

BBCET financial handbook

FINANCE OPERATING PROCEDURES

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Bishop Bewick Catholic Education Trust

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1. Introduction

- 101 The purpose of this manual is to ensure that the Bishop Bewick Catholic Education Trust (BBCET) maintains and develops systems of financial control, which conform to the requirements both of propriety and of good financial management. It is essential that these systems operate properly to meet the requirements of our funding agreement with the Department for Education (DfE).
- 102 The Trust recognises it must comply with the principles of financial control outlined in the Academies Accounts direction and Academies Financial Handbook published by the DfE/ESFA each year.
- 103 The Trust's Scheme of Delegation and Financial Regulations Manual describes the organisational structure and roles and responsibilities within it.
- 104 This Operational Procedures manual does not seek to duplicate any of the above, or any of the Trust's other policies, but rather it expands on these and provides the detailed operational arrangements relating to financial management that should be followed by all staff employed by the Trust.

2. Accounting system

- 201 The Trust's Chief operating officer (COO) is responsible for ensuring an appropriate and effective accounting system is maintained and used. The "accounting system" in this document refers to accounting software, currently PS Financials (PSF).
- 202 All the financial transactions of the Trust (and schools within it) must be recorded into PSF, a cloud based financial accounting system.

System Access

- 203 The accounting system is maintained and controlled by the Trust Central Finance team. Staff in the other schools in the Trust have access to those parts of the system they require to undertake specific functions such as raising purchase orders.
- 204 Access to the system is password restricted and each member of staff has their own unique login and password. Logins and passwords must not be shared amongst staff.

The Accounting coding structure

- 205 The coding structure within the accounting system should:
 - allow analysis of all spend and income by spend type and by departments and thereby facilitate control and accountability
 - employ appropriate control accounts
 - facilitate the efficient and complete translation of financial data into financial returns and reports. e.g. The Trust must help ensure compliance with the DfE's Accounts Direction and with the most recent Charities SORP and Companies Act.
- 206 Changes to the coding structure should be kept to a minimum to help consistency across time but can be authorised by the COO if new codes are required due to change in circumstances.
- 207 The HT at each school must ensure there is a budget holder for every budget line (or code) to ensure control and accountability. The COO and Trust central finance team monitor this and advise HT's appropriately.

Transaction Processing

- 208 All entries in the accounting system must be properly documented and authorised. The procedures and pro-forma templates for all system entries are determined by the COO in line with this handbook.
- 209 Financial documentation must be kept for audit purposes in line with the document retention policy and statutory requires (at least 6 years plus the current year for all finance documentation).
- 210 The finance staff across the Trust must ensure all financial transactions are recorded on

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the accounting system on a timely basis. All budget holders should cooperate with the finance team to help them achieve this and should complete their responsibilities regarding promptly and in line with timescales provided by the finance team.

- 211 Finance staff across the Trust will undertake budget monitoring monthly and review the finance system to ensure only regular transactions are posted to the accounting system.
- 212 Regular budget monitoring should help identify erroneous transactions. Budget holders should query any unusual, or unexpected, entries with finance staff when they review their monthly transaction reports.

Reconciliations

- 213 The COO is responsible for ensuring the following reconciliations are performed each month, and that any reconciling or balancing amounts are cleared:
 - Sales ledger control account;
 - Purchase ledger control account;
 - Payroll control account;
 - Petty cash;
 - Purchase cards;
 - All suspense accounts; and
 - All bank accounts.
- 214 Any unusual or long outstanding reconciling items must be brought to the attention of the COO. Cheques uncashed after six months should be written back and reissued if appropriate. The COO will review and sign all reconciliations as evidence of his or her review. A review of an aged debtors and creditors listing should also be carried out monthly to ensure that long-standing issues are revisited and addressed.

