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School Administrative Staff – Schedule of Finance Related Tasks
Foreword

Devolved financial management in Schools has brought decision-making on how resources are used closer to the point of delivery. Fair Funding and the introduction of the Financial Management Standard in Schools (FMSiS), subsequently superceded by the Schools Financial Value Standards (SFVS) the Department for Education (DFE) have placed an increased need for Schools to operate a comprehensive financial management system to ensure that finances are managed honestly, reliably and accurately and that procedures stand up to scrutiny. Comprehensive financial management consists of three main functions in order to assist in achieving the financial objectives of the School. They are:

- Financial Planning
- Financial Control
- Financial Reporting

and the aims of this Financial Procedures Manual are:-

- To ensure good financial management
- To ensure the School’s budget decisions are linked to its aims
- To ensure resources are effectively deployed and match identified targets
- To ensure the effectiveness of financial control
- To ensure the School is ‘cost conscious’ and gives ‘value for money’
- To assist the School achieve the SFVS

The Scheme for the Financing of Schools in County Durham published by the Local Authority (LA) sets out the respective roles and responsibilities of the LA and all Schools in the County in relation to the funding of Schools and the application of such funds. A copy of the Scheme is available in School and all staff and Governors have access to the Scheme at any time. The purpose of this manual is therefore to complement the LA Scheme and should be used as a guidance document within the School. It is therefore unique to the School and no responsibility for loss occasioned to any other person acting or refraining from action as a result of any material in this publication can be accepted by the author, School staff or Governors.

The School abides by the accounting policies and procedures issued from time to time by the LA and spends any funds delegated by the LA in accordance with the grant rules as defined by the DCSF and LA.

The Governing Body is required to supply all financial and other information, which might reasonably be required, to enable the LA to satisfy itself as to the School’s management of its delegated budget share, or the use made by the School of any central expenditure devolved to it by the LA.

The LA has the power to suspend the School’s right to a delegated budget if the provisions of the LA scheme (or rules applied by the Scheme) have been substantially or persistently breached, or if the School’s budget share has not been managed satisfactorily.
The LA is statutorily required to make arrangements for proper management and control of its financial affairs. The financial management procedures of schools with delegated budgets are therefore subject to regular Internal Audit and the School concurs with this.

The Governing Body will notify the LA of any matter which involves, or is thought to involve, any financial irregularity in the use of public funds and the County Treasurer or his representative will be granted access to any records as he considers necessary to carry out any audit investigation.

All Governors and staff of the School therefore agree to comply with the requirements of the Scheme and procedures set out in this manual.
1. **Organisation and Responsibilities**

1.1 **The Governing Body**

The Governing Body of the School accepts responsibility for ensuring that the School meets all obligations placed upon it by the Secretary of State for Children, Schools and Families and agrees to establish proper financial management arrangements/accounting procedures and to maintain a sound system of internal control by ensuring adequate division of duties for financial processes.

In order to fulfil these obligations more effectively, the Governing Body is serviced by a number of committees. The committee with specific responsibility for finance is the Finance Committee which meets termly and minutes of the meetings are considered at the termly meetings of the Full Governing Body.

Meetings of the Finance Committee are clerked by the School and meetings of the Full Governing Body are clerked by a member of staff from the School and Governor Support Service.

The terms of reference of the Governing Body and each committee are set out in a separate document.

The Finance Committee’s responsibilities include (but not exclusively) the following:

- the approval of the annual budget.
- the regular monitoring of actual income and expenditure against each budget and revised forecast for the year.
- the awarding of contracts by tender to a specified limit.

The Governing Body has considered the extent to which it wishes to delegate its powers to aid the smooth running of the School and these powers are detailed in paragraphs 1.4 and 1.5 overleaf.

1.2 **Register of Business Interests**

A register of business interests of each Governor, Member of the Leadership Team and all other staff involved in financial processes is maintained in School and is available for inspection at any meeting of the Governing Body and/or committee. It is the responsibility of each Governor and/or member of staff to alert the Clerk to the Governors of any business interest they have. The opportunity to declare such an interest is an agenda item at each meeting of the Governing Body and/or committee and it is the responsibility of each individual Governor to disclose any relevant information.

A Governor who has a financial interest in:

- the supply of work or goods to or for the purposes of the School; or
• any contract or proposed contract concerning the School; or
• any other matter relating to the School,

and is present at a meeting of Governors at which the matter is considered, will disclose the fact at the meeting and will not take part in the consideration or vote on the matter.

