



Financial Regulations

Academy Transformation Trust (ATT)

Committee:	Finance & Resources Committee
Approved on:	Feb 2020
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Associated documentation	
Reserves & GAG Pooling Policy	2019
Investment Policy	2019
Safer Recruitment Policy	2019
Anti-Fraud Policy	2019
Procurement Policy	2019
Anti-corruption & Bribery Policy (including gifts and hospitality)	2019

This document sets out the regulations for the academy trust

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Introduction

1. The purpose of this manual is to ensure that we maintain and develop systems of financial control, which conform with the requirements both of propriety and of good financial management. It is essential that these systems operate properly to meet the requirements of our funding agreement with the Secretary of State for Education, through the Education Funding Agency (EFA).
2. We must comply with the principles of financial control outlined in the Academies Financial Handbook. This financial regulation manual expands on that and provides detailed information on our accounting policies and procedures and must be read by all colleagues involved with our financial systems.
3. This manual serves as an adjunct to the scheme of delegation providing information on the day-to-day operations and practicalities forming from this financial regulation manual.

Financial Planning

4. The academy trust prepares a 3 year financial budgets.

The budget cycle

5. The budget cycle is as follows:
 - Autumn term (Sept – Dec)
 - Implementation of current budget plan
 - Monitoring expenditure (continuous-monthly)
 - Reconciliation and closure of previous financial year
 - Spring term (Jan – Mar)
 - Monitoring and Reviewing of year's budget
 - Revised Budget where appropriate
 - Pre-planning new financial year
 - Summer term (Apr – Aug)
 - Planning for forthcoming year
 - Preparation and submission of financial budget plan
 - Review of current year's budget

All requirements of the ESFA, in particular relating to carry forward of unspent funds, will be taken into account in preparing and submitting the budget.

Budget

6. The Chief Finance Officer is responsible for preparing and obtaining approval for the annual budget. The budget must be approved by the Board of Trustees, Chief Executive Officer and Executive Leadership Team. It is scrutinised in detail by the Finance & Resources Committee on behalf of the Board.
7. The annual budget will reflect the best estimate of the resources available to us for the forthcoming year and will detail how those resources are to be utilised. There must be a clear link between development plan objectives and the budgeted utilisation of resources.

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8. The budgetary planning process will incorporate the following elements:
- Pupil numbers from current academic year, October census data, for GAG funding
 - forecasts of the likely number of pupils for integrated curriculum led financial planning
 - latest estimate of other ESFA funding e.g. pupil premium, Yr7 Catch-Up or other specific funds
 - review of other income sources available to each of the individual academies to assess likely level of receipts
 - review of past performance against budgets to promote an understanding of the future individual academy costs
 - a zero-based approach to current year budgeting
 - identification of potential efficiency savings and future pressures
 - review of the main expenditure headings in light of the development plan objectives and the expected variations in cost e.g. pay increases, inflation and other anticipated changes
 - all carry forward balances on non-pooled items
 - any unspent grants from the previous financial year
 - any funds held in Trust
9. Budget information will come from the following sources:
- The Accounting Officer and Chief Finance Officer (in line with Board strategic planning requirements)
For education budgets
 - Regional Education Directors/Executive Principals/Principals - details of education expenditure (staffing and educational resources) and confirmation that budget holders have submitted reasonable budgets; using Integrated Curriculum Financial Planning and a zero-based budget approach; plus any other non-GAG income and estimated Pupil numbers.
For operational budgets (all using a zero-based budget approach and in-line with strategic priorities)
 - Human Resources Director – staffing & payroll data
 - Director of Estates and Procurement – estates planning and procurement contract efficiencies.
 - ICT Director – ICT planning
 - CFO and FC – Grant income, interest receivable
 - Head of Corporate Affairs – governance and corporate compliance costs
 - Director of Safeguarding – safeguarding costs
 - Chief Operating Officer (Deputy Chief Executive Officer) – Any other areas of income and expenditure for consideration
10. Comparison of estimated income and expenditure will identify any potential surplus or shortfall in funding. If shortfalls are identified, opportunities to increase income must be explored and expenditure headings will need to be reviewed for areas where efficiencies can be made. This may entail prioritising tasks and deferring projects until more funding is available. Plans and budgets will need to be revised until income and expenditure are in balance. If a potential surplus is identified, this may be held back as a contingency or alternatively allocated to areas of need in accordance with our wider ATT strategic development plan (such as alleviating the deficit position or use within the Academy Strategic Improvement Fund). Any expenditure from surplus funds brought forward from the prior year; will need approval from the Finance and Resources Committee.
11. The aim is to achieve an in-year budget that maintains our reserves in line with our GAG Pooling & Reserves Policy. Surpluses above the minimum maintained reserves level, may either be held back for future projects or used towards one-off projects in the current period. Such projects to be determined by the Executive Leadership Team.

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12. An in-year deficit budget can only be submitted for approval in exceptional circumstances and providing the deficit is covered by sufficient brought-forward accumulated surplus revenue reserves.
13. The approved budget is then entered onto the finance system at the start of the new financial year.

Other Government Funding

14. In addition to GAG funding from ESFA we may be awarded specific funding for other projects e.g. Additional Special Educational Needs funding, Further Education etc. This funding may be from the Department for Education or Local Authority. All government funding will be spent in accordance with the terms and conditions imposed, accurately recorded as government income (restricted) and audited externally annually.
15. The Financial Controller is responsible for recording income and expenditure for each grant, providing a reconciliation within the monthly management accounts; however this can be delegated to the Head of Education Finance (for education related funding).

Other Grants and Specific Funding

16. In addition to the GAG funding from the ESFA and other government funding, we may be awarded additional grants from time to time relating to specific projects e.g. Sport England Funding, Football Foundation Funding, Charitable Grants etc. All applications for additional external funding must be approved by the Chief Finance Officer. All external funding and grants will be spent in accordance with the terms and conditions imposed, accurately recorded as income specific to a certain project and audited externally annually.
17. The Financial Controller is responsible for recording income and expenditure for each grant, providing a reconciliation within the monthly management accounts; however this can be delegated to the Head of Commercial & Operations Finance (for other commercial/sports/lettings related funding).

Funds Held in Trust

18. Where funds are held in trust the Financial Controller is responsible for ensuring accurate recording of the income and expenditure, as well as ensuring the funds are recognised separately as set out in the memorandum and articles.

Virements (transfers between budget holders)

19. Substantial virements to the individual academy educational budgets and operational budgets shall be approved and minuted by the Chief Finance Officer/Financial Controller/Head of Education Finance/Head of Commercial and Operational Finance at the relevant Education Financial Accountability Meeting (EFAM) or Operational Financial Accountability Meeting (OFAM) and will be within the agreed criteria and financial limits.

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Revised Budget Forecast

20. Monitoring and analysis of the agreed budget will be carried out on a monthly basis by the Accounting Officer, Chief Finance Officer, Financial Controller and reports forwarded to the Chair of Trustees and Chair of the Finance and Resources Committee on a monthly basis; and the Board of Trustees every other month. Where significant variations to the agreed budget are identified (via the revised forecast), then a Revised Budget Forecast will be prepared and approved by the Board of Trustees. This Revised Budget Forecast will then form the basis of analysis of all income and expenditure until the financial year end.