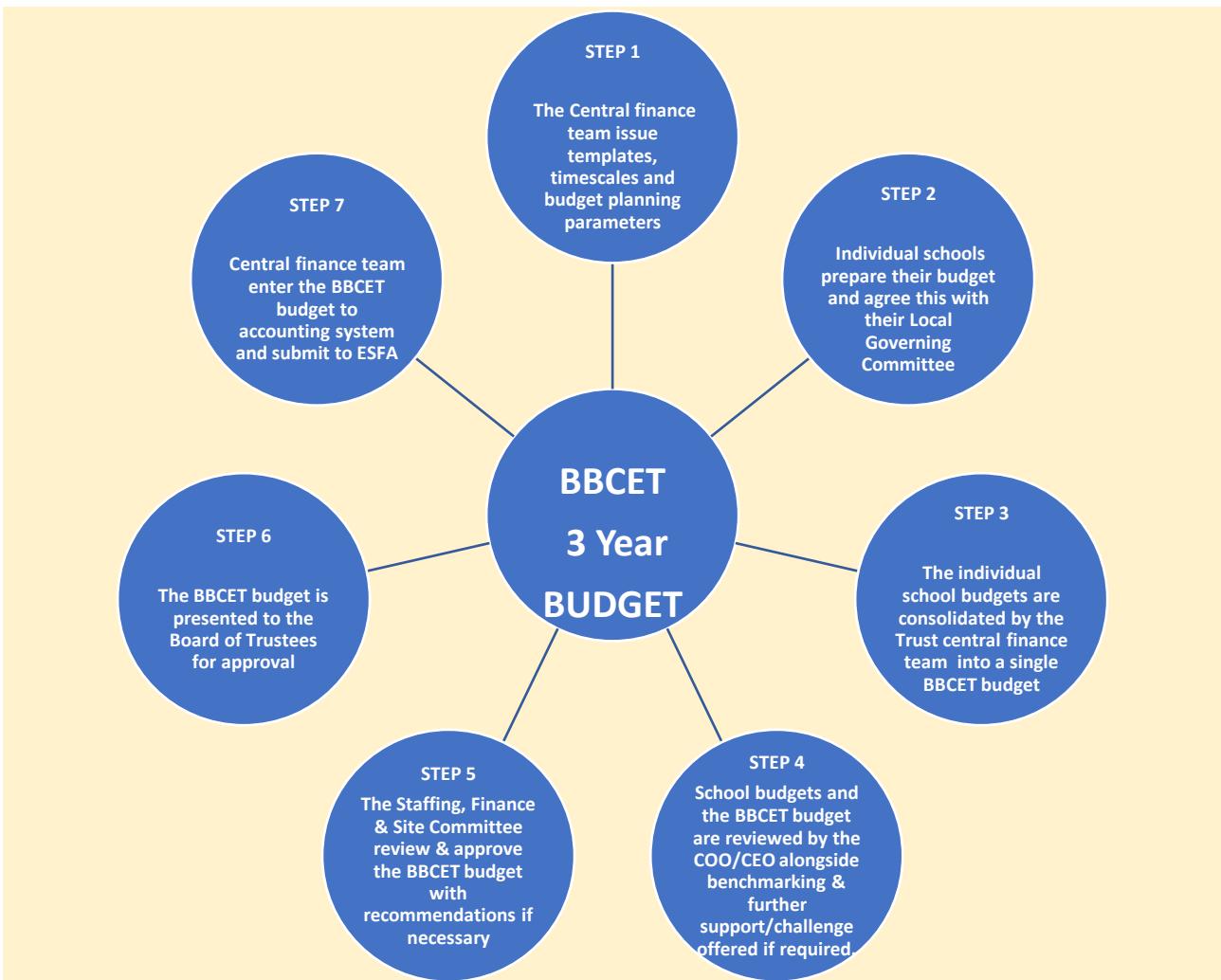
Back-up Procedures

- 215 The COO should ensure that back-up procedures for the system and any other financial records are in place, to minimise the risk of data loss. There are three sets of tapes kept in different locations. Back up occurs daily. (NEEDS UPDATE)
- 216 The Finance Team leads together with the Trust's IT Team, should prepare a disaster recovery plan in the event of loss of accounting facilities or financial data. This should link in with the annual assessment made by Directors of the major risks to which the Trust is exposed, and the systems that have been put in place to mitigate those risks.

3. Financial Planning

Overview of process

- 301 The Trust Finance team coordinate all school budget planning for the Trust each year. This process includes the preparation of templates, timetables & planning parameters for all individual schools to follow.
- 302 Each school in the Trust is responsible for preparing and agreeing a 3 year budget for consideration by the Trust Board. This must be in line with central Trust guidance, templates, and timeframes.
- 303 Once the budget is received by the academy's finance link, the Trust central finance team is required to consolidate individual school budget plans into one report for the Trust Board's approval.
- 304 The Trust central team should ensure this process is undertaken in advance of the next Academic year and in timeframes that allow the team to prepare and submit the ESFA's Budget forecast return.
- 305 This budgetary process is described in summary on the following page.



Developing and Approving the Budget

- 306 The budget process follows an annual planning cycle. A timetable for budget setting will be established by the COO/CFO in advance of each year's process and will ensure that each individual school has sufficient time to prepare their budget, for the consolidated Trust budget to be formed, approved and the budget information is ready for submission to the ESFA by the required deadlines.
- 307 The Central Finance team will prepare both an annual budget and medium-term financial plan for the Trust overall and will work with individual Academies in preparing their own annual budgets. These plans are prepared to inform the Trust's strategic development planning processes for the next 3 years. The Trust's Strategic Plan identifies the development plan priorities over the medium term and the expected level of resources available to meet these and any other cost pressures.
- 308 Individual school budget considerations should also be informed by benchmarking information prepared by the Trust's Central finance team (using comparative data within the Trust schools, but also benchmarking available locally or nationally).

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- 309 Annual budgets should reflect the priorities in each Academy's School Improvement Plan (SIP). SIPs should include cost estimates, both capital and revenue, associated with the achievement of each objective, including success criteria against which achievement can be measured. Each Academy's SIP informs their short-term and medium-term financial plan, but must itself be informed by the resources available to the Academy. The exercise of financial planning can therefore be considered an iterative one to ensure these two plans are in harmony and the individual school remains financially sustainable. The Central Finance Team must be fully involved in the development of such plans.
- 310 The 3 Year Budget will reflect the best estimate of the resources available to each school in the Trust for the forthcoming years and will detail how those resources are to be utilised. The budgetary planning process will incorporate the following elements:
- Forecasts of the likely number of students to estimate the amount of DfE grant receivable;
 - Review of other income sources available to the Trust to assess likely level of receipts.
 - Review of past performance against budgets to promote an understanding of the Trust cost base;
 - Identification of potential efficiency savings and
 - Review of the main expenditure headings in light of any expected variations in cost e.g. pay increases, inflation and other anticipated changes.
- 311 Comparison of estimated income and expenditure will identify any potential surplus or shortfall in funding. If shortfalls are identified, opportunities to increase income should be explored and expenditure headings will need to be reviewed for areas where cuts can be made. This may entail prioritising tasks and deferring projects until more funding is available. Plans and budgets will need to be revised until income and expenditure are in balance. The schools in the Trust may need to use their brought forward reserves to balance their budgets but this should be done alongside a plan to return the school to a surplus position in the coming year or years.
- 312 Each individual school is expected to operate in accordance with the Trust's Reserves Policy which sets out the appropriate level of free reserves. It is incumbent upon each Local Governing Committee to prepare and propose an annual budget that does not show an underlying deficit position i.e. An annual deficit is only acceptable if it can be supported by the draw down of useable reserves (within the parameters of the Reserves policy). Repeated annual deficit budgets are not sustainable therefore should an individual school propose an annual deficit budget they will be expected to provide a detailed explanation alongside the proposed budget and expected to cooperate with any additional support and/or challenge the CFO/COO/CEO feels necessary. Should the financial position of any individual school appear unsustainable at any point (in the opinion of the Trust Board) it may be necessary to withdraw budget delegation to that individual school for a period of time and for the central Trust team to manage the school's budget until financial sustainability is restored.
- 313 In contrast to budget deficits it is not considered appropriate for an individual school to build up significant reserves unless there is a specific project at that school that requires savings over a number of years. The Trust's Reserves Policy details these arrangements.
- 314 Once the budgets have been approved by the individual Local Governing Committees

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they should be presented to the COO in the prescribed format and timescale. THE COO or the Trust Finance team may ask questions for clarification or require supplementary information from the individual schools. The Trust central finance team then consolidate each school's budget plan within a single paper for the Trust's Board to consider.

- 315 The Trust Board must approve a balanced budget (for the overall Trust) for the forthcoming financial year and must minute this approval. If this is not possible, after all reasonable options have been exhausted, the Board must inform the ESFA within 14 days if it is formally proposing to set a deficit budget.
- 316 If there is any doubt that a balanced budget cannot be maintained/set, the CFO/COO/CEO/Board must discuss immediately and make appropriate plans to take action to ensure this can be achieved. Consideration of the action plan to be given by the Trust Board for discussion and eventual ratification.

Communicating the Budget

- 317 Once approved the Trust Central finance team should communicate the budget to all relevant staff and budget holders so that everyone is aware of overall constraints and their particular responsibilities. Agreed budgets should be entered into the financial system before the start of the financial year.
- 318 The budget should be seen as a working document which may need revising throughout the year as circumstances change. Any changes must be proposed to the COO and can only be formally agreed by the Trust's Board. If this occurs, the Trust's finance team will update the accounting system.

