Committee.
- to advise the governing board on the establishment of an Appointments Committee for each occasion of interview and appointment in accordance with the Safer Recruitment Policy including the involvement of an external professional assessor, if appropriate.
- to establish the terms of reference of each Appointment Committee, based on the model terms of reference, and including consideration of handling the "long listing" process.

Secondment, Supply Cover and Leave of Absence:

- The Governing Board has delegated the responsibility for the day-to-day management of supply cover, leave of absence and secondment situations to the operational discretion of the Executive Headteacher, with the Governors being informed and consulted as necessary.

Resources available to governors:

School's Development and Improvement Plan (SDIP)

Governor Development Plan

Colman targets, SATs results, year achievement figures

Schools monitoring systems, paper and computer based

School's self evaluation form (SEF)

RAISE on line, Fisher Family Trust, Norfolk CC figures

School policies:

Teaching and Learning, Assessment

Reports from head teacher and subject leaders

Governor training - cluster and individual

The Guide to the Law for School Governors

Appendix 1: The Appointments Committee

Colman Federation is committed to safeguarding and promoting the welfare of children and young people and expects all staff and volunteers to share this commitment. Consequently, the process to appoint staff will be conducted in line with the school's Recruitment and Selection Policy Statement attached to this document.

An Appointments Committee is formed by the Governing Body on each occasion of interview as required by the Recruitment and Selection Policy Statement.

The committee could consist of at least one governor, the Executive Headteacher, and a third person - either governor or the deputy Headteacher or other appropriate member of the management team as applicable. The Executive Headteacher or their representative, will always be part of the Appointments committee.

The number of governors required for the committee is dependent upon the grade of the appointment. The minimum requirement is as follows:

- for the appointment of non-teaching staff; one governor.
- for the appointment of teachers on the basic scale; one governor.
- for the appointment of teachers in middle management; two governors.
- for the appointment of senior management posts; three governors.
- in all cases, a "first reserve" governor is identified and fully briefed as substitute in the event of sickness.

In addition, for all appointments, one or more LA Officers shall have the right to attend.

On concluding the occasion of interview and appointment for which it was formed, the Appointments Committee will stand down.

The Appointments Committee will appoint all staff according to advice and guidance outlined in the Recruitment and Selection Policy Statement. This will include:

- Planning and Advertising
- Applications, Scrutinising and Short Listing
- Interviewing
- Appointments and Induction

Appendix 2: Secondment, Supply Cover and Leave of Absence

Day to day procedures

The Governing Board has delegated the responsibility for the day-to-day management of supply cover, leave of absence and secondment situations to the operational discretion of the Executive Headteacher, with the Governors being informed and consulted as necessary.

For Supply Cover

The Governing Board establishes, through the recommendations of its Finance Committee working with the Executive Headteacher, the level of insurance cover that is perceived as necessary during each financial year.

The supply budget is reflected as line E02 of the expenditure plan which anticipates costs for sickness and training cover. This sets a financial target for spending on additional staff resources and is monitored by the Executive Headteacher and the Finance Committee.

The Executive Headteacher also has the discretion to organise internal programmes so as to effect supply cover from internal resources. Any long-term arrangements would normally be covered by temporary contracts and reported to the Personnel Committee.

For Leave of Absence

Cover during a Leave of Absence is subject to the same arrangements as Supply Cover above.

The Governing Body accepts the policy for handling Leave of Absence situations as defined by the Schools' Infospace at Human Resources Guidance.

For Secondment

Cover during a period of secondment is subject to the same arrangements as supply cover above.

Secondment situations are expected to occur with reasonable notice, giving the opportunity for the Executive Headteacher to liaise with at least the Chair of Governors, when there are financial implications. Such opportunity must always be taken at the earliest possible point.

In carrying out these duties the Governing Board is mindful of its obligations under the equal opportunities legislation, and in particular the general duty placed by the Disability Discrimination Act 2005 and the Race Relations (Amendment) Act 2000. The latter general duty as set out in the Act says regard must be given:

- To eliminate unlawful discrimination, and
- To promote equality of opportunity and good relations between persons of different racial groups.

