



Financial Regulations and Scheme of Delegation

Agreed: Spring 2019

Review: Spring 2020

Signed

Chair of Governors:

Headteacher:

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**Financial Regulations
Authorisation Limits**

Additional Expenditure Limits (Virements)

Head teacher	£2500
Chair and Headteacher	£2,501 - £5000
Full Governing Body	Over £5,000

All budgeted expenditure can be authorised by the Head teacher.

Writing off bad debts

Head teacher	Up to £250
GB	Over £250
Notify Local Authority's senior finance manager	Over £5,000 (set by Local Authority)

Disposal of Surplus Stock, Stores and Assets

Head teacher	Up to £500 per/item
GB	Over £500 per/item
Notify Local Authority's senior finance manager	Over £5,000 (set by Local Authority)

Mileage Allowance

HM Revenue & Customs approved rate

Safe/ Cash limits

£2000 (Cash)

Ordering Procedures

Competitive quotations - evidence required	up to £1,000 2 or more verbal quotes £1,001 - £3,000 2 or more written quotes £3,001 - £10,000 3 or more written quotes £10,000-50,000 4 or more written quotes
Tendering procedure	Over £50,000 - Tender

Minor Building Repairs

Caretaker (IN EMERGENCIES ONLY)	Up to £500
Head teacher	£5000
Full Governing Body	Over £5,001

Please note that where in doubt, financial records should be retained for six years plus current.

I. GENERAL

- I.1 In accordance with the Financial Regulations for Schools, as laid out in the Finance Manual for Schools, the Governors of Chase Bridge Primary School hereby recognise the need to lay down formally a policy for the overall management of the school budget and the day-to-day management of the school's financial affairs.
- I.2 The general conditions that follow are subject to annual review and consideration by the Full Governing Body, whom must formally minute both the review and any subsequent amendments each year (Autumn Term).
- I.3 The Governing Body confirms that failure to observe these conditions is considered a serious matter and might involve disciplinary procedures being taken against the individual concerned.
- I.4 The Governing Body confirms that regular strategic monitoring of the school budget is to be done twice per term.

Such strategic monitoring will include:

Financial Matters

- a. The Full Governing Body to approve the annual budget plan and cash flow forecasts (via the budget plan) for the forthcoming financial year in accordance with the timescales dictated by the Scheme for Financing Schools.
- b. Determining the schools financial priorities through the School Development Plan (SDP) and the Asset Management Plan (AMP).
- c. Receiving management reports at least once a term, to facilitate the review of the school's actual financial performance compared with budgeted priorities and cash flow and to take remedial action as necessary. Such action will be reported to the Governing Body. In all cases liaison must be maintained with other appropriate committees.
- d. Making decisions on financial requests from other committees.
- e. Making decisions on expenditure within the Governing Body's delegated powers.
- f. Reviewing the financial processes of community focused extended school activities through normal existing school budget reports to ensure such activities are not subsidised by the school.
- g. Making decisions on virements within agreed budgets, within the GB's delegated powers, and authorising any budgetary adjustments made.
- h. Taking advice from the school's financial consultant and the headteacher on virements outside of the headteacher's agreed limit.
- i. Reviewing annually the school's Financial Regulations and Scheme of Delegation.
- j. Ensuring the Register of Business Interests of governors (and staff where relevant) is kept up to date and reviewed annually
- k. If not taking advice on the recommended insurance scheme from the Local Authority then reviewing the various insurance schemes and options available to the school.
- l. Reviewing the various leasing agreement schemes and options available to the school.
- m. Awarding of contracts by tender up to a specified limit.

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- n. To agree and sign an annual School Financial Value Standard Statement.
 - o. Ensuring that all purchases follow the guidelines of the governors' best value statement as included as part of these regulations. (Section 6 and section 13).
 - p. Monitoring **all** spending and income received in the school i.e. Local Authority (LA) funding of Delegated /Devolved Budgets and School Private Fund(s) known as the Number 2 Account.
 - q. Ensuring that funding from the LA and other sources is used only in accordance with any conditions attached.
 - r. Receiving and commenting on the content of any audit report relating to LA funding, and monitoring of the implementation of the agreed action plan.
 - s. Reviewing annually the appointment of the auditor to the Number 2 Account (must be a qualified auditor if turnover in excess of £15,000).
 - t. Receiving the annual audited accounts of the Number 2 Account.
 - u. Agreeing and determining appropriate charges for lettings of the premises, in line with the school's lettings policy.
 - v. Ensuring the school adheres to the policies and procedures as set out within the DFE School Financial Value Standard (SFVS).
 - w. Ensuring the school has appropriate internal financial controls in place.
 - x. Ensuring that all financial controls are adhered to through rigorous and regular testing, to enable satisfactory completion of the SFVS each year. (Spring Term)
- 1.5 The Governing Body confirms that day-to-day financial management of the school is delegated to the Head teacher subject to exceptions contained in these regulations. The Head teacher works in partnership with the Financial Consultant and the School Business Manager.
- 1.6 Throughout these conditions, delegation to the Head teacher shall imply further delegation to the Deputy Head teacher when the Head teacher is not on the school site. Where the Head teacher wishes to permanently delegate certain financial matters or activities, then the level of that delegation shall be notified in writing to the individual(s) concerned, reported to the Governing Body in writing and incorporated in these conditions.
- 1.7 Any Governor or member of staff having direct or indirect involvement in a business which is tendering for a contract must declare his or her interest using the "Register of Business Interests".
- 1.8 All Governors and school staff with significant financial responsibility and/or influence must complete the appropriate questionnaire to ensure that the Register of Pecuniary (Business) Interests is kept up to date.
- 1.9 Throughout these regulations, the same financial limits and restrictions will apply to both the delegated school budget and Number 2 accounts, unless specifically identified and defined limits are set for individual funds.
- 2. Day-To-Day Delegation of Authority**
- 2.1 **Expenditure Limits & Virements** - The Head teacher is able to authorise expenditure for all budgeted items, plus day-to-day items and services so long as an adequate budget provision exists.
- 2.2 **Virement Limits (Budget Transfers)** - The Head teacher is able to authorise a virement from an under spending account up to a limit of £2500 to a new or existing expenditure area. Virements over this amount are to be referred to the GB for approval.

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In the event the need to do this is urgent and cannot wait until the next GB meeting then any two of the Chair, Vice Chair and Premises Linked Governor should be consulted.

All such virements are to be formally recorded, on controlled stationery that is sequentially numbered, and reported to the GB at the next meeting. The school may choose to make use of the virement form or other equivalent virement recording template.

