



QUANTOCK

EDUCATION TRUST

Financial Procedures, Administration and Control Policy 2025-26

LINKS TO OTHER TRUST POLICIES: Charging & Remissions, Procurement Policy, Investment Policy

DATE: September 2025

POSTHOLDER RESPONSIBLE: Chief Finance Officer (CFO)

TRUSTEES/GOVERNORS COMMITTEE: Finance, Operations & Audit (FOA)

AUDIENCE: All members of the Trust community

STATUS: Ratified

DATE RATIFIED: November 2025

DATE OF NEXT REVIEW: September 2026 (annual)

Contents

Part One - The Quantock Education Trust	3
1. Introduction	3
2. Organisation	3
3. Roles and Responsibilities	4
4. Delegated Authority to the Trust	7
5. Register of Interests.....	9
6. Investigation of Fraud and Irregularity.....	9
7. External audit oversight and findings – the audit and risk committee	10
8. ACCESS Finance System	10
9. Financial Planning	12
10. Payroll	14
11. Procurement.....	16
12. Other matters	21
Part Two – LGC & Schools	23
13. Introduction	23
14. Summary of Responsibilities.....	23
15. Limits of Delegation	25
16. Monitoring the Budget	26
17. Procurement of Goods & Services.....	27
18. Reconciliation processes.....	29
19. Travel and Expenses	30
20. Security, Inventories, Stocks and Disposal of Assets	30
21. Insurance Arrangements	33
22. Receiving income	34
23. Miscellaneous issues	35
Appendix A - School Business Charge Card [“the Card”] Card Holder Consent Form	40
Appendix B – Authorisation Limits.....	41
Appendix C - Tendering Policy	42
Appendix D - Fraud Policy and Procedures.....	43
Appendix E - Best Value Statement for Local Governing Committees	46
Appendix F - Financial Reserves Policy	48
Appendix G - Fixed Asset Policy	51

Appendix H - Raising Concerns at Work/Whistleblowing Policy 55

Appendix I - Investment Policy 56

Appendix J - Internal Scrutiny Purpose of internal scrutiny 57

Appendix K - Summary of freedoms and delegations 60

Part One - The Quantock Education Trust

1. Introduction

The purpose of this document is to ensure that the Quantock Education Trust (the trust/QET) maintains and develops systems of financial control which conform to the requirements both of propriety and of good financial management. It is essential that these systems operate properly to meet the requirements of our funding agreements with the Department for Education (DfE).

Each school within the Quantock Education Trust must comply with the principles of financial control outlined in the academies guidance published by the DfE in the School Funding Agreement and the Academy Trust Handbook 2025. This manual expands on those and provides detailed information on the accounting procedures and these financial regulations must be read by all staff involved with financial systems and copies made available as necessary. It also provides a standardised approach to all finance related tasks within the Trust and its academies.

Compliance with the Policy is mandatory and any contravention of procedures must be brought to the attention, in the first instance, of the CFO, who will duly notify the CEO (AO), (as Accounting Officer) and the Chair of the QET Finance, Operations and Audit Committee.

All staff, including the AO, CFO, Headteachers, Finance Officers and Finance Assistants, who deal with financial matters, are trained in the appropriate procedures and records are kept of this training. All the duties of the Accounting Officer, the CFO, Headteachers, Finance Officers and the Finance Assistants, are recorded and a note kept of who can carry out the various duties in the absence of the AO, the CFO, Headteachers, Finance Officers and Finance Assistants.

All staff are aware of the School Trust's whistleblowing policy (see Appendix H) and to whom they should report any concerns regarding malpractice and wrongdoing. Any suspected financial irregularity will be reported to the DfE (see Appendix G).

The Finance, Operations & Audit committee will be responsible for reviewing all controls and procedures of financial systems operating within the trust. A self- assessment of the financial administration and management within each school is carried out at all levels by the Accounting Officer, the CFO, Headteachers, Finance, Operations & Audit committee, and the individual Local Governance Committees (LGC).

2. Organisation

The Quantock Education Trust (QET) is a Multi Academy Trust. The trust is a company limited by guarantee with charitable status and all academies within the QET are governed by one trust (the members) and a board of trustees. In this document the term trustees and directors have been used interchangeably. These are the same body of people as each other. The trustees/directors have a different status to the members of a school trust.

The Members of the Company are defined in the memorandum and articles of the QET.

The trustees must establish separate committees to be known as LGC for each School and will ensure that, where possible, each LGC shall include at least two (2) elected representatives of the parents of pupils attending the relevant School.

3. Roles and Responsibilities

The main responsibilities of the QET are prescribed in the Funding Agreements with the DfE. The key responsibilities include:

- ensuring that grants from the DfE are used only for the purposes intended;
- approval of the annual budget by 31 August of each year;
- balancing its budget from year to year;
- production of an Annual Report and Accounts;
- appointment of auditors;
- appointment of a CEO (as Accounting Officer);
- appointment of the Chief Financial Officer in conjunction with the CEO;
- approval of a written scheme of delegation that maintains robust internal controls
- approval of the Budget Forecast
- ensure regularity, propriety, and value-for-money in relation to the management of public funds.
- publish on its website up-to-date details of governance arrangements in an accessible format
- complete the School Resource management self-assessment checklist and submit to the DfE by the published deadline

Subject to provisions of the Companies Act 2006, the Articles and to any directions given by special resolution, the business of the Company will be managed by the trustees who may exercise all the powers of the Company.

The Trust has defined the responsibilities of key committees and staff involved in the administration of school finances to avoid the duplication or omission of functions and to provide a framework of accountability for trustees, governors and staff. The Committees that have responsibilities relating to the School finances are as follows:

- Trust Board
- Finance, Operations and Audit Committee
- Pay & Recruitment Committee

The main responsibilities of these Committees are set out in written terms of reference. The following sections summarise the responsibilities of those individuals with key roles in the administration and accountability of the trust's finances.

3.1. Role of the CEO

The CEO has overall responsibility for the trust's activities including financial activities. As the Accounting Officer for the trust, the CEO is personally responsible for:

- Propriety and regularity of the public finances for which they are answerable. This covers standards of conduct, behaviour, and corporate governance;
- keeping of proper accounts;
- prudent and economical administration;
- avoidance of waste and extravagance;
- ensuring value for money;
- efficient and effective use of all available resources;

- management of opportunities and risks;
- ensuring that measures are in place to prevent loss and misuse of the trust's property and assets.

The Accounting Officer is personally responsible to Parliament and the public for the regularity, propriety, value for money and feasibility of the trust's use of public resources.

- **Regularity:** Use of public funds must comply with all relevant legislation, delegated authorities, and the terms of funding agreements.
- **Propriety:** Actions must meet high standards of public conduct, including robust governance, openness, honesty, integrity, and fairness.
- **Value for Money:** Resources must be used efficiently, effectively, and economically to achieve the best possible outcomes, with avoidance of waste and extravagance.
- **Feasibility:** Proposals and plans must be realistic, deliverable, and sustainable with the resources available, and risks must be identified and managed.

The Accounting Officer must be able to explain and justify all significant decisions and actions to Parliament and the public, and this responsibility cannot be delegated.

The Accounting Officer must be able to demonstrate how each of these criteria is met in all significant decisions and in the annual statement of regularity, propriety, and compliance.

3.1.1. Feasibility

Ensuring that proposals and plans are realistic, practical, and capable of being delivered as intended with the resources available. Feasibility requires that plans are sustainable and that risks are identified and managed.

3.1.2. Propriety

Meeting high standards of public conduct, including robust governance, openness, honesty, integrity, and fairness. Propriety is about the way public business is conducted, ensuring actions are in line with Parliament's intentions and the principles of public service.

3.1.3. Regularity

The use of public money in accordance with the relevant legislation, delegated authorities, and the terms of funding agreements. Regularity means that expenditure and receipts are in line with the intentions of Parliament and comply with the relevant rules and guidance.

3.1.4. Value for Money

Achieving the best possible outcomes by using resources efficiently, effectively, and economically, and avoiding waste or extravagance. Value for money means securing the optimum combination of whole-life cost and quality to meet the user's requirements.

The trust's accounting officer must complete and sign a statement on regularity, propriety and compliance each year and submit this to the DfE with the audited accounts. The accounting officer must also demonstrate how the trust has secured value for money via the governance statement in the audited accounts.

3.1.5. Duty to Escalate Concerns

The Accounting Officer must formally raise concerns with the Department for Education (DfE) and HM Treasury if they believe a policy, action, or directive:

- Breaches legality, ethical standards, or the principles of regularity or propriety;
- Fails to achieve value for money;
- Involves novel, contentious, or repercussive transactions without approval;
- Exceeds delegated authority.

This duty includes documenting concerns in writing and escalating to HM Treasury if the DfE does not resolve the issue. The Accounting Officer must not implement any directive they consider improper without written ministerial authorisation.

In practice, much of the financial and operational responsibility is delegated to CFO by the CEO.

3.2. Role of the CFO

The CFO, works in close collaboration with the CEO through whom they are responsible to the members. The CFO also has direct access to the trustees and governors. The main responsibilities of the CFO are:

- Lead the development and delivery of the QET's financial strategy, aligned with its objectives and long-term plans as the trust expands.
- Provide high level financial advice to the CEO, Trustees, and senior leadership team to ensure alignment between financial strategies and organisational priorities.
- Contribute to the overall strategy and direction of the QET by providing financial insights that enable effective resource allocation and risk management.
- Streamline and optimise financial operations and champion innovative processes that reduce unnecessary workload for staff.
- Participate in the development of key performance indicators (KPIs) for financial performance, ensuring a transparent and consistent approach to measuring success.
- Shape and enhance the Trust's financial structures, operating processes, and long-term financial strategy as we expand.
- Oversee the development and implementation of budgets, forecasting, and financial plans ensuring alignment with strategic priorities while maintaining financial sustainability.
- Monitor and report on financial performance, ensuring the timely preparation of management accounts, financial statements, and budget updates to support decision making at all levels.
- Develop the QET's central finance services, ensuring these are fit for purpose and provide a high quality service to individual schools, helping the Trust achieve continuous improvement
- To work closely with Trustees, each local governing body, school leadership teams, Heads of School in particular, at each of the schools within the trust providing the necessary advice and support;
- Monitor and report on financial performance against budgets, making necessary adjustments.
- Ensure the implementation of robust financial control systems, managing risks effectively, and safeguarding assets.

- Oversee the preparation of financial statements and annual accounts in compliance with regulatory requirements
- Ensure the QET's financial management complies with all relevant statutory, regulatory, and governance frameworks including the DfE Academies handbook, Education and Skills funding agency, Charities Commission and Companies House
- Work with the CEO and COO to develop, implement and monitor the trust's business plan (including strategy for growth and trust development), using effective financial and budget modelling and benchmarking to support strong decision-making
- Conduct financial due diligence on schools applying to join the trust, and report to the Trust board and other trust leaders with **recommendations**

3.3. The role of Finance Officers/Managers and Budget Holders

Other members of staff, primarily the Finance Officer, Finance Assistant and departmental budget holders, will have some financial responsibilities and these are detailed in following sections of this manual.

All staff are responsible for the security of Trust property, for avoiding loss or damage, for ensuring economy and efficiency in the use of resources, and for conformity with the requirements of the Trust's financial procedures.

4. Delegated Authority to the Trust

The delegated authority over various categories of financial transactions is set out below from the DfE:

4.1. Liabilities and write-offs

- School Trusts may write off debts and losses, including any uncollected fines up to the following delegated limits, subject to a maximum of £250,000 as follows:
- 1% of total annual income or £45,000 (whichever is smaller) per single transaction where 'total annual income' is defined as the trust's total income as disclosed in its last audited accounts;
- cumulatively, 2.5% of total annual income in any one financial year per category of transaction using the trust's last audited accounts as the basis for the income calculation;
- cumulatively, 5% of total annual income in any one financial year per category of transaction for any school trusts that have submitted timely, unqualified financial returns for the previous two financial years.

For the purposes of all financial thresholds and delegated authorities, 'income' refers to the trust's total income as stated in the last set of audited accounts

The trust should always pursue recovery of amounts owed to it, overpayments, or payments made in error, irrespective of how they came to be made. The trust should only consider writing-off losses after careful appraisal of the facts. However, there will be both practical and legal limits to how cases should be handled.

The amounts for write-offs are before any successful claims from an insurer.

Beyond these limits the Trust must seek and obtain explicit and prior approval of the Secretary of State (through the DfE) to the transaction.

4.2. Severance Payments

If the trust is considering making a staff severance payment above the contractual entitlement, it must consider the following issues:

- that trustees consider the proposed payment to be in the interests of the trust;
- whether such a payment is justified, based on a legal assessment of the chances of the trustees successfully defending the case at an employment tribunal. If there is a significant prospect of losing the case, a settlement may be justified, especially if the costs of defences are likely to be high. Where a legal assessment suggests the Trust is likely to be unsuccessful, a settlement should not be agreed;
- if the settlement is justified, the trustees would then need to consider the level of settlement. This must be less than the legal assessment of what the relevant body (e.g. an Employment Tribunal) is likely to award in the circumstances.