1.3 Governors’ Interests

No Governor will take or hold any interest in any equipment or property held or used for the School.

No Governor will obtain an interest in the disposal of School equipment or property or School materials surplus to requirements at the end of any contract between the School (including persons acting on its behalf) and any third party.

Any Governor or member of staff who has an interest in a business which may tender for a contract with the School will not form part of the committee awarding the contract. No Governor or member of staff involved in awarding a contract will accept personal gifts or offers of hospitality from current or potential suppliers.

1.4 The Headteacher

The School Standards and Framework Act 1998 allows the Governing Body of any School with a delegated budget, to delegate to the Headteacher the responsibility for deploying resources (subject to the provisions laid out in the Scheme for Financing of Schools). The Headteacher is therefore responsible to the Governing Body for ensuring that financial requirements are implemented.

It is neither practicable, nor desirable, for the Governing Body to make the day to day decisions on the deployment of resources. The Headteacher has therefore been given these delegated powers and the expenditure limits and virement limits under which he/she may exercise this power are set by the Governors and reviewed on an annual basis.

1.5 Finance and Administrative Staff

Finance is delegated through the Governing Body to School staff as follows:

- Full Governing Body
  - Finance Committee
    - Headteacher
      - Business Manager/Administrative Staff
2. Financial Planning and Monitoring

2.1 Budget Compilation

The School has an annual School Improvement Plan (SIP) which is presented to and approved by the Governing Body. The SIP defines the areas for priority and spending and why. The annual budget is built around the SIP and is based on realistic estimates and assumptions of all expected expenditure and income, including grant income, so that planned expenditure does not exceed the budget.

The Local Authority provides an annual ‘budget pack’ in March each year which contains vital data including the actual budget allocation and spending advice, all which feed into the annual budget setting process. The Business Manager prepares an initial draft budget in conjunction with support from the LA (where applicable) which sets out a planned budget for all items of income and expenditure and describes all assumptions underpinning the plan.

This initial budget plan is submitted to the Finance Committee which has delegated powers to approve the budget on behalf of the Full Governing Body. The approved budget plan (including any supplementary financial information requested by the Authority) is submitted to the Local Authority in accordance with notified deadlines.

The Governing Body must not plan for a deficit budget, unless with the explicit sanction of the LA. In such circumstances, the Governing Body will submit a plan to the LA showing how the School proposes to eliminate the deficit. Any deficit incurred will be the first charge on the School’s budget share in the following financial year.

2.2 Budget Monitoring

The Business Manager provides budget monitoring reports to the Finance Committee, in advance of the meeting, once per term and at any time when a financial issue requires discussion. These show any significant variations against the budget. Details are provided to the Governors regarding any variances and any remedial action necessary, including virements.

2.3 Budget Virement

The School Governing Body has powers of virement between budget headings after the initial budget has been set and delegation of these powers to the Headteacher are within limits agreed every year by the Governing Body.

[As at November 2015, such limits are:

(i) Up to £5,000 without prior approval for “emergency” cases
(ii) Up to £10,000 without prior approval for building works only
(iii) Between £10,000 and £15,000 with Chair of Governors approval and knowledge of the Chair of Finance Committee]
Above £15,000, with approval of the Governing Body or the Committee with delegated power to agree virement

Exceptions being where such virement is merely “in and out” between income and expenditure headings e.g. donation received to enable a purchase to be made without incurring VAT and virement is merely between contributions and supplies and services; schools meals income is banked and virement is needed to enable the equivalent invoice amount to be paid to the contractor; “guaranteed” income is received (such as Standards Fund/Pupil Premium income) which needs to be vired to enable monies to be spent.

In addition, it is a requirement of the LA’s Scheme for Financing of Schools (paragraph 2.12) that “it is recommended that advice from the Director of Children and Young People’s Services be obtained when virement of 1% or more of the school’s budget share is planned.”

All virement in (i) and (ii) categories, including exceptions, are reported to the next appropriate Governing Body meeting.

Any subsequent delegation of virement given to the Business Manager requires a report to be printed off SIMS on a monthly basis and authorised by the Headteacher.