Budget Forecast Return

21. The approved budget must be submitted to EFA by 31 July each year by the Financial Controller. The Financial Controller is responsible for establishing a timetable, which allows sufficient time for the approval process and ensures that the submission date is met.

Monitoring and review (including management accounts)

22. Monthly reports are prepared by the Financial Controller, Head of Education Finance, Head of Operational and Commercial Finance. The reports include those items detailed in Appendix 1.
23. Variances of at least 5% or £5,000 will be highlighted and explained.
24. Any potential overspend against the budget must in the first instance be discussed with the academy Principals (education budgets) and Operations Directorates (operational budgets).
25. The academy and operational monthly reports are sent to the Financial Controller for consolidation. The monthly consolidated financial reports are sent to the accounting officer, Finance & Resources Committee and the Chair of Trustees.

Independent checking procedures

Committees

26. The Board of Trustees has established an Audit and Risk Committee and a Finance and Resources Committee, who meet in accordance with the global calendar, or more frequently if required. The committees are responsible for monitoring and making recommendations to the Board of Trustees on matters related to finance, resources, audit and risk. The Board of Trustees has for each committee:
- Defined its terms of reference
 - Prescribed the extent to its delegated authority to each committee
 - The Board of Trustees continually reviews the membership of each committee; to ensure that the appropriate skills and experience to support the challenge, support and intervention of the Executive team is available.
 - Clarified the need for each committee to submit minutes of the committee meetings to the Board of Trustees.

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Accounting Officer

27. The Board of Trustees have appointed the Chief Executive Officer as the Accounting Officer. The Accounting Officer role includes specific responsibilities for financial matters and a personal responsibility to Parliament, and to the ESFA, for our financial resources.
28. The Accounting Officer must be able to assure to Parliament, and the public, of high standards of probity in the management of public funds, particularly regularity, propriety and value for money.
29. The Accounting Officer is responsible for:
 - Ensuring regularity and propriety of our funds;
 - Maintaining appropriate financial accounts are produced for both internal and external parties;
 - Ensuring prudent and economical administration;
 - Avoiding waste and extravagance;
 - Securing value for money through the efficient, effective and economical use of available resources;
 - Ensuring that our assets are under the control of the Board of Trustees and that measures are in place to prevent losses or misuse.
 - Ensuring bank accounts, financial systems and financial records are operated by more than one persons.
30. The Accounting Officer must take personal responsibility (which must not be delegated) for assuring the committees that there is compliance with the funding agreement and Academies Financial handbook.
31. The Accounting Officer must advise the Board of Trustees in writing if action we are considering is incompatible with the articles, funding agreement or Academies Financial handbook.
32. The Accounting Officer must advise the Board of Trustees in writing if any of the sub-committees or Board of Trustees fails to act where required by the funding agreement or Academies Financial handbook. Where the sub-committees or Board of Trustees are minded to proceed, despite the Accounting Officer's advice, the Accounting Officer must consider the reasons given and if the Accounting Officer still considers the action proposed by sub-committees or Board of Trustees is in breach of the articles, the funding agreement or Academies Financial handbook, the Accounting Officer must notify the ESFA in writing.

Internal scrutiny

33. The delivery of internal scrutiny (internal audit) to provide independent assurance to the Board of Trustees that we are operating effective financial and other controls and risk management procedures has been outsourced to an external audit company to provide 'internal audit services'.
34. Internal scrutiny must focus on:
 - Evaluating the suitability of, and level of compliance with, financial and other controls. This includes assessing whether procedures are designed effectively and efficiently, and checking transactions to confirm whether agreed procedures have been followed.
 - Offering advice and insight to the board on how to address weaknesses in financial control and other controls, acting as a catalyst for improvement, but without diluting management's responsibility for the day to day running of our Trust
 - Ensuring all categories of risk are being adequately identified, reported and managed.
35. The schedule of internal scrutiny work will be decided annually with the Audit and Risk Committee.

Review of regularity

36. The Chief Executive Officer (in their role as Accounting Officer) reviews the following to ensure our Trust is working within the boundaries of regularity and propriety:
- reviews monthly management accounts
 - reviews annual compliance against the scheme of delegation (via internal audit programme)
 - reviews transactions for evidence of connected party transactions
 - value for money practice
37. The Accounting Officer has delegated the following responsibilities to the Chief Finance Officer:
- adherence to tendering policies
 - review of transactions confirming in line with delegated authorities as set out by the Academies Financial Handbook

Annual accounts

38. We must prepare annual audited financial statements for the accounting period to 31 August.
39. The accounts are outsourced to our external auditors for preparation.
40. The accounts are then submitted as follows:
- by 31 December – to EFSA
 - by 31 January – published on our own website
 - by 31 May – to Companies House

Value for money statement

41. As part of the annual accounts the trust must include 3 focussed examples of value for money (i.e. the achievement of economy, efficiency and effectiveness).
42. The Chief Operating Officer is responsible for collating the examples which are then confirmed by the finance committee.

Audit arrangements

43. External auditors must be appointed in accordance with the Academies Financial Handbook.
44. The Financial Controller is responsible for managing the audit process, by liaising with the auditors, arranging the timetable for accounts and audit completion and ensuring deadlines are met.

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Work undertaken during accounting period

45. The Financial Controller is responsible for the following tasks to be undertaken during the year to facilitate a smooth audit process:
- reviewing and maintaining the structure of the trial balance
 - maintaining a fixed asset register; including monthly depreciation charges
 - maintaining income and expenditure records (including processing of invoices)
 - reviewing aged debtors for any bad debt provisions required
 - reviewing aged creditors for any misallocation of payments, missing invoices or unpaid debts
 - maintaining a record of Trustees/Local academy committee members interests, related and connected party transactions
 - control account reconciliations (bank, wages, debtors, creditors, VAT, PAYE/NIC, credit card, paying-in-slip)
 - prepayments and accruals of income and expenses

Work undertaken for the year end

46. The Financial Controller is responsible for the following, in addition to the monthly tasks, the tasks to be undertaken at the end of the year to facilitate a smooth audit process:
- stock take and including of year end stock value
 - FRS102 LGPS pension valuations
 - Pension Audit
 - Close down of the purchase and sales ledger
 - Roll forward of closing balances into the new financial period within our accounting system.

Accounting policies

47. The accounting policies are set out in our annual accounts. Any changes to the accounting policies must be made on the advice given by the Chief Finance Officer and approved by the Audit and Risk Committee.