Special severance payments should not be made where they could be seen as a reward for failure, such as gross misconduct or poor performance. The only acceptable rationale in the case of gross misconduct would be where legal advice is that the claimant is likely to be successful in an employment tribunal claim because of employment law procedural errors. In the case of poor performance, an acceptable comparison would be the time and cost of taking someone through performance management and capability procedures.

Where the trust is considering making a special staff severance payment or compensation payment above the contractual entitlement of £50,000 (gross, before income tax or other deductions) where the total severance (including statutory/contractual) exceeds £100k or more, prior approval will need to be sought from the DfE, before any such payment can be made. DfE will refer such transactions to HM Treasury, so trusts should allow sufficient time for proposals to be considered.

4.3. Asset sales, leases and tenancy agreements

There are two types of lease, as defined under relevant financial reporting standards. There are finance leases (which are a form of borrowing) and there are operating leases (which do not involve borrowing). The QET if in any doubt as to whether any lease does or does not involve an element of borrowing should resolve the issue by contacting their professional financial adviser and/or external auditor.

The QET must seek and obtain prior written approval from the DfE, for the following leasing transactions:

- taking up a finance lease on any class of asset not on the DfE approved list for any duration from another party, as this would represent borrowing and subject to restrictions;
- taking up a leasehold or tenancy agreement on land or buildings from another party for a lease term of seven or more years;
- granting a leasehold interest, including a tenancy agreement, of any duration, on land or buildings to another party.

Other than these, the trust does not need DfE approval for operating leases. Trusts must ensure that any lease arrangement maintains the principles of regularity, propriety, and value for money, whether the approval of the DfE is required.

5. Register of Interests

The trust must keep a register of any relevant business and financial interests, including governance roles in other educational institutions, for (as a minimum) members, trustees, local governors and senior employees, serving at any point over the past 12 months.

The register must include their full names, date of appointment, term of office, date they stepped down (where applicable), who appointed them and relevant business and financial interests including:

- directorships, partnerships and employments with businesses
- Trusteeships and governorships at other educational institutions and charities
- for each interest: the name and nature of the business, the nature of the interest and the date the interest began.

The register must identify relevant interests from close family relationships between the trust's members, trustees or local governors. It must also identify relevant interests arising from close family relationships between those individuals and employees.

Trusts should consider whether other interests should be registered, and if in doubt should do so. Boards of trustees must keep their register of interests up-to-date at all times.

6. Investigation of Fraud and Irregularity

The personal responsibilities of accounting officer responsibilities extend to the prevention of loss through fraud and irregularity. However, in addition to the accounting officer's responsibilities, the members and trustees are also responsible for preventing such losses of public funds, and this means that members, trustees and governors must be aware of the risk of fraud and irregularity to occur within their organisations and they must, as far as possible, address this risk in their internal control and assurance arrangements by putting in place proportionate controls. The trust is also responsible for ensuring appropriate action is taken where fraud and irregularity is suspected or identified. The Fraud Policy in Appendix 3 outlines the procedures to be adopted in such an event. All instances of fraud or theft committed against the Trust, whether by employees, governors, trustees or third parties, exceeding £5,000 individually, or £5,000 cumulatively in any school financial year must be reported by the Trust to the DfE. Any unusual or systematic fraud, regardless of value, must also be reported.

The DfE reserves the right to conduct or commission its own investigation into actual or potential fraud, theft or irregularity in any school either as the result of a formal notification from the Trust itself or as the result of other information received. The DfE may recover funds from the Trust where there is evidence of irregularity or fraud, in accordance with the Academy Trust Handbook.

7. External audit oversight and findings – the audit and risk committee

The board of trustees, taking advice from the audit and risk committee (FOA), and must ensure there is an appropriate, reasonable and timely response by the trust's management team to findings by external auditors, taking opportunities to strengthen systems of financial management and control.

Specifically, the audit and risk committee must:

- review the external auditor's plan each year
- review the annual report and accounts
- review the auditor's findings and actions taken by the trust's managers in response to those findings
- assess the effectiveness and resources of the external auditor to provide a basis for decisions by the trust's members about the auditor's reappointment or dismissal or retendering - considerations may include:
 - the auditor's sector expertise and their understanding of the trust and its activities
 - whether the audit process allows issues to be raised on a timely basis at the appropriate level
 - the quality of auditor comments and recommendations in relation to key areas
 - the personal authority, knowledge and integrity of the audit partners and their staff to interact effectively with, and robustly challenge, the trust's managers
- the auditor's use of technology
- report the committee's conclusions annually to the board of trustees and members, including recommendations on the reappointment or dismissal or retendering of the external auditor, and their remuneration.

8. ACCESS Finance System

All the financial transactions of the trust must be recorded on the Access accounting system operated by the Trust Finance Department and in each school as they join the Trust.

Financial records are required to be kept for at least six years. This is a requirement laid down by HMRC.

8.1. System Access

The ACCESS Finance system is protected by access permissions to authorised staff. Access permissions should be strictly controlled and individual log-ins and passwords should not be compromised. Access to ACCESS Finance should be restricted and CFO is responsible for determining the access levels for all members of staff using the system.

All leavers with previous access to ACCESS Finance must have their access permissions formally removed.

8.2. Back-up procedures

The ACCESS accounting system is operated through the ACCESS CLOUD service. Included with the ACCESS CLOUD service are the following benefits:

- Double layer authentication to control initial access to the ACCESS CLOUD and then to a dedicated service, ensuring only authorised users can access data;
- A dedicated server environment with no use of shared databases;
- Daily backups to a secure secondary location.

The Trust should prepare a disaster recovery plan in the event of loss of accounting facilities or financial data. This should link in with the annual assessment made by trustees of the major risks to which the trust is exposed and the systems that have been put in place to mitigate those risks.

8.3. Transaction processing

All transactions input to the accounting system must be authorised in accordance with the procedures specified in this document. The detailed procedures for the operation of the payroll, the purchase ledger and the sales ledger are included in following sections of the document. All journal entries must be documented in ACCESS Finance. Bank transactions should be input by the Finance Manager and the input should be checked, and signed to evidence this check, by the CFO.

Detailed information on the operation of the ACCESS Finance system can be found in the user manuals.

8.4. Transaction Reports

CFO will obtain and review system reports to ensure that only regular transactions are posted to the accounting system. The reports obtained and reviewed will include:

- monthly payroll reports;
- monthly bank statement reconciliations;
- monthly procurement card statements;
- monthly VAT returns;
- monthly aged debtor and creditor reports;
- management accounts summarising expenditure and income against budget at budget holder level.

8.5. Reconciliations

The Trust Finance Manager is responsible for ensuring the following reconciliations are performed each month for the trust, and that any reconciling or balancing amounts are cleared:

- payroll;
- bank balance per the nominal ledger to the bank statement;
- VAT;
- trial balance.

Finance Officers/Assistants/Office Managers at any trust school are responsible for ensuring the following reconciliations are performed each month for the trust, and that any reconciling or balancing amounts are cleared:

- Direct credit account and local expenditure account reconciliations;

- procurement card statements;
- individual salary payments.

Any unusual or long outstanding reconciling items must be brought to the attention of CFO. The CFO will review and sign all reconciliations as evidence of this review.

9. Financial Planning

The trust prepares both medium term and short-term financial plans.

The medium-term financial plan is prepared as part of the planning process. The Trust Improvement Plan (TIP) indicates how the trust's educational and other objectives are going to be achieved within the expected level of resources over the next three years.

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

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

9.1. The Trust Improvement Plan (TIP)

The TIP is concerned with the future aims and objectives of the trust and how they are to be achieved; that includes matching the trust's objectives and targets to the resources expected to be available. Plans should be kept relatively simple and flexible. They are the "big picture" within which more detailed plans may be integrated.

The form and content of the TIP are matters for each school to decide but due regard should be given to the matters included within the guidance to Academies and any annual guidance issued by the DfE.

Each year the CEO will propose a planning cycle and timetable which allows for:

- a review of past activities, aims and objectives - "did we get it right?"
- definition or redefinition of aims and objectives – "are the aims still relevant?"
- development of the plan and associated budgets – "how do we go forward?"
- implementation, monitoring and review of the plan – "who needs to do what by when to make the plan work and keep it on course?"
- feedback into the next planning cycle – "what worked successfully and how can we improve?"

The timetable will specify the deadlines for the completion of each of the key stages described above. Lead responsibility for the completion of each of the stages will be assigned by the CEO.

The completed TIP will include detailed objectives for the coming academic year and the wider School Improvement Plans (SIP) will outline objectives for the following two years as well. The plan will also include the estimated resource costs, both capital and revenue, associated with each objective and success criteria against which achievement can be measured.

9.2. Annual Budgets

Annual budgets will reflect the best estimate of the resources available to each school for the forthcoming year and how those resources are to be utilised by each school. There should be a clear link between the TIP objectives and the budgeted utilisation of resources.

The budgetary planning process will incorporate the following elements:

- forecasts of the likely number of pupils to estimate the amount of DfE grant receivable;
- review of other income sources available to the individual academies within the trust to assess likely level of receipts;
- review of past individual performance against budgets to promote an understanding of the trust cost base;
- identification of potential efficiency savings;
- review of the main expenditure headings considering the strategic plan objectives and the expected variations in cost, e.g. pay increases, inflation and other anticipated changes;
- liaising with external agencies including major suppliers to ensure that the trust's best financial interests are met.

Individual school plans and budgets will need to be revised until income and expenditure are in balance. Comparison of estimated income and expenditure will identify any potential surplus or shortfall in funding.

If shortfalls are identified, opportunities to increase income should be explored and expenditure headings will need to be reviewed for areas where cuts can be made. This may entail prioritising tasks and deferring projects until more funding is available.

If a potential surplus is identified at an individual school within the trust, this may be held back as a contingency or alternatively carried forward to invest in future years' priorities for the students that the school serves.

Each LGC will be consulted on their respective school annual budget before submission to the trustees. Such consultation should be clearly minuted in sufficient time to allow prompt submission of aggregated plans to the DfE and should be accompanied by a statement of assumptions and explanations behind the plan so that if circumstances change, it is easier for all concerned to take remedial action.

The DfE, in conjunction with the CEO, is responsible for preparing and obtaining approval for the trust's annual budget, which aggregates the budgets of each school in the trust. The budget must be approved by the board of trustees.

The approved aggregated budget must be submitted to the DfE by the date specified by the DfE (usually end of the summer term) and the CFO is responsible for establishing a timetable which allows sufficient time for the approval process and ensures that the submission date is met.

Budgets should be seen as a working document which may need revising throughout the year as circumstances change.

When setting an Income budget for schools this is completed within the context of our Community Resourcing model. This takes key metrics from ICFP (Integrated Curriculum and Financial Planning) to determine an appropriate, benchmarked cost base for schools. This, combined with agreed school level of funded school improvement will support the determination of the income allocation to the school. This approach does not use GAG as a basis of funding school. Funds that are outside of GAG and directly attributable to students or “school generated” such as Pupil Premium or Hire Income are allocated directly to schools without adjustment.

School level reserves are managed in accordance with Appendix F.

Schools can appeal their allocation of funding within the Community Resource Model if they believe the application of the model has resulted in the needs of the school not being properly considered. This appeal should be made in writing to the CEO who will ensure the appeal is considered by the Board of Trustees. Following consideration of this appeal, if the school remains dissatisfied, they are entitled to appeal to the DfE. The DfE’s decision will be final and can result in the pooling provisions being disapplied.

9.3. Monitoring and Review

Budget monitoring reports are available in the ACCESS Accounting system and IMP Planning in which actual variances are highlighted against budget allocations. Monthly reports should be prepared by the trust for each school. The reports will detail actual income and expenditure against budget for the period of reporting, the year to date and a forecast of projected year end balances.

The CFO will produce and provide a monthly aggregated report for the Chair of the QET Finance, Operations and Audit Committee (FO&A)

The monitoring process should be effective and timely in highlighting variances in the budget so that differences can be investigated and action taken where appropriate. Any potential overspend against budget must, in the first instance, be discussed with CFO.

Each school should submit monitoring reports to the governors on a regular basis (at least termly), and the reports should be reported to the school’s LGC. Copies should also be provided to the Trust FO&A Committee.

10. Payroll

The main elements of the payroll system are:

- staff appointments and contract changes;
- payroll administration;
- payments.

10.1. Executive Pay Setting and Oversight

The Board of Trustees is responsible for setting and reviewing the pay of the CEO and other executive leaders. Decisions must be evidence-based, reflecting the individual's role, responsibilities, and sector benchmarks. All pay decisions must be subject to robust challenge and scrutiny, with the rationale clearly documented and minuted. Executive pay levels will be published annually on the Trust's website in accordance with statutory requirements.

10.2. Staff Appointments

Local Governance Committees (LGC) will approve a personnel establishment for each school in the trust and the Headteacher at each school must ensure that adequate budgetary provision exists for any establishment changes.

