



TOWNLEY
EST 1937
GRAMMAR SCHOOL

Finance Policy and Procedures

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1. Introduction

1.1 Purpose of this document

Townley Grammar School Trust is a Single Academy Trust. The Trust is set up as a company limited by guarantee, registered at companies' house, and is an exempt charity. The Department for Education, rather than the Charity Commission, is the principal regulator of Townley Grammar School Trust and is responsible for overseeing our compliance with the governing documents:

- Memorandum and Articles of Association
- Funding Agreement
- Academy Trust Handbook

The responsibility for managing the financial affairs of Townley Grammar School Trust (TGS) lies with the Members, the Board of Trustees and the Accounting Officer.

This document outlines the policies and procedures that have been adopted by TGS to enable Members, Trustees and the Accounting Officer to discharge this responsibility.

It is the responsibility of all members of staff, particularly the Executive Team and Finance Team to implement the controls within this Manual to protect the Trust.

2. Financial Management Structure

2.1 Members

Members are the subscribers to the memorandum, or others appointed by special resolution. Employees cannot be members. The role of members is to oversee the functioning of the trust, and to appoint and remove trustees in accordance with the Articles of Association in accordance with business need. Members are responsible for appointing the external auditors, and they must be kept informed of trust business, which must include sharing the Trust's audited annual report and accounts. Members may issue direction to Trustees to take specific action, by special resolution, if they see fit.

2.2 The Board of Trustees

The Trustees have responsibilities, duties and obligations under Charity Law (as Trustees), and under Company Law (as Directors), and other applicable laws which relate to the operation of a school. The actions of the Trustees are also governed by the Master Funding Agreement between the Trust and the DfE, the Articles of

Association and the Academy Trust Handbook (ATH). The main financial responsibilities of Trustees are set out in the Academy Trust Handbook (ATH) and summarised below with ATH references in [brackets]:

- Maintain robust oversight of the trust [2.1]
- Take responsibility for financial affairs, stewardship of assets and use resources efficiently [2.2]
- Describe in the governance statement how the board has maintained effective oversight if meeting less than six times a year [2.3]
- Have sound internal control, risk management and assurance processes [2.6]
- Establish a control framework that includes:
 - ensuring delegated financial authorities are complied with, and segregation of duties maintained
 - co-ordinating the planning and budgeting process
 - discipline in financial management, including managing debtors, creditors, cash flow and monthly bank reconciliations
 - planning and oversight of capital projects
 - management and oversight of assets including maintenance of a fixed asset register
 - regularity, propriety and value for money
 - reducing fraud and theft
 - independent checking of controls, systems, transactions and risks
 - a competitive tendering policy [2.7 and 2.28]
- Prepare and monitor financial plans to ensure the trust remains a going concern and ensure rigour and scrutiny in budget management [2.8 and 2.9]
- Ensure budget forecasts are accurate, based on realistic assumptions and reflective of lessons learned from previous years [2.11]
- Submit a budget forecast return outturn and 3-year budget forecast return to ESFA [2.15 and 2.16]
- Notify ESFA within 14 days if proposing a deficit revenue budget for the current financial year which it cannot address after taking into account unspent funds from previous years, as this would be non-compliant with the funding agreement and this handbook [2.17]
- Prepare management accounts every month and take appropriate action. Measure key financial performance indicators regularly and analyse in annual trustees' report [2.18, 2.21 and 2.22]
- Manage cash position robustly and avoid becoming overdrawn [2.24]
- Have a cautious approach to investments in line with the handbook principles [2.25]
- Show that public funds have been used as intended by Parliament [2.27]
- Publish on trust's website the number of employees whose benefits exceeded £100k, in £10k bandings [2.32]
- Ensure senior employees' payroll arrangements meet HM Treasury's tax requirements [2.34]
- Not use trust's funds to purchase alcohol for consumption, except where it is to be used in religious services [2.35]
- Charge for boarding provision in line with this handbook [2.37]
- Manage risks, including contingency and business continuity planning and maintain a risk register. Board to retain oversight of risk and review risk register at least annually. [2.38 and 2.39]
- Have adequate insurance or be a member of DfE's risk prTGSction arrangement [2.40]
- Implement reasonable risk management audit recommendations [2.42]
- Have published procedures for whistleblowing and respond properly and fairly [2.43 to 2.48]
- Be transparent with governance arrangements [2.49]
- Publish the trust's governance arrangements in its governance statement and in a readily accessible form on its website [2.50]
- Ensure governance documents are available for public inspection [2.51].
- Provide ESFA or its agents with information of sufficient quality to meet funding requirements [2.52]
- Notify DfE via Get information about schools within 14 days of changes in information about members, trustees, local governors, chair of trustees, chairs of local governing bodies, accounting officer and chief financial officer

Specifically, in relation to financial oversight, the Board of Trustees includes the following in its annual cycle of business:

- Review and approve the annual budget for the Academy Trust
- Review forecast against annual budget to ensure that appropriate action is taken to contain expenditure within the budget
- Maintaining financial plans that ensure the trust is a going concern
- Review and approve any budget virements
- Ensure that a three-year budget forecast is maintained and reviewed on a regular (at least annual) basis
- Review and approve the annual Financial Accounts
- Make recommendation to members regarding the appointment of external auditors
- Authorise purchases or lease arrangements over the limit recorded in the Scheme of Delegation
- Approve investments outside of normal banking arrangements
- Approve the writing off of bad debts over the limit recorded in the Scheme of Delegation
- Approve the disposal of assets with a net book value over the limit recorded in the Scheme of Delegation
- Approve staffing restructure proposals prior to consultation.
- Review the following finance related policies on a regular basis, in line with the TGS policy review schedule:
 - *Finance Policy and Procedures*
 - *Pay Policy*
 - *Redundancy Policy*
 - *Prevention, Reporting and Investigation of Fraud Policy*
 - *Charging and Remissions Policy*
 - *Trustees' and Councillors' Allowances and Expenses Policy*
 - *Educational Visits Policy*

Additionally, the Board of Trustees delegates specific tasks to the Audit and Risk Committee, the Accounting Officer, and the Chief Financial Officer.