Colman Federation

Governors' Committee Terms of Reference The Appointments Committee

Membership:

Colman Federation is committed to safeguarding and promoting the welfare of children and young people and expects all staff and volunteers to share this commitment. Consequently, the process to appoint staff will be conducted in line with the school's Recruitment and Selection Policy Statement attached to this document.

An Appointments Committee is formed by the Governing Board on each occasion of interview as required by the Recruitment and Selection Policy Statement.

The committee could consist of at least one governor, the Executive Headteacher, and a third person - either governor or the deputy Headteacher or other appropriate member of the management team as applicable. The Head or their representative, will always be part of the Appointments committee.

The number of governors required for the committee is dependent upon the grade of the appointment. The minimum requirement is as follows:

- for the appointment of non-teaching staff; one governor.
- for the appointment of teachers on the basic scale; one governor.
- for the appointment of teachers in middle management; two governors.
- for the appointment of senior management posts; three governors.
- in all cases, a "first reserve" governor is identified and fully briefed as substitute in the event of sickness.

In addition, for all appointments, one or more LA Officers shall have the right to attend.

On concluding the occasion of interview and appointment for which it was formed, the Appointments Committee will stand down.

Quorum:

The quorum shall be full Appointments Committee as determined for each occasion.

In the event of sickness the "first reserve" governor shall substitute for the absent member of the committee.

Meetings:

The committee shall meet as required.

Terms of Reference:

The Appointments Committee will appoint all staff according to advice and guidance outlined in the Recruitment and Selection Policy Statement. This will include:

- Planning and Advertising
- Applications, Scrutinising and Short Listing
- Interviewing
- Appointments and Induction

In carrying out these duties the Governing Board is mindful of its obligations under the equal opportunities legislation, and in particular the general duty placed by the Disability Discrimination Act 2005 and the Race Relations (Amendment) Act 2000. The latter general duty as set out in the Act says regard must be given

to eliminate unlawful discrimination, and

to promote equality of opportunity and good relations between persons of different racial groups.

APPENDIX B

APPROVED SIGNATORIES

Staff Approved to Authorise Orders

Catherine Wright	Executive Headteacher	Over £500
Katherine Morley	Deputy Headteacher Infant School	£500
Charlotte Whyte	Federated Deputy Headteacher	£2,500
Michelle Leared	Federation Schools Business Manager	£500

Staff Approved to Authorise Payments and Invoices

Catherine Wright
Katherine Morley
Charlotte Whyte

Staff Approved to Sign Cheques

Official Funds (Barclays Bank) - Two from three signatories to sign all cheques.

Catherine Wright
Stewart Furlong
Katherine Morley
Charlotte Whyte

Staff Approved to authorise BACS payments (Two authorisations for payments over £1000).

Catherine Wright
Katherine Morley
Charlotte Whyte

APPENDIX C

Retention of Financial Records

ESTABLISHMENTS/DEPARTMENTS

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

Record Type	Detail of Record	Minimum Retention Period (years)
Paid Invoices	Paid by on-line direct input (schools' local bank accounts)	6 + 1
Cash Books	Full Books	6 + 1
Imprest Claims	Establishment/departmental copies	6 + 1
Copy of orders/internal requisitions		6 + 1
Delivery notes		6 + 1
Postage records		6 + 1
Cheque stubs	Cancelled & Spoiled Cheques	6 + 1
Daily Transaction Sheets	File Copies	6 + 1
Bank Statements		6 + 1
Petty Cash Records		N/A
Educational Visits	Account/supporting documentation, final statements	6 + 1
Contracts	Quotations, tenders	6 + 1
Systems control & data vet reports	For own systems	6 + 1
Records of Controlled Stationery		6 + 1
Payroll Master Records	Paid by on-line direct input	12 + 1
Personnel Records	As held by establishments and/or departments	Retain for one year after the end of the employment
Receipt Books	From date of last receipt in book	6 + 1