Trustees have the authority to appoint the Headteacher at each school. For any Church of England Academies joining the Trust, Trustees can only do so with the agreement of the Diocesan Director of Education.

The appointment of a CEO and CFO (Chief Finance Officer) must be approved by the trustees.

The Trust is in the process of moving to centralised personnel files for all members of staff which include signed contracts of employment. Personnel files for new appointments will be maintained by the Trust HR Team. It is anticipated that existing files will, in due course, move to the central database. The CEO is responsible for ensuring that the trust's pay policy is implemented.

The CEO is responsible for ensuring that the statutory obligations around the safer recruitment policy and procedures are administered and the Trust HR Function will be responsible for maintaining accurate records of all staff employed in a single central record.

Personnel information is held in manual files under the guidance of the CEO with access strictly limited to authorised officials only and separately on the MIS computer systems, for which relevant registration under the Data (Use and Access) Act 2025 is held.

10.3. Payroll Administration

The trust's payroll is administered by Somerset County Council payroll bureau (EduPay) through a service level agreement.

10.4. Payroll Payments

Amendments to payroll data, e.g. appointments, resignations and variations to contract must be authorised by the CFO, prior to submission to payroll. The QET HR team is responsible for ensuring staff contracts of employment are received by the Somerset County Council (SCC) payroll bureau and a copy of the contract signed by the employee should be held securely in the employee's staff file.

All supply teachers, casual working and overtime claims must be checked and confirmed by the authorised officer in each school and must be forwarded promptly to the relevant school's finance office. Finance staff within the

trust will be responsible for inputting their school's claims via EduPay. Primary School claims must then be sent to the Trust Finance Team within published deadlines for authorisation and submission to EduPay bureau for processing and payment. Secondary Schools retain records of all claims within the finance records.

The CFO will then arrange a check and reconciliation of all Payroll changes against the expected and planned staffing structure for the Trust using IMP to ensure that the payroll system is operating as expected.

All staff are paid monthly by bank credit transfer to their bank accounts.

EduPay automatically calculates the deductions due from payroll to comply with legislation. The major deductions are for tax, National Insurance contributions and pensions. The amounts paid are summarised on the EduPay payroll reports.

The QET Trust Finance Manager will obtain a monthly simulation payroll report from EduPay for checking.

The QET Trust Finance Manager will obtain the monthly live payroll report from EduPay.

At the end of each period the CFO/or other delegated office must undertake a further reconciliation of each individual payment against the latest staffing budget. The payroll report completed will be reconciled and signed off by the CFO to confirm that all necessary checks have been undertaken.

The trust has a responsibility for ensuring that all payments to individuals are subject to tax and national insurance deductions where appropriate. In order to achieve this, the following guidelines should be followed:

- an assessment must be made as to whether the individual is providing a contract of service (i.e. employed) or a contract for services (i.e. self-employed);
- if considered to be a contract of service, the individual shall be set up as an employee of the school before receiving payment through the payroll;
- where an individual seeks payment from the school for a contract for services, this must be in the form of an invoice.

Careful attention should be paid to repetitive payments to individuals.

Business expenses claims may be processed and paid directly by BACS by the school unless it relates to a benefit in kind payment. Valid receipts must be held and retained in support of any reimbursements. Mileage claims must be processed via the trust's payroll provider. Valid receipts to support the mileage claimed should be obtained. The school may determine their own rates of reimbursement for mileage claims but if they exceed the HMRC Approved Rate they will render the claimant liable to income tax and N.I. on the excess amount. QET therefore maintains its rate of reimbursement for mileage claims at or below the current HMRC Approved Rates.

11. Procurement

(To be read in conjunction with the Trust Procurement Policy)

The trust wants to achieve the best value for money from all our purchases. This means we want to get what we need in the correct quality, quantity and time at the best price possible. A large proportion of their purchases will be paid for with public funds and we need to maintain the integrity of these funds by following the general principles of:

- **Probity:** it must be demonstrable that there is no corruption or private gain involved in the contractual relationships of the school
- **Accountability:** the school is publicly accountable for its expenditure and the conduct of its affairs
- **Fairness:** that all those dealt with by the school are dealt with on a fair and equitable basis.

All procurement activity within the Trust must comply with the Department for Education's procurement standards and guidance. The Trust will use DfE recommended frameworks where appropriate and ensure all procurement decisions are fully documented, including supplier selection criteria and value for money assessments. The Board of Trustees and Finance, Operations & Audit Committee will oversee significant procurements. All staff involved in procurement will receive regular training, and any conflicts of interest must be declared and managed in accordance with the Trust's register of interests policy (see section 4 above).

11.1. Routine Purchasing

Budget holders will be informed of the budget available to them as soon as the budget is formally ratified and approved by Trustees. It is the responsibility of the budget holder to manage their element of the budget and to ensure that the funds available are not overspent. A print detailing actual expenditure against budget will be supplied to each budget holder no later than 15 working days after the month end and budget holders are encouraged to keep their own records of orders placed but not paid for.

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

- Orders should not be entered into verbally and unless a Purchasing Card has been used, all orders submitted electronically refer the QET supplier terms & conditions of the order on the website and protects the trust against terms and conditions imposed by suppliers in the absence of quoted terms & conditions.
- The use of 'Official Orders' through the ACCESS accounting system automatically updates the financial records and enables committed expenditure to be included in management information for governors.
- In exceptional circumstances (e.g. emergency repairs) orders may be placed by telephone. In such circumstances a confirmation order should be generated. Orders should be emailed or sent electronically to suppliers, to reduce timelines.
- Orders should only be approved in accordance with the authorised limits within the authorisation limits listed in Appendix A of this document.
- Orders may only be used for goods and services provided to the Trust. Private individuals and other organisations may not use 'Official Orders' to obtain work, goods, materials, and services net of VAT.
- **Orders under £5,000** – can be ordered by budget holders, who will be responsible for ensuring that reasonable steps have been taken to achieve Best Value. Best Value could be achieved by:
 - supplier chosen from the list of suppliers and listed on ACCESS;
 - bulk purchasing of common consumables;
 - negotiating discounts;

- taking advantage of sale seasons;
- obtaining alternative quotations wherever possible.

Trust approved purchasing thresholds

Purchasing Threshold	Value (excl VAT)	Quotes and Tenders
Low	£0 - £999	Evidence of Price (*see section 7.2 below)
	£1,000-£2,999	Evidence of Price (*see section 7.2 below)
	£3,000-£4,999	Written quotes from at least 2 suppliers
Medium	£5,000 - £49,999	Written quotes from at least 3 suppliers
High	£50,000+	Written Tenders from at least 3 suppliers, (where practicable) one of which must be through a recognised school framework agreement

- **Orders over £5,000 but less than £49,999** – where practically possible, at least three written quotations should be obtained for all orders between £5,000 and £50,000 to identify the best source of the goods/services. Written details of quotations obtained should be prepared and attached to the purchase order for audit purposes. Telephone quotes are acceptable if these are evidenced, and emailed confirmation of quotes has been received, before a purchase decision is made.
- **Orders over £50,000**– all goods/services ordered with a value over £50,000, or for a series of contracts which in total exceed £50,000, must be subject to the tendering policy, details of which can be found in the QET Procurement Policy.
- **High value transactions** (goods/services between £50,000 and the current Procurement threshold and works up to the current threshold).
 - Prior to undertaking any High Value transaction, a business case for the purchase must be produced and a Procurement Authorisation form completed (See Appendix B of Procurement Policy).
 - The business case will be considered by the CFO or delegated person and must include as minimum:
 - Why there is the need to spend - identify the need;
 - Best value for money;
 - Benefits to the Organisation (Financial/Non-Financial);
 - Specification of the requirement;
 - Market Testing; and
 - Procurement Strategy - please seek advice or consult with the CFO.
 - Bidders requesting information regarding any procurement exercise must be sent a tender pack. This should contain the information about the requirement and needs, together with the information required from bidders. This will need to be bespoke in each case but could include, for example:
 - details of pricing;
 - details of method statements;
 - details of product characteristics;

- the evaluation criteria which will be used to evaluate the tenders received, including disclosure of the criteria, sub criteria and weightings that will be applied to select the best Bidder(s). This is a complex area and you must check with the CFO; and
- a draft set of terms and conditions.
- It is expected that a minimum of three suppliers/contractors would be approached to submit tenders for procurements of this value.
- Once the tender process has been completed, Tenders must be opened in accordance with the tender Opening Form (Appendix C of Procurement Policy) and any approval for the procurement made via the Tender Acceptance form (Appendix D of Procurement Policy).

The school budget holder or the school Finance Office must make appropriate arrangements for the delivery of goods and services to the school. On receipt of goods and services there must be a detailed check of the goods and services received against the purchase order (or equivalent in exceptional circumstances). Where delivery notes are not produced, then the receipt of goods and services should be recorded on the order form. All discrepancies should be discussed with the supplier of the goods and services without delay.

All invoices should be sent to the school office to be checked against the purchase order (or equivalent in exceptional circumstances) and the delivery note to evidence the following:

- invoice arithmetically correct;
- goods/services received;
- goods/services as ordered;
- prices correct.

Invoices will be authorised for payment by the relevant cost centre holder and then passed to the school's finance office or QET Central team for recording and payment through ACCESS Finance.

11.2. Business Charge Cards/Credit Cards

Each cardholder is personally responsible for the safe custody of their card. The card should be always held securely, and any loss of cards should be reported immediately. Both the cardholder and the cost centre manager are jointly liable for the integrity of all transactions and proper and controlled use of the procurement card. All receipts must be produced and reconciled monthly to the monthly statement by the Finance Officer and reviewed and signed off by the Headteacher.

Monthly statements will be received by the QET Finance Manager.

All procurement card expenses incurred by the CEO should be authorised by the Chair of Trustees.

All procurement card expenses incurred by Headteachers should be authorised by their Chair of the LGC.

The CFO will check a sample of monthly reconciliations as part of the internal independent checking procedures to ensure that the business charge card system is operating correctly.

11.3. Business Charge Card Policy

From time to time the school may be offered the opportunity to purchase goods or arrange for services for the school from companies that shall not invoice but only accept a direct payment. Typically, this will apply to online purchases. To make use of these offers and purchasing methods the Trust holds Business Charge Cards for use by each of its schools.

It is the responsibility of each budget holder to ensure that there is budgetary provision for purchases from each budget and it is the responsibility of the school Operations Manager/Finance Manager to ensure that there is sufficient balance available in the bank to cover such expenditure.

The primary method of purchasing will always be via ordering and invoicing, and this method should always be used in preference to card purchasing where this method is offered by a supplier.

- The Governing Body may authorise any of the following to be a cardholder:
 - The Headteacher;
 - A Deputy Headteacher;
 - The School Operations Manager;
 - The School Office Manager
 - Sexey's Estates Lead
 - Trust Executive Assistant
- The Business Charge Card will be issued by the school's bank (currently Lloyds).
- In the event of the loss of the PIN number the bank will provide a new PIN to the cardholder only.
- Should the card be lost or stolen the loss shall be reported immediately to the Central Finance Manager, the Headteacher, the Police (in the event of theft) and the issuing bank.
- Should fraud or misuse be suspected the bank should be informed immediately so that appropriate action can be taken.
- The Business Charge Card shall, under no circumstances, be lent for use by another party.
- The PIN number shall, under no circumstances, be divulged to another party.
- The Business Charge Card has an overall limit of £40,000:
- The Business Charge Card balance shall be settled each month by direct debit. Any other method could be construed as borrowing by the Secretary of State for Education and this is strictly forbidden without his/her written permission.
- The Business Charge Card transaction should be entered into the relevant School or centre accounting system as soon as possible to ensure completeness of the School accounts and ready to be reconciled when the bank statement is downloaded at the end of each month.
- Authorisation:
 - All receipts shall be authorised by the budget holder
- The cards shall not be used for personal expenditure under any circumstances.
- Cash withdrawals are not permitted.
- All cardholders shall sign to accept that they have personal responsibility for transactions on "their" card which are not conducted with the approval of the school and in accordance with this policy (see Appendix 1).
- All cardholders shall authorise the school to recover the cost of any unauthorised transactions not conducted in accordance with this policy.

- In such circumstances, where reimbursement is not received voluntarily, the school reserves the right to make a salary deduction of the unauthorised amount.
- All cardholders shall be made aware of the procedure to follow in the event of the card being lost, stolen, or going missing (see Appendix 1).
- All cardholders shall be made aware of the procedure to follow in the event of the PIN number becoming known to another party (see Appendix 1).
- Procedure for use:
 - A VAT receipt (if applicable) must be obtained for all Business Charge Card purchases.
 - The cardholder must present a valid receipt for all Business Charge Card to the Finance Officer on at least a monthly basis.
 - All orders must be delivered to the school address.
 - A blue requisition order signed by the budget holder and the School Business Manager must be provided for purchases.
- Separation of duties:
 - If non-Card holding staff require goods via the internet they must provide a requisition order, signed by the budget holder and the School Business Manager, to the Finance Officer.
 - The transaction is recorded on the school accounting system by the Finance assistant.
 - On receipt of the Business Charge Card statement the Trust Finance Manager shall reconcile the receipts with the statements and shall reconcile the Business Charge Card statement against the bank account.
 - The school Operations Manager/Finance Manager shall verify and sign the monthly bank reconciliation statements.