Accounts Return

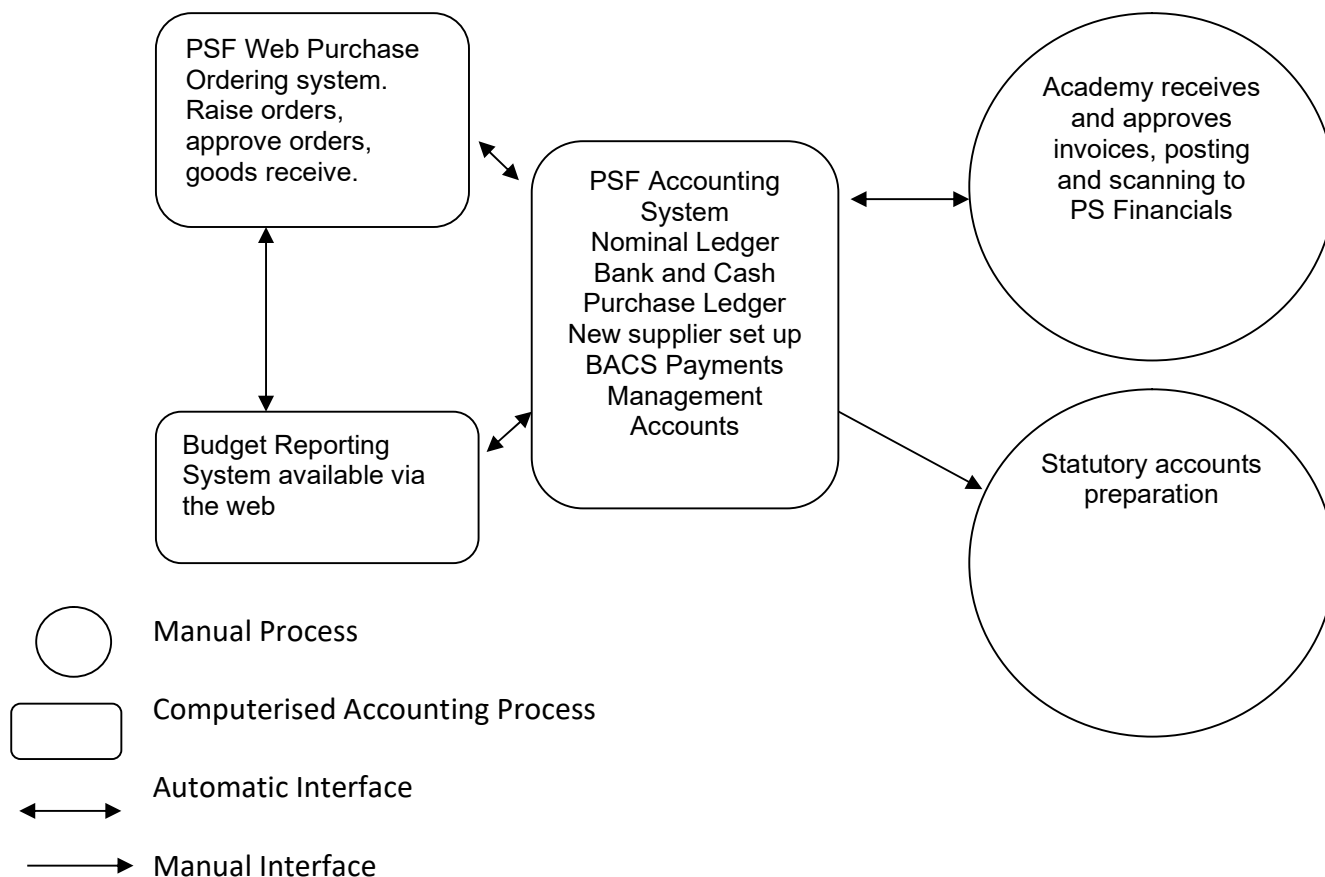
48. We must prepare an annual accounts return for the accounting period to 31 August, which is submitted to the ESFA by 31 January.
49. The accounts return is prepared in house by the Financial Controller.

Document retention

50. Documents are retained as per our Trust's Document Retention and Destruction Policy.

Accounting system

51. All the financial transactions of our Trust must be recorded into PS Financials the computerised financial information accounting system. This system is operated by the Finance Department and consists of:



System Access

52. Access to PS Financials is password restricted. Administrator rights are managed by our provider PS Financials; with co-ordination of new users managed through the Financial Controller.
53. The system is accessed by passwords, which are changed routinely, and only known by the relevant member of staff and PS Financials. Passwords are changed immediately if an employee is aware that an unauthorised person has learnt their password.
54. If an outside provider has access to our system, then they are given their own user ID and password. Access for outside providers must be authorised by the Chief Finance Officer.
55. Access to our bank facilities are administered through Lloyds Bank. Passwords to this system are changed every 90 days.

Back-up Procedures

56. The Financial Controller is responsible for ensuring that there are effective back up procedures for the system. As PS Financials is a cloud based system all data stored is automatically back-up on separate servers in different locations of the UK.

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Transaction processing

57. All transactions input to the accounting system must be authorised in accordance with the procedures specified in these regulations and the scheme of delegation.
58. All journal entries are approved within PSF Financials by the Chief Finance Officer.
59. Bank transactions are input by the Assistant Financial Controller and reviewed by the Financial Controller.

Transaction reports

60. The Financial Controller reviews the following system reports to ensure that only regular transactions are posted to the accounting system:
 - The BACs audit trail reports
 - Reports for the payroll, purchase ledger and sales ledger;
 - Management accounts summarising expenditure and income against budget at budget holder level

Reconciliations

61. The Financial Controller is responsible for ensuring the following reconciliations are performed each month, and that any reconciling or balancing amounts are cleared:
 - Bank accounts
 - Sales ledger control account
 - Purchase ledger control account
 - Payroll control account
 - VAT control account
 - Credit card control account
 - Paying-in-slip control account
 - Income reconciliation
62. The Financial Controller signs all reconciliations as evidence of review.
63. Any unusual or long outstanding reconciling items are brought to the attention of **the Chief Financial Officer** and dealt with according to the bad debt limits in this manual.

Cash Management

Treasury management

64. The current treasury management policy is maintained within our Investment Policy.
65. The main aims of the policy are to:
 - Ensure adequate cash balances are maintained within our main current account to cover the daily working capital requirements;
 - To minimise the risk of loss in the capital value of any cash funds invested and;
 - To optimise returns on invested funds for the benefit of our charitable aims and objectives.

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Bank Accounts

66. The following procedures must be followed when opening a bank account and operating it:
- the Chief Finance Officer is responsible for selecting the banking institution and negotiating the terms and conditions
 - the Finance & Resources Committee must authorise the opening of all bank accounts
 - the Financial Controller will ensure that in the event of changes to key personnel, signatories will be changed immediately and the bank notified. Any on-line access to banking will also be removed
 - terms of arrangements, including cheque signatories or BACS authorisations and the operation of the accounts must be formally recorded and agreement minuted
 - the Chief Finance Officer must inform the bank, in writing, that their accounts must not become overdrawn
 - the Financial Controller must ensure there are sufficient funds to cover large payments; via the preparation of monthly 12 month rolling cash flow forecasts
 - The bank mandate for all our bank accounts will include the Accounting Officer, Chief Financial Officer and Financial Controller as representatives.

Cash deposits

67. A deposit must be entered on a copy paying-in slip or listed in a supporting book with the following details:
- the amount of the deposit
 - a reference (for example the number of the receipt or the name of the debtor)
68. The Finance Administrator is responsible for updating the accounting system (within 2 working days) for deposits placed.
69. The cash carrying limits for taking cash deposits to the bank are set by our insurers; which is currently set at £5,000.