Bank paying-in books and slips		6 + 1
Copy debtor accounts		6 + 1
Till rolls		6 + 1
Cash register control readings		6 + 1
Income collection registers	e.g. meals	6 + 1
Letting registers	Including copy receipts	6 + 1
ESPO Order Books		6 + 1
Trivia Order Books		6 + 1
Inventories	Full books	6 + 1
Stock Records	Ledgers, bin cards, stock tables	6 + 1
Accounting code lists		6 + 1
Budgetary Control Reports		6 + 1
Commitment records		6 + 1
Dinner Registers		6 + 1
Accepted tender documents	From end of contract or extension	6 + 1 or 13 + 1 if sealed deed
Contract variations	Changes during the contract term	6 + 1 or 13 + 1 if sealed deed
Record of receipt and opening of tenders	From end of contract or extension	6 + 1
Record of terms and prices offered by all bidders	From end of contract or extension	6 + 1
Signed contracts plus key records e.g. surveys, site plans, bills of quantities	From end of contract or extension	6 + 1
Unsuccessful tenders	From end of contract or extension	2 + 1 NB: Unsuccessful tenders are the property of the tenderer. If he requires return of paperwork it may be necessary to do so. The challenge period for unsuccessful tenders is only three months long - however documents should be retained for 2 + 1)

Unofficial Funds/ Voluntary Funds	Audited accounts/statements, cashbook, and supporting documentation.	6 + 1
-----------------------------------	--	-------

APPENDIX D

Redundant Equipment Policy

REDUNDANT EQUIPMENT POLICY

1. The governing board has the authority to declare equipment, furniture or any other assets or stores surplus to requirements and to arrange for their sale or write off, provided the items concerned were purchased in full or in part from its delegated budget. Land and building are always excluded from this authority.
2. Where the estimated disposal value of surplus or redundant assets (equipment) or stores is less than £100 and sale is to be by public auction or competitive tendering, authority for disposal can be given by the Executive Headteacher.
3. The prior approval of the governing board will be required where:
 - The estimated disposal value is above £100.
 - The sale is not to be by public auction or competitive tendering
4. Where the estimated disposal value is above £500, these must be referred to the Head of Children's Services (Finance & ICT), (as per the Norfolk Scheme for Financing Schools).
5. A list of equipment disposed of will be presented to the governing body at its' next meeting. This list will show, so far as may be known, the item, department, date of manufacture or purchase, values when new and when made redundant (estimated where necessary) and disposal value.
6. The schools' inventory will be amended to show disposals and such entries will be endorsed by the Executive Headteacher.
7. The net income (i.e. excluding VAT) from the sale of surplus or redundant assets or stores purchased from the school budget will be credited back to the school budget.

APPENDIX E

BAD DEBT POLICY

1. Wherever possible, income due will be collected before or at the time the relevant sale or service is provided. Where this is not possible, an invoice will be raised for immediate payment.
2. Balances on school meal accounts should be in credit and not incur any debts. If any are incurred, admin staff will contact the parent/carer to advise them of this. Information on school meals debts is recorded in ParentPay. Where a service is being provided i.e. music instrument lessons, if payment is not made by the following term then this service will cease.
 - 2 weeks from date of invoice - 1st reminder
 - 4 weeks from date of invoice - 2nd reminder
 - 6 weeks from date of invoice - final reminder

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

3. After 14 days, where a debt is still outstanding, legal action will be considered and the debtor will be informed of this in writing. The debt may be referred to the County Legal Services, where appropriate.
4. Legal action will not be taken for debts under £50.
5. If, after every effort has been made to collect the debt and legal action is considered impractical or has been unsuccessful, individual bad (irrecoverable) debts may be written off in accordance with the following procedures:
 - those up to the value of £100 to be approved by the Executive Headteacher and reported to the next meeting and recorded in the minutes of the governing board.
 - those exceeding £100 and up to the value of £500 to be referred to the governing board for approval of writing off a 'bad debt'. consideration by the finance committee
 - those exceeding £500 to be referred to the Head of Children's Services (Finance & ICT) (as per the Norfolk Scheme for Financing Schools)
6. The VAT element of any debt must not be written off as this contravenes HM Revenue & Customs statutory requirements.