2.3 Audit and Risk Committee

Under the regulations set out in the Academies Financial Handbook, Academy Trusts must establish an Audit and Risk Committee, which, for Trusts with annual income below £50m, can be combined with another committee, such as finance, which meets at least three times a year and oversees a programme of internal scrutiny. At TGS, the Audit and Risk Committee takes on the following responsibilities:

- Review the findings of the external auditors and respond to any recommendations raised in the management letter
- Agree a programme of internal scrutiny work with an appropriate external body, to independently assess and report on the Trust's internal financial and non-financial controls and risk management procedures, including compliance with the Accounting Officer's statement on governance, regularity, propriety and compliance as published in the Annual Report.
- Review the TGS Risk Register
- Ensure that the Trust has appropriate insurance cover in place
- Receive and review reports from the Data Protection Officer
- Receive and review reports from the Fire Inspector
- Receive and review reports from the Health and Safety Inspector
- Report relevant and significant issues to the Board of Trustees
- Review the following operational policies on a regular basis, in line with the TGS policy review schedule:
 - *TGS Business Continuity and Emergency Situation Plan*
 - *TGS Health and Safety Policy*
 - *TGS Minibus Policy*
 - *TGS e-safety policy*

2.4 Finance and Resources Committee

- Review the Management Accounts
- Review the Budget Monitoring
- Review resources (curriculum/teaching and learning and support services).
- Review Estates management

2.5 Accounting Officer

The Board of Trustees must appoint a senior executive officer who is also the Accounting Officer. The Headteacher is the Accounting Officer for the Trust.

The Accounting Officer is personally responsible to Parliament, the Education and Skills Funding Agency and the Board of Trustees for the utilisation of the resources under their control. The main responsibilities of the Accounting Officer include:

- Regularity, i.e. the proper and appropriate use of the funds delegated to the Trust
- Propriety, i.e. high standards of conduct, behaviour and corporate governance
- Maintaining full and accurate accounting records
- Prudence and economical administration
- Avoidance of waste and extravagance
- Ensuring value for money, and demonstrating this in the governance statement
- High standards of probity
- Day to day organisation, staffing and management of the Trust
- Ensuring that bank accounts and financial systems are operated by more than one person with sound financial controls in place
- Ensuring that the Trust's property is under the control of the Trustees and that measures are in place to prevent loss or misuse.
- Preparing accruals accounts giving a true and fair view of the Trust's incoming resources and application of resources during the year, and the closing position at year end.
- Ensuring compliance with the Articles, Funding Agreements and Academy Trust Handbook. The Accounting Officer must notify trustees in writing if any action they are considering is incompatible with these governing documents. If the Board of Trustees is minded to proceed in breach, regardless of this advice, the Accounting Officer must report such in writing to the ESFA immediately.

2.6 Chief Financial Officer

The Board of Trustees must appoint a Chief Financial Officer, to whom the responsibility for the trust's detailed financial procedures is delegated. The main responsibilities of the Chief Financial Officer include:

- Preparing a balanced annual budget in consultation with the Headteacher and other budget managers within the Academy, for submission to the Board of Trustees for approval.
- Production of monthly management accounts, in accordance with the format prescribed by the Academy Trust Handbook, for scrutiny by the Chair of the Trust on a monthly basis and by other Trustees six times a year at meetings of the Board of Trustees.
- Ensuring the publication of fully audited end of financial year accounts in accordance with the format and timetable prescribed by the Secretary of State, and ensuring the accounts are lodged with Companies House on time.
- Ensuring that financial returns are sent to the DFE in line with their published timetable.
- Maintaining a three-year plan to enable forward planning in relation to anticipated availability of resources.
- Maintenance and operation of suitable accounting systems with effective systems of internal control
- The day to day management of financial operations including payments, invoicing, payroll and

- operation of school voluntary funds
- Arranging appropriate insurance
- Maintaining the Fixed Asset Register
- Abiding by the provisions of the Academy Trust Handbook
- Authorising transactions and staffing establishment in accordance with TGS's Scheme of Delegation
- Technical advice on financial matters across the Trust.

2.7 Budget Managers

Budget managers are responsible for:

- Managing expenditure against allocated budgets
- Reporting any significant budget pressures to the Chief Financial Officer at the earliest opportunity
- Ensuring that all budgets allocated to them are spent on the intended purposes, for the benefit of students and their educational outcomes, and with a view to obtaining the best possible value for money
- Placing all orders through Finance using a Purchase Requisition form, or via the PS Financials Portal.
- Ensuring purchasing decisions are approved at the correct level according to the TGS Scheme of Delegation

2.8 Staff

All staff, whether or not they are budget managers, must ensure that they do not take decisions which result in a financial commitment without first obtaining authorisation from the relevant budget manager, using a Purchase Requisition which is submitted to the Finance Team. If in doubt staff should contact the Finance team before taking action which might result in a cost to the school. Any misuse of trust funds by staff may lead to disciplinary action.

2.9 Finance Team

All members of the Finance Team have a responsibility to follow the procedures in this document, and to enforce those procedures with other members of staff in the trust. Members of the Finance Team are encouraged to make direct contact with Trustees if they have any concerns about the operation of the finance function which are not being addressed by the Chief Financial Officer and/or Headteacher. A nominated Trustee should contact the Finance Team annually, to reinforce this message. Members of the Finance Team should familiarise themselves with the provisions of the Whistleblowing Policy.

2.10 Register of Business Interests

It is important for anyone involved in spending public money to demonstrate that they do not benefit personally from the decisions they make. To avoid any misunderstanding that might arise, all members, trustees, Local Governors, senior staff and staff with significant budget management responsibility are required to declare any financial interests they, or any close family members, have in companies, other corporate bodies, or individuals from whom the Academy may potentially, even if not actually, purchase goods or services.

The register should include all business interests such as directorships, partnerships, share holdings or other appointments of influence within a business or organisation, including such in other educational institutions or charities. The disclosures should also include the business interests of close family members, such as the signatory's spouse, domestic partner, child, parent or dependents.

This process is managed by the Clerk to the Trust, who will ensure all such individuals complete a declaration form annually. The signatory to the declaration agrees not to enter into any related party transaction without the prior approval of Trustees. Trusts are required to report any potential related party transaction to the ESFA before any financial transaction takes place, and approval is required from the ESFA prior to entering into any related party transaction in excess of £20,000. This process will be managed by the Clerk, who will inform the Chief Financial Officer when any new business interest is declared.

The Clerk maintains the business interests register for the Academy Trust, which is then published on the school website.

In addition to the annual completion of the register, the opportunity will be offered at each meeting of the Trust Board, its committees and Local Governing Bodies for attendees to declare any business or personal interests relevant to agenda items. Attendees will be excluded from any discussions pertaining to their declared interest.

2.11 Audit and Scrutiny

The members must appoint an external auditor to give an opinion on whether their annual accounts present a true and fair view of the trust's financial performance and position. Members should retender the service at least every five years. The audit contract must be in writing and must not cover other services.

