

FINANCE POLICY AND OTHER GOVERNANCE MATTERS



Hevingham & Marsham
Primary School Partnership

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25 June 2020

1. **Governance**

General

- 1.1 The governing body meets at least once a term and has set up committees to assist the governing body in the decision making process.
- 1.2 The governing body agrees, no later than by the end of term, the dates of meetings for at least the next term.
- 1.3 Committees of the governing body meet at least once a term, except the Appeals Committee which will meet as required.
- 1.4 A list of all governors, their membership of committees, terms of reference of each committee and the functions delegated to each committee is included in Appendix A.

The Governors

- 1.5 The governing body approves the school finance policy annually.
- 1.6 The governing body is responsible for the overall direction of the school; it determines the school's spending priorities and evaluates the effectiveness of spending decisions.

The Head teacher

- 1.7 The governors delegate responsibility for the day-to-day management of the school to the head teacher.
- 1.8 The head teacher ensures compliance with the financial regulations in Norfolk's Scheme for Financing Schools.
- 1.9 The head teacher ensures that sound systems of internal control are in place.
- 1.10 The head teacher compiles draft budgets.
- 1.11 The head teacher monitors the budget monthly and supplies the management committee with monitoring information.
The information for the management committee takes the form of Norfolk's budget proforma, includes committed expenditure and is accompanied by the head teacher's written commentary.

The Staff

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

The Management Committee

- 1.14 Membership is determined by the governing body and reviewed annually in the Autumn term.
- 1.15 The management committee is responsible for:
 - agreeing the budget for submission to the LA by 1 May each year and reporting the budget to the governing body
 - 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 management committee.

- 1.16 Any review of staffing is first considered by the management committee who assesses the budgetary implications of the recommendations and advises the governing body accordingly.

Expenditure Limits

- 1.17 The inclusion of an item in the approved budget plan gives authority to spend, save that the head teacher seeks approval from the management committee for any individual revenue or capital transaction in excess of £1,500.
- 1.18 The head teacher authorises virements up to £1,500. Above this amount management committee approval is sought. All virements are minuted.

Orders

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

Minutes

- 1.20 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. The minutes of all committees are reported to the governing body.

Register of Business Interests

- 1.21 The head teacher maintains a register of business interest for governors and for staff who influence financial decisions. The register is attached at Appendix B.

2. Financial Planning

- 2.1 The school development plan includes a statement of its educational priorities to guide the planning process. The school development plan states the priorities in sufficient detail to provide the basis for constructing budget plans.
- 2.2 There is a clear, identifiable link between the school's annual budget and the school development plan.
- 2.3 For each of the key issues in the school development plan, costs and other inputs are identified and budgets prepared.
- 2.4 The school development plan is reviewed in the spring term to ensure that educational priorities are stated for the next three years and shows how the use of resources is linked to achieving the goals.
- 2.5 The school budget is revised after the review of the development plan and resources identified within the budget to deliver the plan's priorities.
- 2.6 The school budget is maintained for the current financial year and at least one further year.
- 2.7 The budget is based on realistic estimates of all income and expenditure so that planned expenditure does not differ materially from the agreed budget.
- 2.8 The budget and cash flow forecast are profiled in accordance with likely spending patterns.
- 2.9 In the event of a budget surplus this is earmarked for a future specified use.

- 2.10 A record is maintained of all ongoing commitments with explanations of any significant year-on-year changes.
- 2.11 All new initiatives are appraised by the management committee in relation to their costs, benefits and sustainability.
- 2.12 The main elements of the budget are fundamentally reviewed within a five year cycle. Benchmarking information helps to identify priorities.
- 2.13 The budget cycle is as follows:

Spring Term

- If necessary, the head teacher prepares a revised budget for the current year for the management committee to consider at its meeting in the first half of the term.
- The budget revision is approved by the management committee and reported to the next meeting of the governing body.
- The approved budget revision is sent to the LA by 28 February.
- A draft budget plan for the coming financial year, and at least one further year, is prepared by the head teacher and taken to the management committee meeting in the second half of the spring term.
- The management committee carefully considers the budget before approving the school's budget plan and reporting it to the governing body.
- The head teacher submits the approved budget plan to the LA by 1 May each year.

Summer Term

- The head teacher prepares a revised budget for the management committee to consider. The revision takes account of the actual balance in hand or overspending for the previous financial year.
- The budget revision is approved by the management committee and reported to the next meeting of the governing body.
- The approved budget revision is sent to the LA by the end of the summer term.