The Local Authority is kept up to date in terms of changes to annual budget allocations by the submission of regular system generated reports from SIMS.
3. Financial Control

3.1 Requirements

In line with the Authority’s Scheme for the Financing of Schools, the School is required to comply with the requirements on financial controls and monitoring in the management of its delegated budget. The County Treasurer has a responsibility to maintain an adequate and effective internal audit of the financial accounts of all Schools and, as such, the School staff supports the process by ensuring all records are available for scrutiny by Internal Audit colleagues. The School appoints an independent auditor to scrutinise the records of the Private School Fund and any other funds held in the name of the School. A statement is signed by the auditor that the records represent a true and fair reflection of the accounts and the statement and accounts are submitted to the Governing Body on an annual basis.

3.2 Accounting Systems

Adequate accounting and financial systems and records are maintained in School and such records are kept in a manner prescribed by the Authority enabling a full, clear audit trail to be in place.

3.3 Accounting Records

Access to the accounting records in School is restricted to those who are authorised to use the systems. Any alterations to any original prime documents are made clearly in ink and the use of correction fluid on such documents is not allowed.

All accounting records are retained in School for three years plus the current year’s records in line with Local Authority advice and guidance and Inland Revenue guidelines.

3.4 Taxation

The School abides by any procedures issued by the Local Authority in connection with VAT, income tax and the Construction Industry Scheme (CIS).
4. **Purchasing**

4.1 **Contract Procedure Rules**

The School abides by the Local Authority’s Contract Procedure Rules (formerly “Standing Orders”) for the regulation of contracts in terms of purchasing, tendering and contracting.

4.2 **Procurement**

The Local Authority operates a variety of centrally-arranged purchasing contracts maintained by staff in the Corporate Procurement Unit. The School agrees to use such contracts wherever possible to demonstrate value for money.

Where a centrally arranged contract does not exist or the School decides to seek alternative goods or services, the School agrees to abide by the Contract Procedure Rules (available on the Corporate Procurement site of the Extranet), a summary of which is enclosed below as at November 2015:

**Goods and Services**

- **Up to £5,000** At least one written quotation obtained
- **£5,001 - £50,000** Invite at least three written quotations invited from capable suppliers.
- **Over £172,514** Full invitation To Tender advertised via school website and in the Official Journal of the EU (OJEU)

**WORKS**

- **£500 - £5,000** At least one written quotation
- **£5,001 - £50,000** Invite at least 3 written quotations from capable suppliers
- **£50,001 - £4,322,012** Full invitation To Tender advertised via school website
- **Over £4,322,012** Full invitation To Tender advertised via school website and in the Official Journal of the EU (OJEU)

Use of any contract organised corporately by the Authority obviates the need for any further quotation or tendering process.
Any decision not to adhere to the procurement procedures due to the 'specialist' nature of the goods or service is documented by the Governing Body.

The Governing Body agrees to delegate responsibility for incurring expenditure to the Headteacher and at November 2015, such limits are:

(i) Any items of expenditure up to £5,000

(ii) Above this limit, if item was previously notified to the Governing Body

(iii) Prior Governing Body approval to be sought outside of this limit

In all cases, expenditure is subject to Contract Procurement Rules and there being sufficient budget provision.

4.3 Ordering

Official, system-generated, pre-numbered orders are used for as many orders for goods and services as is practicable. The use of telephone or verbal orders is kept to an absolute minimum and all staff are reminded of this on a regular basis. In instances where it is deemed necessary to place a verbal order, a confirmation order is placed on SIMS as soon as practicable.

Access to SIMS FMS is restricted and password protected. The sharing of User IDs and passwords is not allowed.

All official orders placed on the system are for goods and services where ownership is retained by the School. Under no circumstances are official orders raised to obtain goods and services for the private use of any individual.

4.4 Tendering

Any invitations to tender shall include:

(i) an introduction/background to the project;
(ii) the scope and objectives of the project;
(iii) any technical requirements;
(iv) implementation details for the project;
(v) the terms and conditions of the tender;
(vi) the form and date of response to the School; and
(vii) specification

- all replies should be addressed to the Headteacher in a plain sealed envelope marked “Tender” to reach him/her by a specified date. All replies are kept sealed until that date.
• all tenders are opened at the same time and details of the contractor, quotation and any other details recorded at the time of opening;

• no contractor is allowed to amend the tender after the time fixed for receipt;

• the Headteacher opens a separate correspondence file for each tender which contains copies of all correspondence or other relevant information;

• the reasons for accepting a particular tender are documented by the Clerk to the Governors, particularly if it is decided to accept other than the lowest tender. All decisions are reported to the Governing Body.