12. Other matters

12.1. Services provided by sponsors and sponsor-related bodies (if applicable)

The trust must ensure that any contracts for services provided to the trust are properly procured and present value for money. The trust must ensure that sponsor fees and consultancy rates included within contracts are reasonable, represent value for money and are good use of public funds.

12.2. Irregular or improper transactions

Situations may arise where it may appear to the trust to make sense to enter into a transaction which is irregular, improper or does not provide value for money. In these circumstances the trust must seek prior, written permission from the DfE. Such transactions may additionally require HM Treasury approval dependent on the nature of the transaction involved.

12.3. Managing surplus General Annual Grant (GAG)

The DfE expects school trusts to use their allocated funding for the full benefit of their current pupils. The Trust Reserves Policy sets out the process of managing surpluses.

The DfE will also verify the sums of unspent funds when it checks the trust's accounts and highlight and report, to the relevant DfE Boards, any cases where it has serious concerns about a long-term substantial surplus with no clear plans for use.

12.4. Pooling of GAG by Trusts

The trustees have the freedom to amalgamate a proportion of GAG funding for all its academies to form one central fund. The trustees must have due regard to the funding needs and allocations of each individual school and they must have an appeals mechanism in place. If an individual school's Headteacher feels that the school has been unfairly treated in relation to pooling arrangements, they should first appeal to the trust. If the Headteacher's grievance is not resolved, they may then appeal to the Secretary of State for Education via the DfE, whose decision will be final and who may dis-apply the provisions for pooling in the Academies Trust Handbook in relation to the trust. A trust must not pool PFI funding, in accordance with its funding agreement.

12.5. 11.5 Financial Deviance

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

Different academies will be more or less successful in managing their financial systems and procedures as well as in reacting to adversity caused by sudden changes and/or unexpected difficulties. It is the role of the CFO and the QET Finance, Operations and Audit Committee to identify what is happening, whether there are remediable issues or not, and what would most effectively improve upon them. Reductions in autonomy will be dependent and decided based on the financial deviance protocol by CFO and the QET Finance, Operations and Audit Committee.

The Scheme of Delegation (available on the Trust's website) identifies levels of autonomy and the kind of identification and notifications that are needed. All reductions in autonomy will be detailed for the Head and LGC having its autonomy restricted along with detailed recommendations for actions necessary to facilitate improvement and to move the school back to a higher level of autonomy. It will include timescales for the improvement, performance criteria for the improvement to be deemed successful and how the return to a higher level of autonomy would be affected.

Part Two – LGC & Schools

13. Introduction

This section outlines the respective responsibilities of each LGC, Headteacher and staff in relation to financial administration. The Policy also provides a standardised approach to all finance related tasks within the school and covers the following:

- Ashlands Primary School
- Haygrove School
- Merriott and Haselbury Plucknett Primary Schools
- Sexey's School
- Spaxton Primary School
- St. Bartholomews Primary School
- Stogursey Primary School

Please note that this policy should be used in conjunction with the Academy Trust Handbook 2025.

14. Summary of Responsibilities

- The management of the school is, through its Instruments of Government, the responsibility of its LGC. The LGC delegates day to day responsibility for carrying out the policies and decisions of the LGC to the Headteacher.
- Management and administration duties undertaken by the Headteacher and the members of the school staff shall be carried out in accordance with the terms of this statement, and within the terms of their contract of employment.
- The LGC will be consulted on the annual school budget prior to submission to the Trust Board and which accords with the school's aims and objectives, as set out in the current School Improvement Plan, and the legislative responsibilities undertaken by the LGC. Budget consultation discussions should be clearly minuted by the LGC in sufficient time to allow prompt submission of the plan to the DfE and the trustees.
- The Headteacher will prepare a recommendation for expenditure by reference to the anticipated budget provision of the school, sufficiently in advance of each financial year, in order to allow due consideration and to enable consultation by the LGC. The Headteacher (supported by the CFO) will advise the LGC on all areas of the school budget.
- The LGC will, in each year consider the proposed budget set by the Headteacher. Acting with advice and knowledge acquired from the Headteacher or staff and the LGC will ensure that adequate long-term budgeting is undertaken in order that the long-term performance of the school may be maintained.

14.1. The Role of the LGC in relation to Finance

To assist in the fulfilment of the LGC's responsibilities, the following will need to be considered within LGC meetings. Best practice will be to convene meetings at least once a term to:

- consult on the school's annual budget, including staffing;
- consult on the school's 3 year budget plan;
- to maintain a register of pecuniary interests for governors and staff;
- to monitor the effectiveness of internal financial controls and procedures.
- plan the school budget in accordance with the priorities in the School Improvement Plan;
- consider reports from the Headteacher comparing expenditure with budget;
- compliance with the Trust procurement policy;
- submit to the CFO proposed write-offs and disposals of surplus stock and equipment;
- review monthly management accounts and monitor points of action.
- determine matters relating to building maintenance, health and safety and lettings outside school hours in accordance with the Governors' delegated responsibilities;
- determine matters relating to school security;
- consider the findings and recommendations of Internal scrutiny reports and findings identified by the CFO;
- the Chair shall ensure that minutes are signed at the next meeting to confirm that they are accurate. Copies of the agenda, the approved minutes (subject to confidentiality exclusions), and papers for each meeting should be made available at the school for anyone to read;
- consult on boarding fees annually (Sexey's School only);
- consult on the use of strategic reserves.

14.2. The Role of the Headteacher

The day-to-day operation of the budget is delegated to the Headteacher, who will be responsible for:

- preparing the school improvement plan and will work alongside the CFO in supporting the production of the school budget in accordance with priorities agreed by the governors;
- managing internal control systems and internal financial transactions in accordance with the QET's Financial Administration & Control Policy;
- proposing the use of strategic reserves via a QET Business Case submission;
- maintaining adequate financial records in accordance with Academy Trust Handbook;
- reviewing management account reports and response to points of action;
- maintaining a balanced budget;
- setting limits of expenditure for members of staff authorised to place orders;
- provide regular budget monitoring reports to the LGC;
- providing access to accounting and other relevant records to Audit, including school fund(s), and implementing auditor recommendations where necessary;
- checking that the school inventory is maintained as accurately and up to date as possible and ensuring that an independent check of the inventory is made at least once a year;
- recommending to governors' equipment to be written off or disposed of. Ensuring that disposal of such equipment is adequately recorded in the Governors' minutes and that the disposal of assets is conducted in an open manner and where income generated from disposal is maximised. Ensuring that stolen items are reported to the Finance, Operations and Infrastructure Committee before formal approval to delete that item from the inventory/asset register;

- ensuring that adequate procedures are in place for the prompt security marking of all items of a portable and desirable nature;
- ensuring that adequate controls are in place to ensure that all responsibilities delegated are monitored;
- maintaining a central file of all submitted applications for grant funding and counter sign and submissions for audit purposes.

14.3. The Role of Finance Staff

Subject to accordance with individual job descriptions the Headteacher may delegate financial procedures to the finance team. The finance team's roles may include:

- ensuring that invoice checking procedures are followed;
- ensuring that, in conjunction with the Headteacher, authorisation of orders, invoices and schedules are in accordance with this Financial Administration & Control Policy and the Academy Trust Handbook;
- prompt and intact banking of income and associated recording of income in accordance the Academy Trust Handbook;
- assisting in the maintenance of an accurate inventory and associated security procedures;

14.4. The Role of the Staff

The role of staff in school financial administration is:

- to familiarise themselves with this Policy;
- to conduct all financial transactions relating to the school in accordance with this Control Policy;
- to manage any budget delegated to them by the Headteacher responsibly, and after due consultation with relevant staff;
- to actively seek 'best value' on all work, goods, materials or services procured on behalf of the school;
- to ensure that all relevant documents (delivery notes, invoices etc.) are promptly passed to the administrator for processing.

15. Limits of Delegation

The following limits will be applied to the academies in the trust and are further detailed in Appendix B.

15.1. Virements with Budget Share

The Headteacher proposes to vary the annual budget approved by the FO&A Committee. A variation will be the result of any change in the day-to-day spending plans of the school, but still be in accordance with the aims and objectives of the school, as laid down in the School Improvement Plan. This variation, known as a 'Virement within Budget Share' shall not exceed £5,000 in the primary schools and £25,000 in the secondary school. A 'Virement within Budget Share' of more than £5,000 or £25,000, as appropriate, will need approval of the CEO in consultation with the CFO.

15.2. Orders

The Headteacher approves expenditure on costed items included with the school approved budget plan in line with the Trust Procurement Policy.

The headteacher proposes expenditure on items not included in the current year's school approved budget. The LGC is consulted on this expenditure with the CEO/CFO recommending items more than 1% or £10,000 (whichever is the lower). Trustees will need to approve expenditure on items not in current year's school budget more than 1% or £10,000.

The Headteachers, the Finance Officer in the secondary school and the CFO will, however, comply with financial regulations, as detailed in section 14 – Procurement of Goods and Services (see below).

15.3. Invoices

Invoices will be authorised for payment by the relevant cost centre holder and then passed to the Finance Office for recording and payment through ACCESS Finance.

15.4. Severance payments

As listed in the Scheme of Delegation, Dismissal Compensation, staff severance, redundancy payments from £25k to £50k are approved by the FOA committee, following recommendation from the CEO and CFO. The Headteacher is required to consult with the CFO and CEO regarding the need for such payments and approval sought in writing before such payments are proposed.

Payment above £50k may require approved by the DfE. Such recommendations would be discussed with the CFO and approved by the FOA committee prior to seeking permission from DfE. Payments of this nature would only be considered in exceptional circumstances.

16. Monitoring the Budget

The Trust must prepare management accounts every month setting out the financial performance and position.

Management Accounts should be reliable and relevant to users; the characteristics of good quality financial information are:

- **Produced promptly.** Management Accounts should be carried out in line with the Academies Trust Handbook. Accounts must be shared with the Chair of Trustees every month and with the Full Board of Trustees six times a year
- **Accurate.** Actual expenditure appearing on the report should agree to what has been processed on ACCESS Finance. There should be a monthly reconciliation of the bank account to ACCESS Finance. Where amounts have been charged to the school and are still in dispute, these should still be included in the actual expenditure until queries have been resolved.
- **Complete.** To provide governors with a “true and fair” view of the school's financial position the reports must include committed expenditure.

- **Format.** The format of the Management Accounts must include income and expenditure account, variation to budget report, cash flows and balance sheet.
- **Understandable.** Reports need to be understandable to the intended recipient; in particular, financial reports to governors should be jargon free.
- **Concise.** Reports should be summarised and not contain an unnecessary amount of detail. Expenditure and budget totals should be summarised to the headings contained in the annual DfE funding statement and in the annual accounts.
- **Include explanatory notes.** Where there are significant variances on budget headings an explanation should be provided with the report. Proposed actions to address variances should also be reported and actions agreed should be minuted. Where large orders are due to be placed, this may also require a note to the report.
- **Include a projected out-turn** on at least a termly basis, which is an estimate of the final budget position of the school at the end of the financial year.
- **Financial performance.** The Trust must unlock key financial performance indicators and measure its performance against them regularly.

17. Procurement of Goods & Services

Budget holders will be informed of the budget available to them as soon as the budget is formally ratified and approved by the Trust Board. It is the responsibility of the budget holder to manage their element of the budget and to ensure that the funds available are not overspent. A print detailing actual expenditure against budget will be supplied to each budget holder a week after the end of each month and budget holders are encouraged to keep their own records of orders placed but not paid for.

17.1. Purchase Orders

The procurement of goods and services is the process potentially most open to abuse or mismanagement and it is therefore essential to have strong financial controls to safeguard the school's interests. It is essential that all of the following controls are adhered to:

- Orders should not be entered into verbally and unless a Business Chargecard has been used, orders should always include the school's terms and conditions of the order and protects the school against terms and conditions imposed by suppliers in the absence of quoted terms and conditions.
- All orders for goods and services must be confirmed using an official requisition, unless exceptional circumstances dictate otherwise. It is the responsibility of the budget holder to be satisfied that the work, goods, materials or services are appropriate and necessary, that there are adequate funds in the school budget for that purpose and that sufficient quotations/tenders have been obtained.
- Individually numbered purchase orders will be produced from the ACCESS Finance system and will be approved by the nominated ACCESS Finance approvers before dispatch to suppliers.
- The use of purchase orders through ACCESS automatically updates the financial records and enables committed expenditure to be included in management information for governors.
- In exceptional circumstances (e.g. emergency repairs) orders may be placed by telephone. In such circumstances a confirmation order should be generated. Orders should be emailed to suppliers, to

reduce timelines. In such circumstances, care should be taken to ensure that the supplier receives the school's terms and conditions.