Payments and withdrawals

70. All cheques and other instruments authorising withdrawal from academy bank accounts must bear the signatures of two signatories as per the bank mandate.
71. This provision applies to all bank accounts operated by or on behalf of the Trust.
72. Authorised signatories must not sign a cheque relating to goods or services for which they have also authorised the expenditure.

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Administration

73. The Assistant Financial Controller ensures bank statements are received regularly and that reconciliations are performed at least on a monthly basis. Reconciliation procedures must ensure that:
- all bank accounts are reconciled to the academy's cash book
 - reconciliations are prepared by the Finance Department
 - reconciliations are subject to an independent monthly review carried out by the Financial Controller or in his/her absence the Chief Financial Officer
 - adjustments arising are dealt with promptly

Petty Cash and Cash Used Overseas

74. Petty cash is not to be used in the Trust
75. The Principal or other designated teaching staff member may be required to hold cash when taking pupils on overseas trips. The Principal is responsible for ensuring that the risks of carrying such cash are appropriately managed and if necessary, consider an arrangement allowing such member of staff to use a currency card. All requests for foreign currency must be made to the Assistant Financial Controller.

E-procurement & Payments

76. The operation and control of our charge cards is the responsibility of the Chief Financial Officer. There will be appropriate oversight of the distribution of such cards and the associated card limits in line with the scheme of delegation and authorisation limits.
77. Credit cards (Barclaycard) are to be used only when it is not practical to use the purchase order/cheque system. It is used mostly for internet purchases and to buy refreshments for meeting etc. The card holders budget will be charged with the associated spend.
78. The academy credit card is kept in the safe and must only be used by the named cardholder. If no safe is available then the card holder must ensure the credit card is kept in a secure location (e.g. locked drawer) Card holders must use them only for the purposes for which they have been issued and within the authorised purchasing limits. Such cards shall be used for the payment of valid business expenses only (i.e. those that cannot be raised through the normal purchase order route). The cards cannot be used for personal or private purposes. The misuse of such cards shall be grounds for disciplinary action.
79. Academy credit cards must not normally be taken off Academy premises. The exception to this is when there is an essential requirement for its use, prior approval from the relevant Budget Holder must be obtained first and spend must be in line with available budgets.
80. Any department wishing to make a purchase on credit card must complete an order form and pass this to the Finance Administrator to make the purchase. All order forms detailing the purchase must be signed by the Budget Holder and Card holder.
81. When the credit card bill arrives there will be a signed order form relating to each entry on the statement. A VAT invoice is required for all purchases and it is sometimes necessary to chase suppliers for this. A cash book journal is keyed for each entry on the statement.

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82. The credit card bill, along with all the relevant order forms are then given to the academy Principal who will check the statement and sign an authorisation sheet. The Finance Administrator will ensure that amounts per the credit card bill agree to supporting receipts and authorised order forms; before posting credit card spend to PSF Financials.

BACS Payments

83. On receipt of an invoice, the Purchase Ledger Team will process the invoice, to signify the conclusion of the following:

The budget holder will:

- Raise an official purchase order in PS Financials, checking that funds are available in the relevant budget, and that this is appropriately approved in accordance with the Scheme of Delegation prior to placing the order with the supplier.
- On delivery of the goods or services, check the delivery is of correct quantity, quality and price
- The delivery is goods received within PS Financials

The Purchase Ledger team will

- Confirm that the purchase order number on the invoice matches that approved within PS Financials
- Confirm that the value per the invoice matches that of the approved purchase order and that it has not been previously paid
- VAT chargeability on qualifying expenditure is shown

84. The payment is then prepared by the Purchase Ledger Team and the BACS payment then passes it on to two of the bank signatories who check in ensure that the bank and sort codes have been correctly entered and approves payment.
85. BACS payments are processed within a month of receipt of invoice, although every effort is made to ensure that we benefit from early payment discounts.
86. BACS payments are made weekly.
87. The Human Resources Team ensures that evidence is kept of the employment status test criteria applied (i.e. IR35), when dealing with payments to individuals. Where an individual has been assessed as self-employed, the Human Resources Team will request that the individual states his self-employment reference number on any invoice issued to the school.

Investments

88. Investments are made in accordance with written procedures approved by the Board of Trustees, within our Investment Policy.
89. All investments are recorded in sufficient detail to identify the investment and to enable the current market value to be calculated. The information required will normally be the date of purchase, the cost and a description of the investment. Additional procedures may be required to ensure any income receivable from the investment is received.

Reserves

90. Any overall surpluses or deficits (reserves) at the end of the year are carried over to the following year.
91. The Chief Executive Officer as Accounting Officer must inform ESFA immediately if a deficit is anticipated.

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92. If the academy trust is anticipating a deficit at the end of any financial year, the Executive Team have a responsibility to ensure action is taken at the earliest opportunity to address this issue. The governing body must ensure that a recovery plan is submitted and approved by the ESFA.
93. Details of our reserves policy is maintained in the “Reserves and GAG Pooling Policy”

Capital Reserves

94. Any overall surpluses at the end of the year are carried over to the following year.
95. It is the responsibility of **the Financial Controller** to keep accurate records of the capital funds, especially where grants have been received for capital projects.

Payroll

Staff Appointments

96. Staff appointments are dealt with under our “Safer Recruitment Policy”.

Payroll Administration

97. Payroll is administered through the academy trust’s payroll provider (Schools Choice). The Human Resources Director is responsible for payment of salaries.
98. All our colleagues are paid monthly through the payroll provider. Employee records are created and maintained by HR staff within each academy with Schools Choice acting as payroll bureau. Payroll records for each employee which includes the following information:
- salary
 - bank account details
 - taxation status
 - personal details
 - any deductions or allowances payable
 - other legal and relevant details
99. New employee records or changes to employee records are created by the Human Resources Department (overseen by the regional HR team). Any changes are authorised within the Operations and Finance CSI process or with the express approval of the Chief Finance Officer, Chief Operating Officer and/or Human Resources Director. Any payroll changes made by the Human Resources Department, an audit report must be produced each month prior to the payroll run and must be authorised by the Principal (for academies) and the Human Resources Director (for Central and Regional staff).
100. In accordance with the local academy absence reporting procedures, all absences reported to HR and are input into the payroll system by the Human Resources Department and any pay adjustments are automatically calculated.
101. Timesheets for additional hours, temporary work or overtime undertaken are completed by the employee. In turn this is authorised by the budget holder. The Human Resources Department then input the hours into the payroll system for payment.
102. The Human Resources Department will regularly communicate a time table for payroll processing specifying key dates for each month.