Trustees, via the Audit and Risk Committee, must also have a programme of Internal Scrutiny work to provide assurance to the Board that its financial and non-financial controls and risk management procedures are operating effectively. This work must not be conducted by the same firm who carries out the external audit.

3. Financial Planning

3.1 TGS Strategic Plan

The TGS Strategic Plan 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.

The TGS Strategic Plan covers the wider objectives of the Trust and future direction of travel. The form and content of the Strategic Plan is crafted by the Chief Executive Officer in consultation with the Executive Team, giving due regard to DfE guidance, and discussed and ratified by the Board of Trustees.

Performance will be monitored throughout the year. The Chief Executive Officer will report to the Board of Trustees on progress against the Strategic Plan.

3.2 Annual Budget Setting

The annual financial planning cycle follows the milestones below and is coordinated by the Chief Financial Officer in consultation with the Chief Executive Officer:

- November – first draft of grant income budget using pupil data from the October census.
- November – Integrated Curriculum and Financial Planning (ICFP) spreadsheet issued to Headteacher for populating
- December – year 7 preferences issued by Bexley
- Late December – first iteration of ICFP returned to Exec team.
- Jan/Feb – second iteration of ICFP returned to Exec team
- March – year 7 offers published by Bexley
- End of March – GAG funding confirmed by ESFA
- April – ICFP spreadsheet finalised
- April – begin recruitment for September or consultations for redundancy
- May – finalise other budget headings
- Early July – issue proposed budgets to Board of Trustees for ratification
- Late July – submit proposed budgets and current year forecast to ESFA (Budget Forecast Return)
- Late July – issue budgets to managers

The budget for teaching staff is primarily modelled using the TGS Integrated Curriculum and Financial Planning (ICFP) spreadsheet. This tool enables academies to model the curriculum, keeping within certain parameters in terms of contact time, empty seats in classrooms, and surplus teaching hours. The tool supports academies in constructing a curriculum which is as economic and efficient as possible in order to support a balanced budget.

The Academy budget is benchmarked against the DfE's academy benchmarking data to determine potential areas for improved value for money.

3.3 Medium Term Financial Planning

In July, the Chief Financial Officer will produce a three-year projection of income and expenditure, taking into account the following:

- Most up to date pupil projections
- Current funding formula and other grant information
- Amendments needed to staffing to deliver a curriculum compliant with the benchmarked parameters within the ICFP model
- The impact of any roll sensitive budgets
- Other amendments identified from most recent budget monitoring
- Other known and unavoidable cost pressures

The three-year projections will be communicated to the Board of Trustees at its meeting in early July.

3.4 Rolling forward of unspent balances

Unspent balances by individual budget managers will not normally be rolled forward from one year to the next, unless they relate to specific ring-fenced grants.

3.5 Issuing budgets to managers

Once the budget has been approved by the Board of Trustees, budget managers should be notified of their allocations and asked to sign a Resource Accountability Statement. The ability to place orders against allocated budget is dependent upon receipt of signed Resource Accountability Statements by the specified deadline.

3.6 Budget Virement

The circumstances under which budget virements are permitted are:

- Change in responsibility from one budget manager to another – actioned by Director of Finance & Estates
- Cash neutral budgeting error (i.e. budget assigned to wrong code) – actioned by Director of Finance & Estates
- New income source received and delegated to budget manager – actioned by Director of Finance & Estates
- Change in spending priority resulting in movement of money from one expenditure type to another – below £10k actioned by Director of Finance & Estates, above £10k approval required from Board of Trustees
- Non-cash neutral budgeting error – approval required from Board of Trustees

3.7 Monitoring and Review

Each month, the Chief Financial Officer, or assigned deputy, will prepare management accounts with the following information to share with the Chair of the Trust:

- a statement of revenue income and expenditure to date (up to the last full month) showing forecast income/expenditure against budget and resulting variances with accompanying notes giving reasons for variances

- a statement of capital income and expenditure to date (up to the last full month) showing forecast income/expenditure against budget and resulting variances with accompanying notes giving reasons for variances
- a cash flow forecast
- a balance sheet

The Chief Financial Officer, or assigned deputy, will prepare a report for the Board of Trustees in September, November, February, May and July meetings, including and summarising the management accounts and any other financial matters to bring to the attention of trustees.

In reviewing the monitoring information, the Board of Trustees should assess whether management action is necessary to impact the financial position, or whether the Trust's priorities need to be re-assessed.

If a budget deficit is forecast that cannot be met from existing reserves, the ESFA must be notified within 14 days of the Board meeting at which such a position has been reported.

4. Finance Systems & Procedures

4.1 Accounting system

All TGS transactions must be recorded on the PS Financials accounting system. Entry to the PS Financials system is password restricted. The Chief Financial Officer, or assigned deputy, is responsible for setting access levels for all members of staff using the system.

4.2 Coding structure

A document is produced called the 'Budget Code List' to enable finance staff to effectively code transactions. The Account Code represents the 'pot' of money from which the expenditure is made (or into which income is paid). Each Account Code is assigned to an individual budget manager. The Nominal Code represents the type of expenditure incurred or income received and enables the Trust to compare income and expenditure across its academies and other Academies using published benchmarking information.

4.3 Transaction Processing

All transactions input to the accounting system must be authorised in accordance with the procedures specified in this Manual. The procedures for the operation of the payroll, the purchase ordering system and purchase ledger and the sales ledger are outlined in the following sections of this Manual.

4.4 Account Reconciliation

Nominated officers within the Finance team will ensure that bank account and control account reconciliations are performed each month, and that any reconciling or balancing amounts are cleared. The Chief Financial Officer will sign these reconciliations off as complete and correct.

5. Payroll Systems & Procedures

5.1 Staff Appointments

The staff structure will be agreed by the Chief Executive Officer and the Chief Financial Officer on an annual basis alongside the budget.

Any changes to staffing (including the filling of vacancies, change in hours or pay, or changes to the approved structure) must be routed through the HR team who will ensure that authorisation is obtained in accordance with the Scheme of Delegation before being actioned, i.e

- school based posts authorised by Headteacher and Director of Finance & Estates
- Headteacher and Director of Finance & Estates posts authorised by Trust Board

Formal restructures will require the approval of the Board of Trustees prior to consultation.

5.2 Staff Pay

Staff will be paid in accordance with their contractual terms and the TGS Pay Policy. The TGS Pay Policy covers all aspects of staff pay, including performance related pay and progression, and the setting of pay for the Headteacher.