4.5 Acceptance of Tenders

The following points are considered when deciding which tender to accept:

• the overall price and the individual items or services which make up that price;

• whether there are any ‘hidden’ costs that are additional costs, which the School will have to incur to obtain a satisfactory product;

• whether there is scope for negotiation;

• the qualifications and experience of the supplier;

• how well the technical requirements laid down by the School will be met;

• whether it is possible to obtain certificates of quality

• the supplier’s own quality control procedure; pre-sales demonstrations and after sales service;

• the financial status of the supplier

• references from other schools and

• such other matters as may be considered appropriate by the Headteacher

Once a tender is accepted an order is issued immediately to the supplier in the normal way.
4.6 Payment of Invoices

- All goods received in School are signed for and any ‘delivery note’ retained in School. Any shortages or defective items are reported to the supplier as soon as practicable and before any related invoice is paid.

- All invoices received into the School are passed immediately to the Business Manager who cross checks them against the originating order and delivery note. If all details match, the invoice is logged on the SIMS system in preparation for payment. No invoices are paid in advance of receipt of the goods unless, exceptionally, the Headteacher is satisfied that there is no alternative.

- Details of the invoice number, date and batch number are recorded on the originating order to aid the existence of the audit trail.

- All invoices are checked by the Business Manager or the Finance Assistant to ensure that: the invoice is an original and has not been previously paid; prices are as per the original order; the invoice is arithmetically correct; VAT is properly accounted for and discounts given (where applicable).

- Once a ‘batch’ of invoices has been logged on the system by the Business Manager or the Finance Assistant, it is verified and authorised by the Headteacher.

- No copy invoice is passed for payment unless comprehensive checks have been undertaken that the invoice has not already been paid. Once the Business Manager or Finance Assistant is certain that there has been no previous payment, the copy invoice is endorsed with the words “No previous payment” and certified by the Head teacher.

- Batches of invoices are submitted at regular intervals to the School Funding Team for payment as per Authority deadlines.

4.7 Petty Cash (if applicable)

The Headteacher is responsible for ensuring that the Petty Cash Account is held securely, operated in accordance with Authority procedures and that only authorised staff have access to it. Payments from the account are limited to items which have been approved in advance by an authorised member of staff or items whereby no other method of payment is possible e.g. expenses.

The day to day maintenance of the petty cash account and reconciliation of the cash float is the responsibility of the Finance Assistant under supervision of the Business Manager. The Headteacher, both Deputy Heads and Business Manager are
authorised signatories to the account and cheques must be signed by any 2 of the 3 signatories.

All staff are reminded that the purpose of the petty cash account is for emergency expenditure or where a cheque is required at the point of purchase. Payments to reimburse staff from the petty cash account are only made upon the production of a valid VAT receipt.

The cash float is kept securely within the School and the cheque book is locked away when not in use. If the cash float requires additional monies then that cash is ordered and delivered by LOOMIS – the county council’s designated security service.

The petty cash account is never used for the encashment of personal cheques.

Claims for reimbursement are submitted to the School Funding Team on a regular basis and VAT is accounted for in line with guidance from the Authority.
4. Income

5.1 Procedures

The Governing Body has overall responsibility for ensuring that all income due to the School is properly accounted for.

Any income received directly by the School which is to be paid into the School’s delegated budget is receipted on the day on which it is received by means of an official carbonated receipt. All such income, including any income due to the Authority is banked intact in line with the Authority’s guidelines and at least by the end of the week in which it is received. Using Authority-supplied paying-in slips, details of all income banked into the School’s or Authority’s budget are submitted to the Authority via an electronic Receipts Advice Form on the same day as the income is banked.

The insurance limit for cash held on School premises is as our cash rated safe – which is £3000 and all cash is locked in the safe overnight. The value of cash and cheques held on School premises will not exceed this insurance limit.

All school income banking (cash or cheque) is made via LOOMIS the county council designated security service provider. The school does this on an ad-hoc basis; as and when required, however it should be noted that banking is done in a timely manner.

All School budget income is entered on SIMS against the appropriate income code and reconciled as per the School Funding Team’s procedures and timescales.

The School complies with debt recovery procedures issued by the Authority.

5.2 School Meals

An annual review of free meal entitlement is undertaken in July each year by the administration assistant under the direction of the Head’s PA to confirm continuity of entitlement for each academic year.