- Orders may only be used for goods and services provided to the school, private individuals and other organisations may not use purchase orders or non-order invoices transactions to obtain work, goods, materials or services net of VAT.
- **Orders under £5,000** – can be ordered by budget holders, who will be responsible for ensuring that reasonable steps have been taken to achieve Best Value. Best Value could be achieved by:
 - supplier chosen from the list of suppliers maintained by the Finance Office and listed on ACCESS;
 - bulk purchasing of common consumables;
 - negotiating discounts;
 - taking advantage of sale seasons;
 - obtaining alternative quotations wherever possible.
- **Orders over £5,000 but less than £50,000** – where practically possible, at least three written quotations should be obtained for all orders between £5,000 and £50,000 to identify the best source of the goods/services. Written details of quotations obtained should be prepared and retained with the purchase order for audit purposes. Telephone quotes are acceptable if these are evidenced, and emailed confirmation of quotes has been received, before a purchase decision is made. If the budget holder decides to opt for a quote other than the lowest, the reasons for such a decision should be clearly documented and reported to the Finance and Resources Committee.
- **Orders over £50,000** – will be subject to a tendering policy, details of which can be found in the QET Procurement Policy.

17.2. Invoice Processing

When invoices are received, it is essential to check that all the elements of the invoice are correct before authorising payment. The checks should be carried out and evidenced by separate individuals where possible. An invoice certification stamp is the best way of providing evidence that the following checks have been carried out:

- All invoices should be sent to the Finance Office to be checked against the ACCESS numbered order (or equivalent in exceptional circumstances) and the delivery note to evidence the following:
 - invoice arithmetically correct;
 - goods/services received;
 - goods/services as ordered;
 - prices correct;
 - Where delivery notes are not produced, then the receipt of goods and services should be recorded on the order form. All discrepancies should be discussed with the supplier of the goods and services without delay.

- Where delivery notes are not produced, then the receipt of goods and services should be recorded on the order form. All discrepancies should be discussed with the supplier of the goods and services without delay.
- If any goods are rejected or returned to the supplier because they are not as ordered or are of sub-standard quality, the Finance Office should be notified. The Finance Officer will keep a central record of all goods returned to suppliers.
- The Headteacher will authorise the invoice for payment in the ACCESS Accounting system.
- Valuable items that are portable and desirable should be security marked and added to the inventory or asset register.

17.3. Creating New Suppliers

All requests for new vendors must be made using the 'New Supplier Request' form and sent from a valid school email address to the QET Central Finance Team. The request must be accompanied by the vendor's bank details on the vendor's invoice. If this is not available, then confirmation must be received on the vendor's headed paper and signed on behalf of the vendor.

All changes to supplier information (particularly bank account details) must then be verified by contacting the supplier with contact details obtained from an independent source or calling a known person of authority at the supplier.

17.4. Checking of Supplier Statements

All supplier statements should be checked upon receipt. If an invoice number and amount cannot be matched, then the supplier should be contacted to provide a copy invoice.

Supplier statements should be retained at the end of the financial year for audit purposes.

CFO will undertake an additional monthly review against the aged creditors list and notify individual school of any issues identified with the prompt payment to suppliers.

18. Reconciliation processes

It is essential that thorough procedures are in place to ensure that all costs incurred and income received against the school's account(s) are valid and verify that they are the responsibility of the school. The CEO is responsible for ensuring that controls are in place for these checks to be carried out. The CEO will delegate this role to the CFO and Trust's finance manager.

The Trust Finance Manager is responsible for ensuring the following reconciliations are performed each month, and that any reconciling or balancing amounts are cleared:

- **Payroll** – The Trust Finance Manager and CFO will obtain a monthly payroll report from SCC Payroll Bureau.

The CFO and Trust Finance Manager, undertake a reconciliation of each individual payment against the latest staffing budget. Any variations should be investigated and queries raised immediately with SCC Payroll Bureau within the sign-off timetable.

The Finance Officer at each secondary school will obtain the monthly live payroll report from SCC Payroll Bureau from their secure portal.

The CFO must undertake a further reconciliation of each individual payment against the latest staffing budget.

- **QET bank balance per the nominal ledger to the QET bank statement** – the Trust Finance Manager must ensure bank statements are received regularly and that reconciliations are performed at least on a monthly basis. The Reconciliation procedures must ensure that the bank account is reconciled to the QET's cash book, reconciliations are prepared by the Trust Finance Manager, reconciliations are subject to an independent monthly review carried out by the CFO and all adjustments arising are dealt with promptly.
- **Direct credit bank balance per the nominal ledger to the bank statement** – the Trust Finance Manager must ensure bank statements are received regularly and that reconciliations are performed at least on a monthly basis. The Reconciliation procedures must ensure that the bank account is reconciled to the school's cash book, reconciliations are prepared by the Trust Finance Manager, reconciliations are subject to an independent monthly review and signed off by the CFO and all adjustments arising are dealt with promptly.
- **Procurement cards (if used)** – monthly statements will be received. All receipts must be produced and reconciled monthly to the monthly statement by the Trust Finance Manager and reviewed and signed off by the CFO.
- **VAT** – monthly reconciliation of VAT and submission of VAT 126 claims are carried out by the Trust Finance Manager on or as near to the 1st working day of each month.
- **Trial balance.**

Any unusual or long outstanding reconciling items must be brought to the attention of the CFO. The CFO will review and sign all reconciliations as evidence of their review.

19. Travel and Expenses

Please refer to the Trust's separate Travel and Expenses Policy.

20. Security, Inventories, Stocks and Disposal of Assets

The LGC is responsible for ensuring that there are systems in place for maintaining proper security at all times for all buildings, stocks, stores, furniture, equipment, etc. under its control.

20.1. Security

Stores and equipment must be secured by means of physical and other security devices. Only authorised staff may access the stores.

Safes must be kept locked and the key removed. Keys to safes and cash boxes must be carried on the person of the nominated key holder at all times. The loss of such keys should be reported to the CFO immediately.

Money left on the premises shall be secured in a locked safe, where provided, or in a locked secure cabinet.

Losses due to theft of stocks or cash shall be promptly reported to the Police, Headteacher, LGC and CFO.

Steps must be taken by the Headteacher to ensure that there are effective back up procedures for all computer systems. All back-ups should be securely retained in a fireproof safe or remote location, with at least one tape/disk held securely off-site. Recommendations for backup procedures should be regularly checked with the QET IT Lead.

Arrangements should be made to ensure that only authorised staff have access to computer hardware and software used for school management. Passwords should not be disclosed or shared and should be changed regularly. Access rights of any staff leaving the school should be promptly revoked.

The Headteacher and the LGC shall register with the Information Commissioner, and comply with all regulations relating to by the Data (Use and Access) Act 2025.

Items of lost property of value including jewellery are held by the school finance office and details published to students. After one term items are disposed if they are not claimed.

20.2. Inventories

An asset register should also be maintained in a format agreed with governors, in which shall be recorded an adequate description of all land, buildings, moveable plant and machinery, vehicles, furniture, fittings and equipment belonging to the School, where the current valuation (for property) or the acquisition cost (for other assets) is greater than the de-minimise level of £5,000.

The asset register should include the following information:

- asset description;
- asset number;
- serial number;
- date of acquisition;
- asset cost;
- source of funding (% of original cost funded from DfE grant and % funded from other sources);
- expected useful economic life;
- depreciation;
- current book value;
- location;
- name of member of staff responsible for the asset.

The Asset Register helps:

- ensure that staff take responsibility for the safe custody of assets;
- enable independent checks on the safe custody of assets, as a deterrent against theft or misuse;
- to manage the effective utilisation of assets and to plan for their replacement;
- help the external auditors to draw conclusions on the annual accounts and the School's financial system;
- support insurance claims in the event of fire, theft, vandalism or other disasters.

Non-Current Assets are to be depreciated to reflect the recoverable amount in the financial statements, over the useful life of the asset.

The depreciation will be calculated on an annual basis for preparation of the year end accounts.

Groups of assets will use the same method of depreciation. There may very occasionally be an asset that does not completely fit into one of the categories below and CFO will discuss these items on an individual basis.

The QET has determined appropriate depreciation rates, based on the assessment of the useful economic life and expected residual value when the assets are acquired. Depreciation will be charged annually using the following straight-line percentages:

- | | |
|--|---------------|
| • Freehold land and buildings (FLB): | 2% (50 yrs) |
| • Furniture, plant machinery and equipment (FE): | 10% (10 yrs) |
| • Computer equipment and software (ICT): | 33.3% (3 yrs) |
| • Motor vehicles (VEH): | 20% (5yrs) |
| • Premises improvement/refurbishment: | 5% (20yrs) |

All the items in the asset register should be permanently and visibly marked as the school's property and there should be a regular count by someone other than the person maintaining the register. Discrepancies between the physical count and the amount recorded in the register should be investigated promptly and where significant, reported to the Governing Body. Inventories of School property should be kept up to date and reviewed regularly. Where items are used by the school, but do not belong to it, this should be noted.

The immediate responsibility for the safeguarding of equipment lies with the end user departments. In support of this, the school provides security measures, including caretaker cover, burglar alarm systems, inventories, security marking, maintenance and support agreements where appropriate, and insurance cover.

20.3. Acquisitions and Disposal of Assets

The trust must seek and obtain prior approval from the DfE, for the following transactions:

- acquiring a freehold on land or buildings;
- disposing of a freehold on land or buildings;
- disposing of heritage assets as defended in financial reporting standards, beyond any limits in the funding agreement for the disposal of assets generally.

The trust may dispose of any other fixed assets (i.e. other than land, buildings and heritage assets as described above) without the DfE's prior approval, subject to achieving the best price that can reasonably be obtained, and maintaining the principles of regularity, propriety and value for money.

Some property transactions may be novel or contentious and so require the consent of the DfE on that basis. Novel payments or other transactions are those in which the trust has no experience or are outside the range of normal business activity for the trust. Contentious transactions are those which might give rise to criticism of the trust by the public or the media. It is difficult to be specific about what might constitute novel or contentious

payments; it is for trusts to use their judgement about when they should seek the prior advice of the DfE. Public money must always be spent prudently and in ways that command broad public support.

A transaction may also be considered repercussive if its cost or scale is such that it could set a precedent for similar transactions elsewhere or have a wider financial impact across the education sector. When assessing transactions, the Trust must consider not only the direct impact on its own finances but also the potential for sector-wide implications if similar terms were adopted by others. For further guidance, see the section on Novel, Contentious or Repercussive Transactions in Managing Public Money, as referenced in the Academy Trust Handbook 2025

Items which are to be disposed of by sale or destruction must be authorised for disposal by the Headteacher and, where significant, should be sold following due process:

- taking reasonable steps to advertise the disposal;
- inviting bids for the asset (sealed bids are preferable);
- negotiating with potential purchasers.

The trust may agree to give assets bought for a proper purpose, but which are no longer needed for the conduct of its business, to a charity, up to a maximum value of £1,000 per single donation. The residual value of assets is determined by the greater of the written down value or market value.

Disposal of equipment to staff is not encouraged, as it may be more difficult to evidence the trust obtained value for money in any sale or scrapping of equipment. In addition, there are complications with the disposal of computer equipment, as the trust would need to ensure licences for software programmes have been legally transferred to a new owner.

20.4. Loan of Equipment

Items of School property must not be removed from trust premises without the authority of the Headteacher/School Business Manager/Office Manager. A record of the loan must be recorded and the asset booked back in when it is returned. Please use the IT Loan of Equipment pro forma help by the IT Manager. For any other equipment please complete the pro forma “Loan of Equipment” and ensure this is signed by the SBM or Headteacher.

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

21. Insurance Arrangements

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

- Buildings and contents
- Business continuity

- Employers and Public Liability

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

All contractors must have public liability insurance before they are allowed to undertake work on the School's premises.

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

22. Receiving income

The main sources of income for the trust are the grants from the DfE. The receipt of these sums is monitored directly by CFO who is responsible for ensuring that all grants due to each School are collected.

Schools also obtain income from:

- student teachers from universities and other institutions;
- hiring of premises and facilities;
- students, mainly for trips;
- grants

Charges can also be made to students to defray the costs of certain activities (see section 19. Charging Policy). Certain curriculum departments generate some income through entrepreneurial activities. Such charges should be made in accordance with the trust's charging policy.

Premises hire charges are determined by the Governing Body's policy on premises hire, unless exceptional circumstances require otherwise. In such circumstances, charges are determined at the discretion of either the Headteacher, CFO or the Premises Manager.

The QET Finance Manager produces a list of hirers for invoices to be prepared and sent.

Payments for invoices raised manually and issued by the school, are sent directly to the school and will be recorded as School income into the lettings budget cost centre within the ACCESS Finance system and manual receipts will be issued when requested.

All monies must be banked, in their entirety, in the appropriate bank account. The Finance Officer is responsible for preparing reconciliations between the sums collected, the sums deposited at the bank and the sums posted to the accounting system.