5.3 Staff severance payments

Staff severance payments can be approved by the Headteacher and Director of Finance & Estates up to £15k, beyond which approval would be required by the Chair of the Trust. Severance payments over and above contractual obligations will not normally be made, but if they are deemed necessary, the conditions of the Academy Trust Handbook in relation to severance payments must be followed, including formal approval by the ESFA for non-contractual sums of £50k or more before tax and national insurance. The decision maker must satisfy themselves that the payment is justified based on a legal assessment of the chances of successfully defending the case at Employment Tribunal (ET), and the sum agreed must be less than the ET is likely to award. Severance payments should not be made where they could be seen as a reward for failure, such as misconduct or poor performance.

5.4 Payroll Administration

The Academy payroll is administered in house using Sage 50 payroll software.

All staff are requested to submit expense and overtime claims to the Finance Team by the 5th day of the month.

Each month the Finance Team will process the following changes:

- New contract information notified by HR
- Changes to existing contracts notified by HR
- Changes to pay because of e.g. sickness, maternity, paternity, or strike action, notified by HR
- Changes to bank details notified by staff members
- Expenses and overtime claims approved by budget managers
- Changes to tax codes notified by HMRC
- Changes to pension tiers
- Changes to pension contribution rates
- Attachments of earnings notified by the relevant authority
- Changes to pay scales notified by the School Teachers Pay and Conditions Document or the London Borough of Bexley
- Changes to pay resulting from decisions made by the Board of Trustees in relation to pay progression
- Auto enrolment and pension opt in/out instructions
- Salary sacrifice instructions

5.5 Payroll Payments

Before the payroll is finalised each month, an independent check is performed against the central staffing spreadsheet held by the Chief Financial Officer to ensure accuracy.

Payslips are sent out to staff electronically using work email addresses, and payments to staff and other agencies (HMRC, TP, LGPS, unions etc) are made by NatWest Bankline.

After the payroll has been processed the accounting system is updated by the Chief Financial Officer or assigned deputy. The Chief Financial Officer, or assigned deputy, will complete a payroll reconciliation each month to ensure the accuracy of postings, which shall be made available for review by the external auditor.

5.6 Payroll and Contractors

Under the intermediaries legislation (often known as IR35), public sector organisations are responsible for determining whether or not their off-payroll workers (those who are paid through a company or self-employment) should have tax and NI deducted at source.

If TGS or one of its schools engages with a consultant or self-employed worker, the Chief Financial Officer and HR Manager will complete HMRC's online tool: "check employment status for tax" to determine whether to make deductions at source. HR will retain a record of all determinations using the online tool.

In some circumstances the worker will need to be given a contract of employment and paid through the payroll.

There may be occasions when the contractor will need to be treated as an employee for payment purposes only. Under these circumstances, the net value of the invoice will be processed through payroll, and any VAT paid to the contractor separately.

6. Systems Backup & Security

It is crucial that financial information held on computer systems is safely protected from unauthorised access and that it is backed up regularly. The PS Financials and Sage databases are stored on a remote data storage facility, which is fully backed up off site, in line with the provisions set out in the Business Continuity and Emergency Situation Plan.

7. Ordering & Purchasing

7.1 Effective Procurement

TGS want to achieve the best value for money from all its purchases. The majority of purchases will be paid for with public funds, and therefore we need to be able to demonstrate that we have sought best value from those funds.

In so doing, all staff responsible for procuring goods or services should take the following steps to ensure best value is achieved:

- Check the 'Deals for Schools' page of the DfE website to see if the item is covered by a centrally negotiated deal
- Ensure the correct goods are purchased
- Ensure the right quantity is bought – bulk purchases may offer a lower price, but this must be balanced by ensuring there is no wastage. Consider pooling with other schools to bulk purchase.
- Ensure that the correct quality is bought – the goods/services must be fit for purpose but not over specified.
- Purchase at the right price. For larger purchases it is good practice to consider alternative suppliers and compare pricing. For orders of £5,000 or more, three quotes will be required. Work must not be split into smaller jobs to fall below the threshold.
- The requirement for three quotes may be waived if using a government procurement framework which has already been through a competitive process, or there is only one supplier that could meet our specification, or very exceptionally, if the purchase is required urgently and the delay in obtaining additional quotes would put the Trust or any of its academies under undue risk, financial or otherwise. Under such circumstances the Chief Financial Officer will document their decision on the TGS procurement threshold waiver form.
- For more routine purchases, there will be times when supermarkets or discount stores may be offering

certain goods at lower prices than our usual suppliers, however before deciding to purchase from them, consider the cost of time taken out of school to shop for goods relative to the discount that can be achieved, and also the need to request a full VAT invoice which may not be automatically produced at the till. In most cases it will not be worth the additional time and effort to shop around for routine items.

- Ensure the money spent is an appropriate use of Academy funding. For example, it would be more appropriate for staff to contribute to a retirement gift, rather than to use Academy funding. Always consider public perception. If a purchase could generate a negative reaction by a member of the public or the media, then it is probably not an appropriate use of public funds.
- Ensure that no personal gain is being made by any member of staff or relative of a member of staff as a result of a purchasing decision. If there is any doubt, ensure that three quotes are obtained to satisfy the Trustees that the chosen supplier offered the best value.

7.2 Scheme of Delegation

The TGS scheme of delegation outlines the expenditure limits to which TGS employees can commit the company. The following controls should be observed:

- For orders of a net value in excess of £5,000, three written quotes must be provided, unless purchasing from an approved government framework which has already undergone a competitive process, or unless there are fewer than three providers who are able to make the supply. Orders must be authorised by the Headteacher.
- Orders of a net value in excess of £10,000 up to a value of £25,000 must also have approval from the Chief Financial Officer.
- Orders of a net value in excess of £25,000 up to a value of £99,999 also require approval from the Headteacher.
- Orders of a net value of £100,000 or more should be subject to a competitive tendering process.

7.3 Purchase Requisitions and Orders

All ordering should be done via the Finance Team. Budget managers must raise a Purchase Requisition on PS Financials from their web portal or using a standard TGS Purchase Requisition form emailed to the Finance Team. The Finance Team complete several checks before proceeding with the order:

- Check available budget
- Check that the spend has been properly authorised by the budget manager and any other levels required by the Scheme of Delegation
- Check that three quotes have been obtained for high value orders (over £5k)
- Check that there are no related party interests
- If the supplier is new to us, conduct checks on new suppliers (see 7.10)
- Check that the expenditure is appropriate and within the remit of the funding source

Once the checks have been completed, the Finance Team will create an official Purchase Order on PSFinancials, and forward it to the supplier via the Document Emailer module.