Monitoring and Review

- 319 The COO and Trust central finance team will have overview of the budget monitoring process. They will:
 - Coordinate the timely preparation of monthly budget management reports (including variance analysis) and consolidate for the CEO/COO and Trust Chair
 - Coordination and submission of ESFA's Budget forecast return outturn (normally May each year)
- 320 Individual schools should ensure monthly monitoring of their budget including regular preparation of reports to the HT & Local Governing Committee with variance analysis (in line with the Trust central team guidance).
- 321 All budget holders should receive reports detailing transactions to date and totals for budgeted, actual, committed and available spend to date. It is each budget holder's responsibility to manage their budget and to ensure that the funds available are not overspent. This is likely to require careful planning and control from each budget holder. If a budget holder believes they are unable to manage within budget they should inform their HT and finance contact as soon as possible. Where applicable, corrective measures may need to be taken to ensure that the authorised budget is not exceeded.
- 322 Individual schools should prepare proposed accruals and journals, capitalised items for

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asset register etc and submit these to the Trust central finance team for review and input.

- 323 The consolidated monthly financial reports prepared by the Trust central finance team will generally include the following:
- Income and expenditure, actual against budget, for the year to date, in aggregate and by nominal code, prepared on an accruals basis;
 - A projection of the anticipated end-of-year position;
 - A brief explanation of any significant variations from budget or changes in KPIs;
 - An update on significant capital projects in progress;
 - Profit and loss and balance sheet reports for the year to date
 - A statement on cashflow
- 324 The consolidated monthly financial reports will also be shared with the Trust Directors six times a year.
- 325 The Trust Board must consider the Trust's most recent financial monitoring reports when it meets. The Trust Board must ensure appropriate action is being taken to maintain financial viability including addressing variances between the budget and actual income and expenditure.

4. Staffing & Payroll

Staff structure, changes and appointments

- 401 Each school's Local Governing Committee has the authority to establish an appropriate staffing structure within their approved budget. Additions can only be made to this structure with the express approval of the BBCET Finance Committee, who must ensure that adequate budgetary provision exists for the increase. Changes to the structure which do not increase the overall budget can be approved by the Local Governing Committee.
- 402 Individual Local Governing Committees may appoint staff within their authorised establishments except for Headteacher posts whose appointments must be led by the Trust Directors/Board of Trustees.
- 403 Each school's HT is responsible for ensuring the recruitment process is carried out in accordance with best practice, taking appropriate HR advice including from the Trust COO and Central team where appropriate.
- 404 The structure of the Central Trust team will be recommended by the CEO and COO and must be approved by the Trust's Board. Appointments to that structure may be made by the CEO.

Administration

- 405 The COO will ensure arrangements are in place that ensures the Trust maintains full personnel files for all members of staff.
- 406 Each school within the Trust has responsibility for maintaining the personnel files for all members of their school staff which include contracts of employment. This data must be made available to the Trust's CEO, COO or finance team upon request. HR records are maintained by Newcastle City Council's HR section (SLA ongoing). Schools must ensure that all staffing records are correct and updated with the Newcastle HR team.
- 407 A master record must be maintained in each school for each employee. This will include HR information such as date of birth, address, contact, DBS check etc, but also in relation to pay must include:
- Salary, including pay scale and spine point;
 - Pension details;
 - Part-time hours, including term-time only calculations;
 - Bank account details;
 - Taxation status;
 - Personal details; and
 - Any deductions or allowances payable.

Payroll Administration

- 408 The Trust must ensure its payroll arrangements fully meet their tax obligations and comply with HM Treasury's guidance about the employment arrangements of individuals on the avoidance of tax. The Trust acknowledges the detailed requirements regarding Special staff payments (staff severance, compensation payments and ex gratia payments) as set out in the ESFA's Academies Financial Handbook and will abide by

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these. Any such payments will only be possible with the agreement of the HT, DFSS and Chair of Governors.

- 409 Individual school HTs are responsible for ensuring all necessary steps are taken to undertake IR35 assessments to ensure individuals engaged by the school are done so appropriately and any potential tax penalty is avoided. The Trusts COO will oversee these arrangements.
- 410 The Trust payroll is administered through the Trust's payroll provider, Newcastle City Council (NCC) payroll services.
- 411 All staff are paid monthly on the last working day of the month by BACS payment.
- 412 All personnel changes (starters, leavers, contract changes etc) must be approved by the HT of the relevant school and notified to the Trust payroll provider. This notification may be directly to the payroll provider, or indirectly through the Trust's central team. This will be prescribed by the COO.
- 413 All overtime and mileage claims are also paid through the payroll.
- 414 All changes, overtime, mileage etc must be submitted to the payroll provider by the 10th of each month in order to be included within the end of month payroll. The individual schools must do this on time and will need to bear any financial consequence of if information is submitted late.
- 415 The payroll provider is responsible for:
 - checking the reasonableness of data being supplied by the Trust
 - all payroll calculations inline with current legislation and pay scales including individual payments, tax and National Insurance deductions, pensions, SMP, SSP, mileage, overtime, salary sacrifice arrangements etc;
 - preparing all necessary reports and provide these to the central finance team monthly;
 - preparing all payments by BACs and send all reports to third parties i.e. pension providers, HMRC, attachment of earnings orders etc.
 - preparing and filing P35s, P14s, P45s, P60s and provide reports to allow completion of LGPS and TPS returns (including TR17A reports);
 - administering all starter, leaver and amendment forms for the TPS and LGPS
 - provision of any additional payroll related information as requested by the COO and central Trust finance team that may be required to HMRC/ external agency queries.
- 416 About a week before pay day the Trust central finance team will receive a draft of the proposed payroll detailing gross pay, net pay and all additions and deductions from the payroll provider. This will be reviewed by the Trust central finance team (in liaison with individual schools). Any material variances on the previous month should be identified and understood before approval is given to process the payroll by the COO. Any queries must be immediately raised with payroll services before approval is provided by the COO.
- 417 Should any error be identified subsequently this must be notified to the COO who will determine how this error should be corrected.

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- 418 The Trust Central Finance team will ensure the payroll transactions are posted to the nominal ledger accurately for all schools. Postings will be made both to the payroll control account and to individual cost centres. This journal will be signed off by the COO. The Central Trust finance team will reconcile the payroll control account each month to ensure the correct amount has been posted from the payroll system and individual cost centres have been correctly updated.