All outstanding invoices should be reviewed each month by the Finance Officer/Office Manager and pursued to ensure that the school receives all monies due.

Schools may propose to write off debts and losses, including any uncollected fines up to £20k for the CEO to consider and approve. Values above £20k must be submitted by schools for consideration and approval by the Board of Trustees (of DfE if not within the boards delegations).

In relation to these limits, the amounts for write offs are before any successful claims from an insurer and total income is defined as grant income as disclosed in the trust's last set of audited accounts.

No debts should be written off without the express approval of CFO. A list of debts written off should be provided to the Finance, Operations and Infrastructure Committee each year.

23. Miscellaneous issues

The QET must complete a register of interests that captures relevant business and pecuniary interests of Members, Trustees, LGCs and senior employees.

Trusts must report all contracts and other agreements with related parties to DfE in advance of the contract or agreement commencing, using DfE's related party online form. Trusts must obtain DfE's prior approval, using DfE's related party online form, for contracts and other agreements for the supply of goods or services to the trust by a related party a:

- a contract or other agreement exceeding £20,000
- a contract or other agreement of any value that would mean the cumulative value of contracts and other agreements with the related party exceeds, or continues to exceed, £20,000 in the same financial year ending 31 August

For the purposes of reporting to, and approval by, DfE contracts and agreements with related parties do not include salaries and other payments made by the trust to a person under a contract of employment through the trust's payroll

23.1. Register of Pecuniary (or Business) Interests

The LGC must maintain a register of any relevant business and financial Interests, including governance roles in other education institutions, for (as a minimum) members, trustees, local governors and senior employees, serving at any point over the past 12 months.

- The register must include their full names, date of appointment, term of office, date the stepped down (where applicable), who appointed them and relevant business and financial interest including:
- directorships, partnerships and employments with businesses
- trusteeships and governorships at other educational institutions and charities
- for each interest: the name and nature of the business, the nature of the interest and the date the interest began

The register must identify relevant material interests from close family relationships between the school trust's members, trustees, or local governors. It must also identify relevant material interests arising from close family relationships between those individuals and employees. Close family relationships are defined below.

Trusts should consider whether other interests should be registered. Boards of Trustees should keep their register of interests up to date at all times.

Trusts must publish on their websites relevant business and pecuniary interests of Members, Trustees, Local governors and Accounting Officers. Related party transactions Principles applying to related party relationships.

23.2. Principles applying to related party relationships

QET must be even-handed in their relationships with related parties by ensuring that:

- trustees comply with their statutory duties as company directors to avoid conflicts of interest, not accept benefits from third parties, and declare interest in proposed transactions or arrangements
- all members, trustees, local governors of academies and senior employees complete the register of interests, in accordance with sections 21.1 above
- no member, trustee, local governor, employee or related individual or organisation uses their connection to the trust for personal gain, including payment under terms that are preferential to those that would be offered to an individual or organisation with no connection to the trust
- there are no payments to trustees by the trust unless permitted by the articles, or by authority from the Charity Commission, and comply with any relevant agreement with the Secretary of State for Education - trusts will need to consider these obligations where payments are made to other business entities who employ the trustee, are owned by the trustee, or in which the trustee holds a controlling interest
- the Charity Commission's approval is obtained where the trust believes a significant advantage exists in paying a trustee for acting as a trustee
- payments provided to the persons referred to in section 22.3 satisfy the 'at cost' requirements in this policy.

The trust should be aware of the Charity Commission's guidance for trustees CC11: Trustee expenses and payments.

The board of trustees must ensure requirements for managing related party transactions are applied across the trust. The board chair and the accounting officer must ensure their capacity to control and influence does not conflict with these requirements. They must manage personal relationships with related parties to avoid both real and perceived conflicts of interest, promoting integrity and openness in accordance with The 7 principles of public life.

Trusts must recognise that some relationships with related parties may attract greater public scrutiny, such as:

- transactions with individuals in a position of control and influence, including the board chair and accounting officer

- payments to organisations with a profit motive, as opposed to those in the public or voluntary sectors
- relationships with external auditors beyond their duty to deliver a statutory audit and, as reporting accountant, their regularity assurance review.

The trust must keep sufficient records, and make sufficient disclosures in their accounts, to show that transactions with these parties, and all other related parties, have been conducted in accordance with the high standards of accountability and transparency required within the public sector.

Trusts must report all contracts and other agreements with related parties to DfE in advance of the contract or agreement commencing or being renewed, using [DfE's related party on-line form](#).

Trusts must obtain DfE's prior approval, using DfE's related party on-line form, for contracts and other agreements for the supply of goods or services to the trust by a related party agreed on or after 1 September 2023 where a contract or other agreement exceeds £40,000 in the same financial year ending 31 August.

This approval requirement does not apply in the following circumstances:

- contracts and other agreements for the supply of goods or services to a trust by the following educational establishments:
 - colleges, universities and schools which are sponsors of the trust
 - state funded schools and colleges, including trusts.

This concession does not apply to transactions with a subsidiary of such a related party.

- the provision of services to a trust with a religious designation, for essential functions fundamental to the trust's religious character and ethos which can only be provided by their religious authority.

For the purposes of reporting to and approval by DfE, contracts and agreements with related parties do not include salaries and other payments made by the trust to a person under a contract of employment through the trust's payroll.

23.3. At cost requirements

A Trust must pay no more than 'cost' for goods or services provided to it by the following persons ('services' do not include contracts of employment):

- members or trustees of the school trust
- individuals or organisations related to a member or trustee of the school trust. For these purposes the following persons are related to a member or trustee:
 - a relative of the member or trustee. A relative is defined as a close member of the family, or member of the same household, who may be expected to influence, or be influenced by, the person. This includes, but is not limited to child, parent, spouse or civil partner
 - an individual or organisation carrying on business in partnership with the Member, Trustee or a relative of the Member or Trustee

- a company in which a member or the relative of a member (taken separately or together), and/or a Trustee or the relative of a Trustee (taken separately or together), holds more than 20% of the share capital or is entitled to exercise more than 20% of the voting power at any general meeting of that company
- an organisation controlled by a member or relative of a member (acting separately or together), and/or a Trustee or the relative of a Trustee (acting separately or together). For these purposes an organisation is controlled by an individual or organisation if that individual or organisation can secure that the affairs of the body are conducted in accordance with the individual's or organisation's wishes.
- any individual or organisation given the right under the Trust's Articles of Association to appoint a member or trustee of the school trust or anybody connected to such individual or organisation.
- any individual or organisation recognised by the Secretary of State of Education as a sponsor of the trust; or anybody connected to such individual or organisation

A body is connected to another individual or organisation, if it is controlled by the individual or organisation, or controls the organisation, or is under common control with the individual or organisation. For these purposes, control means:

- holding more than 20% of the share capital (or equivalent interest), or
- having the equivalent right to control management decisions of the body, or
- having the right to appoint or remove a majority of the board or governing body.

The 'at cost' requirement does not apply to the trust's employees unless they are also one of the parties described above.

While these provisions do not apply to contracts of employment, the principles of value for money and using public money properly, including managing conflicts of interest, still apply. Salaries should be appropriate to the individual's skills and experience and to wider market rates.

If staff of an individual or organisation are based in, or work from the premises of, the trust, that individual or organisation and the trust must agree an appropriate sum to be paid to the trust for use or occupation of the premises, save to the extent that they are carrying out work for the trust.

The 'at cost' requirement applies to contracts with a related party exceeding £2,500, cumulatively, in any one financial year. Where a contract takes the trust's cumulative annual total with the related party beyond £2,500, the element above £2,500 must be at no more than cost.

In relation to organisations supplying legal advice or audit services to the my trust, the 'at cost' requirement applies where the organisation's partner managing the service is a member or trustee of the trust, but not in other cases for those organisations. The published ethical standards for auditors prevent partners or employees of the audit firm from acting as a trustee of their client trust, but not of other trusts.

For academies with a religious designation, the provision of services to protect and develop their religious character and ethos, which can only be provided by their religious authority, are regarded as meeting the “at cost” requirement.

For trusts:

- with a college, university or school which is a sponsor of the trust, or
- transacting with any other state funded school (including an academy) or college
- the provision of goods and/or services by that sponsor, state funded school or college are regarded as meeting the "at cost" requirement. This does not apply to transactions with a subsidiary of such a related party.

School trusts must ensure any agreement with an individual or organisation referred to above to supply goods or services to the trust is properly procured through an open and fair process and is:

- supported by a statement of assurance from that individual or organisation to the trust confirming their charges do not exceed the cost of the goods or services, and
- on the basis of an open book agreement including a requirement for the supplier to demonstrate clearly, if requested, that their charges do not exceed the cost of supply.

For these purposes the cost will be the ‘full cost’ of all the resources used in supplying the goods or services and must not include any profit. Full cost includes:

- all direct costs (costs of materials and labour used directly in producing the goods or services)
- indirect costs (a proportionate share of fixed and variable overheads).

22.4 Approval of novel, contentious and/or repercussive related party transactions

Trusts must obtain DfE’s prior approval for any contract and other agreements with related parties that are novel, contentious and/or repercussive, regardless of value. Approval must be sought using the related party online form. The QET should carefully consider the impact of this requirement and its relevance to the transactions involving the board chair and/or the accounting officer.

22.5 Gifts

All gifts to the school either in kind or in money should be recorded.

22.6 Expenses paid to Governors

Expenses may be paid to Members/Trustees/Governors in accordance with DfE’s guidance and QET’s Travel and Expenses Policy on the [QET Website](#).

Appendix A - School Business Charge Card ["the Card"] Card Holder Consent Form

I consent to be a Card holder on the following Business Charge Card account held by << School >>["the School"]

Business Charge Card Issuer _____

Card Number _____

I confirm that I have read the << School >> Business Charge Card Policy ["the Policy"] and that I will abide by its terms and conditions. I acknowledge and agree that:

- I will use the Card only to purchase goods/services on behalf of the school and will not use the account for any personal expenditure.
- I will only purchase goods/services in accordance with the Policy.
- I will take care of the Card whilst in my possession to avoid its loss or theft.
- I will not disclose the PIN number to any other person
- I will only use the Card security number for online purchases where a security number is requested and only on a secure website.
- I will not use the Card to withdraw cash.
- I understand that immediately, on discovery of the loss or theft of the Card, I will notify:
 - The issuing bank
 - The School Finance Manager or Headteacher
 - The police (in the event of theft only)
- I understand that I am liable for all charges on the account which relate to transactions that have not been conducted in accordance with this Policy.
- I accept that I must reimburse the School promptly should I cause the account to incur any unauthorised charges and, in the absence of prompt reimbursement, I authorise the School to recover all such unauthorised amounts by deduction from any amounts otherwise owing to me by the School, including, but not limited to, salary and expenses.
- I agree that when not required for purchase, I will return the Card the Finance Manager for safekeeping in the school safe.
- I agree that if I cease to be employed by the School, I will return the Card to the School Finance Manager immediately.

Agreed by:

Name: _____

Date: _____

Signature: _____

Authorised by:

The Headteacher or Chair of Governing Body: _____

Date: _____

Signature: _____

Appendix B – Authorisation Limits

Expenditure Limits

Headteachers – Costed with approved budget

Business Charge Card Limits

Role	Limit
CFO	£5000
Headteacher – Haygrove	£500
Headteacher – St Bartholomew's	£1000
Executive Assistant	£500
Operations Manager – Haygrove	£5000
Office Manager – Stogursey	£1500
Office Manager – Haselbury Plucknett	£1000
Office Manager – Merriott	£1000
Office Manager – Spaxton	£500
Office Manager – St Bartholomew's	£1000
Office Manager – Ashlands	£1000
Office Admin Assistant - Ashlands	£500
Finance Officer – Sexey's	£5000
Premises Manager - Ashlands	£400
Premises Manager – Sexey's	£3000
Premises Manager - Haygrove	£500
DT Technician – Sexey's	£750
DT Technician - Haygrove	£500
Director of Boarding	£1500
DOE Coordinator – Sexey's	£500
Overall Total *	£80,000

* CHARGE CARD ALLOCATION

QET has an overall credit limit of £80,000. From this limit, card holders are allocated an individual card limit. The amount remaining from the £80,000 overall credit limit is set aside in a 'pot' that is used to enable new card holders to be added.

The remaining 'pot' is also used to temporarily increase credit limits set for card holders upon request. A card holder may request an increase to their allocation to enable expenditure outside of normal use, for example to purchase supermarket vouchers to support families in receipt of FSM (the value of these purchases is increasing regularly due to the number of families being added to this category).

Appendix C - Tendering Policy

Please see separate Procurement Policy for details of QET's Tendering Policy on the [QET Website](#).

Appendix D - Fraud Policy and Procedures

1. Introduction

The trust aims to be an honest and ethical institution. As such, it is opposed to fraud and seeks to eliminate fraud by the way it conducts business. This document sets out the trust's policy and procedures for dealing with the risk of significant fraud or corruption. To minimise the risk and impact of fraud, the trust's objectives are, firstly, to create a culture which deters fraudulent activity, encourages its prevention, and promotes its detection and reporting and, secondly, to identify and document its response to cases of fraud and corrupt practices.