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Payments

103. Before payments are dispatched a copy of the pre-payroll report will be sent to the Human Resources Department to check accuracy of any changes as per the audit report. Authority to release payment will be made by the Chief Finance Officer (or if absent the Chief Operating Officer) upon final check and approval of final payroll reports by the due date.
104. The payroll system automatically calculates the deductions due from payroll to comply with current legislation. The major deductions are for tax, National Insurance contributions and pensions. The amounts payable are summarised on the gross to net pay print. BACS amounts are prepared by Schools Choice. Authority to release payment will be made by Chief Finance Officer (or if absent the Chief Operating Officer) by the due date.
105. All salary payments are made by BACS.
106. The Finance Department prepare a reconciliation between the current month's and the previous month's gross salary payments showing adjustments made for new appointments, resignations, pay increases etc. This reconciliation is reviewed and signed by Financial Controller.
107. The Human Resources Director selects at least three employees at random each month and checks the calculation of gross to net pay to ensure that the payroll system is operating correctly. The check is recorded and available for checking by the Central Human Resources Department and reviewed by the Financial Controller.
108. After the payroll has been processed the nominal ledger will be automatically updated. Postings will be made both to the payroll control account and to individual cost centres. The Finance Department should review the payroll control account each month to ensure the correct amount has been posted from the payroll system, individual cost centres have been correctly updated and to identify any amounts posted to the suspense account.

Salary advances

109. The trust does not award salary advances.

Overtime

110. Overtime is recorded by the individual on a claim form which is then submitted to their line manager for authorisation. Once authorised, the line manager submits the completed claim form to the Human Resources Department by the appropriate monthly deadline for payment.
111. Claim forms must not be submitted prior to work having been undertaken but the overtime must be agreed by the line manager prior to the hours being worked. Unauthorised overtime may not be paid
112. No payments for work undertaken by employees will be made other than via the payroll system.

Severance and compensation payments

113. Non-contractual severance payments are those paid to employees outside of normal statutory or contractual requirements when leaving employment whether they resign, are dismissed or reach an agreed termination of contract. Such payments are only made in exceptional circumstances.
114. We are able to self-approve the non-contractual element of severance payments up to £50,000. A business case must be presented by the Chief Operating Officer (or delegated to the Human Resources Director) before agreeing a payment by the Chief Finance Officer.

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115. Where the non-contractual element of severance payments is on or over £50,000 the Chief Operating Officer should sought prior approval from ESFA. A business case must be presented by the Chief Operating Officer to the Accounting Officer and Chief Finance Officer for sign-off prior to payment.

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116. Compensation payments are different to severance payments. Compensation payments are made to provide redress for personal injuries, traffic accidents, damage to property etc. If we are considering making a compensation payment then we must consider whether the proposed payment is based on a careful appraisal of the facts, including legal advice and that value for money will be achieved.
117. Compensation payments up to £50,000 and over £50,001 are dealt with in the same manner as non-contractual severance payments.

Ex-gratia payments

118. Any ex-gratia payments must be submitted by the Chief Operating Officer to the ESFA for prior approval.

Pension Schemes

119. The Human Resources Director (delegated to Schools Choice) is responsible for the administration of our pension arrangements including:
- The calculation and payment of the Teachers Pension Scheme and the Local Government Pension Schemes;
 - Preparing the monthly and annual return for these pension schemes
 - Ensuring the audit of the Teachers Pension Scheme is completed annually
 - Ensuring compliance with current legislation.
120. The Chief Finance Officer is responsible for obtaining the FRS102 pension valuations for the Local Government Pension Schemes; and for reviewing the financial impact on us of any funding reviews.

Income

121. The Chief Finance Officer has overall responsibility for ensuring that all income due is properly accounted for. Day-to-day responsibility is delegated to the Financial Controller, Head of Operational and Commercial Finance and the Head of Education Finance.
122. Income, including valuations for donated services and gifts in kind, are accounted for in accordance with the requirements set out in the Academies Financial Handbook.

ESFA grants

123. Our main source of income are the grants from the ESFA. The receipt of these sums is monitored directly by the Financial Controller who is responsible for ensuring that all grants due to the Trust are collected.
124. The ESFA grant income will be paid direct into our main bank account and distributed to the operational and education budgets based on our GAG Pooling model.

Other grants

125. The receipt of these sums is monitored directly by the Head of Education Finance and Regional Education Finance Officers who are responsible for ensuring that all grants due to the academy are collected.

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Trips

126. A lead member of staff must be appointed by the Principal for each trip to take responsibility for the collection of sums due. The lead member of staff must prepare a record for each student intending to go on the trip showing the amount due. A copy of the record must be given to the Finance Administrator.
127. Parents and/or Students will make payments to our main bank account, via the local academy on-line banking facility (e.g. School Money, ParentPay etc) .
128. The Finance Administrator will maintain an up to date record for each student showing the amount paid and the amount outstanding. This record will be sent to the lead member of staff on a weekly basis and the lead member of staff is responsible for chasing the outstanding amounts.
129. Trips should be run at cost price, although allowance can be made for administrative fees and additional staff cover. Any surplus greater than £10 per pupil is redistributed to parents. If the academy decides to subsidise the trip the amount of subsidy must be approved by the Principal in advance of the booking being made and be included within the educational budget forecast.

Catering

130. The bank credits are reconciled to the individual academy school money system reports in the first instance by the Finance Administrator.

Lettings

131. All lettings are subject to a letting agreement, setting out the terms and conditions of the academy letting, including the agreed charge.
132. The Director of Estates and Procurement is responsible for maintaining records of lettings and for identifying the sums due from each organisation. Payments must be made in advance for the use of facilities.
133. Details of organisations using our facilities will be held by the Finance Administrators who will establish a sales ledger account and produce a sales invoice from the accounting system.
134. Copies of the organisations up to date relevant Public Liability, indemnity, insurance and qualifications (where relevant e.g. H&S, DBS, First Aid, Instructor etc.) are kept with the Letting Agreements and are reviewed at least annually.

Sundry income

135. Income from other sources (for example educational consultancy) is priced in consultation with the relevant directorate lead and the Chief Finance Officer. The transaction must not be undertaken until the price has been agreed and the customer has been assessed for ability to pay in accordance with the agreed Consultants Policy. The Chief Finance Officer approves all credit agreements.

Gift aid

136. As we have a exempt charitable status for tax purposes, we are able to claim gift aid on donations from individuals.

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137. To ensure we receive all the monies we are entitled to the Financial Controller:

- reconciles income against records to confirm expected amounts have been received by the donor
- ensures the tax reclaimable from HMRC has been obtained and any relevant business use deductions have been made.

Bad debts

138. The finance department chases all monies due, and those that have not been paid within 30 days of an invoice being issues, by telephone or letter.

139. If the debt remains unrecoverable after 6 months, or it becomes clear that the debt will not be repaid, the Financial Controller submits a monthly report to the Chief Finance Officer for approval of write off.

140. All bad debt write-offs must be approved by the Chief Finance Officer. Any write-offs will be approved in accordance with the ESFA guidelines; with delegated authority limit being subject to a maximum of £250,00 are:

- 1% of total annual income of £45,000 (whichever is smaller) per single transaction
- Cumulatively, 5% of total annual income in any financial year per category of transactions for trusts that have not submitted timely, unqualified accounts for the previous two financial years.