The Finance Team have credit card facilities and can order items online if required.

If the budget manager is placing a requisition on the PS Financials web portal, and the required supplier is not set up on the system, they should contact the Finance Team to get the supplier set up so that they can proceed with the order.

If a service is being procured as a result of a discussion with other agencies, such as the engagement of a specialist teacher or counsellor, a formal Purchase Order (PO) should follow as soon as possible after the contract has been agreed.

POs should only be used for goods and services provided to the school. Individuals must not use official orders

to obtain goods and services for their private use. POs are not required for utilities, unplanned/urgent maintenance or unplanned agency cover.

7.4 Authorising Purchase Orders

POs can only be raised by budget managers against their own allocations, representing the first level of authorisation. If under £5,000, the PO will be authorised by a member of the Finance Team following the appropriate checks. For orders over £5,000, the Chief Financial Officer will receive an automatic email requesting authorisation of the PO electronically via the web portal. Authorisation will only take place after three quotes have been viewed and the Headteacher has given approval.

7.5 Goods and Services Received

All deliveries should be addressed to the relevant Department. Budget managers are responsible for checking their goods have been received and should notify Finance of any missing items. Some suppliers, e.g. KCS have a three-day period for discrepancies to be raised with them.

Invoices should be checked against the original PO by the Finance Team, and any discrepancies raised with the budget manager so that the supplier can be contacted to resolve any errors before the invoice is paid.

The Finance Team should review the file of incomplete orders on a *monthly* basis and check with budget managers / suppliers as to the status of the order. A report showing 'open' orders is available from PS Financials.

If any goods are rejected or returned to the supplier because they are not as ordered or are of sub-standard quality, the budget manager should notify the Finance Team.

7.6 Invoices Received

All invoices should be sent to the Finance Team and input onto the PS Financials system at the earliest opportunity. If there is a query with the invoice, it should be put on 'dispute' until that query is resolved to exclude it from a payment run. The budget manager must authorise the invoice to demonstrate that the goods and services have been received and the invoice then becomes ready for payment. Authorisation may take place via a physical signature or an emailed approval.

Occasionally invoices will be received without a PO having been raised. In these circumstances the Finance Team will have to identify the budget manager, post the invoice onto PSF, carry out the checks set out in 7.3 retrospectively, and then forward the invoice to the budget manager for authorisation. This absence of a purchase order can cause delays in the payment process as time is spent identifying the correct budget to charge against, and dealing with any queries which arise from carrying out retrospective checks, prior to payment being processed. On each occasion where a PO has not been raised, the Finance Team will issue an email to the originator of the order, reminding them of the correct ordering procedure

7.7 Invoice Payments

Invoices are generally paid by BACS, or direct debit.

In preparing for a payment run, a member of the Finance team will upload the payment file onto the BACS portal. Remittances are checked and matched with the PO which is attached to the approved invoice as supporting documentation. Transactions listings are printed out from PS Financials and the BACS portal, and attached to the invoices. The documents are passed to two approvers, one of which must be a bank signatory, and they will approve and release the payment on BACS.

7.8 Direct Debit Payments

Suppliers that are paid by direct debit will be set up as such on the Purchase Ledger so that transactions relating to them do not appear on any payment run. However, it is important to ensure that all documentation relating to Direct Debits is properly authorised by the relevant budget manager. For purchase card statements, which are paid by direct debit, the budget manager must authorise invoices, and the Chief Financial Officer, or assigned deputy, must authorise payment of the statement.

Direct Debits should be entered onto the Purchase Ledger as non-order invoices.

7.9 Bursary Payments

Payments for the Bursary Fund are regularly made to students directly into their bank accounts. Payments are awarded on submission of an authorised application form with supplementary evidence where appropriate, and confirmation from the Senior Leader with responsibility for Sixth Form of the student attendance records for the term in line with the Bursary Fund Guidance. Payments are made from the Student Ledger using a schedule authorised by the Head of Sixth Form.

7.10 Suppliers

The Finance Team will seek to establish a list of preferred suppliers, using suppliers who are registered on a national procurement framework, and trusted suppliers local the Academy. However, the Finance Team will actively seek to achieve the best value for money which will mean identifying alternative suppliers outside of the preferred suppliers list. Before setting up a new supplier on the finance system, the Finance Team will carry out the following checks:

- Check the company address and phone details on their website
- Confirm the company's existence on the Companies House website
- Verify VAT registration details on EC website
- Company details to be authorised by the Chief Financial Officer, or assigned deputy, and retained on file
- Any changes to company details are also authorised by the Chief Financial Officer, or assigned deputy, and retained on file
- Never accept telephone notification from suppliers regarding changes to bank details. Such requests must be received in writing and independently verified by telephone using existing contact details at a different time.

7.11 Payments in advance

Payments in advance will generally not be made to suppliers, with the exception of annual subscriptions and deposits for securing bookings for trips, venues, advertisements etc. This is to aid good cash flow management and also to limit the trust's exposure to the risk that suppliers may not deliver goods to the specification ordered, or may become insolvent before delivering pre-paid goods/services. Suppliers should be asked to submit an invoice to the Academy on delivery of goods/services.

7.12 Ex Gratia Payments

Ex gratia payments are those which go beyond statutory or contractual obligation. These might include payments to meet hardship caused by official failure or delay, or to avoid legal action in the case of official inadequacy. Ex gratia payments are not generally made by TGS, and in any case must have prior approval of the ESFA.

7.13 Expenses Claims & Reimbursements

TGS will refund the actual travelling and reasonable out of pocket costs incurred by employees wholly, exclusively and necessarily incurred in the performance of the duties of their employment. An expense claim form should be completed and returned to Finance who will process claims through payroll. The Trust

operates a cashless policy and has no facility to reimburse for expenses in cash. Claims must be authorised by the Headteacher, or the head of department.

Mileage and car insurance

Mileage will be reimbursed at 45 pence per mile for business travel only. This excludes any private travel such as commuting to and from work. Where employees are travelling to a business destination directly from home, the miles normally travelled from home to the workplace must be deducted from the mileage claimed.

Return journeys are treated as a separate claim. If going straight from the business destination to home, the employee must deduct the work-to-home miles from the return journey.

Fuel cards

A fuel card will be retained in the finance office for use by the site team for refuelling the school minibuses. Fuel cards will not be made available to staff for use in personal vehicles.

Vehicle insurance

The Trust does not provide car insurance for staff using their own vehicles for work. Staff members are responsible for ensuring cars are properly insured, which may include business use cover where they are using their vehicles during the course of their work, e.g. for traveling between sites or for making home visits.