Autumn Term

- The head teacher prepares a revised budget for the management committee 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 budget revision is approved by the management committee and reported to the next meeting of the governing body.
- The approved budget revision is sent to the LA by the end of the autumn term.

3. **Budget Monitoring**

- 3.1 The head teacher produces monthly monitoring reports, which include committed expenditure.
- 3.2 The management committee receives the monitoring report at each meeting together with the head teacher's written report thereon. The report takes the form of Norfolk's budget proforma.
- 3.3 The head teacher identifies and recommends to the management committee appropriate remedial action for budget variances.
- 3.4 The head teacher recommends to the management committee how to vire any in-year underspends in excess of £1,500. (The head teacher is authorised to vire amounts up to £1,500)
- 3.5 The head teacher monitors expenditure on initiatives in the school development plan.
- 3.6 Holders of devolved departmental budgets are supplied with monthly monitoring reports. The head teacher monitors devolved budgets and agrees remedial action plans where necessary.
- 3.7 The head teacher produces monthly cash flow forecasts to ensure the school does not go overdrawn.

4. **Purchasing**

- 4.1 All orders comply with the LA's Standing Orders for Contracts as published in Norfolk's Scheme for Financing Schools.
- 4.2 The school demonstrates value for money through competitive tendering when appropriate or by using ESPO or other approved purchasing arrangements.
- 4.3 Prior approval of the governors is obtained for any expenditure in excess of £1,500. Orders are not artificially split to evade this limit.
- 4.4 The school will not enter into any "finance lease" and will ensure that any lease entered into is an "operating lease".
- 4.5 Three written quotations are obtained for any order whose value is estimated to exceed £10,000.
- 4.6 If a quotation other than the lowest is accepted it is reported to governors and the reasons minuted.
- 4.7 Contract specifications will contain the following:
 - contract duration
 - definitions
 - contract objectives
 - services to be provided
 - service quantity
 - service quality standards
 - contract value and payment arrangements
 - information and monitoring requirements
 - procedure for disputes
 - review and evaluation requirements
- 4.8 The official pre-numbered orders are used for all services except utilities, rent, rates, petty cash and any payments due under a loan/lease agreement. Any urgent verbal order is confirmed by a written order.
- 4.9 Individuals will not use official orders to obtain goods or services for themselves.

- 4.10 All orders are signed by an authorised signatory and the finance office maintains an up-to-date list of signatories. This is attached at Appendix C.
- 4.11 The signatory will be satisfied that the goods or services are appropriate and necessary, that competitive tenders have been obtained where necessary and that there is sufficient budgetary provision.
- 4.12 Each order placed is entered in the school's financial system as a commitment.
- 4.13 The school checks goods received against the delivery note and the delivery note is checked against the invoice. The invoice is also checked against the order. Evidence of this is provided by the use of rubber stamps approved by Norfolk Audit Services. The other checks indicated on the stamps are also carried out. These checks are not done by the person who signed the order.
- 4.14 Payment is made within the agreed time limits after certification by an approved signatory.
- 4.15 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.
- 4.16 Governors have approved the use of a purchasing card by the head teacher. The purchasing card is to be utilised in accordance with Appendix 28 of the Finance Procedures Manual.

5. **Financial Controls**

- 5.1 A written description of all the school's financial systems and procedures (star account manual and financial procedure manual) is maintained. These are kept up to date and all appropriate staff trained in their use.
- 5.2 The head teacher has secured contingency arrangements to ensure that financial control can be maintained in the absence of key staff. These arrangements are financial support and advice from partnership administrator in either school.
- 5.3 The head teacher 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 act as a check on the work of the other.
- 5.4 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.
- 5.5 Documents relating to financial transactions are retained in line with the LA's recommendations, as outlined in Appendix D.
- 5.6 All records are securely stored and access allowed only to authorised staff, i.e. head teacher, partnership administrator in either school.
- 5.7 Where there is a requirement to account separately for earmarked funding the head teacher ensures this is done and that money is spent on its intended purpose.