Draft for approval DDS

5. Purchasing

- 501 The schools in the Trust are advised that it is good practice to adopt the principles of the Government's guidelines on securing "best value" in the provision of goods and services.
- 502 The principles of best value require consultation with service users on their needs, challenging existing patterns of provision and methods of service delivery, and opening up services to competition in order to achieve an appropriate balance between the cost and quality of services. The Trust regularly reviews all contracts to ensure value for money. The Trust produces a value for money statement which is included in the statutory annual accounts.
- 503 The Trust wants to achieve the best value for money from all our purchases. This means they want to get what they need in the correct quality, quantity and time at the best price possible. A large proportion of their purchases will be paid for with public funds and they need to maintain the integrity of these funds by following the general principles of:
- **Probity:** it must be demonstrable that there is no corruption or private gain involved in the contractual relationships of the Trust;
 - **Accountability:** the Trust is publicly accountable for its expenditure and the conduct of its affairs;
 - **Fairness:** that all those dealt with by the Trust are dealt with on a fair and equitable basis.
 - **Value:** the Academy must be able to demonstrate how it has considered and secured best value in its purchasing decisions

Purchasing approval levels

- 504 The following table shows the authority and approval arrangements Academy staff must follow:

Value	Up to £10,000	£10,000 to £30,000	£30,000 to £75,000	£75,000 and above
Purchasing route	Should be ordered with Value for money (VFM) in mind	Minimum of 3 quotes required (all to be kept with the order paperwork)	Minimum of 3 quotes required (all to be kept with the order paperwork) secured using identical specification.	Subject to formal tendering procedures and EU Procurement regulations
Approval required for orders & non order invoices	Budget Holders request orders, approval by HT (or named delegate) or COO.	Requires HT and either CEO or COO authorisation	Requires authorisation from: HT and; CEO or COO and; BBCET Finance Committee	

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Payment Approval required for invoices with matching order	Budget holder, HT(or named delegate) or COO	HT(or named delegate) or COO	Requires HT and either CEO or COO authorisation	Requires minuted approval from the Board
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- 505 The Trust's COO is responsible for advising all schools on procurement. This may include identifying opportunities for securing better VFM and advising individual schools of these opportunities. This may be simply advisory, but in some circumstances the Trust's COO may identify preferred suppliers for all schools in the Trust to use where this provides better value for the overall Trust. In such circumstances each individual school in the Trust will be obliged to use the preferred supplier unless they have explicit authorisation from the COO.
- 506 In some circumstances there may be better value by procuring goods or services collectively for a number of schools within the Trust. The COO will identify such opportunities and coordinate group purchasing activities.
- 507 For items up to £10,000 VFM is best evidenced using three quotations, or a recognised procurement framework agreements such as Crown Commercial Service for education, NEPO, YPO, Crescent Purchasing Consortium or Churchmarketplace. This also includes any procurement route promoted by the DfE/ESFA e.g. www.gov.uk/guidance/buying-for-schools/deals-for-schools
- 508 Budget holders do not need to accept the lowest quote. Budget holders should consider wider issues that would affect the overall VFM of the quote:
- Does a lower price mean a reduced service or lower quality product?
 - Are there any hidden or extra costs?
 - Is there scope for negotiation?
 - How experienced, or qualified is the contractor?
 - Details of previous sales and references from past customers.
 - Pre-sales demonstrations & after sales service
 - Financial status of supplier. (Suppliers in financial difficulty may have problems completing contracts and in the provision of after sales service. It may be appropriate to have an accountant or similarly qualified person examine audited accounts etc.)
- 509 Where quotes are secured they must be retained by the Trust finance office for audit purposes. Email quotes are acceptable.
- 510 For orders between £10,000 and £75,000 3 quotes are required. If three quotations cannot be obtained, e.g. a sole supplier, or the urgency of the work required, the rationale must be documented on the order paperwork and approved by the HT and COO in all cases.
- 511 For items over £75,000 where a tender process is required guidance must be taken from the DfE www.gov.uk/guidance/buying-for-schools. Such a process will normally be led by the COO. The evaluation process should involve at least two people with no conflicts

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of interest in the tender. The accepted tender should be the one which offers best value for the Trust and should be the one of lowest value unless there are exceptional circumstances. Records of the bids and decision-making process must be kept.

- 512 Any non-routine tenders or purchases, such as leases, are subject to a contract between the Trust and the supplier which is to be signed by the COO before the contracted work begins or the delivery of goods.
- 513 The contract(s) should clearly set out (as applicable):
 - The scope of work with detailed and accurate specifications;
 - The timeline and completion date of the work(s);
 - Quality controls on work(s);
 - The agreed fees/charges and payment date(s);
 - Specification of the goods to be delivered (as applicable);
- 514 Copies of all contract documentation (over £1000) must be retained by the Trust central finance team in a Contracts register.

Purchasing process

- 515 All purchases should be ordered using the purchase order requisition process described in this handbook. If a traditional purchase order requisition process is not possible, then it may be necessary to purchase through petty cash or the use of a Trust Credit card. These processes are outlined below.
- 516 Budget holders must not raise orders directly themselves with a supplier, or pay for items on the internet using their own personal funds.
- 517 All schools must use the purchase order requisition form created by the central Trust finance team. This should be completed in full and signed by the budget holder. The signed requisition form is then passed to a member of staff within each school who has responsibility for entering the requisition into the accounting system. This paperwork must be retained by the school as part of the audit trail. When the requisition is entered into the accounting system it generates an approval request to the member of staff designated to approve the requisitions. Once the requisition is approved an email is then sent from the system to the supplier to place the order.
- 518 Purchase order requisitions can be accepted from a budget holder on receipt of an email from them. When this happens the member of staff entering the order into the accounting system must retain the email as evidence for the order in the same location as all other purchase order requisitions.
- 519 All orders will remain on the system as unfulfilled until “goods received”. When goods or services are delivered/supplied to the respective school and they are satisfied that the order can be paid, it is the school’s responsibility to ensure they change the status of the order in the accounting system to “received”. This may be in part if the order has only been delivered in part.
- 520 Each school should review the unreceipted orders in the accounting system at least weekly to ensure it is accurate.

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- 521 Invoices should be sent, ideally by email, to the Trust's central finance team. The Trust central finance team input the invoice into the system and will check the invoice against the received orders. If the invoice matches against a received order then the invoice will be marked as ready to pay on the next BACS payment run.
- 522 If the invoice does not match a current order then the invoice will not be passed for payment. These non order invoices will need to be sent to the specific school for verification and if appropriate, approval. No invoices are passed for payment without authorisation.
- 523 The central finance team will monitor the status of the following in the accounting system and issue reminders to schools and HTs if necessary to resolve any items that have been outstanding for over a month:
 - Unapproved purchase order requisitions
 - Unreceipted orders
 - Non approved invoices
- 524 Supplier enquiries must be answered by the specific school in question with assistance from the central finance team if necessary. Each school must inform the central finance team if a query cannot be resolved to the supplier's satisfaction.
- 525 The COO will periodically review the efficiency of the purchase order system for each school (e.g. monitoring percentage of invoices received without an order, average days taken to resolve non approved orders etc.) and may provide reminders to HT's and Local Governing Committees regarding the appropriate use of the system.
- 526 Payment of received and approved invoices should be made by BACS when possible. A supplier BACS run is done on at least a weekly basis. The central finance team will generate the supplier BACS run from the accounting system. The suppliers to be paid are determined by the date that the invoice payment is due.
- 527 The draft BACS run is reviewed by the central finance team, checking authorisations, values, a sample of bank details etc. The BACS file is then imported into the bank for payment approval (see later for bank approvers).
- 528 If a BACS payment is not possible then cheques may be used. In this instance a cheque requisition form must be completed by the Trust Finance Officer or Finance Assistant. The cheque and invoice to be paid must be attached to the cheque requisition form which will be checked and signed off by the central finance team. All cheques require two signatures.
- 529 The paid invoices are then stamped paid, and filed in the Supplier Invoice files in alphabetical order.
- 530 All Suppliers statements are checked by the Finance Officer/Assistant against the purchase ledgers in PSF and any discrepancies are investigated, the reconciled statement is then filed in alphabetical order on the statement file.