5.3 Letting of the School Premises

The Governing Body in conjunction with Headteacher has established a charging policy for the letting of School buildings and site.

All lettings of the School premises and site are undertaken in line with the guidance issued by the Authority. Any application to hire the School premises must be made in writing by the applicant. Once availability and reasonableness has been checked, a written reply containing the appropriate charge and insurance liability disclaimer is sent to the applicant. One signed copy is then returned to the School. Timely invoices for the hire of premises are raised by the Business
Manager and the subsequent income is subject to the procedures as outlined above. Permits for lettings which run for more than one year are renewed on an annual basis.

5.4 Voluntary Funds

The Headteacher ensures that voluntary funds are accounted for separately from the School’s delegated budget and are held in a separate bank account. Any income which more properly relates to the School’s delegated budget is not credited to a voluntary fund.

The Governing Body appoints an auditor to undertake an annual audit of the voluntary funds. The auditor has no involvement in the day to day administration of the fund and is not an authorised signatory.

The Headteacher ensures that the same standards of financial accounting which apply to income and expenditure for the School’s delegated budget are applied to the voluntary funds.

The School has the following voluntary funds:

Seaham High School Private Fund

The audited accounts, the Auditor’s certificate and a written report on the accounts are presented to the Governing Body as soon as possible after the end of the accounting year which in this instance is 31st August.

An approved list of signatories (including specimen signatures) is maintained by the Headteacher who ensures that every cheque drawn against a voluntary fund bank account is signed by the appropriate authorised signatories. There are three signatories to the fund with two required to sign each cheque.

The School does not overdraw its bank account or make arrangements with its bankers for overdrafts, loans or any other form of credit or deferred purchases.

The School does not offer any security to the bank.

Charities Commission guidance states that voluntary funds with income in excess of £5,000 per annum, need to be registered with the Charities Commission.
5. **Assets**

6.1 **Asset Register**

The Governing Body is responsible for maintaining the School's assets securely. It delegates responsibility to ensure that equipment, materials and other stocks are carefully maintained and reported to the Headteacher.

An Equipment Register is maintained by the Business Manager who is responsible for updating it when new equipment is purchased, and old equipment disposed.

Asset/stock records are maintained and kept up to date and safe. They contain an adequate description (including serial numbers where appropriate) of furnishings, fittings, equipment, plant, machinery, vehicles and other property with an individual value exceeding £100. (On LA advice, no records are required for classroom tables and chairs.)

Attractive and portable items such as computers, cameras and video recorders are identified with security markings as belonging to the School.

No property is removed other than in the ordinary course of business or used other than for School purposes, except in accordance with specific instructions issued by the Headteacher. All assets taken off the School site are recorded in a register held by the Business Manager.

All items are subject to an annual physical check. The results of the inventory are reported to the Headteacher who reports back to the Governing Body on an annual basis. All discrepancies are investigated.

6.2 **Disposal of Assets**

All inventory items found to be obsolete or in excess of requirements are disposed of in accordance with procedures set out by the LA, including prior approval of the Governing Body.

6.3 **Losses**

All losses are reported to the Headteacher, who will inform the Police if the loss is a result of burglary or theft. The insurance company is informed at the same time via the Authority. Action is taken immediately to prevent further loss.
Conclusion

These Financial Procedures have been written as a reference document for Staff and Governors and will be updated in line with changes to the Scheme for Financing of Schools in County Durham and with changes in legislation. They should be read in conjunction with the Scheme itself.

Any person reading this document who feels that the procedures contained are being breached in any way, should report their concerns in the appropriate manner in line with the Authority’s Confidential Reporting Code contained within the Scheme for Financing of Schools (Appendix Eight).
SCHOOL ADMINISTRATIVE STAFF - SCHEDULE OF FINANCE RELATED TASKS – VERSION 3 (Feb 2012)

DAILY

1. Check secure email on a daily basis to see if there are any important messages.

2. Make a link through the ‘AnyComms client’ to collect and send files.

3. Import and reconcile batch files into FMS6:
   - print out reconciliation files and examine transaction for queries
   - clear any suspense items.

4. Check Schools Extranet to see if there are any important issues affecting your school

5. Complete a backup on computer system.

WEEKLY

1. Send invoice batches to School Funding Team for payment. Ensure an electronic link is made for these invoices. Invoices received by Thursday will be processed in the following Wednesday’s paysheet and invoices received by Monday am will be processed in the Friday’s paysheet.