2.3 Bad Debts - The Head teacher is able to authorise the writing off of bad debts up to a value of £250. Requests for write offs above this amount are to be referred to the Governing Body. However, all bad debts written off by the Head teacher will be reported to the GB at the next meeting. Write offs exceeding £5,000 will be reported to the Local Authority's senior finance manager for schools for reporting to the relevant Cabinet.

2.4 Disposal of Surplus Stocks, Stores and Assets - The Head teacher can dispose of surplus stocks, stores and assets to the value of £250 without prior authorisation from the GB. All disposals to this value must be reported to the GB at the next possible meeting.

All disposals must be formally recorded in the minutes and in addition where the value exceeds £5,000, a separate report will be sent to the Local Authority's senior finance manager for schools for reporting to the relevant Cabinet.

2.5 Mileage Allowances and Subsistence Claims

- I. The school will reimburse mileage expenses to individuals for business journeys at a rate in accordance with the limitations set out by HM Revenue & Customs. The claimant is entitled to be notified of this rate in advance of commencing their journey. The claimant must have suitable insurance in place to cover both the vehicle and passengers and that indemnifies the Local Authority against any claim.
- II. All expense claims are to be authorised by the Head teacher.
- III. The Chair or Vice Chair of the Governing Body or the Premises Linked Governor must sign any claims relating to the Head teacher in excess of £100. Receipts or other appropriate evidence of expenditure must be attached to the claim in respect of all purchases, i.e. fares, subsistence, phone calls, postage and any other purchases that may be approved.
- IV. Fuel receipts must also be produced for mileage claims to cover the mileage incurred i.e. at least 10 pence fuel receipt for each mile travelled and claimed.
- V. The school or the Local Authority may not reclaim VAT without a proper VAT receipt. Properly completed claims should be paid locally by cheque and all papers kept together for six financial years plus the current. It may be necessary to submit details of payments made and mileage travelled to HM Revenue & Customs.

2.6 Receiving of Goods/Acknowledgement of Service

Receiving of goods and signing of delivery notes will not in normal circumstances be undertaken by the person authorising payment. For day-to-day operations therefore, receiving and signing for goods and services etc. will be by the Administrative Assistant, who is not involved in the cheque authorisation process.

2.7 Minor Buildings Repairs

(a) Emergency Repairs

The Site Manager is able to authorise minor building repairs, where they are of an emergency nature, up to a value of £500 on any one repair. Emergency repairs above £500 and up to £5,000 (see Section 2.1) can be authorised by the Head teacher, Deputy Head teacher or School Business Manager.

(b) Routine Repairs

The Head teacher is able to authorise expenditure for day-to-day revenue building repairs up to £5,000 on any one repair. A sequence of orders all within the limit to cover a larger authorisation is not permitted. Authorisations above this limit are to be referred to the GB.

2.8 Building Improvements

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All budgeted expenditure can be authorised by the Head teacher. The Head teacher is able to authorise work and expenditure for minor building improvements where funded from revenue up to a limit of £5,000 on any one improvement. Authorisations for minor building improvements above this limit are to be referred to the GB.

2.9 **Formula Capital Allocation**

All budgeted expenditure can be authorised by the Head teacher. The Head teacher is able to authorise work and expenditure for building improvements maintenance, where funded from the Formula Capital Allocation and identified as priorities in the school's plans for management and strategic development of its premises, up to a limit of £5,000 on any one authorisation. Authorisations for work and expenditure above this limit can only be made through the GB.

2.10 **Inventory – (also referred to as an **Asset Register**)**

- (a) Governors recognise the need to maintain an inventory of equipment in the school in order to:-
 - (i) ensure proper physical control of equipment;
 - (ii) provide a basis for insurance cover and claims if equipment is damaged or destroyed;
 - (iii) provide an up-to-date record of the equipment available for teaching purposes.
- (b) All items of equipment will be both visibly and invisibly marked with the name and postcode of the school. As and when they are received entries will be made in the inventory for:-
 - (i) items valued at £250 or more at the time of purchase, either individually or as a set;
 - (ii) attractive and portable items;
 - (iii) items especially considered by the Head teacher as being worthy of inclusion.
 - (iv) Items hired to or leased by the school, which match any of the above criteria, will be included, but identified accordingly.
- (c) The inventory for ICT equipment will be maintained by the ICT contractor.
- (d) The inventory will be checked annually by the School Business Manager and certified correct. All discrepancies are to be notified to the Head teacher immediately.
- (e) All disposals should be recorded promptly, showing the method of disposal and the authority for such action (see Section 2.4).
- (f) Reference to items removed on a regular basis from the school site for work purposes shall be made within the school inventory.

2.11 **Staff Appointments**

The Head teacher is authorised to appoint staff, subject to establishment and budget constraints and in accordance with the Governing Body's appointment policy. The Full Governing Body (or a committee appointed by the Full Governing Body) is authorised to appoint the Head teacher, subject to establishment and budget constraints and in accordance with the Governing Body's appointment policy.

All relevant forms and paperwork with regard to the appointment or amendment of staff terms and conditions should be sourced from the school's human resources provider.

- (a) All new appointments are to be notified to the H.R./Payroll Service Provider by means of an Appointment Form. This form is to be instigated by the School Business Manager and authorised by an authorised signatory.
- (b) Amendments to an employee's terms of employment are to be notified to the Payroll Service Provider by means of an Amendment to Contract form. This form is to be completed by the School Business Manager and only authorised by the Head teacher.
- (c) Terminations of employment are to be notified to the Payroll Service Provider by means of a Leavers Form. This form is to be completed by the School Business Manager and only authorised by the Head teacher.

- (d) With regard to staff overtime etc., the Head teacher is authorised to incur expenditure to the limits agreed within the annual budget. Beyond this limit, authorisation can only be made by the GB.
- (e) It is the responsibility of the School Business Manager to ensure that systems are in place to record all staff contract details and that they are regularly updated to take account of new appointments, amendments and terminations of employment. This will ensure that all information on the system is correct and will avoid distortion of financial information.
- (f) Any payroll transactions relating to the Head teacher will be authorised only by the Chairperson of Governors.

2.12 **Supply Staff**

- (a) All supply staff will be appointed by the Head teacher/Deputy Head teacher or as otherwise directed by the Head teacher.
- (b) All arrangements for additional hours must be agreed by the appropriate line manager. If a dispute arises over hours claimed, the Head teacher will be informed immediately.
- (c) The hours claimed and appropriate ledger code will be entered on an Overtime Form by the School Business Manager, signed by the Head teacher and forwarded to the Payroll Service Provider.