141. Authorisation and signing limits of bad debt write-offs are given in the Scheme of Financial Delegation.

Purchasing

142. We must achieve value for money on all purchases. A large proportion of our purchases are paid for with public funds and we need to maintain the integrity of these funds by following the general principles of:

- Probity, we must be able to demonstrate that there is no corruption or private gain involved in the contractual relationships of the academy
- Accountability, we are publicly accountable for our expenditure and the conduct of our affairs
- Fairness, that all those dealt with by us are dealt with on a fair and equitable basis

143. The Director of Estates and Procurement is responsible for ensuring our Procurement Policy is known and observed by all involved in purchasing. Further details of the responsibilities of the procurement function is given in the Procurement Policy.

Routine Purchasing

144. Budget holders will be informed of the budget available to them at least one month before the start of the academic year. It is the responsibility of the budget holder to manage the budget and to ensure that the funds available are not overspent. Data detailing actual expenditure and committed expenditure (orders placed but not paid for) against budget will be supplied to each budget holder each month. Budget holders will be able to monitor data relating to their own budget areas on a monthly basis via reports from the on line financial information system.

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145. Routine purchases can be ordered, via PS Financials, by budget holders in accordance with the Scheme of Financial Delegation. In the first instance a supplier will be chosen from the list of approved suppliers maintained by the Finance Department. A quote or price must always be obtained before any order is placed. If the budget holder considers that better value for money can be obtained by ordering from a supplier not on the approved supplier list the reasons for this decision must be discussed and agreed with **in accordance** with the Scheme of Financial Delegation. Copies of all quotes must be attached to the order form.

E-procurement

146. Any department wishing to make a purchase on credit card must complete an order form and pass this to the Finance Administrator to make the purchase. All order forms detailing the purchase must be signed by the Budget Holder and Card holder.

Purchase Orders

147. All orders of goods and services (including capital items) must be made in accordance with the Procurement Policy and Scheme of Financial Delegation. The exceptions to this are:
- Agency staff
 - Utility bills
 - Centralised contracted services (e.g. maintenance)
 - Capital projects with an agreed contract
 - Items covered by lease arrangements
 - Items such as legal and professional fees, as procured through an engagement letter.
148. All purchase orders must be made electronically using PS Financials to ensure all orders are pre-numbered, unique and appropriately authorised. It is the responsibility of the person placing the order to ensure that the budget holder has approved the purchase order prior to placing the order.
149. Approved purchase orders will be recorded in the purchase order module of PS Financials which allocates a reference number and commits expenditure. Orders will be dispatched to the supplier from the Finance Department
150. The budget holder must make appropriate arrangements for the delivery of goods to the academy. On receipt the budget holder must undertake a detailed check of the goods received against the goods received note (GRN) and make a record of any discrepancies between the goods delivered and the GRN. Discrepancies will be discussed with the supplier of the goods without delay. It is the responsibility of the budget holder to inform the Finance Department that the goods have been received, so that the GRN can be raised within PS Financials.
151. If any goods are rejected or returned to the supplier because they are not as ordered or are of sub-standard quality, the Finance Department will be notified. The Finance Department will keep a central record of all goods returned to suppliers. If a budget holder is pursuing a query with a supplier the Finance Department must be informed of the query and periodically kept up to date with progress.
152. The budget holder must make a detailed check against the order and the GRN and these documents must be securely filed by the Finance Department. Budget holders must undertake these checks without undue delay and in any case within 7 days of invoice receipt.

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153. All invoices will be sent to the Purchase Ledger Team. Invoice receipt will be recorded by the Purchase Ledger Team and the invoice scanned into the PS Financials purchase ledger module. The Purchase Ledger Team will stamp invoices with a grid against which the following can be evidenced by the budget holder authorising payment:
- invoice arithmetically correct
 - invoice posted to purchase ledger
 - goods/ services received
 - goods/services as ordered
 - prices correct
 - invoice authorised for payment
 - payment authorised
 - VAT treated correctly
154. At the end of each week the Finance Department will produce a list of outstanding invoices from the purchase ledger and this list together with supporting documentation will be reviewed by the Chief Finance Officer and Financial Controller.
155. The Finance Department will then input details of payments to be made to the purchase ledger and generate the BACS payments required.
156. BACS payments are input by the Purchase Ledger Team and authorised on-line by two signatories in accordance with the banking policy and procedures (see E-procurement and Payments above).

New Suppliers

157. The Financial Controller is responsible for ensuring that there are robust procedures and protocols in place for setting up new suppliers and for undertaking changes to their standing data (e.g. change of bank details).
158. All new supplier set up requests must be sent to the Purchase Ledger Team; who will provide the requester with the required new supplier form that contains the initial information to be provided.
159. Independent checks will be performed by the Purchase Ledger Manager and/or Senior Purchase Ledger Clerk on the information provided (e.g. getting telephone confirmation of the bank details)..

Trading with connected and related parties

160. Connected and related parties arise where one party has control or influence over the other, or where the parties are subject to common control. This includes
- parent companies and their subsidiaries
 - parties have significant influence over the entities above
 - key management personnel including company directors, executive or otherwise
 - close family members of any of the above
 - other entities in which these parties have a controlling interest.

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161. UK Accounting Standards require transactions between related parties to be disclosed in the annual financial statements as connected party transactions. Such transactions are permitted under company law, charity law and the Academies Financial Handbook provided that open and transparent procurement procedures have been followed and any potential conflicts of interest are adequately and appropriately managed.

162. We must be even-handed in our relationships with connected parties by ensuring that:

- trustees understand and comply with their statutory duties as company directors to avoid conflicts of interest, not to accept benefits from third parties, and to declare interest in proposed transactions or arrangements
- all members, trustees, local governors of academies within our trust, and senior employees have completed the register of interests, and there are measures in place to manage any conflicts of interest
- no member, trustee, local governor, employee or related individual or organisation uses their connection to the trust for personal gain, including payment under terms that are preferential to those that would be offered to an individual or organisation with no connection to the trust
- the Charity Commission's prior approval is obtained where the trust believes a significant advantage exists in paying a trustee for acting as a trustee
- any payment provided to the persons referred to as a connected person satisfies the 'at cost' requirements in this handbook

163. We recognise that some relationships with connected parties may attract greater public scrutiny, such as:

- transactions with individuals in a position of control and influence, including the chair of the board of trustees and accounting officer (senior executive leader)
- payments to commercial organisations which have a profit motive, as opposed to those in the voluntary sector
- relationships with external auditors that go beyond their duty to deliver a statutory audit

We will maintain sufficient records, and make sufficient disclosures in our annual accounts, to evidence that transactions with these parties, and all other connected parties, have been conducted in accordance with the high standards of accountability and transparency required within the public sector.

164. We will seek ESFA's prior approval for transactions with connected parties that are either:

- novel, contentious and/or repercussive (regardless of value) or
- a contract or other agreement exceeding £20,000
- a contract or other agreement of any value that would mean the cumulative value of contracts and other agreements with the related party exceeds, or continues to exceed, £20,000 in the same financial year ended 31 August.

To note: contracts and agreements with related parties do not include salaries and other payments made to a person under a contract of employment through our payroll.