6. Income

- 601 The main sources of income for the Trust are:
- Grants from the DfE/LA for general and specific purposes;
 - Grants from other Government Agencies or other organisations for specific purposes and programmes;
 - University partnership income: ITT (School Direct) etc
 - School Meals
 - Bank interest
 - Off-site trip income
 - Contributions for services we provide in support of other schools
 - Lettings income

Grant Income

- 602 The main DfE/ESFA grant is the GAG. This is notified in March each year (for the academic year ahead). Some grants are provided on a financial year basis of April to March and therefore estimates may be required when budgeting.
- 603 The receipt of these sums and all other income streams paid directly into the Trust's main bank account is monitored by the Trust central finance team and posted to the appropriate school. Individual schools are expected to monitor this using budget monitoring reports and raise any query with the central finance team promptly.

School Meals

- 604 Schools in the Trust have differing contractual arrangements in place for the delivery of school meals. Some schools deliver this directly themselves and incur associated costs and income. Some income may be collected in cash. Other schools have outsourced their catering operations and have contractual payments and income in place. These outsourced arrangements may include the outsourcing of income collection. Each school should have documented arrangements for the collection and management of income on their site. These must be approved by the COO.

Non-Grant income

- 605 Individual schools in the Trust may raise Sales invoices in relation to goods or services they have provided others e.g. lettings, ICT support, catering rebate etc. When generating such invoices these will be prepared by the school and entered into the Trust's accounting system once authorised by the schools HT (or a member of staff they have delegated). Sufficient paperwork must be retained in order to evidence the income expectation.
- 606 An academy may let premises to other organisations, subject to such lettings not clashing with needs or objectives of the Academy. Lettings must be approved and administered in line with the Academy's Charging and Remissions Policy 'Charging for school activities' which itself will be in accordance with the DFE document "Charging for school activities".
- 607 The school must be mindful of the need to collect all income efficiently and securely and

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therefore should seek to receive income via the following methods (in order of preference):

- Direct BACS remittance
- Electronic Payment via IPAY or ParentMail
- Cash (Should only be accepted for payments of £20 or less)
- Cheque – Note: The Trust does not invite payment by cheque given the potential for cheques to delay receipt of funds or not clear. Accepted by exception only.

- 608 Income received through IPAY or ParentMail must be managed by the individual school. e.g. Trip payments must be monitored and pursued by the individual schools. The Trust central finance team must be provided with information on this income upon request.
- 609 Schools within the Trust can generate income from student donations towards curriculum materials or charitable collections. HTs should ensure there are appropriate arrangements in place for the receipt and safe handling of this income.
- 610 All cash and cheques received should be handled in line with guidance in the next section.

7. Cash Management

Bank Accounts

- 701 Only the Board of Trustees can approve:
- The opening of bank accounts
 - The removal or inclusion of cheque and online banking signatories
 - Any fixed term deposits or investments of the Trust
- 702 The current appointed bankers are Lloyds Bank.

Administration

- 703 A record of all accounts, investments and authorised signatories will be maintained by the COO. Two authorised signatories are required to process any change or transaction in any of the Trusts accounts.
- 704 Fixed term deposits and investments may only be made in accordance with procedures approved by the Trust Board in the Financial Regulations.
- 705 Bank statements for all accounts and deposits are downloaded regularly from the online banking site and all the bank entries are entered into the accounting system by the Trust central finance team. All bank accounts are reconciled to the accounting system at month end:
- Reconciliations are prepared by a Finance Officer in the central Trust finance team;
 - Reconciliations are subject to an independent review carried out by a senior Finance Manager
 - Statements and reconciliations are signed by the two staff involved and filed on the Bank Reconciliation File kept in the central Finance Office.
 - Adjustments arising are dealt with promptly.
 - This may require input and advice from the local schools who are expected to provide this promptly if required.

Custody and Deposits

- 706 All remittance advice notes received within the Trust should be promptly sent to the central Trust finance team to assist them in their reconciliations.
- 707 Cash and cheques received by any school in the Trust should be counted and recorded on a banking sheet by 2 members of staff in the school. The details should include:
- the amount of the deposit and
 - a reference, such as the name of the debtor.
- 708 All schools in the Trust have access to a lockable safe/strong room where cash and cheques must be kept prior to being banked.
- 709 Monies collected must be banked in their entirety.
- 710 Cheques and cash should be deposited at the bank on at least a fortnightly basis (more

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frequently when the value is greater than £1000 in cash), varying the time of day and route taken each time. Particulars of each deposit should be recorded on a bank pay in slip, signed by two members of the school finance team. A copy of this alongside any supporting paperwork e.g. sales invoice (where applicable), should be sent to the central finance team to assist with bank reconciliation.

- 711 Cash and cheques may be collected from each school by a cash courier. Any small sums collected by a Primary school may that require banking may be brought to a nearby Trust secondary school for banking.
- 712 Where a cash collection service is used, two days after the cash uplift Lloyds Bank email a spreadsheet of the onsite cash collection to the Central Trust finance team. Any discrepancies must be investigated immediately and reported to the COO if unresolved within 3 days

Payments and withdrawals

- 713 All cheques/BACS and other instruments authorising withdrawal from Trust bank accounts must be approved by two authorised signatories and be in keeping with the approved scheme of delegation and procurement delegations.
- 714 Where cheques are in use:
 - They must be crossed “account payee only”
 - They must not be pre-signed;
 - All unused cheques must be retained securely.

Petty cash

- 715 Wherever possible expenditure should be incurred using the Purchase order request process described earlier and on the basis that the supplier will invoice the Trust following delivery. The use of petty cash should be kept to a minimum. It is acknowledged however that on occasions it will be necessary to pay by cash.
- 716 The Trust allows a maximum cash withdrawal of £250 from the bank at any one time to meet unexpected payments and reimbursements with short notice.
- 717 The cash is administered by the local school finance staff and must be kept in the school safe/strong room.
- 718 All requests for petty cash (in advance of purchase) must made using a petty cash request form signed by the individual requesting the cash (and budget holder if that is a different person) and authorised by the HT (or a person they have delegated in the school). These authorisations must be secured before the cash is provided. The individual providing the cash and person receiving the cash must sign to acknowledge receipt of the cash at that time.
- 719 The maximum amount issued through petty cash is £100.
- 720 Once the expenditure has been incurred, then the relevant receipts need to be provided

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to the finance officer in the individual school along with a completed Claim Form and the correct change.