6. **Income**

- 6.1 The full governing body approves the school's charging policy and reviews it annually. The charging policy is attached at Appendix E.
- 6.2 Proper records of all income due are kept. Lettings are approved by the head teacher in accordance with the governors' policy and recorded in the lettings

- register. The lettings policy is attached at Appendix F.
- 6.3 The responsibility of identifying and recording sums due is separated from the responsibility for collecting and banking income.
 - 6.4 Official pre-numbered receipts are given for all cash collected except where a collection record card is issued to a pupil for instalment payment for a school trip. Other formal documentation is kept for other income. Receipts are kept securely and in order.
 - 6.5 Pending banking, cash and cheques are locked away.
 - 6.6 Income is banked promptly and in full. Paying-in slips show the analysis between cash and cheques and cheques are individually listed. Income is not used for making any payment or for cashing personal cheques.
 - 6.7 Income recorded in the accounts is reconciled monthly with the bank statement.
 - 6.8 Where invoices are required, they are issued within 30 days.
 - 6.9 The school sends a first reminder for any unpaid invoice after 3 weeks, a second reminder after 6 weeks and a final reminder after 9 weeks. Legal action is considered if a further 14 days lapse. Debts are written off only in accordance with the school's bad debt policy (see Appendix G).
 - 6.10 Any cash transfers between staff are recorded and signed for.

7. **Banking**

- 7.1 For official funds, the school banks with Barclays Bank. The bank account name for Hevingham Primary School is NCC Hevingham CP School LM Account and for Marsham Primary School is NCC Marsham CP School LM Account.
- 7.2 Bank reconciliations are completed monthly and any discrepancies resolved.
- 7.3 The reconciliation statement is signed by the person undertaking the reconciliation and reviewed and countersigned by someone who understands the reconciliation process.
- 7.4 The person completing the reconciliation is not responsible for processing receipts and payments.
- 7.5 Staff never use their private bank accounts for any receipt or payment due to or from the school budget.
- 7.6 The school's banker has been advised that the school is not allowed to go overdrawn or negotiate overdraft facilities.
- 7.7 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).
- 7.8 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.
- 7.9 All cheques are crossed 'account payee'. Cheque books are stored securely when not in use.

8. **Payroll**

- 8.1 Personnel procedures, including appointments, promotions and terminations are supervised by the Management committee.
- 8.2 The head teacher ensures that the duties of authorising any variations to the payroll are separated from the processing of claims.
- 8.3 The head teacher 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.

- 8.4 Names and specimen signatures of authorised signatories have been sent to the payroll provider who will be promptly notified of any changes.
- 8.5 Only authorised staff are allowed access to personnel records, i.e. the head teacher, school administrator and leadership team (only with the prior consent of the head teacher).
- 8.6 Arrangements have been made for staff to access their own records. These are by request to the head teacher and school administrator.
- 8.7 Payroll transactions are processed only through the payroll system; this includes the payment of all expenses and benefits.
- 8.8 The head teacher maintains an up-to-date list of teachers and other staff employed at each school. This is held by the school administrator of each school and is amended, as necessary, on a monthly basis.
- 8.9 The monthly reports on payroll transactions are checked against the schools' budget working papers to ensure they match.

9. **Petty Cash**

- 9.1 Neither school has a petty cash account and, if it did, the head teacher would determine the level of petty cash to be held.
- 9.2 Cash would be held securely and access to it restricted to authorised staff, ie head teacher and school administrator.
- 9.3 Payments from petty cash would be limited to minor items, up to £25 in value.
- 9.4 Payments from petty cash would be approved by an authorised officer; supported by appropriate vouchers (including VAT invoice/receipt where necessary) and acknowledged by the recipient's signature.
- 9.5 Proper records would be kept of payments into or out of the funds.
- 9.6 The petty cash fund would be reconciled with the accounting records on a monthly basis. The reconciliation would be reviewed and countersigned by a member of staff not involved in administering the fund.
- 9.7 Personal cheques would not be not cashed from petty cash.

10. **Tax**

- 10.1 The head teacher 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.
- 10.2 Proper VAT invoices are obtained for all transactions involving VAT.
- 10.3 The LA's VAT manual for schools gives details of accounting for VAT and is adhered to by the school.
- 10.4 All payment falling within CIS are made in accordance with the LA's agreed procedure.

11. **Voluntary Funds**

- 11.1 For voluntary funds, each school banks with Barclays Bank. For Hevingham the bank account name is Hevingham School Fund Account and for Marsham the bank account name is Marsham Primary School Account.
- 11.2 The School Fund Accounts are accounted for separately from the school's delegated budget and held in separate bank accounts.
- 11.3 The funds have not been registered with the Charity Commission.