2.13 **School's Computer System for Financial Applications**

(a) **Access**

The Head teacher and Governors, on behalf of the school, must be separately registered under GDPR. Access to the system is determined by the Head teacher and protected by the use of passwords. It is essential therefore that each person having access to the system uses only their individual user identification and password which should be **changed at least termly**.

(b) **Back-up**

In the event of an emergency it may be necessary to restore data to the computer system as soon as possible. It is essential therefore that back-up tapes or disks are made on a daily basis. It is the responsibility of the ICT contractor to ensure that this is done. For security reasons all back-up tapes or disks will be stored in a suitable safe and on a rolling basis securely off-site.

2.14 **Key holders**

(a) **Buildings**

Keys for all buildings and rooms in the school will be held by the Site Manager. Where keys for certain rooms are held by other individual members of staff or Extended Schools Providers, then their name will be entered in a 'Keys Register' which will be maintained by the Site Manager.

(b) **School Safe**

Keys for the school safe will be held by the School Business Manager and the Finance Manager.

2.15 **Number 2 Account** (also referred to as School Private Funds)

Governors recognise that they have the same responsibility for the management and security of the Amenities Account as for the delegated budget.

- (a) All monies relating to the Number 2 Account will be kept separate from those of the delegated budget.
- (b) Day-to-day transactions through the Number 2 Account are the responsibility of the Finance Manager.
- (c) The Number 2 Account will be maintained in accordance with the rules and regulations laid down in the Accounting Procedures and Instructions as issued and updated by the LA in Section 11 of their Financial Regulations.
- (d) The cheque signatories are any two from the following:-

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- Head teacher
- School Business Manager
- Deputy Head teacher
- Assistant Head teacher

It is accepted that it is good practice for the person originating the cheque not to be one of the signatories. However, Governors appreciate that for a number of reasons this is not always practicable and, therefore require the prime document, i.e. the invoice, petty cash authorisation slip to be signed by both signatories.

- (e) Where items are purchased through the Number 2 Account for re-sale to pupils and/or parents, then appropriate trading accounts will be maintained for each area of activity.
- (f) Payments are to be authorised by the Head teacher (or Deputy Head teacher) with receipts kept if appropriate.
- (g) All suspected irregularities are to be reported to the Head teacher, LA Chief Financial Officer and the Amenities Account auditor immediately.
- (h) An independent auditor will be appointed or reappointed annually on behalf of the governors by the School Business Manager.
- (i) It is the responsibility of the School Business Manager to present the prepared accounts to the auditor at the end of the financial year.
- (j) The annual audited accounts will be presented to the Governors at the appropriate meeting in the relevant term.

2.16 **Leasing Policy and Arrangements**

By law an operating lease is the only type of lease available to schools. These leases involve the school paying a rental for the hire of an asset for a period of time and have the character of a rental agreement. No other lease, such as finance leases or hire purchase, may be entered into by the school as this is a form of borrowing.

- (a) Leasing agreements will only be made where the financial arrangements are such that they benefit the school and the GB have given their approval.
- (b) The Head teacher will be responsible for ensuring that all leasing agreements are kept under review and that appropriate arrangements are made for renewals.
- (c) Any lease entered into must represent good value for money and fit in with the 3 year financial planning process.

2.17 **Insurance**

The Head teacher must ensure that insurance cover meets or exceeds the requirements of the Local Authority, as determined from time to time. See Appendix I attached.

3. FINANCIAL PLANNING AND REVIEW

Budget Planning / Setting

- 3.1 The school's overall budget plan will be prepared by the Head teacher in consultation with the Financial Consultant, GB, members of staff who are part of the Senior Management Team (SMT) leading staff teams. SMT members develop action plans that reflect whole school priorities. Integral to this process is the costing of various action plans. The budget will be prepared having regard to all known needs of the school including the School Development Plan and the Asset Management Plan. It is the responsibility of the Finance Manager to ensure that all the required budgeting paperwork is submitted to the Local Authority in a timely fashion.
- 3.2 Accurate and informative records will be kept of all information used in preparing the budget, including estimations of staffing requirements. These will detail calculations of costs and all assumptions made and will be filed in a logical order in accordance with the requirements of the School Financial Value Standard (SFVS).
- 3.3 The School Business Manager, in conjunction with the Financial Consultant, will be responsible for ensuring that the school has a business plan in place for all trading activities. The plan will clearly demonstrate the expected profit, or the acceptable level of loss, the governing body are prepared to accept for that traded activity. The business plan should be clearly derived from the School Development Plan.
- 3.4 The school budget should be approved by the full Governing Body. The annual budget plan and cash flow statements must be submitted to the GB for consideration and sent to the LA by the 31st March. After approval by the Governing Body, a signed copy of the final budget plan will be submitted to the LA by the 30th June. (It is the responsibility of the Head teacher to ensure this is done.) The Chairperson, or in his/her absence the Vice Chairperson, of the full Governing Body is authorised to sign the approved budget plan.
- 3.5 A copy of the signed budget plan is to be placed in the minute file and a further copy retained by the Head teacher.

Budget Monitoring

- 3.6 The Head teacher will submit to the GB, as soon as possible after the end of the financial year, details of the out-turn statement showing expenditure and income against budgets for the previous financial year. The current year's budget shall be reviewed in the light of the prior year out-turn.
- 3.7 The Finance Manager in conjunction with the Head teacher will be responsible for monitoring actual against expected expenditure and income within each budget line each month (Budget Vs Actual Vs Committed report) and presenting appropriate reports to the GB at least once a term. Urgent budget problems will entail informing the Chairperson of the GB immediately who should call an extraordinary meeting to discuss the issue.
- 3.8 The School Business Manager, in conjunction with the Financial Consultant, will submit the appropriate **system produced** monitoring reports to the GB together with a written explanation of significant variances and a projection of expenditure and income to year end. If monitoring reports are given in a non-system based format (e.g. Excel spreadsheets) then they will be backed up with a system generated report showing a clear reconciliation between them, giving the governors clear assurance that the information being reported is a true reflection of that held by the accounting system.

Local Authority Returns

- 3.9 The Finance Manager will be responsible for ensuring that all financial transactions are recorded on the financial system in a manner that facilitates the accurate reporting of Consistent Financial Reporting (CFR).

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- 3.10 The Finance Manager will be responsible for ensuring that all financial monitoring returns (e.g. Monitoring Reports, CFR and Year End returns) are delivered to the Local Authority School Financial Monitoring department in a timely fashion before the published deadlines.

4. INTERNAL CONTROL

The objectives of Internal Control are to give management confidence that as far as reasonably possible, the accounting records are complete, genuine and achieve best value.