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165. We must pay no more than “cost” for goods or services provided to it by the following persons (‘services’ do not include contracts of employment):
- any member or trustee
 - any individual or organisation connected to a member or trustee. For these purposes the following persons are connected to a member, or trustee:
 - a relative of the member or trustee. A relative is defined as: a close member of the family, or member of the same household, who may be expected to influence, or be influenced by, the person. This includes, but is not limited to, a child, parent, spouse or civil partner;
 - an individual or organisation carrying on business in partnership with the member, trustee or a relative of the member or trustee;
 - a company in which a member or the relative of a member (taken separately or together), and/or a trustee or the relative of a trustee (taken separately or together), holds more than 20% of the share capital or is entitled to exercise more than 20% of the voting power at any general meeting of that company;
 - an organisation which is controlled by a member or the relative of a member (acting separately or together), and/or a trustee or the relative of a trustee (acting separately or together). For these purposes an organisation is controlled by an individual or organisation if that individual or organisation is able to secure that the affairs of the body are conducted in accordance with the individual’s or organisation’s wishes;
 - any individual or organisation that is given the right under the our articles of association to appoint a member or trustee of the academy trust; or anybody related to such individual or organisation;
 - any individual or organisation recognised by the Secretary of State as a sponsor of our Trust; or anybody related to such individual or organisation,
 - We must pay no more than “cost” for goods or services provided to it by the following persons (‘services’ do not include contracts of employment):
166. A body is related to another individual or organisation if it: is controlled by the individual or organisation; or controls the organisation; or is under common control with the individual or organisation. For these purposes control means:
- holding more than 20% of the share capital (or equivalent interest), or
 - having the equivalent right to control management decisions of the body, or
 - having the right to appoint or remove a majority of the board or governing body
167. The ‘at cost’ requirement does not apply to our colleagues unless they are also one of the parties described above. Whilst these provisions do not apply to contracts of employment, the same principles of securing value for money and using public money properly, including managing conflicts of interest, will still apply. Salaries paid will be appropriate to the individual’s skills and experience and the salary rates paid in the wider market. Where any staff/personnel of an individual or organisation referred to above, are based in, or work from the premises of, our Trust, that individual/ organisation and the Chief Finance Officer must agree an appropriate sum to be paid to the us for such use/occupation of the premises, save to the extent that they are carrying out work for us.

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168. The 'at cost' requirement applies to contracts with a related party exceeding £2,500 cumulatively, in any one financial year. Where a contract takes the cumulative annual total with the related party beyond £2,500, the element above £2,500 must be at no more than cost.
169. In the event that there is a potential trading with a connected party then the CFO (supported by the Company Secretary) is responsible for ensuring that the activity has been properly procured through an open and fair process and is:
- supported by a statement of assurance from that individual or organisation to the trust confirming that their charges do not exceed the cost of the goods or services (full cost must not include any element of profit), and
 - on the basis of an open book agreement including a requirement for the supplier to demonstrate clearly, if requested, that their charges do not exceed the cost of supply.

Goods and services for private use

170. No goods are ordered or services provided to include any elements of private use by our any of our Trustees, Governors or colleagues.

Tendering

171. All purchases with a value over £40,001 or more are subject to a formal tender process (i.e. minimum three quotes). We will advertise throughout the member states of the European Community where there is a legal requirement to do so. Where appropriate, the suppliers invited to tender are drawn from our approved list of suppliers maintained by the Finance Department. Where required by the conditions attached to a specific grant from the ESFA, the relevant body's approval is obtained before accepting a tender.
172. Further details of our tendering process are given in the Procurement Policy.

Insurance

173. The Chief Finance Officer and Chief Operating Officer review insurance arrangements annually. They ensure that the sums insured are commensurate with the risks and include cover for academy trust property when off the premises.
174. Budget holders must ensure all valuable items are kept under lock and key when not being used in a supervised manner.
175. The first £250 of replacement has to be funded by the department concerned. Items under £250 will receive no insurance pay out and it is up to the department concerned as to whether the item is replaced or not.
176. It is the responsibility of our colleagues when using their own motor vehicle on behalf of our business to ensure they have appropriate insurance cover for business use on their own personal insurance policy.

Personal Expenses

177. The majority of purchases must be made via our purchase ledger system without our colleagues having to incur any personal expense. However on occasions, our colleagues will incur expense, most often in relation to travel and subsistence.
178. In these circumstances the personal expense will only be reimbursed in accordance with our Expenses Policy.

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Gifts

179. Ordinarily gifts must be rejected, unless they are of negligible value (e.g. diaries, calendars). However, any gifts or hospitality in excess of £25 are reported to the Accounting Officer in order to protect the individual receiving the gift. This is particularly important where the person receiving the gift is a budget holder, has the ability to influence purchasing decisions or regularly receives reimbursement from the school for items other than travel expenses. Further details are given in the Anti-corruption and Bribery Policy.
180. Gifts that have been reported are entered onto the gifts and hospitality register maintained by the Financial Controller.

Fraud

181. As a Trust we do not tolerate fraud. Where instances of fraud above £5,000 are found the Chief Finance Officer will notify the ESFA. Further details are given in our “Anti-Fraud Policy”.

Whistleblowing

182. As a Trust we are committed to ensuring that our colleagues have the ability to raise serious concerns internally without fear of reprisals. Further details are given in our “Whistleblowing Policy”.

Leasing

183. Leasing is a common method of financing purchases. Lease arrangements fall into two categories; a finance lease or operating lease.
184. Finance leases represent borrowing and are not allowed under the Academies Financial Handbook. If such leases are to be entered into, then we must seek ESFA prior approval.
185. The Chief Finance Officer is responsible for approving all operating leasing and hiring arrangements under the Scheme of Delegation.
186. No leased item is disposed or with the express permission of the leasing company. This includes sale, part exchange, scrapping, donating, re-leasing, subletting or other form of disposal.

Pooling of GAG

187. As a Trust we have pooled certain elements of GAG funding in accordance with the Academies Financial Handbook. The administration and monitoring of GAG pooling is detailed in our “Reserves and GAG Pooling Policy”

Taxes

VAT

188. The Chief Finance Officer is responsible for authorising the monthly VAT return. The **Financial Controller** is responsible for preparing and submitting the monthly VAT return; including any partial exemption calculations.

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Corporation Tax

189. As we are an exempt charity, we should not be liable to corporation tax on any surpluses generated in the period. However, the Chief Finance Officer must be consulted on any proposed new activities for generating additional income in order to identify whether there are any corporation tax implications.

National Insurance and Income Tax

190. National insurance contributions and income tax are due on salary payments. The deduction of these taxes and payment to HRMC is the responsibility of the Human Resources Director (via the assistance of Schools Choice, our external payroll provider).