To achieve these objectives, the trust has taken the following steps:

1. The development and publication of a formal statement of its expectations on standards of personal conduct, propriety, and accountability.
2. The establishment of adequate and effective systems of internal financial and management control (and a clear requirement to comply with them), and an independent Per Review function with an ongoing responsibility to review and report on these systems.
3. The development and publication of a formal statement of the procedures to be followed by employees who have a suspicion of, or concern about, possible or actual malpractice within each school and a fraud response plan which sets out the school's policies and procedures to be invoked following the reporting of fraud or the discovery of actual fraud.

These three steps are described in greater detail in the following sections

2. Personal Conduct

The trust aims to promote an organisational culture which encourages the prevention of fraud by raising awareness of the need for exacting standards of personal conduct. To help ensure that all employees are fully aware of the trust's expectations regarding standards of personal conduct, appropriate guidance is provided by the following key statements:

- These regulations are binding on all Members/Trustees/Governors, members of staff, students, and constituent parts of the trust. Refusal to observe them will be grounds for disciplinary action.
- In disbursing and accounting for all funds, the trust must demonstrate that it is adopting exacting standards of financial probity. Implicit within this regime is the requirement that trustees, governors and employees of the trust must always conduct financial affairs in an ethical manner.
- All members of staff, members, trustees, and governors of the trust are responsible for disclosing any personal, financial, or beneficial interest in any transaction with respect to the school or its related companies, minority interest companies and trading areas.
- Any person who is responsible for placing an order with a supplier (whether a contractor or not) with whom he has a personal interest must disclose this to the Headteacher or CFO.
- Trustees, governors, or employees of the trust shall never use their office or employment for personal gain and must always act in good faith regarding the trust's interests.

- Heads of Department/Budget Holders are expected to always adhere to the Financial Regulations and to use their best efforts to prevent misuse or misappropriation of funds and other trust property.

3. Systems of Internal Control

The next line of defence against fraud is the establishment of operational systems which incorporate adequate and effective internal controls designed to minimise the incidence of fraud, limit its impact, and ensure its prompt detection. These controls include high level management controls such as budgetary control (designed to identify fraud which results in shortfalls in income or overspendings against expenditure) and organisational controls such as separation of duties, internal check, and staff supervision. Personnel policies are also a key part of setting the culture and deterring fraud. This includes seeking to reduce the risk of employing dishonest staff by checking information supplied by employees and references obtained during the recruitment process, including DBS checks.

The general framework of responsibilities for financial management and the policies relating to the broad control and management of the trust are documented in the Financial Procedures Policy. The Financial Procedures are issued and updated periodically by CFO. They are binding on all trustees, governors, members of staff, students and constituent parts of the trust and are distributed to the Headteacher, the Senior Leadership Team, Heads of Department, and staff in the academies finance offices.

The trust has also established an Audit Committee and an independent Peer Review Officer function which provides advice to management in respect of control matters and which conducts a cyclical programme of reviews of the adequacy and effectiveness of the systems which have been put in place (including those intended to minimise the potential exposure to fraud and corruption).

4. Fraud Response

This document sets out the trust's policies and procedures for ensuring that all allegations and reports of fraud or dishonesty are properly followed-up are considered in a consistent and fair manner and that prompt and effective action is taken to:

- minimise the risk of any subsequent losses;
- reduce any adverse operational effects;
- improve the likelihood and scale of recoveries;
- demonstrate that the school retains control of its affairs in a crisis; and
- makes a clear statement to employees and others that it is not a soft target for attempted fraud.

The plan includes both statements of general policy and specific steps to be taken when circumstances dictate and is necessary to reduce the following risks:

- inadequate communication so that action is late or inappropriate;
- lack of leadership and control so that investigators are not properly directed and waste time and effort;
- failure to react fast enough so that further losses are incurred or the evidence required for successful recovery or prosecution is lost;

- adverse publicity which could affect confidence in the trust; and
- creation of an environment which, because it is perceived as being ill-prepared, increases the risk of fraud.

The main elements of the trust's policy are in line with the Whistleblowing Policy and are outlined below:

- All trustees, governors, members of staff, students and constituent parts of the trust are required to notify immediately the Headteacher and/or CFO of any financial irregularity, or any circumstance suggesting the possibility of irregularity, affecting the financial procedures, cash, stores or other property of the trust. The Headteacher and/or CFO should bring this to the attention of the CEO immediately.
- The Headteacher/CFO will ascertain whether the suspicions aroused have substance. They will if appropriate, conduct a preliminary investigation to gather information and reach an initial view as to whether further action is required. The findings, conclusions and any recommendations arising from the preliminary investigation will be reported to the LGC Chair, the Chair of Trustees and the Chair of the Finance, Operations & Audit Committee.
- The Headteacher will have the initial responsibility for coordinating the individual School's response. In doing this they will consult with the School's Human Resources Advisor regarding potential employment issues. The Headteacher will also seek expert legal advice from the School's Legal Advisor on both employment and litigation issues before taking any further action
- The Headteacher is required to notify CFO and Local Governing Body of any serious financial irregularity. This action will be taken at the first opportunity following the completion of the initial investigations and will involve, inter alia, keeping the Responsible Officer, the CEO, the Chair of Governors, and the Chair of Trustees fully informed between committee meetings of any developments relating to serious control weaknesses, fraud, or major accounting breakdowns.
- If evidence of a fraud is forthcoming, then the Governing Body will inform the DfE as required by the Funding Agreement and will consider whether to refer the matter to the Police.

Note: The Department for Education may recover funds from the Trust where there is evidence of irregularity or fraud, in accordance with the Academy Trust Handbook and the Trust's funding agreement.

Appendix E - Best Value Statement for Local Governing Committees

1. Introduction

The LGC is accountable for the way in which the school's resources are allocated to meet the objectives set out in the school's development plans. Governors need to secure the best possible outcome for pupils, in the most efficient and effective way, at a reasonable cost. This will lead to continuous improvement in the school's achievements and services.

2. What is Best Value

Governors will apply the four principals of best value:

- **Challenge:** Why, how and by whom a service is provided.
- **Compare:** School performance against available data.
- **Consult:** With service users, the local community etc.
- **Competition:** Wherever practicable, to secure efficient and effective services.

3. The Governors' Approach

The Governors and school managers will apply the principles of best value when making decisions about:

- the allocation of resources to best promote the aims and values of the school;
- the targeting of resources to best improve standards and the quality of provision;
- the use of resources to best support the various educational needs of all pupils.

The Governors and the school managers will:

- make comparisons with other/similar schools using available data, e.g. RAISE online, quality of teaching and learning, levels of expenditure;
- challenge proposals, examining them for effectiveness, efficiency, and cost;
- require suppliers to compete on grounds of cost and quality/suitability of services/products;
- consult individuals and organisations on quality/suitability of service we provide to parents pupils, and services we receive from providers.

This will apply to:

- **Staffing** – governors and school managers will deploy staff to provide best value in terms of quality of teaching, quality of learning, adult-pupil ratio, and curriculum management.
- **Use of premises** – governors and school managers will consider the allocation and use of teaching areas, support areas and communal areas, to provide the best environment for teaching and learning, for support services, and for communal access to central resources.

- **Use of resources** – governors and school managers will deploy equipment, materials and services to provide pupils and staff with resources which support quality of teaching and quality learning.
- **Quality of teaching** – governors and school managers will review the quality of curriculum provision and quality of teaching, to provide parents and pupils with a curriculum which meets the requirements of the latest teaching and learning standards, and the needs of the pupils and teaching which builds on previous learning and has expectations of children’s achievement.
- **Quality of learning** – governors and school managers will review the quality of children’s learning by setting of pupil achievement targets.
- **Purchasing** – governors and school managers will develop procedures for assessing need, and obtaining goods and services which provide best value in terms of suitability, efficiency, time and cost.
- **Pupils’ welfare** – governors and school managers will review the quality of the school environment and the school ethos, to provide a supportive environment conducive to learning and recreation.
- **Health and safety** – governors and school managers will review the quality of the school environment and equipment, carrying out risk assessments where appropriate, to provide a safe working environment for pupils, staff and visitors.

These areas will be monitored for best value by:

- Departmental reviews by the Headteacher & Senior Leadership Team;
- Termly target setting meetings between Headteacher, Senior Leadership Team and head of departments;
- Annual performance management;
- Annual budget planning;
- Headteacher’s reports including financial review;
- Feedback from responsible officer and audit report;
- Analysis of school pupil performance data;
- Analysis of LA/DfE financial data;
- Analysis of DfE pupil performance data;
- Key issues for action identified by OFSTED;
- Governors termly committee meetings;
- Governor’s annual staff salary review.

The pursuit of minor improvements or savings is not cost effective if the administration involves substantial time or costs. Time wasted on minor improvements or savings can also distract management from more important or valuable issues.

Appendix F - Financial Reserves Policy

1. Introduction

Trustees need to consider the level of reserves the Trust should hold. Levels of reserves which are too high tie up money which should be spent on current school activities. Levels of reserves which are too low may put the future activities of the school and trust at risk. The need for trustees to consider and report on their trust's level of reserves within school accounts is required by the DfE as the policy underpins the ability of a trust to invest in the pupils of today and tomorrow.'

The reserves policy:

- assists in strategic planning by considering how new projects or activities will be funded;
- assists in meeting the short-term cash flow needs, whilst also managing the longer –term cyclical needs of planning, and any capital investment that may be required
- informs the budget process by considering whether reserves need to be used during the financial year or built up for future projects;
- informs the budget and risk management process by identifying any uncertainty in future income streams.

2. During the financial year

The Trustees identify:

- when reserves are drawn on, so that they understand the reasons for this and can consider what corrective action, if any, needs to be taken;
- when reserve levels rise significantly above target so that they understand the reasons and can consider the corrective action, if any that needs to be taken;
- where the reserves level is below target and consider whether this is due to short-term circumstance or longer-term reasons which might trigger a broader review of finances and reserves.

3. Development of the QET reserves policy

In developing the reserves policy the following was considered:

- the risk of unforeseen emergency or other unexpected need for funds;
- covering unforeseen day-to-day operational costs, for example employing temporary staff to cover a long-term sick absence;
- a fall in a source of income, such as lettings;
- planned commitments, or designations, that cannot be met by future income alone, for example plans for a major capital project;
- the need to fund potential deficits in a cash budget, for example money may need to be spent before a funding grant is received.

The financial risks identified determine the amount of reserves the school targets to hold.

4. In-year reports to the trustees and the Local Governing Committees

In-year reports:

- compare the amount of reserves held with the target amount or target range set for reserves;
- explain any shortfall or excess in reserves against target set;
- explain any action being taken or planned to bring reserves into line with target.

5. Annual financial statements

The reserves disclosed in the trust report will include the following information:

- why reserves are held;
- what amount/range of reserves is considered appropriate for the school trust;
- what the level of reserves is at the year-end;
- how the school trust is going to achieve the desired level or range of reserves;
- how often the reserves policy is reviewed.

6. Reserves for the financial year 2025/26

The level of reserve will be reviewed and set on an annual basis as part of the budget setting cycle.

For the 2025/26 academic year, schools are permitted to retain ~~maintain~~ some operational reserves. Strategic reserves are held by the trust as part of the community resourcing model:

- **Operational reserves** are designed to enable individual Schools to manage fluctuations in their normal operating income and expenditure. Utilisation of these reserves will be at the discretion of the school. The operational reserve should always be positive and generally more than 1% but is capped for individual schools at 2% of current year GAG income. Any surplus above this will be transferred into strategic reserves at trust level at the end of the FY. The 2% cap applies to cumulative reserves i.e. Schools cannot exceed the 2% across multiple financial years.
- Where a School's operating reserve is forecast to fall outside of these parameters, the CFO will work with the School develop a plan to bring the reserve into line over an agreed time period. Positive reserves remaining at the financial year-end are carried forward to the following year and can be considered in the budget setting process.
- **Strategic reserves** are maintained to manage the wider financial risk profile of the Trust and to allow for larger planned expenditure which would fall outside of the parameters of a School's operational budget. Contributions to the strategic reserves are delivered through school reserves above the 2% and an amount of retained funds from GAG allocations as part of budget setting.

Schools in deficit are not eligible to bid for funds from the strategic reserve and will be required to have a credible plan to return to in year surplus within an agreed timespan. The return to surplus will enable the school to repay any deficit incurred against the trust and when this is done they will have access to bid for reserves use.

The strategic reserve is a pooled resource, designed to respond to need, but also to opportunities, and aligned with the Trust's Strategic Plan. Utilisation of strategic reserves will be decided upon by the Trust Executive team, subject to approval by the Board of Trustees. Schools will be required to apply for approval to access strategic reserves. The criteria and process for accessing funds will be determined and then published to schools and subject to regular review.