2. Ensure all income received is banked on the main collection day (usually Monday) and ensure an additional banking is made if the income held approaches the insurance limit.

3. Record all income received onto the Electronic E6 system and submit electronically to the Treasurers at the end of the week.

4. If income relates to School Budget Share, enter income on FMS6 via route:
   
   **Focus>Non-Invoiced Income>Receipts**

5. Review income cost centre allocations to determine if income has been budgeted for (secondary schools).

6. Complete School Meals cashbook for the week’s takings prior to Headteacher certification.

7. Submit electronic School Meals return (form SMS7) to School Meals Section, Corporate Services.

8. Submit electronic completed Staff Absence Return (even if NIL return)
MONTHLY

1. Close down period on SIMS once previous month’s monthly salaries have been reconciled (around the 10th of the month).

2. Run an audit trail from SIMS for the previous month’s virements for Head Teacher to review, sign and retain via SIMS route:

   Reports>General Ledger>Audit>Audit Trail (Audit Type ‘G’ and Audit Sub-Type ‘C’)

   and also print off a financial summary report via the SIMS route:

   Reports>General Ledger>User Defined Reports

3. If budget virements have been made in the month send a copy of the financial summary report along with a Fund Allocation Audit Trail to your usual contact in the School Funding Team. The SIMS route to obtain a Fund Allocation Audit Trail is:

   Reports>Budget Maintenance>Fund Allocation Audit Trail

   N.B. Reports received by the School Funding Team by the third week of each month will be included in that month’s Oracle statement. Reports received in last week of the month will be included if time available.

4. Secondary schools (plus primary and special schools with larger imprests which spend on a regular basis) should complete a petty cash return on receipt of bank statement and submit to the School Funding Team.

5. Print off Oracle statements for previous month when available on Extranet – compare to your own financial summary report and query / investigate large variances.

6. Reconcile school-banked income when letter received from the School Funding Team.

7. As income is received, review Income cost centre allocations to determine if income has been budgeted for (nursery, primary and special schools).

8. Review SIMS outstanding Orders.

   Reports>Accounts Payable>Purchase Orders and

   Cancel any out of stock items from orders placed to ensure commitments accuracy on SIMS financial summary.

TERMLY

1. Complete a petty cash return for all schools not submitting a monthly claim (only if monies have been spent).
2. Ensure that pupil records on SIMS are “flagged” if eligible for free school meals. Ensure that acceptable evidence is retained in school for audit checks. Eligibility checks can be made via the School Meals Team, CYPS, County Hall. See extranet item dated 07/09/2011

3. Complete and submit termly DfE School Census

**ANNUALLY**

1. Annual statements should be drawn up for all Private School Funds held in the name of the School where the School Secretary or any other staff member is the designated Treasurer.

2. The Annual Statement(s) should be passed to the Auditor for verification prior to submission to the Governing Body.

3. As party of the annual CFR requirements (information annually posted on the Extranet), review you Voluntary Funds (not Friends or PTA accounts) to establish if there is any income and expenditure activity that should be included on the annual CFR return, whether processed through the School Budget Share or not.

4. Permits and disclaimers should be reissued to hirers for lettings, which run for more than one year.

5. Complete the Schools Financial Standard (SFVS) as per the extranet item dated 29/10/2011.

6. Annual independent stock check should be undertaken ie by an individual not involved with the “day to day” updating of stock records.

**AD-HOC**

1. Follow SIMS instructions e.g. setting up and closing down financial years as and when issued by the School Funding Team.

2. Effect virement to budget headings re :
   a. Revised budget notifications (peach colour sheets).
   b. Journal notifications received from CYPS (mainly through Carol Graham)
   c. Any unbudgeted for income.

3. Ensure SIMS Personnel records are updated when staff leave (suggest one month afterwards to allow for late salary payments) and new appointments are made or when staff are re-graded as part of a pay review, when staff receive increments on 1 April each year.

5. Following the issuing of reminders, all outstanding debts which exceed £30 should be referred to the Resources Income Team

6. Stock records should be updated when equipment/furniture is received in school and list of obsolete stock reported to Governing Body for write-off on an annual basis.

For further advice please contact Brian Temple (Principal Auditor) on 0191 3834314 or your usual contact point in the School Funding Team