- 721 If expenditure has been incurred without a cash advance then if a member of staff wants to claim this back a Claim Form needs to be completed and submitted to their local finance officer along with the relevant receipts. e.g. transport tickets, parking charges etc. If receipts are not submitted, or a reasonable explanation for their absence given, then it cannot be taken for granted that the costs will be reimbursed. This will be at the discretion of the HT up to £100.
- 722 Staff making such ‘non prior approval’ claims will be reimbursed on a monthly basis via a BACS payment. Local school staff should therefore send all necessary details to the central finance team to create this payment.
- 723 Note - All staff must follow the Trust’s procurement routes outlined earlier in this handbook. ‘Non prior approval’ claims must be avoided and used only where no other procurement route was available. The COO may refuse reimbursement for repeated claims by an individual where it would be reasonable for that person to have used a more efficient purchase mechanism e.g. a purchase order.
- 724 The petty cash fund in each school must be reconciled at least monthly, where the total signed acknowledgements and the total cash must equal the approved holding balance. Petty cash must be kept separate from all other cash collected (and other cash collected banked intact). Each school is individually responsible for reconciling their petty cash and entering the details of each transaction into the accounts system.
- 725 Periodic cash top ups for the petty cash accounts (up to a maximum cash balance of £500 for each school) will be undertaken by each individual school using the Business charge card (outlined below).
- 726 This system will be overseen by the COO and Trust central finance team who retain the right to amend or remove petty cash arrangements in each school should it persistently operate incorrectly.

Business charge cards/Purchase Card Procedures.

- 727 Where a department needs to purchase small items on a regular basis that can not be purchased using a purchase order requisition the Trust has approved the use of Business charge cards (Purchase cards) issued by the Trust’s main banker as an alternative to petty cash.
- 728 Individual cardholders and approval limits will be determined by the COO (to the following limits for each setting), taking into account the user’s roles, responsibilities and projected use of the card:

Trust Central finance team	£15,000
Each individual secondary school	£15,000
Each Primary School	£3,000
- 729 The COO and central finance team will maintain a list of all cardholders and approved limits. They retain overall control of the card system and monitor usage.

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Card Management

- 730 Before accepting the Business Charge card the member of staff will receive guidance on the use of the card and must sign a declaration of understanding acknowledging the purpose of the card and how it is permitted to be used. Individuals will be issued with their own Business Card and will be personally responsible for all purchases made using their card. (A copy of the declaration is attached at Appendix 1.)
- 731 Applications for new cards will be coordinated by the Trust central finance team under the direction of the COO. Cards will not be issued until a signed copy of the user agreement is received.
- 732 Cardholders:
- must only use the card to procure goods and services on behalf of the Academy.
 - must keep their PIN secret and must never keep a written record of it with their card.
 - must not allow other persons to use their Business Card
 - must not use the card for cash advances (other than to top up petty cash accounts).
- 733 Cardholders must not use the cards for personal purchases. Intentional misuse of a card will constitute gross misconduct. If it transpires the Business Card has been misused, the Trust reserve the right to require the cardholder to repay the appropriate amount and the Disciplinary Policy for all Employees in school will be invoked. This may also result in a criminal prosecution for theft or fraud.
- 734 Any staff member who has been issued with a card and is leaving the employment of Bishop Bewick CET must return their card to the Trust finance department who will shred the card on receipt.
- 735 Any staff member who is found to be misusing the card in any way will have the card removed from them and appropriate action taken, i.e. a report will be made to the Board of Trustees for them to act on.

Card Repayments

- 736 The cards will be paid off in full monthly by a direct debit charge to the Trust main current account so no debt can accrue.
- 737 Receipts for any purchases must be submitted (VAT receipts where applicable) to the finance department in each individual school for reconciliation. In the absence of a receipt or invoice the HT (or a delegated person at the school) will review the payment and approve (or otherwise) the purchase. Individual payments without a receipt (over £50) must be brought to the attention of the Trust central finance team and COO.
- 738 Each month the Trust will receive a statement detailing the transactions of all cardholders. The central finance team will issue the statements to the individual schools for them to ensure all the individual cardholders' receipts reconcile with the statement. Any anomalies should be investigated with the cardholder and with the bank if necessary, as soon as they are identified.

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- 739 A record of each transaction must be entered onto the accounting system. The reconciled card statements and receipts must be signed by the person undertaking the reconciliation and the HT, then sent to the Central finance team for overview and record keeping.
- 740 Any discrepancy in the account will be investigated by central finance team and finally the CEO if necessary.

Fuel cards

- 741 School within the Trust are able to use Fuel debit cards for the purpose of buying fuel for their minibuses. The cards are set up with the registration number of the minibus and cannot be used to buy fuel for any other vehicle. The fuel cards will be stored in the front office and kept secure until needed. Schools should have a signing in and out arrangement in place for when these cards are provided to staff.

8. Fixed Assets

Asset Register

- 801 All items purchased with a value over the Trust's capitalisation limit of £2,000 must be entered in a fixed asset register. The fixed asset register is maintained by the Trust central finance team on excel spreadsheets.
- 802 The asset register should include the following information:
- Asset description
 - Serial number if applicable
 - Date of acquisition
 - Asset cost
 - Expected useful economic life
 - Depreciation
 - Current book value
- 803 The Asset Register helps:
- Ensure that staff take responsibility for the safe custody of assets;
 - Enable independent checks on the safe custody of assets, as a deterrent against theft or misuse;
 - To manage the effective utilisation of assets and to plan for their replacement;
 - Help the external auditors to draw conclusions on the annual accounts and the Trust's financial system and
 - To support RPA insurance claims in the event of fire, theft, vandalism or other disasters.
- 804 The Asset Register is to be kept up-to-date and reviewed regularly (at least annually at the accounting year end) by both the Trust central finance team and the individual schools.
- 805 The depreciation rates to be applied are within the Trust's Financial Statements. These should be applied by the Trust's central finance team for all school.
- 806 Items which fall under the de-minimus level of the asset register still represent an investment by the Trust, and in some cases it is desirable to monitor these items in a similar way to capital purchases. In this instance, an Attractive Items Register may be used. This details information such as cost, serial number, responsibility and location. This can be used for items such as IT devices, digital cameras, camcorders, printers etc. It is the responsibility of each school to maintain their Attractive items register should they have one.

Security of Assets

- 807 All assets on the register should be permanently and visibly marked as Trust property (where possible), and there should be a regular (at least annual) count by someone other than the person maintaining the register.
- 808 Material discrepancies between the physical count and the register should be investigated promptly by the COO and, where significant, reported to the Finance

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Committee.

- 809 Stores and equipment in schools must be secured by means of physical and other security devices. Only authorised staff may access stores.
- 810 All assets across the Trust should be managed in keeping with the Trust's Asset Management Strategy.
- 811 Each school within the Trust has responsibility for the appropriate use of the assets.