- 4.1 The Finance Manager is responsible for carrying out the monthly bank statement reconciliations for all accounts within one week of receipt. All discrepancies are to be reported to the Head teacher and the bank and investigated immediately.
- 4.2 The Finance Manager is responsible for completing the monthly VAT returns in the prescribed format and forwarding them to L B Richmond Finance department by the statutory deadlines.
- 4.3 The Head teacher will be responsible for periodically checking (at least once per term) and signing to confirm the checks have been made for both the Delegated Budget and the Number 2 Account on the following:-
- (a) bank account reconciliations
 - (b) system reconciliation
 - (c) VAT returns
 - (d) the appropriateness of payment arrangements in the context of maximising cash flow
 - (e) the use and authorisation arrangements of Direct Debits/Credits
 - (f) Staff salary payments are correct and match commitments
 - (g) Year-end transactions – i.e. Creditors and Debtors
- 4.4 The Head teacher is responsible for regularly checking and signing to confirm that checks have been made on payments to monitor that:-
- (a) transactions have been properly authorised
 - (b) no payments have been made which could be classified as fee payments to individuals without the relevant checks being made through payroll.

4.5 School Financial Value Standard

It is the responsibility of the School Business Manager to work with the Head teacher and GB who should ensure completion of the SFVS standard each year. This should be signed and submitted to the Chief Financial Officer of the London Borough of Richmond upon Thames annually.

4.6 Segregation of Duties

It is the responsibility of the Head teacher to ensure that financial duties are properly segregated between individuals.

Functions to be separated between staff will include:

- a) Execution – the placing of an order, receipt of goods and services or charging and receipt of a fee
- b) Authorisation – the authorisation of a transaction such as a purchase order or payment
- c) Payment – the completion of cheques or batching procedures
- d) Custody – the holding of goods and services
- e) Recording – the completion of the accounting records
- f) Post transaction management checking – reviewing previous transactions to identify errors or intentional manipulation

It is accepted that the governors are aware of the need for segregation of financial duties, however there are not always sufficient staff to separately perform these tasks, therefore extra additional checks will be made by the Head teacher and a nominated member of the Governing Body.

- 4.7 The headteacher is able to authorise expenditure for all budgeted items, plus day-to-day items and services so long as an adequate budget provision exists.

Virement limits (budget transfers) should remain as previously agreed:

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the headteacher is able to authorise transfer of money from an underspending account to a new or existing expenditure area up to a limit of £2,500 (Expenditure means expenditure on unbudgeted items.)

The GB is able to authorise virements over £2,500.

In cases of urgency the headteacher, in consultation with any two of the Chair, Vice Chair of the GB and Premises Linked Governor, can exercise virements over the £2,500 limit.

The governing body rescinded its decision made in 2012, for the purposes of the expansion project, to grant the headteacher authority to spend on unbudgeted items for agreed work up to a value of £25,000.

5. BANKING ARRANGEMENTS

- 5.1 All decisions with regard to choice of banking service provider and subsequent banking arrangements will be made by means of a special resolution made at a meeting of the GB, and in accordance with the requirements of the Local Authority's Chief Financial Officer, as described in the Finance Manual for Schools.
- 5.2 The school's bank and/or building society must be informed that the school accounts must never become overdrawn.
- 5.3 Reconciliation of the school's own financial records to the bank will be made monthly, within one working week (in normal school operating hours) of receipt of the bank statement. The Finance Manager is responsible for ensuring this is completed.
- 5.4 Governors have agreed that where the cash flow position is such that the bank account might become overdrawn, then the Head teacher has the authority to request from the Chief Financial Officer an early advance of the monthly budget allocation. Confirmation that such a request has been made must be notified to the Senior Finance Manager for Schools and Chairperson of Governors at the next meeting, together with an explanation as to the reasons why and the additional cost to the school in terms of interest charged.
- 5.5 Governors will wish to maximise income as far as possible and, where appropriate, a high interest or deposit account will be maintained, in addition to the normal current account. Surplus balances will, as far as possible, be transferred to a high interest or deposit account. This may only be possible for unofficial funds.
- 5.6 Direct Debits will only be made with the authorisation of any two signatories from the following:-

Head teacher
School Business Manager
Deputy Head teacher
Assistant Head teacher

For any Direct Debit authorisation over £10,000, then one of the signatories must be the Chairperson of Governors.
- 5.7 Distinct bank accounts will be kept for Number 2 Account and Delegated Fund and must be accounted for separately. The Number 2 Account, sometimes referred to as the 'Unofficial Account' is audited on an annual basis and reported to the GB annually.
- 5.8 When banking money received (either cash or cheque) bank paying in slips will be completed in full, clearly showing the split between cash and cheques, and relevant information itemising cheques is kept in electronic records.
- 5.9 The school now operates 2 debit cards, one in the name of the School Business Manager and one in the name of the Site Manager. Use of the cards is restricted to the named card holders only. All invoices and/or receipts relating to debit card purchases are to be returned to the Finance Manager as soon as it practically possible to enable reconciliation to the card statement and subsequent direct debit transaction on the main school account.

- 5.10 Purchase receipts will be returned from card users to the Finance Manager as soon as is practically possible, who will reconcile receipts on a monthly basis against the statements and subsequently against the bank direct debit charge.

6. PURCHASING AND PAYMENT PROCEDURES

- 6.1 Budget-holders will be responsible for making the first request for the purchase of items or services from their own budgets. This will be done by means of an Internal Request Form which will be sent to the School Office.
- 6.2 On receipt of the Internal Request Form, the Finance Manager will determine that the appropriate budget has sufficient funds to meet the order. Where sufficient budgeted funds are identified, the Finance Manager will raise an official sequentially numbered Purchase Order to send to the supplier/contractor. Reference will be made as appropriate to the procurement standards issued by London Borough of Richmond.
- 6.3 Orders are to be authorised by the Budget Holder. Paper copies of official orders will be held in numerical sequence in a file in the School Office, and matched with the relevant invoice at the time of payment.
- 6.4 Any urgent order that is placed verbally should be entered onto the accounting system as soon as possible so that a purchase order can be set up to register the financial commitment.
- 6.5 All invoices received will be checked against the original order for accuracy (and delivery notes where appropriate) and entered on the school's financial system.
- 6.6 The cheque signatories are any two from the following:-
- a. Head teacher
 - b. Deputy Head teacher
 - c. Assistant Head teacher
 - d. Senior Management Team

It is accepted that it is good practice for the person originating the cheque not to be one of the signatories on the cheque. However, Governors appreciate that for a number of reasons this is not always practicable, and therefore, require prime documents, i.e. invoices to be signed by both signatories (See Paragraph 7.9).