- 11.4 The governors have appointed a treasurer. For each school this is the school administrator.
- 11.5 The governors have appointed an independent auditor who is not a member of the governing body.
- 11.6 The same standards that apply to the school's delegated budget apply to the school fund except that it is kept on a receipts and payments basis rather than an income and expenditure basis.
- 11.7 Only income unconnected with the delegated budget is credited to the fund. Any income properly belonging to the school's delegated budget is credited to the delegated budget.
- 11.8 The head teacher presents the audited accounts together with the auditor's certificate and written report on the accounts to the governors as soon as possible after the end of the accounting year. They are presented to the management committee at their autumn term meeting.
- 11.9 The head teacher sends a copy of the audited accounts and auditor's certificate to the LA as soon as the governors accept them.
- 11.10 Each school's fund cheques are signed by two authorised officers. The authorised officers are the head teacher and school administrator.
- 11.11 Where no material income has been collected, it should be banked at least weekly. (See [section 9.3.3](#) Finance Procedures Manual)
- 11.12 All income will be receipted, unless it is below the agreed minimum. (See [section 9.2.1](#) Finance Procedures Manual)
- 11.13 Bank reconciliations are carried out at least termly, but larger schools should do this monthly.

12. **Assets**

- 12.1 The head teacher ensures that stocks are maintained at reasonable levels and are checked physically at least once a year.
- 12.2 An up-to-date inventory is to be maintained of all items of equipment. Those that are portable, valuable and desirable are identified as school property with security marking.
- 12.3 The inventory is checked at least once a year, in the spring term. The inventory is signed as evidence of the check having been undertaken. All discrepancies are investigated and any resulting in a loss of £100 or more will be reported to the management committee. Any loss exceeding £500 will be referred to the Head of Children's Services (Finance & ICT).
- 12.4 Whenever school property is taken off site, e.g. musical instruments/computers, they are signed for and the register noted accordingly. The register is held by the school administrator.
- 12.5 The management committee have approved a policy in relation to redundant equipment (see Appendix H).
- 12.6 The safe is kept locked and the keys removed and held elsewhere.
- 12.7 Each school's asset management plan is supervised by the management committee.

13. **Insurance**

- 13.1 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.
- 13.2 The governors consider whether to insure against any uncovered risks.

- 13.3 The school will notify the LA/its insurers of any new risks or any other alterations affecting existing insurance.
- 13.4 The school will not give any indemnity to a third party.
- 13.5 The school will immediately advise the LA/its insurers of any accident, loss or other incident which may give rise to an insurance claim.
- 13.6 Insurance will cover the use of school property when off the premises, e.g. musical instruments/computers.
14. **Data Security**
- 14.1 Computer systems used for school management are protected by password security. Passwords are changed monthly and more frequently in the event of staff changes.
- 14.2 All data is backed up daily and the back-ups stored in a secure fireproof location, preferably off site.
- 14.3 The head teacher has established a contingency plan for recovery from an emergency, i.e. data is backed up and stored off site.
- 14.4 Only authorised software is installed on any school computer to safeguard against computer viruses.
- 14.5 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.

Date 25th June 2020

Date of next review: June 2021

Signed:

Chair of Management Committee

List of Governors

Hannah Banstead
Lydia Board
Harvey Bullen
Olivia Corfield
Samuel Gibbons
David Hagan-Palmer
Sue Simmonds
Moiria Stansfield
Christopher Yates
Alison Maskrey

Hevingham and Marsham Primary School Partnership

Management Committee (Comprising Finance, Personnel, Premises)

Terms of Reference

Effectiveness of Leadership and Management

The governing board can delegate any of its statutory functions to a committee, subject to prescribed restrictions. The full governing board shall agree the level of delegation to this committee

Management Committee

It was resolved by the governing board on 4th July 2018 that a Management Committee be constituted and that it should be governed by the following Terms of Reference:

Membership

The governing board shall determine and review annually at the first meeting of the school year, the terms of reference, constitution and membership of the committee.

Chair

The Chair of the committee will be appointed by the full governing board.

Attendance

Members of the committee and the clerk to the committee have a right to attend committee meetings. The governing board or committee may allow other persons to attend.

Quorum

The quorum for committee meetings shall be at least three governors, who are members of the committee. (The committee shall not meet without the Headteacher, or a substitute nominated by the Headteacher, being present.)

Meetings

The committee shall meet at least once a term and more often if required. Dates for the year will be set at the first meeting of the year.

Clerking

The governing board shall appoint a clerk to the committee, who will not be the Headteacher.