Insurances

- 812 The COO is responsible for ensuring the Trust has adequate insurance cover in compliance with its legal obligations or has opted into the academies risk protection arrangement (RPA). Not all risks are covered in the RPA (e.g. motor vehicles, significant capital works). Each school should seek advice from the COO where it believes additional insurance may be required.
- 813 Cover arranged should include:
 - Buildings & Contents;
 - Capital works;
 - Loss of cash;
 - Public liability (on and off site);
 - Employer's liability;
 - Governors' liability;
 - Professional indemnity;
 - Terrorism;
 - Business interruption;
 - Libel and slander;
 - Vehicle/Minibus;
 - School travel
- 814 The COO must be informed immediately of all accidents, losses and other incidents that may give rise to an insurance claim. The COO is responsible for ensuring these claims are reported to the insurers appropriately.
- 815 The CEO and COO must make arrangements to manage risks including the maintenance of a risk register, effective business continuity plans and cooperation with risk management auditors (implementing reasonable risk management recommendations that are made to them).

Loan of Assets

- 816 Trust property may not be removed from a school site without the authority of the HT or ICT coordinator/Network Manager in the case of IT equipment. The loan must be recorded in a loan book to be kept by the school and the item booked back when it is returned. Equipment will be used for the sole benefit of the Trust and not for personal use unless specifically noted in other policies e.g. ICT equipment, mobile phones etc.

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- 817 If assets are loaned for extended periods or frequently to a single member of staff, a 'benefit-in-kind' may arise for PAYE purposes. Loans should therefore be kept under review and discussed where necessary with the COO and auditors.
- 818 When an employee leaves the Trust, all loaned property must be returned and evidenced in the 'loan book'.

Asset Disposals

- 819 In addition to the ESFA regulations regarding the disposal of fixed assets (e.g. relating to land, grant funded assets etc) the Trust has set out below its approach to the disposal of assets all staff must follow.
- 820 Disposal of all assets considered to be over £10,000 in value (by current market valuations) must be approved by the Trust Board.
- 821 For items less than £10,000 these must be assessed and categorised as one of:
- Specialist/hazardous
 - Non ICT, non hazardous assets
 - ICT assets
- 822 If staff are in any doubt regarding the appropriate treatment of an asset they should seek advice from the COO.
- 823 Assets which are no longer required in their current use may be re-deployed or disposed by the Trust. These are defined as:
 - Re-deployment is where an asset, which is no longer required for its existing use by a department, can continue to be used by another department in a school, or another school in the Trust.
 - Disposal is where an asset is no longer required by a school nor required elsewhere within the Academy, and is subsequently removed from the school's (and Trusts) inventory.
- 824 In the case of specialist, electrical (including fridges and freezers) and hazardous assets (chemical), advice must be sought from appropriate contractors before disposal.

Disposal of Non ICT, non hazardous assets

- 825 All staff wishing to dispose of any item of asset or stock (with a residual value thought to be greater than £20, but less than £200), must, as a general rule, firstly offer the asset for use within another part of the school.
- 826 The member of staff should circulate details of the asset to all other staff within the school requesting expressions of interest (for use within school) within an agreed timescale. If more than one member of staff requests the asset the HT must decide how to redeploy the asset. If only one person requests the asset, the individuals concerned must make arrangements for the transfer of the asset and subsequent amendments to their inventories.

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- 827 If no responses are received, then the asset may be offered to the other Trust schools by the HT. If more than one offer of interest is received the HT may decide which School is most appropriate.
- 828 If no responses are received from the wider Trust Schools then the asset may be disposed of by means of tender, public auction or scrap. The proposed method of disposal needs to be one which maximises income to the Trust and has due regard to the value and costs associated with disposal (including administrative time involved). In certain circumstances, where assets have minimal value, or the costs associated with selling the asset may outweigh the income, it is reasonable to scrap the items.
- 829 Before any disposal takes place, checks must be carried out to ensure that the assets are owned by the Trust.
- 830 The Asset Disposal and Re-deployment Form attached at Appendix 2 must be completed and held by the school for audit purposes.
- 831 For all assets which are to be sold or scrapped the school must remove all school markings and asset tags. The disposal of assets must be adequately recorded within the appropriate inventory.

Items with a residual value greater than £200

- 832 If the asset's current market value is thought to be greater than £200 then the process (and form as at Appendix 2) must be referred to the Trust central finance team and COO.
- 833 Where a school has a preferred method of disposal they may suggest this to the COO, but the COO retains the final decision and must determine what is in the best interests of the Trust.
- 834 An independent valuation of the asset must be gained to ascertain whether it is economic to dispose of the asset by tender or public auction (open market sale), as there will be costs associated with both of these methods which may outweigh any income received, or whether it is more cost effective to scrap the asset.
- 835 This independent valuation may be by a suitably experienced person, or where the asset is thought to be of sufficient value, an external body or expert, or via comparison with similar existing items for resale elsewhere. Documentary evidence of the valuation must be retained.
- 836 The value of the asset must be recorded on the Asset redeployment and disposal form and reported to the COO who must decide on the method of disposal (i.e. by tender, public auction or scrap).
- 837 The COO will inform the school of their decision and the agreed course of action.
- 838 Where assets are to be disposed of by tender, the highest tender must be accepted and the following procedures must be adhered to, e.g. envelopes must:
- remain unopened upon receipt and be marked with the date received,
 - be opened in the presence of two officers,

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- record return dates, and
- record the amount offered.

839 Where a public auction (open market sale) is to be used for the disposal of assets the COO must make arrangements to place a reserve price upon assets to ensure a minimum value is raised.

Disposal of an asset to employees or governors

840 Disposal of assets with any residual value to employees or governors must be considered with additional care. The HT and COO should at all times ask themselves whether members of the public, knowing the facts of the situation, would think a reasonable course of action had been taken and that all disposals and/or sale of items were conducted in the best interests of the school & Trust and not to favour an individual or other organisation. Failure to make the correct decision on such matters could lead to application of the staff disciplinary and code of conduct policy.

841 Disposal of an asset to a HT must have the approval of the COO. Records of the CEO's agreement must be retained for inspection.

842 Disposal of an asset to the COO must have the approval of the CEO. Records of the CEO's agreement must be retained for inspection.

843 Disposal of an asset to the CEO must have the approval of the Finance Committee. A record of the agreement must be retained for inspection.

Disposal or redeployment of ICT assets

844 The disposal or redeployment of ICT assets should follow the above process, but in addition should be done so in liaison with the school's ICT coordinator/ Network manager (Trust central team assets in liaison with the COO).

845 The ICT coordinator/Network Manager is responsible for maintaining an ICT asset register and therefore must update the asset register when an ICT asset is redeployed or disposed of.

846 Before an ICT asset is re-deployed or disposed of, the ICT coordinator/Network Manager must ensure:

- all data and / or software, where applicable, has been wiped from the ICT asset to comply with the Data Protection Act.
- any data required is appropriately backed up.
- all hard drives are reformatted.
- assets are tested for functionality.
- the ICT asset register is updated to reflect the movement of asset
- all the asset tags and school/Trust markings are removed in the case of disposal
- disposal is in accordance with current UK/EC Directives.