- 6.7 The Finance Manager is designated to control cheques and must ensure that:
- (i) where continuous cheque stationery is used, the approved format is complied with, in accordance with Local Authority guidance.
 - (ii) all cheques are securely stored.
 - (iii) all cheques are entered correctly on the financial management system.
 - (iv) spoiled cheques are marked as cancelled and retained.
 - (v) minimum remaining cheque levels are established with the bank.
 - (vi) all cheques are properly accounted for, i.e. they are still in stock or have been used.
- 6.8 The Finance Manager must ensure that all prime records are retained for six financial years plus the current year and are stored in a secure and logical manner.
- 6.9 If discounts are available for prompt payment, then payments can be made immediately, having taken into account any loss of interest that might arise. If not, cheques will be issued in accordance with the trading terms of the individual contractor or supplier. Due regard must be taken of the 'Late Payment of Commercial Debts Regulations 2002'.
- 6.10 A copy of the computer-generated remittance advice relating to the cheque will be affixed to the original invoice, both of which will then be filed with the official order. Governors recognise that the best policy is for the cheque to be prepared by someone other than a cheque signatory. It is accepted, however, that in some schools this may not be possible and that the person preparing the cheque may well have to be one of the signatories.

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- 6.11 Copy invoices are not to be paid unless exhaustive checks have been performed to confirm that payment has not previously been made. References back to the original order are to be made in every case. Confirmation that such checks have been made is to be by endorsing the invoice “copy invoice not previously passed for payment” and signing.
- 6.12 Under no circumstances are payments to be made against statements.
- 6.13 Where appropriate, adequate checks are to be made that the contractors employed for buildings work – maintenance and repairs etc. – have Public Liability Insurance Cover, minimum value £5,000,000. It is the responsibility of the Head teacher to ensure that this is complied with.
- 6.14 Any order or purchase which is estimated to exceed £2,000 in value, for the supply of goods, materials or services will be subject to the receipt of at least 3 competitive quotations. For amounts between £2,000 and £10,000, documentary evidence of the various quotations must be obtained and attached to the purchase order. In accordance with agreed procurement standards, approval of contracts over £10,000 will only be made after following the tendering procedure (section 10).

6.15 **INTERNET PURCHASES**

In exception and for practical reasons, purchase of goods/services through internet sites is unavoidable. In addition, on-line purchase of goods/services can be more administratively efficient. Nevertheless, this is not ideal for audit purposes. At all times, the same rigour of internal control must be placed on internet purchases as is normally applied to standard procurement with regard to segregation of duties, authorisation controls and independent management checking.

Budget holders may order the goods themselves and seek reimbursement having paid for them themselves.

a) Internet Orders:

The Head teacher will be authorised to place online purchases (or the Finance Manager as allowed under these regulations).

Requests should be made to the Finance Manager from the budget holder in the normal manner (section 6.2), an official order should be raised on the financial accounting system (in order to register the financial commitment), and be authorised by the Head Teacher.

It is the responsibility of the budget holder to have due regard for ensuring the internet is the most appropriate means for procurement.

Where possible the official order number should be quoted on the internet order as a cross reference.

The internet order must be raised in the name of the school with the school's address, not to an individual.

b) Internet Payment:

The preferred method of payment for internet purchases will be the request of an invoice from the supplier, which can be paid via the school's normal payment route.

Payment by an individual's personal credit card should only be considered when there are no other alternatives. The correct authorisation procedure for purchases should still be adhered to (section 6.3), and the school retains the right to refuse to reimburse the individual if the proper controls/authorisations are not followed. Reimbursement to individuals should be made in the normal manner upon production of an original invoice/receipt.

Supplier invoices, delivery notes and all relevant documentation should be obtained for all internet purchases and retained within the normal filing system (section 6.7). This is especially important if the school is to attempt the recovery of VAT.

All purchases should only be made from secure websites that the Finance Manager has gained reasonable assurance to be safe and free from fraudulent activity.

7. INCOME

- 7.1 The Finance Manager is responsible for issuing invoices and keeping appropriate records.
- 7.2 The Finance Manager shall ensure at termly intervals that all invoices are properly accounted for and that all monies due to the school have been collected.

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- 7.3 When a receipt is issued the top copy will be given to the payer and the duplicate copy kept at the school.
- 7.4 All monies received must be banked intact as soon as is practicable. Due regard must be taken to not exceeding the limits set for insurance purposes of cash held on the premises (section 2.17).
- 7.5 All cheques banked must be entered on the bank paying-in slip.
- 7.6 For normal day-to-day transactions, the Finance Manager will be responsible for receiving and banking income.
- 7.7 The Finance Manager shall periodically check that all the monies due to the school have been collected and banked. For example, cross-checking the Daily Collection Record to the copy bank paying-in slip and bank statement entry.
- 7.8 As part of the reconciliation procedures, the Finance Manager will ensure that the expected monthly budget allocations to the Bank Account are made on time by the Local Authority Financial Processes department and all other relevant agencies.
- 7.9 The Finance Manager is responsible for ensuring that all other remittances of money due to the school are made on time by the Local Authority Financial Processes department and all other relevant agencies.
- 7.10 Personal cheques will not be cashed from money received by the school.
- 7.11 **Catering Income**
Income collected must be prepared for banking, banked, reconciled and retained in the same manner as all other income to the school. Monies are recorded on a separate management system prior to being recorded on the RM Finance system.

School Meal Registers:

The registers must be completed and reconciled on a daily basis with the income collected by an Administrative Assistant. The numbers of meals paid for must be reconciled to the number of meals issued by the kitchen (taking free school meals into account) on at least a weekly basis by the Administrative Assistant

8. PAYROLL AND PERSONNEL PROCEDURES

- 8.1 All staff appointments and amendments are to be made in accordance with the arrangements laid down in 3.11.
- 8.2 Neither the Head teacher nor the Deputy Head teacher can authorise alterations concerning their own contractual and pay conditions. Authorisations must be made by the Pay Committee.
- 8.3 All monthly payroll data is to be reconciled by the Finance Manager to agree Salary and overtime payments as issued by the Payroll Department. Payroll services check National Insurance, Superannuation and any other deductions on our behalf as a bought in service.
- 8.4 All payments made each month to the Payroll Service Provider, together with notification of payments made to outside agencies are to be debited against the relevant budgets and credited to the Payroll Control Account. After the appropriate BACS transfers, and the corresponding entries in the Payroll Control and Bank Accounts are made, the balance in the Payroll Control Account must be NIL. It is the responsibility of the Finance & Contracts Manager to ensure this is done.
- 8.5 Each month the Finance Manager will agree and reconcile back to the bank statement all payments for salaries, BACS, and other salary related payments.
- 8.6 Each month, a sample check will be made from the personnel records maintained by the School to the payments actually made by the Payroll Service Provider.
It is expected that over the course of a year, every member of staff would have had his/her salary payment checked against personnel records at least once. It is the responsibility of the Head teacher to ensure this is done.