Responsibilities

1. To monitor progress on the relevant key issues for action post-OFSTED and/or relevant priorities in the School Improvement Development Plan. To evaluate their effectiveness and set new targets.
2. To appoint an Equalities governor.
3. To establish and keep under review an Accessibility plan.
4. To monitor the rigor and accuracy of self-evaluation (SEF).
5. To lead the strategic vision, ethos and direction of the school - to be revisited annually.
6. To review the staffing structure when vacancies occur, and at least annually in relation to priorities for school improvement.
7. To agree procedures for the appointment of school staff, in line with School Staffing Regulations 2009 including any amendments:
 - for the appointment of members of the leadership group; the governing board will agree a selection panel of at least three governors, who will select candidates for interview, carry out interviews, and recommend to the governing board an interviewee for appointment;
 - in relation to all other staff appointments the governing board will delegate, to the Headteacher, the responsibility for making such appointments, unless certain circumstances apply, as outlined in the Guidance relating to staff appointments. Where responsibility is delegated to the Headteacher, the Headteacher will inform the Management committee, in advance, of all appointments to be made and the committee will decide whether a committee member will attend interviews to assist the Headteacher;
 - in the event of a rapidly needed pupil specific appointment or short term temporary appointment the Headteacher will liaise with the Chair of the Management committee;
 - all appointments will be communicated to the governing board via the Management group and will include who is responsible for their induction.
8. To ensure that every member of staff has a job description, which is reviewed annually, and that job descriptions are reviewed when vacancies occur.
9. To monitor and review all staffing policies and procedures, and to consider adopting the LA's model personnel policies and procedures. These cover issues relating to pay; staffing adjustments; recruitment and selection (see above); equal opportunities; employee relations; conduct and capability; grievance; dismissal and succession planning.

10. To ensure that the governing board appoints two governors to conduct the Performance Review of the Headteacher, and, in addition, a Review Officer/s to investigate any complaint from the Headteacher.
11. To ensure, via reports from the Headteacher, that the Performance Management policy is implemented throughout the school, and that all staff are included in the system of performance review and opportunities given for CPD.
12. To agree procedures for hearing staff grievances
13. To agree procedures for appeals against dismissal from school staff, in line with School Staffing Regulations 2009 including any amendments (*in cases where the Headteacher has dismissed a member of staff*)
14. In consultation with the Headteacher, draft the first formal budget plan of the financial year.
15. To establish and maintain an up to date 3-year financial plan including reviewing the costs that are included in the School Development Plan (up to 3 years) and ensure they are included in the 3 year budget plan.
16. To consider a budget position statement including virement decisions at least termly and to report significant anomalies from the anticipated position to the governing board.
17. To ensure the schools operate within the Financial Regulations of the County Council including completion of Statement of Internal Controls and School Financial Value Standards.
18. To appoint a governor to monitor the impact of the allocation of pupil premium and PE Sports funding.
19. To annually review charges and remissions policies and expenses policies.
20. To make decisions in respect of service agreements.
21. To make decisions on expenditure following recommendations from other committees.
22. To determine whether sufficient funds are available for pay increments as recommended by the Headteacher.
23. To monitor expenditure of all voluntary funds kept on behalf of the governing board.
24. In the light of the Headteacher Performance Management Group's recommendations, to determine whether sufficient funds are available for increments.

25. To ensure, as far as is practical, that Health and Safety issues are appropriately prioritised.
26. To advise the governing board on priorities, including Health and Safety, for the maintenance and development of the schools' premises.
27. To oversee arrangements for repairs and maintenance.
28. In consultation with the Headteacher, to oversee premises-related funding bids.
29. To establish and keep under review a Building Development Plan.
30. To monitor the work of Norfolk Property Services, or other named contractor, in the preparation and implementation of contracts and to monitor and review arrangements for cleaning, grounds maintenance and school meals in line with the financial procedures agreed by the governing board.
31. To agree procedures to be followed for carrying out emergency work and to make recommendations about delegation to the Headteacher for taking appropriate action on behalf of the governing board in the event of an emergency.
32. To oversee arrangements, including Health and Safety, for the use of school premises by outside users, subject to a governing board policy.
33. To attend or commission appropriate governor training
34. To report to the full governing board at each of its meetings

Hevingham and Marsham Primary School Partnership

Teaching and Learning Committee

Terms of Reference

Personal Development, Teaching, Learning, Assessment and Behaviour and Outcomes for Pupils

The governing board can delegate any of its statutory functions to a committee, subject to prescribed restrictions. The full governing board shall agree the level of delegation to this committee.

Teaching and Learning Committee

It was resolved by the governing board on 4th July 2018 that a Teaching and Learning Committee be constituted and that it should be governed by the following Terms of Reference.