9. VAT

- 901 The Trust has opted to register for VAT and will prepare VAT returns on a monthly basis.
- 902 The Trust's central finance team shall ensure that VAT is accounted for and claimed appropriately. This will require input/support from local school finance teams.
- 903 VAT should be charged appropriately on income and proper VAT invoices/receipts are issued.
- 904 The accounting system should reflect within income the amount due net of VAT. VAT charged should be credited to the VAT control.
- 905 Where budget holders are placing orders, the value of the order should reflect the net amount due, the VAT element to be reclaimed, and the gross amount to be paid to the supplier.
- 906 The accounting system should reflect within expenditure the cost net of recoverable VAT. Recoverable VAT should be debited to the VAT control.
- 907 The central Trust finance team shall ensure that VAT is only recovered on appropriate expenditure. All VAT recovered should be supported by an appropriate and valid VAT invoice from the supplier.
- 908 The VAT account balance and monthly VAT Return should be reconciled each time a return is prepared and any discrepancies identified and corrected as soon as they become apparent.

10. Year End Procedures

- 1001 Budget holders in all schools are advised against rushing into commitments at year end in order to use up their budgets. The overriding principle at all times should be obtaining value for money, and if that means a delay while the best deal is sought, pushing expenditure into the following year, then this should be followed.
- 1002 The finance teams centrally, and those in individual schools, will operate an accruals system to ensure income and expenditure are accounted for in the year to which they relate.
- 1003 The Trust recognises its obligations in the ESFA's Financial handbook, including the need to prepare an annual report and accounts in line with the Charity Commissions Statement of Recommended practice (SORP) and the ESFA's [Academies Accounts Direction](#), incorporating accounting policies approved by the board of Trustees, and have them audited by a statutory auditor. The Trust's COO and Central finance team will lead on this process for the Trust, with input from individual schools as required.
- 1004 All Trust staff are required to aid external auditors as they audit the accounts. These auditors will be appointed by the Board. The audited and signed accounts will be filed with the DfE, Companies House and the Charities Commission in line with their deadlines.

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Appendix 1: Business Charge card Employee Agreement

I, hereby accept responsibility for a Business Card. As a cardholder I agree to comply with the following terms and conditions regarding my use of the Business Card.

I have received and understood that I am being entrusted with a Lloyds Bank Card and will be making financial commitments on behalf of the Trust.

I understand that the Trust is liable to the Card provider for all the charges made on the card. I therefore accept responsibility for the safekeeping of this card and will not share it, or the PIN number with any other person.

I agree to use this Card for School Trust business purchases only and agree not to charge personal purchases. I understand that the Trust will regularly audit the use of this Card and take appropriate action on any discrepancies.

I will follow the established procedures for the use of the Card. Failure to do so may result in either revocation of my use privileges or the Trust's Disciplinary Procedures being invoked.

I have received a copy of the Trust's Business Card Procedures & Guidance and understand the requirements for use.

I agree to return the Card immediately upon request or upon termination of employment (including retirement). Should there be any organisational change, which cause my purchasing requirements to change, I agree to return my Card and arrange for a new one, if appropriate.

If the Card is lost or stolen I agree to notify Lloyds Bank immediately by telephone and the Trust's central finance team as soon as possible thereafter.

Signed (Employee: Cardholder) Date
.....

Signed (COO) Date
.....

TO BE COMPLETED BY THE CARDHOLDER IMMEDIATELY UPON RECEIPT OF THE CARD

Cardholder Name:

Card Number:

Credit Limit:

Valid from:

Expiry date:

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Signature of cardholder
confirming receipt of card:
Date:

Appendix 2: Asset Re-Deployment and Disposal Form

This form is for use when offering for re-deployment or disposal, any surplus or obsolete IT and other assets.

Section A - to be completed by the current holder of the asset

Current asset "owner" (Headteacher)	
Contact Person & School	
Details of the Asset (i.e. make / model / serial number)	
Is the asset broken or no longer needed?	Broken/ No longer needed (please delete)
Estimated value of asset Note if greater than £200 please refer to the Trust COO/ Central Finance team before redeploying or disposing.	
Is the asset subject to a lease agreement?	
Decision on treatment of asset e.g. Redeployed/ Offer to Catholic School/Scrap/Sell	
Date	
Signed	

Section B - to be completed by the COO and Central finance team

Has condition and value of asset been verified?	Yes/ No
Who has provided the independent valuation of the asset (when thought to be greater than £200)	
Treatment of asset	Redeployed/ Offer to Catholic School/Scrap/Sell
Details of treatment	

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Removed from inventory?	
COO signature	
Date	

Draft for approval DDS

Appendix 3: Exemption of Trust tendering requirements request template

(As outlined in the Scheme of Delegation)

The Trust needs the power to waive the requirement of its internal tendering procedures in certain circumstances. No exemptions can be used if the estimated value of the goods or services exceeds OJEU thresholds.

An exemption from the Trust's requirements allows a contract to be placed by direct negotiation with one or more suppliers. All exemptions, and the reasons for them, must be recorded using the appropriate form. Exemptions shall be signed by the Accounting Officer, Chief Operating Officer and the Chair of the Trust's Finance Committee.

The following lists the details that allow exemptions

- Any contract or sub contract that is substantially for the undertaking of services in which the exercise of specialist professional knowledge and skill is of primary importance and where such professional knowledge and skills is only available from a single provider, or a limited range of suppliers.
- For work, supplies and services which are patented or of a proprietary or special character and for which it is not possible or desirable to obtain competitive prices.
- Where for technical, commercial or artistic reasons or because of exclusive rights, it is not reasonable to advertise for tenders.
- The Chief Operating Officer must be consulted where the contract is an extension to an existing contract and a change of supplier would cause:
 - Disproportionate technical difficulties
 - Additional costs
 - Significant disruption to the delivery of Academy operations
- Where an exemption is necessary because of an unforeseeable emergency involving immediate risk to persons, property or serious disruption to Academy operations, the Accounting Officer or Chief Operating Officer may approve the exemption but must prepare a report for the next Trust Finance & Resources meeting to support the action taken.

The Chief Operating Officer must monitor the use of all exemptions and therefore all forms should initially be sent to this post holder. The signature sign-off on the form details the order in which the list should be signed and approved.

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Form – Exemption Request from Trust Tendering Procedures

Originator Employee

Academy/Trust

What is the main reason for the exemption based on the approved criteria for exemptions?

Please advise on details of the Company, amounts and duration of proposed contract

Please detail the reason why this approval cannot go through the standard procurement route

Approved yes/no – If no please detail the reason below

Approved by (Signature and Dates)

Chief Operating Officer

Accounting Officer

Chair of the Trust Finance & Resources Committee

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