- 8.7 Copies of all individual notifications to the Payroll Service Provider will be filed in the personal file of the staff member concerned.
- 8.8 Any contract for the services of a Payroll Service Provider will be reviewed regularly to ensure that the school is getting value for money and that the Bureau is giving adequate service.
- 8.9 Where cheque payments are made to employees for expense claims, mileage and subsistence etc, the recipient must acknowledge receipt by signing an official receipt and returning it to the School Office. Both the claim form and the receipt are to be kept as prime documents.
- 8.10 The Financial Consultant will carry out monthly management checks to ensure that all the internal control mechanisms shown above are in place and are being adhered to, and to ensure the accuracy of all payroll working papers.

9. LETTINGS POLICY

9.1 General

The Governing Body recognises the position of the school in the local community and that encouragement should be given to the use of the school by outside organisations. In recognition of this, further internal regulations are applicable.

9.2 Application Form

All hirers will complete the appropriate lettings application form. Day to day approval of requests for hire will be the responsibility of the Head teacher after -

- i) confirming the scales of charges.
- ii) ascertaining the application form has been properly signed by the hirer.
- iii) confirming whether or not the hirer is affiliated to any national association that has its own child protection policy.
- iv) that the hirer has a child protection policy if not affiliated to a national association,
- v) that a copy of the school's own child protection policy and guidelines has been passed to the hirer and that they have signed to confirm receipt.
- vi) determining whether or not it is necessary to seek references for the hirer.

Abatement of charges can only be made by the Head teacher, subject to Governing Body approval.

9.3 Bookings

All requests for hire will be logged in the office diary by the Finance Manager. Payment will be required in advance for all one-off lettings and where the hirer is not known to the school. In other instances it may be appropriate to require a deposit to be paid. All such deposits will be banked immediately, and where a deposit is subsequently required to be returned to the hirer, then the refund should be made by means of a cheque.

9.4 Payments

Every effort should be made to collect lettings income in full as the booking is made. See Section 9 for full details of income procedures. Where required, invoices on two-part sequentially numbered stationery will be issued to hirers for use of the school premises. The Finance Manager is responsible for issuing invoices.

The Head teacher shall ensure at termly intervals that all invoices are properly accounted for and that all monies due to the school have been collected.

9.5 Debt Management

Unless specifically detailed on the invoice, payment terms will be 28 days.

The following timetable shall apply where payment is not received:-

- | | |
|---|--------------------------------------|
| (a) 28 days after original invoice issued | - first reminder letter |
| (b) 2 weeks after first reminder letter | - second reminder letter |
| (c) 2 weeks after second reminder letter | - referral to Legal Service Provider |

See Section 2.3 for “writing off” of bad debts.

9.6 Governors’ Lettings

The letting of the school is the responsibility of the Governors and the administration of the letting is the responsibility of the School Office.

10. TENDERING PROCEDURE

Approval of contracts over £50,000 will only be made following the school’s tendering procedure and by reference to the standards laid down in the Procurement Standards for Schools contained in the Finance Manual for Schools.

- 10.1 Invitation to submit tenders will be made by appropriate means, i.e. invitation to tender, advertising, trade journals etc.
- 10.2 The invitation to submit tenders (Section 10.1) will include the nature and purpose of the contract, where further details can be obtained and the last date and time on which tenders can be received, normally not less than fourteen days after the invitation is published.
- 10.3 All tenders received must be in a plain sealed envelope bearing only the words “tender” and the subject to which the tender refers.
- 10.4 All tenders will be opened at the same time and details of contractor, tendered amounts and any other details recorded at the time of opening.
- 10.5 Tenders will be opened by any two representatives from the Governing Body. Tenders received after the closing date and time will not be considered.
- 10.6 No contractor will be allowed to amend the tender after the date and time fixed for receipt of tenders. However, if genuine and obvious errors are found in tenders, contractors will be allowed to withdraw, confirm or amend the tender as appropriate.
- 10.7 In accepting any tender, Governors will analyse and compare all possible options to make sure value for money is obtained. This might mean accepting a tender that is not necessarily the lowest. Where a tender other than the lowest is accepted, the reasons for its acceptance must be documented, and reported to the Governing Body. All decisions made must be recorded in the minutes of that meeting for future reference.
- 10.8 Acceptance of any tender will be confirmed to the contractor in writing and no work should be started until this has been done.
- 10.9 Any contracts awarded will include a paragraph to the effect that any contractor will be prohibited from transferring or assigning directly or indirectly, to any other person or contractor, any portion of the contract without the written permission of the Governing Body.
- 10.10 All ongoing contracts will be reviewed and renegotiated at regular intervals.
- 10.11 Governors and school staff should declare their personal interests whether pecuniary or non-pecuniary in any proposal to call for tenders for supply of goods, materials or services or in the decision making process to accept any such tender.

11. GOVERNORS’ ALLOWANCES

Part 6 of The School Governance (Roles, Procedures and Allowances) (England) Regulations 2013 enables governing bodies to decide whether they wish to pay allowances for necessary expenditure from the school budget to individual members of the governing body. The policy of the governors in respect of payment of allowances must be openly available to parents and governors.

The governing body must consider the payment of allowances annually, and the outcome must be recorded appropriately in the minutes.

The governing body's policy on the payment of allowances is published on the school website.

12. GOVERNORS' WHISTLE BLOWING POLICY

GOVERNORS' STATEMENT

The Governors of Chase Bridge Primary School are committed to tackling all forms of malpractice, fraud, etc. and treat these issues seriously. The Governors recognise that some concerns may be extremely sensitive and have therefore developed a system which allows for the confidential raising of concerns within the school environment but also has recourse to an external party outside the management structure of the school.

The Governors are committed to creating a climate of trust and openness so that a person who has a genuine concern or suspicion can raise the matter with full confidence that the matter will be appropriately considered and resolved. The provisions of the policy apply to matters of suspected malpractice and fraud, and not matters of more general grievance which would be dealt with under the school's grievance procedures.

For full details refer to governors' Whistle Blowing policy.