Membership

The governing board shall determine and review annually at the first meeting of the school year, the terms of reference, constitution and membership of the committee.

Chair

The Chair of the committee will be appointed by the full governing board.

Attendance

Members of the committee and the clerk to the committee have a right to attend committee meetings. The governing board or committee may allow other persons to attend.

Quorum

The quorum for committee meetings shall be at least three governors, who are members of the committee. (The committee shall not meet without the Headteacher, or a substitute nominated by the Headteacher, being present.)

Meetings

The committee shall meet at least once a term and more often if required. Dates for the year will be set at the first meeting of the year.

Clerking

The governing board shall appoint a clerk to the committee, who will not be the Headteacher.

Responsibilities

8. To monitor progress on the relevant key issues for action post-OFSTED and/or relevant priorities in the School Improvement Development Plan. To evaluate their effectiveness and set new targets.
9. To ensure the school's curriculum, including statutory requirements, is broad and balanced and meets the needs of all children.
10. To monitor the outcomes for pupils.
11. To monitor attendance, punctuality, bullying and racist incidents, exclusions – fixed and permanent and ensure timely reporting to governors and other relevant bodies.
12. To monitor school systems to ensure high standards of learning behaviour and preparation for the next stage of education, employment or training.
13. To monitor the effective provision of spiritual, moral, social and cultural development (SMSC) to include British Democracy.
14. To oversee the statutory duty of safeguarding including child protection procedures, online safety and safer recruitment.
15. To monitor how effectively the school keeps children safe from the dangers of radicalisation and extremism.
16. To monitor the engagement of the school with parents, carers and other stakeholders to support all children.
17. To consider and advise the governing board on standards of attainment and progress for all children and specified groups (including LAC).
18. To monitor tracking systems for the progress of groups of pupils.
19. To consider and advise the governing board on whole school assessment procedures – formative and summative test results.
20. To consider curricular issues which have implications for other sub-committee decisions and to make recommendations to the relevant committees or the governing board.
21. To make arrangements for the governing board to be represented at School Improvement discussions with the LA and other external partners and for reports to be received by the governing board.
22. To oversee the monitoring and evaluation of the quality of teaching and learning with specific governors responsible for English, Maths, Science, EYFS and SEND. To receive regular reports from them and advise the governing board.

23. To oversee arrangements for educational visits, including the appointment of a named co-ordinator.
24. To attend or commission appropriate governor training.
25. To report to the full governing board at each of its meetings.

Appeals Committee – Terms of Reference

Appeals Committee

It was resolved by the governing body on 8th July 2015 that an Appeals Committee be constituted and that it should be governed by the following Terms of Reference:

Membership

The governing body shall determine and review annually at the first meeting of the school year, the terms of reference, constitution and membership of the committee.

Name of Governor	Date appointed to Committee
Harvey Bullen	14 th October 2015
Moira Stansfield	14 th October 2015

Chair

The Chair of the committee will be appointed by the full governing body.

Attendance

Members of the committee and the clerk to the committee have a right to attend committee meetings. The governing body or committee may allow other persons to attend.

Quorum

The quorum for committee meetings shall be at least three governors, who are members of the committee.

Meetings

The committee shall meet as required.

Clerking

The governing body shall appoint an external clerk to the committee.

Responsibilities

To consider any appeal against the school.

Hevingham and Marsham Register of Business Interests

Name	Nature of Interest	Date Acquired	Date Interest Ceased

Governors completed Business Interest forms and handed these to the clerk at the first Full Governors Meeting in the Autumn term.

Appendix C

List of Authorised Signatories

Name of Bank Account	Name	Position
NCC Hevingham CP School LM Account	Mrs Lydia Board	Headteacher
	Mr Sam Gibbons	Teacher
Hevingham Primary School Fund Account – Current Account	Mrs Lydia Board	Headteacher
	Mr Sam Gibbons	Teacher
NCC Marsham CP School LM Account	Mrs Lydia Board	Headteacher
	Mr Sam Gibbons	Teacher
	Mrs Olivia Corfield	School Business Manager
Marsham Primary School Business Account	Mrs Lydia Board	Headteacher
	Mr Sam Gibbons	Teacher
	Mrs Olivia Corfield	School Business Manager
Marsham Primary School Premium Account	Mrs Lydia Board	Headteacher
	Mr Sam Gibbons	Teacher
	Mrs Olivia Corfield	School Business Manager