Other expenses

Expense claims up to a maximum of £40 in any one month are permitted for exceptional circumstances, such as the purchase of perishable goods for a food tech or science class which cannot be obtained during the normal ordering process. Any purchases for larger sums need to be authorised by the Chief Financial Officer before expenditure is incurred. All expenses must have a VAT receipt wherever possible, which shows:

- full name and address and VAT registration number of the supplier
- date
- description of goods/services
- for each VAT rate applicable the total amount payable including VAT, and the VAT rate charged.

For clarity, the Trust will not fund subsistence expenses for staff. Staff are responsible for providing their own refreshments during the course of a business day.

7.13 Credit Cards

The Finance Team holds a virtual credit card with a monthly spending limit of no more than £80,000, to enable TGS to purchase goods over the internet and over the telephone and flights for school trips.

The Headteacher also has a credit card, with a credit limit of £15,000. Credit cards are not issued to any other staff, except with authorisation from the Chief Financial Officer. The Headteacher retains a copy of all these credit card invoices and receipts for purchases and forwards to Finance.

The Finance Team retains a copy of all invoices and receipts for purchases which are then matched to the credit card statement from the bank. The invoice/receipt must be authorised by the budget manager. The Chief Financial Officer will authorise the credit card statement once it has been reconciled by the Finance Team.

The purchase card statement is then entered onto the system against each individual supplier, with suppliers being factored to the credit card provider, currently NatWest.

8. Banking & Cash Management

8.1 Banking

TGS operates a single bank account. Signatories to the bank account must be approved by the Board. For operational purposes, bank signatories will need to include the Headteacher, Director of Finance & Estates and Finance Manager. Banking matters are managed online using NatWest Bankline, and payments are made via NatWest Bankline or BACS. Dual controls must be in place in both systems so that two authorised persons are required to release a payment. New bank accounts will not be opened without approval from the Trust Board.

8.2 Bank Reconciliation

The Finance Team must ensure bank reconciliations are performed at least on a monthly basis, ensuring that any uncleared items are properly accounted for. Reconciliations must be independently reviewed by the Chief Financial Officer.

8.3 Cash handling

Academies operate on a cashless basis, using an online portal for all payments from and refunds to parents. No cash is retained on site. The only occasion when cash is handled in school will be for charity fundraising. In such cases the cash should be brought to the finance office and counted by a member of the Finance Team and the lead teacher or support staff member, and the amount must be recorded and signed by both members of staff. The Finance Team will prepare a paying in slip and must keep the cash in the safe until it is banked, and banking must take place at the earliest opportunity, ideally the same or following day. The Finance Team must post the details from the paying in slip onto the accounting system and reconcile to the bank statement.

8.4 Cash Flow Management

The Chief Financial Officer must employ robust cash management controls to ensure no bank accounts become overdrawn. Such measures, outlined within this policy, include:

- Setting balanced budgets
- Robust debt management procedures
- Monthly bank reconciliations
- Paying for services monthly or termly in line with income streams, and avoiding advance or 'up front' payments

The Chief Financial Officer is responsible for preparing and monitoring cash flow forecasts to ensure that TGS has sufficient funds available to pay for day to day operations. If significant balances can be foreseen, steps should be taken to invest the extra funds. The trust holds a business reserve account in addition to the current account, in which surplus funds can be moved to generate interest income.

8.5 Investments

After review of the Trust's cash flow position, the Chief Financial Officer may consider investing surplus cash in fixed term deposits with major UK banks in order to achieve a more favourable interest rate than is offered by the current account or business reserve account. All such investments must be approved by the Audit, and Risk and Finance and Resources Committees.

8.6 Leases

The Trust may enter into an operating lease, in accordance with the limits set out in the Scheme of Delegation. Under an operating lease, the ownership of the asset remains with the lessor after the expiry of the contract.

8.7 Borrowing

The Trust is not permitted to enter into any borrowing arrangements without prior permission from the ESFA. This includes overdrafts, or entering into a finance lease where the ownership of the leased asset transfers to the lessee at the end of the lease term.

9. Grant Income & Collection

9.1 Grant Funding

The Finance Team is responsible for recording grant income on the finance system as soon as it becomes known, either via a remittance advice or from the bank statement. Remittances are retained on file for inspection by audit. If remittances are not received, every effort should be made to obtain a remittance from the originator. The Finance Team must check grant income against the schedule from the ESFA and other grant making bodies. Any discrepancies from these known amounts are reported to the Chief Financial Officer.

9.2 Parental Income

All income from parents is collected through the academy's online payments system. The Finance Team are responsible for coding this income on PS Financials and reconciling it in the bank. The Finance Team have a number of responsibilities around the budgeting and collection of income for educational visits which are set out in section 10.

9.3 Lettings

Any requests to hire academy premises by a third party must be directed to the Lettings Team via the school hire websites:

<https://schoolhire.co.uk/london-bexley/townley>

The Lettings Team is responsible for:

- managing all correspondence through the Schoolhire websites
- ensuring all hirers of academy premises complete and sign the TGS Conditions of Hire
- retaining a copy of the hirer's public liability insurance, where applicable
- managing bookings of facilities
- managing the lettings on-site, ensuring they comply with timings and conditions of hire

The Finance Team are responsible for:

- recording the income and Schoolhire charges on the finance system
- reconciling these amounts in the bank
- performing a monthly review of the aged debtors report and chasing payment for any outstanding debts
- ensuring that any hirers with outstanding debts are prevented from using the facilities.

All lettings will be charged at the standard hire charge quoted in the letting agreement. Discounted lettings will not be permitted without prior approval from the Chief Financial Officer. Hire charges will be reviewed annually by the Chief Financial Officer.

9.4 Other income

Other income may be invoiced for periodically by the Finance Team. All invoices must be raised on the system promptly.

A review of all outstanding debts will form part of the monthly review of aged debtors and creditors conducted by the Finance Team.

No debts should be written off without the approval of the Chief Financial Officer, and within the limits set out in the Scheme of Delegation.

10. Educational Visits

10.1 Budgeting for Educational Visits

The Lead Teacher will need to ensure that the visit is appropriately funded, in line with the TGS Charging and Remissions Policy, and must complete the costings information requested on the Educational Visit Confirmation Form.

The member of the Finance Team responsible for Educational Visits will check the Educational Visit Confirmation Form to ensure the workings are accurate, the number of students required for the trip to break even has been recorded, and the schedule of payments allows for sufficient receipts to be collected before payments are due to suppliers.