13. BEST VALUE

Introduction

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

What is Best Value?

Governors will apply the four principles of best value:

- **Challenge** – Is the school's performance high enough? Why and how is a service provided? Do we still need it? Can it be delivered differently? What do parents want?
- **Compare** – How does the school's pupil performance and financial performance compare with all schools? How does it compare with LA schools? How does it compare with similar schools?
- **Consult** – How does the school seek the views of stakeholders about the services the school provides?
- **Compete** – How does the school secure efficient and effective services? Are services of appropriate quality, economic?

The Governors' Approach

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

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

Governors, and the school managers will:

- make comparisons with other/similar schools using data provided by the LA and the Government, e.g. RAISE Online, FFT, quality of teaching and learning, levels of expenditure;
- challenge proposals, examining them for effectiveness, efficiency, and cost, e.g. setting of annual pupil achievement targets, expansion of provision
- require suppliers to compete on grounds of cost, and quality/suitability of services/products/backup

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- consult individuals and organisations on quality/suitability of service we provide to parents and pupils, and services we receive from providers

This will apply in particular to:

- staffing;
- use of premises;
- use of resources;
- quality of teaching;
- quality of learning;
- purchasing;
- pupils' welfare; and
- health and safety.

Governors and school managers:

- will not waste time and resources on investigating minor areas where few improvements can be achieved;
- will not waste time and resources to make minor savings in costs; and
- will not waste time and resources by seeking tenders for minor supplies and services.

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

Staffing

Governors and school managers will deploy staff to provide best value in terms of quality of teaching, quality of learning, adult-pupil ratio, and curriculum management.

Use of Premises

Governors and school managers will consider the allocation and use of teaching areas, support areas and communal areas, to provide the best environment for teaching and learning, for support services, and for communal access to central resources, e.g. the library.

Use of Resources

Governors and school managers will deploy equipment, materials and services to provide pupils and staff with resources which support quality of teaching and quality of learning.

Teaching

Governors and school managers will review the quality of curriculum provision and quality of teaching, to provide parents and pupils with:

- a curriculum which meets the requirements of the National Curriculum, National Literacy Strategy and National Numeracy Strategy, the LA Agreed RE Syllabus, and the needs of pupils;
- teaching which builds on previous learning and has high expectations of children's achievement.

Learning

Governors and school managers will review the quality of children's learning, by cohort, class and group, to provide teaching which enable children to achieve nationally expected progress, e.g. setting of annual pupil achievement targets, 2 national curriculum levels between Years 3 and 6.

Purchasing

Governors and school managers will develop procedures for assessing need, and obtaining goods and services which provide "best value" in terms of suitability, efficiency, time, and cost. Measures already in place include:

- competitive tendering procedures (e.g. for goods and services above £50,000);
- procedures for accepting "best value" quotes, which are not necessarily the cheapest (e.g. suitability for purpose and quality of workmanship);

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- procedures which minimise office time by the purchase of goods or services under £1,000 direct from known, reliable suppliers (e.g. stationery, small equipment).

Pupils' Welfare

Governors and school managers will review the quality of the school environment and the school ethos, in order to provide a supportive environment conducive to learning and recreation.

Health and Safety

Governors and school managers will review the quality of the school environment and equipment, carrying out risk assessments where appropriate, in order to provide a safe working environment for pupils, staff and visitors.

Monitoring

These areas will be monitored for best value by:

1. In-house monitoring by the Head teacher and curriculum managers, e.g. classroom practice, work sampling.
2. Target setting meetings between the senior leaders and team managers.
3. Annual Performance Management.
4. Annual Budget Planning.
5. Head teacher's monthly financial review.
6. Termly visits by the LA Assigned Inspector
7. Analysis' of school pupil performance data, e.g. SATs results, standardised test results, LA schools, similar schools.
8. Analysis of LA pupil performance data
9. Analysis of LA financial data, e.g. bench mark data for all schools, LA schools, similar schools.
10. Analysis of DFE pupil performance data
11. OFSTED Inspection reports
12. Governors' committee meetings
13. Governors' full termly meetings
14. Governors' Annual Budget Review
15. Governors' involvement and review of the SDP
16. Review of the School Self-evaluation

Signed
Chair of Governors

Date

TERM	TASK
AUTUMN	Audit Number 2 account
	Agree results of audit of number 2 account
	Comparative Financial Performance data
	Censor check SFVS for readiness of external audit
	Update Register of Business Interests
	Review School's Financial Regulations and Scheme of Delegation
SPRING	Sign off Surplus Balances return
	Agree draft budget
	Complete & submit SFVS to LA CFO
SUMMER	
	Sign off final budget
	Agree Financial Regulations document is current and amend as applicable

The school's budget should be reported on at each meeting

An update on the premises should be included in the Headteacher's report or via the Site Manager

Appendix I

Minimum Levels of Insurance (Schools)

This is a very brief summary of the insurance arranged by the Council on behalf of schools.

Property Risks

Risk	Property Insured	Insured Against	Limits
Material Damage	School buildings and contents	Fire, Lightning, Aircraft or articles dropped therefrom, Explosion, Riot, Civil Commotion, Malicious Damage, Earthquake, Subterranean Fire, Storm, Flood, Escape of water from any tank, apparatus or pipe, Impact from vehicles or animals, Subsidence or land heave, Theft or attempted theft.	Buildings - "Day One" reinstatement value. Contents – Replacement "as new" value.
Business Interruption	Loss of Revenue/Additional Costs incurred as a result of a Material Damage claim	As for Material Damage	(i) Gross Revenue - £3m (24 months). (ii) Additional Cost of Working – Comprehensive Schools £350,000 (24 months), Primary Schools £250,000 (24 months).
Contractors "All Risks"	Contract works where the Council is responsible.	"All Risks" as defined in the policy.	£1,000,000 any one contract.

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Computers	All computer equipment	“All Risks” as defined in the policy	Replacement “as new” value.
Money	“Money” as defined in the policy	“All Risks” as defined in the policy	In locked safe or strongroom - £2,000. In locked receptacle, other than a safe or strongroom - £500. On the premises in the custody of employees, or in transit to or from the bank, or in a bank night safe - £40,000. In the private residence of any employee - £500.
Engineering	Boilers, lifts, machinery	“Damage” as defined in the policy	Damage to own plant - £100,000. Damage to own surrounding property - £250,000.