Retention of Financial Records

ESTABLISHMENTS/DEPARTMENTS

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

Record Type	Detail of Record	Minimum Retention Period (years)
Paid Invoices	Paid by on-line direct input (schools' local bank accounts)	6 + 1
Cash Books	Full Books	3 + 1
Imprest Claims	Establishment/departmental copies	2 + 1
Copy of orders/internal requisitions		2 + 1
Delivery notes		2 + 1
Postage records		2 + 1
Cheque stubs	Cancelled & Spoiled Cheques	3 + 1
Daily Transaction Sheets	File Copies	2 + 1
Bank Statements		3 + 1
Petty Cash Records		3 + 1
Educational Visits	Account/supporting documentation, final statements	3 + 1
Contracts	Quotations, tenders	6 + 1
Systems control & data vet reports	For own systems	2 + 1
Records of Controlled Stationery		6 + 1
Payroll Master Records	Paid by on-line direct input	12 + 1
Personnel Records	As held by establishments and/or departments	Retain for one year after the end of the employment
Receipt Books	From date of last receipt in book	6 + 1
Bank paying-in books and slips		6 + 1
Copy debtor accounts		6 + 1
Till rolls		6 months
Cash register control readings		2 + 1
Income collection registers	e.g. meals	2 + 1
Letting registers	Including copy receipts	6 + 1
ESPO Order Books		6 + 1
Trivia Order Books		6 + 1
Inventories	Full books	2 + 1

Stock Records	Ledgers, bin cards, stock tables	2 + 1
Accounting code lists		Current year + 1
Budgetary Control Reports		2 + 1
Commitment records		2 + 1
Dinner Registers		Current year + 2
Accepted tender documents	From end of contract or extension	6 + 1 or 13 + 1 if sealed deed
Contract variations	Changes during the contract term	6 + 1 or 13 + 1 if sealed deed
Record of receipt and opening of tenders	From end of contract or extension	6 + 1
Record of terms and prices offered by all bidders	From end of contract or extension	6 + 1
Signed contracts plus key records e.g. surveys, site plans, bills of quantities	From end of contract or extension	6 + 1
Unsuccessful tenders	From end of contract or extension	2 + 1 NB: Unsuccessful tenders are the property of the tenderer. If he requires return of paperwork it may be necessary to do so. The challenge period for unsuccessful tenders is only three months long - however documents should be retained for 2 + 1)
Unofficial Funds/ Voluntary Funds	Audited accounts/statements, cashbook, and supporting documentation.	3 + 1

Charging Policy

1. **Charges for School Activities**

1.1 Legislation allows schools to charge for certain activities, which take place both inside and outside, school hours. Norfolk County Council has adopted a policy, which it recommends to governors, but it is for governors of schools to decide whether or not to follow the policy. The School's charging policy is described in its prospectus, which can be obtained from the school.

1.2 Hevingham and Marsham Primary Schools follow Norfolk County Council's charging policy and these are the activities and materials for which you will be charged:

- Music tuition: individual tuition in vocal tuition or playing a musical instrument, which is neither part of the syllabus for an approved public examination, nor part of the National Curriculum. Schools may charge for instrumental tuition given to individuals or to groups of any size, provided the tuition is provided at the request of the parents. No charge may be made in respect of a pupil who is looked after by the local authority.
- Ingredients and materials: ingredients and materials for practical subjects where parents have indicated in advance that they wish to receive the finished articles.
- Travel: the cost of travel when a pupil makes use of transport not provided by the authority or school, to travel direct from home to an activity approved of, but not provided by, the authority or school.
- Board and lodging: board and lodging will be charged in all cases where a school activity involves pupils in nights away from home. The charge will not exceed the actual cost.

2. **Activities outside school hours**

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

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

For example:

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

- 2.3 Schools **cannot** charge for:
- Education provided on any visit that takes place during school hours.
 - Education provided on any visit that takes place outside school hours if it is part of the national curriculum, part of a syllabus for a public examination the pupil is being prepared for at the school or part of religious education.
 - Supply teachers to cover for those teachers who are absent from school accompanying pupils on a residential visit.
- 2.4 Schools can ask parents for voluntary contributions towards the cost of:
- Any activity taking place during school hours
 - School Equipment
 - General School Funds
- 2.5 Children of parents unwilling or unable to contribute may not be discriminated against. If insufficient voluntary contributions are received, with no alternative method to make up the shortfall, the activity should be cancelled. It is advisable to make parents aware from the outset of the possible cancellation of an activity if insufficient voluntary contributions are received.
- 2.6 Public Examinations - charges are made for the entry of a pupil for a prescribed examination for which he/she has not been prepared by the school, or where the pupil entered for examinations in the same subject with two examination boards.
- 2.7 Remission of charges - only parents who are in receipt of Universal Credit (when fully rolled out), Income Support, Working Families' Credit, Disabled Person's Tax Credit or Income Based Job Seekers Allowance are eligible for remission of charges. Remission of charges only applies to board and lodgings charges, which are levied directly by the LA or the school and where they relate to activities, deemed to take place wholly or partly in school hours.
- 2.8 Remission will not apply to such charges when they relate to activities wholly outside school hours, except if the activity is prescribed in a syllabus for a public examination, if it is prescribed by the National Curriculum or fulfils duties relating to Religious Education.
- 2.9 Parents who have difficulty meeting any charges should discuss the matter in confidence with the Headteacher.

3. **Refund Policy**

- 3.1 The schools will consider making a refund of parental contributions if:
- a school trip has to be cancelled
 - a child is absent from a school trip due to illness
 - the contributions to a trip exceed the total cost, a refund will be given if the excess is over £3 per child

4. **Surplus or Deficit on School Trip**

- 4.1 Income above expenditure of less than £3 per child will be paid into the school fund account.
- 4.2 Expenditure above income will be funded by the school fund account.

Shared Use of Lettings Policy

1. Policy
 - 1.1 Hevingham and Marsham Primary Schools are committed to the principle of the shared use of school premises. This commitment is founded on a two-fold aim:
 - (a) to draw the schools, Adult Education and the Youth and Community Service and other educational providers into a closer partnership with the local community and
 - (b) to optimise the use of educational facilities.
2. Availability
 - 2.1 Shared use of premises may only be undertaken when facilities are not directly required by the schools or the County Council.
 - 2.2 This policy relates only to the use of the premises outside the school day. Groups will not be charged for use of the premises during the school day, deemed as 8.00am – 6.00pm.
 - 2.3 For the purposes of shared use, premises may normally be considered to be available:
 - from 6.00pm to 10.30pm during the school day
 - from 8.00am to 10.30pm outside the school day
 - For seven days a week
 - For 48 weeks in the year
3. Subsidy from the County Council
 - 3.1 A subsidy will be granted when the user has registered and is included on the County Council's Schedule of Users.
 - 3.2 The amount charged to the user will be in accordance with the County Council's standard scale of charges.
 - 3.3 The subsidy will be calculated at the appropriate percentage either 25% or 100%.
 - 3.4 The school will claim the subsidy from the County Council.

4. Charging policy for users who are not entitled to a subsidy from the County Council
 - 4.1 The amount charged to the user will be negotiated depending upon the use of the premises.
 - 4.2 As a minimum, the school will charge for the use of the premises in accordance with the County Council's standard scale of charges.
5. Procedures for school lettings
 - 5.1 Each school will follow the County Council's school lettings procedures.

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. All debts will be recorded and non-payment will be followed up by issuing reminders as outlined below. Where a service is being provided, this will cease immediately and the debtor will be informed of this in writing. The service will not be reinstated until the debt is cleared and payment of future services is made in advance.
 - 3 weeks from date of invoice - 1st reminder
 - 6 weeks from date of invoice - 2nd reminder
 - 9 weeks from date of invoice - final reminder

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

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 headteacher and reported to the next meeting of the governing body
 - those exceeding £100 and up to the value of £500 to be referred to the governing body for approval, either directly or after consideration by the management 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 Customs and Excise statutory requirements.

Redundant Equipment Policy

1. The governing body 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 headteacher.
3. The prior approval of the Management committee will be required where:
 - The estimated disposal value is between £100 and £500
 - The sale is not to be by public auction or competitive tendering
4. Where the estimated disposal value is above £500, these must be referred to the 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 management committee at its' next meeting. This list will show, so far as may be known, the item, 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 head teacher.
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.
8. ICT equipment – we use a specialist asset disposal service (arranged through ICT solutions) and our IT technician removes all data from devices before they are disposed of. We are aware that some devices store electronic data such as printers, tablets, back up storage etc. As stated in the Data Protection Act there must be a contract which includes:
 - Explicit direction on the services to be undertaken and that it may only act in accordance with the schools instructions
 - An approved specification for IT asset disposal
 - Full details of all downstream partners involved in the service
 A full inventory of all equipment that is marked for disposal must be produced.