Once the above has been reviewed, the Finance Team member should sign the Educational Visit Confirmation Form, set the visit up on the academy's online payment portal and on PS Financials, and return to the Educational Visits Coordinator (EVC) for completion.

The above paperwork must be reviewed by the EVC and submitted to the Headteacher for authorisation. Once the paperwork has been authorised, the EVC can issue the letter to parents. The EVC will then pass a copy of all paperwork to Finance for review by external auditors.

The above must be completed well in advance of the visit but no later than two weeks before the letter is due to be sent to parents. As a rule of thumb, the paperwork for a day trip should be issued to parents at least one term before the visit takes place. A residential or overseas visit should be communicated up to a year in advance of the departure date, giving parents maximum time to prepare, and to make voluntary contributions in instalments.

10.2 Payments

All payments will be made on the academy's online portal. The Finance Team member responsible for educational visits will monitor income from visits and keep the Lead Teacher informed about the trip's budget position. Where a shortfall is anticipated in a curriculum trip due to non-payment of voluntary contributions by parents, the Lead Teacher will contact the parent to agree a more manageable payment schedule. If an agreement cannot be reached for the full amount, the Headteacher may be approached to request a partial or full subsidy from the Voluntary or Pupil Premium funds.

The Finance Team Member will check that there is sufficient confirmed take-up of students for an enrichment trip to break even before the deposit is paid to the supplier. The Finance Team Member will then make the necessary booking arrangement for tickets, entrance fees, travel arrangements etc, in consultation with the Lead Teacher. If a shortfall is anticipated on an enrichment trip due to insufficient take-up, the Lead Teacher will be advised to liaise with the Headteacher to consider options, which will may include subsidy from Voluntary or Pupil Premium funds, or cancellation.

10.3 Visit Completion

Once the visit has ended, the Finance Team Member responsible for Educational Visits must complete the Educational Visit Completion Record which should then be signed by the Lead Teacher and the Finance Assistant after review.

Any shortfall or surplus should be investigated and a reason given (mis-costing, pupils withdrawing from the visit, etc). Significant shortfalls may be recharged to departments. Significant surpluses (over £5 per student) should be returned to parents, and smaller surpluses transferred to the voluntary fund.

After completion of a visit and all associated paperwork, the Finance Team Member must complete the final transactions on the finance system to balance the trip, and retain the paperwork for audit purposes.

11. Gifts and Hospitality

11.1 General principles

As a rule, gifts and hospitality should not be accepted by Trustees, Governors or staff, except in the circumstances set out below. If there is any doubt as to whether a gift or offer of hospitality can be accepted, advice should be sought from the Chief Financial Officer.

The purpose of this policy is to try to ensure that neither TGS nor any of its academies is the subject of undue influence by any supplier or any other party. TGS and its academies should be able to show that all spending decisions are reached on the basis of value for money and for no other reason.

11.2 Accepting Gifts

Staff may not accept cash under any circumstances and should never solicit personal gifts.

Gifts from students or parents may be accepted and retained by a member of staff, but any gifts exceeding £50 in value must be reported to the Chief Financial Officer, and recorded on the Gifts and Hospitality Register.

Gifts from third parties can be accepted up to a nominal value of £50. Gifts of a greater value which are intended for the Trust or one of its schools may be accepted if they are donated by a genuine benefactor who does not seek to gain from the donation, provided they are made available for use by the Trust/Academy and not retained by the individual. Gifts which appear disproportionately generous should not be accepted if they could be construed as an inducement to affect a business decision. In all cases, gifts of a value greater than £50 must not be retained by the individual who receives them, but deposited with the Admin Office for use within the school or as part of a charity raffle. Gifts received with a value greater than £50 must be reported to the Chief Financial Officer for recording on the Gifts and Hospitality Register.

11.3 Accepting Hospitality

Hospitality should not be accepted if it could be interpreted as a way of exerting an improper influence over the way a member of staff, a trustee or governor carries out their duties.

In relation to conventional hospitality (lunches, outings, tickets for events, etc.) this may be accepted provided that it is normal and reasonable in the circumstances. Such invitations should not be accepted:

- where there is no reasonable business justification for doing so
- where an invitation is disproportionately generous
- where the invitation could be seen as an inducement to affect a business decision

Any hospitality, other than of a nominal value (up to £50) or modest working meals and refreshments provided during the normal course of business, should be reported for entry into the Gifts and Hospitality Register, maintained by the Chief Financial Officer.

11.4 Giving Gifts and/or Hospitality

The Trust and its academies will not normally give gifts to other individuals or organisations. If gifts are given, staff must ensure that the decision is fully documented in the Gifts and Hospitality Register and has regard to the propriety and regularity of the use of public funds. This does not apply to the award of gifts, prizes etc. related to the achievement of pupils e.g. attainment or merit awards.

Any gifts presented to staff, for example on joining or leaving the Trust, must be modest in nature, with a maximum value of £35. Gifts with a financial value, such as high street vouchers must not be given to staff, as these would be classed as benefits in kind for tax purposes.

Hospitality of a modest nature such as a working lunch or light refreshments is acceptable where it is in support of good relationships with visiting staff or business colleagues. Any hospitality beyond this definition will require the approval of the Chief Financial Officer to ensure the costs and nature of the hospitality are appropriate for a publicly funded organisation. Academy funds may not be used for the purchase of alcoholic beverages.

12. Fixed Assets

12.1 Asset register

Academies are responsible for maintaining an inventory of all equipment at their location. The person responsible for ICT will maintain a register of all ICT assets, and the person responsible for Estates and Facilities will maintain a register of all other assets.

All assets purchased with a value over TGS's capitalisation limit of £5,000 must be entered in the financial asset register, which is held within the Finance Team for the purposes of calculating the appropriate depreciation at year end.

12.2 Security of assets

All high value items, such as ICT equipment, should be permanently and visibly marked as TGS's property (to the extent that this is the case) and there should be a regular (at least annual) check to ensure equipment remains in place. Discrepancies between the physical count and the amount recorded in the register should be investigated promptly and, where significant, reported to the Chief Financial Officer.

12.3 Disposals of Assets

Items which are to be disposed of by sale or destruction must be authorised for disposal by the Chief Financial Officer and the Chief Executive Officer. For items with a net book value of over £25,000, approval must be sought from the Board of Trustees. Where significant, items should be sold following a competitive process.

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

The proceeds from the sale of capital items should be treated as capital income and used for the purpose of reinvesting in Academy assets.

Any disposals of land, buildings or heritage assets must be agreed in advance with the Secretary of State.