7. Monitoring and evaluation of the policy

This policy will be monitored regularly for any changes in legislation or directions from the DfE which may have an effect and evaluated in the light of any comments made by the DfE, DfE, auditors and any other interested parties.

8. Reviewing

The CFO and directors will carry out a review of this policy on an annual basis to ensure that any new or changed legislation is adhered to.

Appendix G - Fixed Asset Policy

1. Introduction

The purpose of this policy is:

- to provide guidance when dealing with capital expenditure and the purchase and disposal of fixed assets (as defined below); and
- to provide guidance on other aspects of fixed asset accounting such as depreciation and revaluation.

2. Definitions

Accumulated Depreciation

The total accumulated amount charged to the income and expenditure account to reflect the use of the asset by the business, over its useful economic life. The value of the fixed asset on the balance sheet will be reduced over the useful life of the asset.

Capitalisation

The addition to the balance sheet of an amount in respect of an asset which has come into the possession of the school, whether through purchase or donation or gift in kind.

Carrying amount/net book value

The purchase cost (or valuation) of a fixed asset less the accumulated depreciation on that fixed asset.

Depreciation

The charge made to the income and expenditure account to reflect the use of the asset by the business during the period.

Fixed Assets

A fixed asset is an asset that has a useful life greater than one year. This includes land, buildings, office furniture and equipment (e.g. air conditioning, heating systems), vehicles, IT equipment and other classroom equipment. These are included in the school balance sheet. Consumables which are used daily are not fixed assets.

Fixed Asset Register

An inventory of all fixed assets which must include date purchased the depreciation rate, net book values and the depreciation.

Grant

Funds given to the school by a third party, subject to complying with any terms and conditions attached to the grant, to purchase unspecified fixed assets.

Recoverable Amount

The cash proceeds when an asset is disposed.

3. Categories of Fixed Assets

This list describes the categories of fixed assets most used by Schools. It is not exhaustive and other categories may be added but only with the approval of the Principal Finance Officer.

Freehold and Long Leasehold Buildings

The cost of acquiring freehold and long leasehold land and buildings. It includes all external costs incurred as part of the acquisition such as legal and professional fees as well as other costs such as building costs which are necessary to bring the asset into use.

The trust must seek and obtain prior written approval from the DfE when acquiring a freehold on land or buildings.

Fixtures and Fittings

Items such as shelving, fixed or free standing, soft furnishings and general furniture such as chairs, desks which will last several years but not as long as the building in which they reside.

Plant and Equipment

Items such as air conditioning, lifts, heating system, diesel generators and classroom equipment which will be used for several years.

Computer Equipment and Software

Cost of the computer hardware used throughout the school along with 'significant' software.

4. Criteria for Capitalisation of Assets

4.1. Expenditure Eligible for Capitalisation

Authorised and approved expenditure for an item which meets the definition of a fixed asset, and exceeds £5,000, should be identified and flagged as a fixed asset. The asset should be recognised on the school balance sheet.

The cost of the fixed asset should include the cost of the asset and any other costs directly attributable in bringing the asset into a condition where School employees can use it. Such costs include, but should not be limited to:

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

4.2. Expenditure Not Eligible for Capitalisation

- Assets excluded from the Fixed Asset Register are Current Assets and Stock. Current assets include cash and bank balances which are controlled through reconciliation to the school's financial management accounting system on a regular basis.
- Individual items costing less than £5,000, unless purchased in bulk as part of a capital project.
- Costs of staff training as part of normal business activities.

- Administration and general overheads for running day to day activities.
- Planning costs relating to initial activities such as option appraisals, feasibility studies, identifying appropriate hardware and applications and selecting suppliers and consultants.
- Cost of abortive work.
- Post implementation support and maintenance costs related to software installation.

5. Accounting Treatment (valuation in balance sheet)

Only costs eligible for capitalisation should be entered into the accounts.

Costs must be allocated against individual fixed assets.

The cost of the asset includes the purchase price (including import duties and non-refundable taxes) and any other direct attributable costs of bringing the asset to working condition. Discounts received should be deducted from the total cost.

Expenditure on enhancing a fixed asset already recognised on the balance sheet should be added to the carrying amount where the expenditure meets the definition above.

Fixed assets purchased with grant money must be clearly identified in the fixed asset register.

6. Revaluation of Fixed Assets

Freehold and long leasehold land and buildings will be revalued by independent valuers every five years.

Gains on revaluation of fixed assets must be credited to the relevant reserve as follows:

- land and building revaluations should be transferred to a designated revaluation reserve;
- losses on revaluation must be debited to the relevant reserve (revaluation, fixed assets revaluation reserve) to the extent that gains have previously been recognised and recorded.

7. Depreciation

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

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

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

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

- Leasehold buildings: 4%
- Freehold land and buildings: 2%

- Furniture and equipment: 20%
- Computer equipment and software: 33.3%
- Motor vehicles: 20%

Depreciation will be charged from the month in which a newly purchased asset comes into use. Depreciation ceases to be charged when the asset is disposed.

8. Disposal of Fixed Assets

When a fixed asset is sold or otherwise disposed, a profit or loss may arise. This is the difference between the total sale proceeds, less the cost of disposing of the asset, and the net carrying amount of the asset.

The profit or loss arising on disposal should be recognised as follows:

- Profits on disposal of fixed assets must be included in the income and expenditure account under 'profit or loss on sale of assets'.
- Losses on disposal of fixed assets must be treated as additional depreciation and included in the relevant account within the income and expenditure account.

Any asset that is lost or destroyed and subsequently replaced through insurance proceeds should be removed from the balance sheet. The profit or loss arising (the difference between carrying amount and insurance proceeds) must be recognised in the income and expenditure account under profit and loss on sale of fixed assets. The replacement asset is capitalised at cost in the normal way.

The trust must seek and obtain prior written approval from the DfE, for the following transactions:

- disposing of a freehold on land or buildings; and
- disposing of heritage assets beyond any limits set out in the trust's funding agreement in respect of the disposal of assets generally. Heritage assets are assets with historical, artistic, scientific, technological, geophysical, or environmental qualities that are held and maintained principally for their contribution to knowledge and culture, as defined in applicable financial reporting standards.

The trust may dispose of any other fixed asset (i.e. other than land, buildings and heritage assets as described above) without the approval of the Secretary of State.

A List of assets disposed will be presented to the finance committee on an annual basis

The trust must ensure that any disposal achieves the best price that can reasonably be obtained, and maintains the principles of regularity, propriety and value for money. This can involve public sale where the assets have a residual value.

9. Custodial Review

The fixed asset register must be formally checked to the assets held at least once a year by CFO.

Appendix H - Raising Concerns at Work/Whistleblowing Policy

See Whistleblowing policy on the [QET Website](#).

Appendix I - Investment Policy

Please see separate Policy for details of QET's Investment Policy on the [QET Website](#).

Appendix J - Internal Scrutiny Purpose of internal scrutiny

1. Introduction

Schools must have a programme of internal scrutiny to provide independent assurance to the board that its financial and non-financial controls, and risk management procedures are operating effectively.

2. Approach

Internal scrutiny must focus on:

- evaluating the suitability of, and level of compliance with, financial and nonfinancial controls
- offering advice and insight to the board on how to address weaknesses in financial and non-financial controls
- ensuring all categories of risk are being adequately identified, reported and managed.

The trust must identify on a risk-basis (with reference to its risk register) the areas it will review each year.

Working with other assurance providers

Internal scrutiny should take account of output from other assurance procedures to inform the programme of work - for example external audit and DfE reviews.

3. Independence and objectivity

Independence in internal scrutiny must be achieved by establishing appropriate reporting lines, whereby those carrying out checks report directly to a committee of the board, which in turn provides assurance to the trustees.

4. Directing internal scrutiny – the audit and risk committee

4.1. Requirement for a committee

The Trust must establish an audit and risk committee, appointed by the board.

- Trusts with an annual re Trusts with an annual revenue income over £50 million must have a dedicated audit and risk committee
- Other trusts must either have a dedicated audit and risk committee or can combine it with another committee, such as finance.

The audit and risk committee should meet at least 3 times a year.

4.2. Remit of the committee in relation to internal scrutiny

The audit and risk committee must:

- oversee and approve the trust's programme of internal scrutiny
- ensure that risks are being addressed appropriately
- report to the board on the adequacy of the trust's internal control framework, including financial and non-financial controls and management of risks.

4.3. Membership of the committee

Employees of the trust should not be audit and risk committee members, but the accounting officer and chief financial officer should attend to provide information and participate in discussions.

The chair of trustees should not be chair of the audit and risk committee. Where the finance committee and audit and risk committee are separate, the chair should not be the same.

Where the audit and risk committee is combined with another committee, employees should not participate as members when audit matters are discussed.

4.4. Operating the committee

The committee must:

- have written terms of reference
- agree a programme of work annually to deliver internal scrutiny that provides coverage across the year, agree who will perform the work and consider their reports and the trust's progress in addressing recommendations
- review the ratings and responses on the risk register to inform the programme of work • have access to the external auditor, as well as their internal scrutineers.

Oversight must ensure information submitted to DfE and DfE that affects funding is accurate and complies with funding criteria. Find out more in HM Treasury's audit committee handbook.

The Trust acknowledges the Department for Education's oversight role and the range of support and intervention measures available. Further information can be found in the DfE's published guidance on oversight and intervention for schools.

5. Delivering internal scrutiny

5.1. Principles

Internal scrutiny must:

- be independent and objective – for example it must not be performed by members of the senior leadership or finance team
- be conducted by someone suitably qualified and experienced and able to draw on technical expertise, as required

- be timely, with the programme of work spread appropriately over the year so higher risk areas are reviewed in good time
- include regular updates to the audit and risk committee by the internal scrutineers carrying out the programme of work, incorporating:
- a report of the work to each audit and risk committee meeting
- an annual summary report to the audit and risk committee for each year ended 31 August outlining the areas reviewed, key findings, recommendations and conclusions, to help the committee consider actions and assess year on year progress. 3.15 Whilst the audit and risk committee is responsible for overseeing the internal scrutiny, the findings must also be made available to all trustees promptly.

5.2. Options

All trusts must deliver internal scrutiny in the way most appropriate to its circumstances. Options include any combination of:

- an in-house internal auditor
- a bought-in internal audit service
- the appointment of a non-employed trustee
- an independent peer review by the chief financial officer from another school trust. Trusts with an annual revenue income over £50 million should (and from 1 September 2025 must) deliver internal scrutiny using any combination of the following:
- an in-house internal auditor
- a bought-in internal audit service All trusts, regardless of income levels, may also use other individuals or organisations where specialist non-financial knowledge is required.

To ensure those carrying out the programme of internal scrutiny work are suitably qualified and/or experienced:

- auditors should be members of a relevant professional body
- trustees and peer reviewers performing the work should have appropriate qualifications and/or experience relevant to the area being reviewed. Trusts should work towards this position where it is not already the case.

The trust must keep its approach to internal scrutiny under review. If it changes in size, complexity or risk profile, it should consider whether its approach remains suitable. External reporting and transparency

The trust must confirm in its governance statement, accompanying its annual accounts, which of the internal scrutiny options it has applied and why. The outcome of the work must also inform the accounting officer's statement of regularity in the annual accounts.

The trust must submit its internal scrutiny summary report to DfE by 31 December each year when it submits its audited annual accounts. The trust must also provide DfE with any other internal scrutiny reports, if requested.

Appendix K - Summary of freedoms and delegations

This summary is not a substitute for the full handbook. Trusts' delegated authorities are subject to the conditions in section 5.56. Trusts under a notice to improve will have their delegated authorities revoked under section 6.18.

Type of transaction	Delegation
Novel, contentious and repercussive transactions	DfE agreement required [5.6]
Staff severance and compensation	DfE agreement required if £50,000 or more before tax [5.11 and 5.16]
Ex gratia payments	DfE agreement required [5.18]
Writing-off debts and losses (subject to £250,000 ceiling)	DfE consent required if exceeds: • 1% of annual income or £45,000 individually; or • 2.5% or 5% of annual income cumulatively [5.19 and 5.20]
Entering into indemnities (beyond the normal course of business), guarantees or letters of comfort (subject to £250,000 ceiling)	DfE consent required if exceeds: • 1% of annual income or £45,000 individually; or • 2.5% or 5% of annual income cumulatively
Acquiring freehold land/buildings	DfE agreement required
Disposing of a freehold on land/buildings	DfE agreement required
Disposing of heritage assets	DfE agreement required
Other asset disposals	Trust has full discretion
Taking up a finance lease not on the approved list	DfE agreement required
Taking up a leasehold on land and buildings	DfE agreement if lease term seven years or more
Taking up any other lease	Trust has full discretion
Granting a lease on land and buildings	DfE agreement required
GAG carry forward	No limits if trust eligible
Pooling by trusts with multiple academies	No limits (except PFI) if trust eligible
Loan, overdraft	DfE agreement required
Credit cards (for business use)	Trust has full discretion provided charges not incurred
Supplies to the trust from related parties	DfE agreement required over £40,000 and over associated limits unless exempt as set out in section 21.2 above