Casualty Risks

Risk	Event Insured Against	Limits
Employer's Liability	School held liable for injury to an employee	£25,000,000 any one event, inclusive of costs
Public Liability	School held liable for injury to a person (other than an employee) or for damage to a person's property	£20,000,000 any one event, plus costs.
Officials Indemnity	School held liable for the financial loss of a person (other than resulting from injury or damage to property) due to an accidental negligent error, omission or act committed by the employee or member	£1,000,000 all claims in the period of insurance, inclusive of costs.
Professional Indemnity	School held liable for injury to a person or for damage to property or for financial loss arising from a breach of professional duty by the employee or member	£1,000,000 all claims in the period of insurance, inclusive of costs.
Libel & Slander	School held liable for libels in any normal School publication or for slanders uttered during normal duties.	£500,000 all claims in the period of insurance, inclusive of costs.

Miscellaneous Risks

Risk	Event Insured Against	Limits
Fidelity	Loss of money or goods due to dishonesty of employees	£5,000,000 all claims in the period of insurance.
Personal Accident	Bodily injury to employees, members or volunteers	See separate schedules of benefits.
School Journeys (also available for youth clubs)	Package cover for staff, pupils and adult helpers on educational trips	See separate schedule of benefits

Personal Accident Benefits Schedule

Category	Definition of Insured Persons							
A.	All Employees, Volunteers, and Canvassers and the like who undertake work on behalf of the School.							
B.	Persons involved in full time education, Teachers, Youth Club member and accompanying adults not over 65 years of age							
Benefits	1. Death	2. Loss of Limb(s)/ Eye(s)	3. Permanent Partial Disablement	4. Permanent Total Disablement	5. Temporary Total Disablement (per week)	6. Temporary Partial Disablement (per week)	Deferment Period	Benefit Period in respect of Benefit 5 & 6
A	£100,000	£100,000	£100,000	£100,000	£100	£50	None	104 weeks
B	£ 20,000	£ 20,000	£ 20,000	£ 20,000	£100	£50	None	104 weeks

Notes:

- Benefit 1 Death is reduced to £3,500 in respect of Insured Persons under 18 years of age under Category B
- Benefit 5 Reduced to £5 in respect of Insured Persons under 18 years of age in full time education
- Benefit 6 Reduced to £4 in respect of Insured Persons under 18 years of age in full time education

Continental Scale – Category A Only

Item	Amount Payable	
	The following percentage of the Capital Sum specified in the Schedule	
1. Death, total loss of use or total loss by physical severance of one or more hands or feet or total loss of sight in one or both eyes	100%	
2. Permanent total disablement (other than as stated in Item 1) from engaging in or giving attention to usual profession or occupation	100%	
3. Permanent partial disablement (not otherwise provided for above)		
(a) Total loss of hearing	60%	
(b) Total loss of hearing in one ear	15%	
(c) Complete loss of use of hip or knee or ankle	20%	
(d) Removal of the lower jaw by surgical operation	30%	
(e) Fractured leg or foot with established non-union	25%	
(f) Fractured knee cap with established non-union	20%	
(g) Shortening of a leg by at least 3 centimetres	15%	
(h) Loss by amputation or complete loss of use of:	Right	Left
(i) one thumb	20%	17½%
(ii) one index finger	15%	12½%
(iii) any other finger	10%	7½%
(iv) one big toe	10%	10%
(v) any other toe	3%	3%
(i) Complete loss of use of shoulder or elbow	25%	20%
(j) Complete loss of use of wrist	20%	15%
4. Permanent facial disfigurement to an extent of not less than 5 square centimetres of scar tissue in the area from the hairline to and including the lower jaw and ears	10%	
5. Loss of or damage to teeth or dentures – the cost of dental treatment or repair or replacement of dentures up to a maximum of	2½%	
6. Temporary disablement (total or partial) from engaging in or giving attention to usual profession or occupation for a maximum period of 104 weeks from date of disablement		
A weekly sum	As specified in the Schedule	

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7. Permanent Total Disablement from the Insured Person's usual occupation in the Business.
8. Temporary Total Disablement from usual occupation.
9. Temporary Partial Disablement, ie. disablement from a substantial part of the usual occupation.
10. Medical Expenses necessarily incurred in the treatment of the Insured Persons.

NB. Death benefit reduces to £5,000 in respect of minors.

School Journeys

Continental Scale (Category B)

If a claimant is entitled to a personal accident benefit under both the Personal Accident cover and the School Journey cover he/she will be able to claim under whichever provides the better benefit, but not under both covers.

1. Death
 1. Persons Insured aged 18 years and over £20,000
 2. Persons Insured under 18 years of age £ 3,500
2. Total loss of use of or total loss by physical severance of one or more hands or feet or total loss of sights in one or both eyes £20,000
3. Permanent partial disablement (not otherwise provided for above the sum set against the degree of disablement in the following table:
 1. Total loss of hearing in both ears £20,000
 2. Total loss of hearing in one ear £ 5,000
 3. Complete loss of use of hip or knee or ankle £ 5,000
 4. Removal of lower jaw by surgical operation £ 6,000
 5. Fractured leg or foot with established non-union £ 5,000
 6. Fractured knee cap with established non-union £ 4,000
 7. Shortening of leg at least 3 centimetres £ 3,000
 8. Loss by amputation or complete loss of use of:
 1. one thumb £ 5,000
 2. one index finger £ 4,000
 3. any other finger £ 2,000
 4. one big toe £ 2,000
 5. any other toe £ 1,000
 9. Complete loss of use of shoulder or elbow £ 5,000
 10. Complete loss of use of wrist £ 4,000
 11. Permanent facial disfigure to an extent of not less than five square centimetres of scar tissue in the area from the hairline to and including the lower jaw and ears. £ 2,000
 12. Loss of or damage to teeth and dentures - the cost of dental treatment or repair or replacement of dentures £ 500
4. Permanent Total Disablement from the Insured Person's Usual Occupation £20,000
5. Temporary total disablement for a period not exceeding 104 weeks from engaging in or giving attention to:

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1.	usual occupation for persons aged 18 and over	£100 per week
2.	scholastic duties for persons aged under 18 years	£ 5 per week
6.	Temporary partial disablement, i.e. disablement from a substantial part of the usual occupation	
1.	usual occupation for persons aged 18 and over	£50 per week
2.	scholastic duties for persons aged under 18 years	£ 4 per week

School Journeys (Other Benefits)

Medical And Emergency Travel Expenses	£2,000,000
Legal Expenses	£25,000
Cancellation, Curtailment And Change Of Itinerary	£500
Personal Baggage	£1,000
Passport Indemnity	£500
Personal Money And Credit Cards	£500
Personal Liability	£2,000,000
Hijack – Maximum £10,000 Per Person	£200 Per Day