12.4 Loan of Assets

Items of TGS property must not be removed from TGS premises without the authority of the Chief Financial Officer. A record of any asset which is on loan must be recorded in a loan book and booked back in when it is returned.

13. Competitive Tendering

13.1 When to tender

For goods or services where the value exceeds £100,000 but is below the threshold for the OJEU procurement regulations (currently £214,904), a competitive process should be followed in accordance with the TGS Scheme of Delegation, and a recommendation made to the TGS Board of Trustees for decision. The requirement to publish tenders on the OJEU website has switched to the government's Find A Tender website.

13.2 Forms of Tender

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

Open Tender: This is where all potential suppliers are invited to tender. The budget manager must discuss and agree with the Chief Financial Officer how best to advertise for supplier's e.g. general press, trade journals or to identify all potential suppliers and contact directly if practical. This is the preferred method of tendering, as it is most conducive to competition and the propriety of public funds.

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

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

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

- the above methods have resulted in either no or unacceptable tenders
- only one or very few suppliers are available
- extreme urgency exists
- continuation with the existing supplier is justified

13.3 Preparation for Tender

Full consideration should be given to:

- objective of project
- overall requirements
- technical skills required
- after sales service requirements
- form of contract

It may be useful after all requirements have been established to rank requirements (e.g. mandatory, desirable and additional) and award marks to suppliers on fulfilment of these requirements to help reach an overall decision.

13.4 Invitation to Tender

If a restricted tender is to be used then an invitation to tender must be issued. If an open tender is used an invitation to tender may be issued in response to an initial enquiry. An invitation to tender should include the following:

- introduction/background to the project
- scope and objectives of the project
- technical requirements
- implementation of the project
- terms and conditions of tender
- form of response

13.5 Tender Acceptance Procedure

The invitation to tender should state the date and time by which the completed tender document should be received by the Trust. Tenders should be submitted in plain envelopes clearly marked to indicate they contain tender documents. The envelopes should be time and date stamped on receipt and stored in a secure place prior to tender opening. Tenders received after the submission deadline can be declined.

13.6 Tender Opening Procedure

All tenders submitted should be opened at the same time in the presence of two people, one of whom should be a senior representative from the Finance Team. A record should be made of the names of the firms submitting tenders and the amount tendered. This record must be signed by both people present at the tender opening.

13.7 Tender Evaluation and Decision

When evaluating tenders, consideration should be given to both cost and quality/suitability.

Cost - care should be taken to ensure that competing suppliers have quoted for the same service. Where discrepancies arise, suppliers should be contacted to amend their quotes where necessary to ensure a fair comparison between suppliers. There may be scope for negotiation on cost if a particular supplier is preferred for quality/suitability reasons, but is not the cheapest.

Quality/Suitability – due regard should be given to the qualifications and experience of the contractor, and the quality and suitability of the goods/services offered. Where necessary, references should be sought from other customers. The evaluation process should involve at least two people, one from the Finance Team. Full records should be kept of all criteria used for evaluation, and a one-page summary report prepared for the Audit, Finance and Risk Committee summarising the options and giving a recommendation. The accepted tender should be the one that is most advantageous to the Academy from a cost and quality perspective.

13.8 Tendering for major contracts

In some circumstances, such as catering, cleaning contracts or energy, the Trust may tender for supplies where the value exceeds the EU procurement threshold, currently £214,904. For tenders above this threshold, there are three options open to the trust:

- to join a purchasing consortium delivering an existing framework which has already gone through a compliant tendering process, such as Crown Commercial Services. Such frameworks are published on the DfE website: <https://find-dfe-approved-framework.service.gov.uk>
- use a third party broker to run the tender process in compliance with the tendering regulations
- publish the invitation to tender on the OJEU website up until 31 December 2021 or on the government's Find A Tender website from 01 January 2022.

When advertising directly with OJEU or Find a Tender, there are certain additional procedures which need to be followed.

The Trust must first register as a buyer on the OJEU website www.mytenders.org, or www.find-tender.service.gov.uk. A tender specification can then be uploaded, giving a minimum time of 52 days in which to respond. Once all tenders have been received and evaluated, and a decision made at the Audit, Finance and Risk Committee, a "decision notice" or "standstill letter" must be issued to all candidates giving the following information:

- the award criteria used
- reasons for the decision including the characteristics and relative advantages of the successful tender
- the scores obtained by the recipient of the letter and the successful contractor
- the successful contractor's name
- a statement of when the standstill period is to end. If the letter is sent by electronic means, this period will be 10 days

Once the standstill period has ended, the contract can be awarded officially. A contract award notice must be issued in the OJEU within 48 days of the award of the contract.

14. Insurance & Risk Management

14.1 Insurance

The Chief Financial Officer will procure insurance through the Risk Protection Arrangement, such insurance covers the following risks:

- Property Damage
- Business Interruption
- Money
- Public Liability
- Employers Liability
- Hirers Liability
- Libel and Slander
- Governors/Trustees Liability
- Fidelity Guarantee
- Personal Accident
- Motor
- Legal Expenses
- School Journey, including foreign travel

Not all liabilities are covered by the RPA and the following policies must be procured additionally:

- Motor insurance
- Occupational business use
- Any key person insurance deemed necessary by the Board of Trustees

It is the responsibility of the Headteacher and Chief Executive Officer to inform the Chief Financial Officer of any new risks, such as but not limited to:

- vehicles, property or equipment that has been acquired
- health and safety incidents
- incidents, of any nature, which have the potential to give rise to claim

All Academies shall display such notices regarding insurances as shall be required by statute, in particular, the statement of Employer's Liability Insurance.

The Academy will handle claims direct with the insurers ensuring the Finance Team is copied in on the correspondence.

14.2 Risk Management

Risk Management is an integral part of good governance and is the process whereby:

- There is a shared awareness and understanding within TGS of the nature and extent of the risks it faces, the extent and categories of risks regarded as acceptable, the likelihood and potential impacts of the risks materialising, and the Trust's ability to reduce the incidence and impact of risks that materialise.
- There is a regular and ongoing monitoring and reporting of risk including early warning mechanisms.

In order to achieve these objectives, the Board of Trustee tasks the Audit and Risk Committee with reviewing and updating a register of risks for the Academy and the Trust. This review takes place three times per year and any concerns are reported back to Headteachers, where necessary, for their consideration and action. Any actions taken to manage risk following review of the risk register are reported back to the Audit, Finance and Risk Committee by the Chief Executive Officer. In deciding upon management action, an assessment should always be made of the cost of operating particular controls, relative to the benefit obtained in managing the risk.