Fixed assets

Asset register

191. The Financial Controller is responsible for maintaining the fixed asset register; alongside the provision of information from the Director of Estates and Procurement and ICT Director.
192. All items purchased with a value over the our capitalisation limit of £5,000 must be entered on the fixed asset register with the following details:
- Asset description, asset number, date of acquisition, asset cost, location
 - Source of funding (% of original cost funded from grant and % funded from other sources)
 - Expected useful economic life
 - Depreciation
 - Current book value
193. The asset register helps:
- ensure that our colleagues take responsibility for the safe custody of assets
 - enable independent checks on the safe custody of assets, as a deterrent against theft or misuse
 - to manage the effective utilisation of assets and to plan for their replacement
 - help the external auditors to draw conclusions on the annual accounts
 - support insurance claims in the event of fire, theft, vandalism or other disasters

Security of assets

194. All the items in the register are permanently and visibly marked as the Trust's property.
195. Equipment is, where possible, stored securely when not in use.
196. An annual count is under taken by the Estates Department, who are different from the preparer of the fixed asset register. Where discrepancies between the physical count and the amount recorded in the fixed asset register are found these are investigated promptly and, where significant, reported to the Financial Controller. A reconciliation between assets recorded in Every (by the Estates Department) and those recorded in the fixed asset register of PS Financials is performed by the Financial Controller.

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Disposals

197. Disposals, where applicable, are made in line with the Academies Financial Handbook. We must seek ESFA approval for the disposal of the following:
- Freehold land and buildings
 - Heritage assets beyond any limits set out in the Academy's Funding Agreement in respect of the disposal of assets generally. Heritage assets are assets with historical, artistic, scientific, technological, geophysical or environmental qualities that are held and maintained principally for their contribution to knowledge and culture, as defined in applicable financial reporting standards.
198. Items which are to be disposed of by sale or destruction must be authorised for disposal by either the Director of Estates and Procurement (Land, building, fixtures and fittings, motor vehicles) or ICT Director (IT hardware and software) and, where significant, will be sold following competitive tender.

Loan of Assets for Personal Use

199. Items of the Trust's property must not be used for personal use without proper authorisation from either Director of Estates and Procurement (Land, building, fixtures and fittings, motor vehicles) or ICT Director (IT hardware and software). This excludes the use of mobile phones and personal computers/laptops/tablets; where any personal use will be in line with the ICT Acceptable Use Policy and Staff Code of Conduct.
200. Items of the Trust's property must not be removed from any of our premises without the authority of the Principal. A record of the loan must be recorded in a loan book by the Principal and booked back in academy when it is returned.
201. If assets are on loan for extended periods or to a single member of staff on a regular basis the situation may give rise to a 'benefit-in-kind' for taxation purposes. Loans will therefore be kept under review and any potential benefits discussed with the Chief Finance Officer.

Other

Novel and contentious transactions

202. At times we may need to enter into or perform transactions that are outside our usual planned range of activities. Novel transactions are where we may have nil or limited experience or are outside of our normal range of business activities. Contentious transactions are those which might give rise to criticism from member of the public or the media. It is difficult to be specific as to what constitutes a novel or contentious transaction; and thus we are required to use our professional judgement in deciding. All such transactions require ESFA prior approval before the transaction is processed.

Appendix 1: Financial reporting

Report	Forum			
		Executive & Principal		
	FRC	Principals (EFAMs)	Operations Directorates (OFAM's)	LAC
Income & expenditure				
- Income & Expenditure report	Trust summary by key income & expense category: - actuals v budget to date - forecast YTD v budget to date	Education summary, income & expense, by nominal ledger balance: - actuals v budget to date - forecast YTD v budget to date - Agency spend by type (sickness v vacancies)	Operations summary, income & expense, by nominal ledger balance: - actuals v budget to date - forecast YTD v budget to date	Education summary, income & expense, by key income & expense category: - actuals v budget to date - forecast YTD v budget to date [Summary of what is presented at the EFAM]
Balance sheet				
- Fixed assets	Summary of fixed assets – linked to capital cash	N.a.	Fixed assets by academy – linked to capital cash	N.a.
- Debtors	- Aged debtors - Debtor days - Bad debt provision	N.a.	- Aged debtors - Debtor days - Bad debt provision	N.a.
- Creditors	- Aged creditors - Creditor days [Should link to the Payment Practices Report]	N.a.	- Aged creditors - Creditor days [Should link to the Payment Practices Report]	N.a.
- Provisions	- Summary of key provisions currently held	- Detailed provisions at academy level	- Detailed provisions held centrally	N.a.
- Pensions	- Summary of LGPS deficit by LA	N.a.	N.a.	N.a.
Cashflow				
- Cash balances	- Capital v revenue balances	N.a.	- Capital v revenue balances	N.a.
- Cash flow	- Cashflow YTD (including working capital)	N.a.	- Cashflow YTD (including working capital)	N.a.

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Report	Forum			
		Executive & Principal		
	FRC	Principals (EFAMs)	Operations Directorates (OFAM's)	LAC
	<ul style="list-style-type: none"> - Cashflow forecast for remaining academic year - Cashflow forecast for preceding 12 months - Capital spending forecast, linked to remaining summary spend 		<ul style="list-style-type: none"> - Cashflow forecast for remaining academic year - Cashflow forecast for preceding 12 months - Capital spending forecast, linked to remaining spend at project level 	
KPIs				
Income measures	Trust summary v external benchmarks <ul style="list-style-type: none"> - GAG income ratio (GAG income v other income) - Total GAG income per pupil - Total income per pupil 	Education summary v external & internal benchmarks <ul style="list-style-type: none"> - GAG income ratio (GAG income v other income) - Total income per pupil 	<ul style="list-style-type: none"> - Ratio of external other income to operational cost 	Summary of what is presented at the EFAM's
Expenditure measures	Trust summary v external benchmarks <ul style="list-style-type: none"> - Staff cost ratio (as % of total costs) - Staff cost per pupil (Staff split between education & operational) - Staff pay as percentage total expenditure - Average teacher cost (total teaching cost divided by the 	Education summary v external & internal benchmarks <ul style="list-style-type: none"> - Staff cost ratio (as % of total costs) - Staff cost per pupil (Staff split between SLT, teachers and non-teaching) - Staff pay as percentage total expenditure - Average teacher cost (total 	Operational summary v external benchmarks <ul style="list-style-type: none"> - Technology costs per pupil - Premises cost per pupil - Catering cost per pupil - Management, administration and Governance costs per pupil 	Summary of what is presented at the EFAM's

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Report	Forum			
		Executive & Principal		
	FRC	Principals (EFAMs)	Operations Directorates (OFAM's)	LAC
	FTE number of teachers) - Pupil-to-teacher ratio	teaching cost divided by the FTE number of teachers) - Pupil-to-teacher ratio - Teacher contact ratio - Education costs per pupil -- Class sizes		
Return on investment / efficiency reporting				
Annually	Per academy: - Income - Leadership costs - Results (Progress 8 or KS2) - Ofsted Grading	As per FRC	Project specific e.g. - web presence cost v increase in website usage - Additional income generation v time/resource to achieve income - marketing v increase in pupil numbers	N.a.
Procurement / Income Generation				
Procurement	Summary of significant procurement activities & savings identified	Summary of procurement activities & savings identified across educational supplies	Summary of procurement activities & savings identified across Trust wide the operational supplies	Summary of procurement activities & savings identified across educational supplies (as per EFAMs)
Income generation	Summary of significant additional income generation activities	Summary of local academy additional income generation activities	Summary of Trust wide additional income generation activities	Summary of local academy additional income generation activities (as per EFAMs)