

EDUCATION, CHILDREN'S SERVICES & LEISURE

**SCHEME
FOR
FINANCING
SCHOOLS
2009/10**

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1 INTRODUCTION

1.1 THE FUNDING FRAMEWORK

The School Standards & Framework Act 1998 ('the Act') sets out the financial framework for funding maintained schools.

The arrangements are covered by sections 45 - 53 of the Act and by Regulations made under the relevant sections.

1.1.1 THE SCHEME FOR FINANCING SCHOOLS

The financial relationship between maintained schools and the LA is covered by this scheme. It sets out the principles underpinning the financial controls within which delegation to schools operates.

The scheme is made in accordance with section 48 of the Act. This section, and associated Regulations, sets out what must be included in the scheme. The scheme, and any subsequent revisions, must be approved by the Secretary of State, who also has powers to modify or impose schemes.

More detailed financial requirements are applied by the scheme but do not form part of this published version. These are contained in the schools' Finance Manual which provides separate guidance for schools on these matters.

It should be noted that Section 48(3) of the Act states that where there is an inconsistency between this scheme and any other Council rules or regulations relating to funding and financial management, the terms of this scheme prevail. The scheme has, therefore, been prepared so that it is consistent with the principles set out in the introduction, with the Council's broader financial management framework and acknowledges the role of governing bodies having their own statutory functions and freedoms. The scheme, therefore, is a framework within which both the Council and schools are required to carry out their financial responsibilities.

1.1.2 THE BUDGET FRAMEWORK

The budget framework is covered by section 46 of the Act.

The LA sets its LOCAL SCHOOLS BUDGET (LSB). This includes all expenditure, both direct and indirect, on Enfield maintained schools. The categories of expenditure, which must be included in the LSB are prescribed in regulations made by the Secretary of State. It does not include non-school related items such as adult/community education and lifelong learning programmes, student awards and the youth service, but does include the strategic management costs associated with those activities.

The LA may only retain LSB funding centrally for purposes defined in regulations made under section 46 of the Act. The amounts retained centrally are determined by the LA, subject to any limits or conditions prescribed by the Secretary of State. The categories of centrally managed expenditure are;

- a) Specific grant
- b) Special Educational Provision
- c) School Improvement
- d) Access to Education
- e) Strategic Management

Full details of the expenditure included in the above categories are shown in the annual financial statement produced by the LA (see section 1.5.1 below).

The balance of the Local Schools Budget left after deduction of centrally retained funds is called the INDIVIDUAL SCHOOLS BUDGET (ISB).

1.1.3 THE FUNDING FORMULA

The LA may retain an unallocated reserve within the ISB but must otherwise distribute the ISB to maintained schools using the funding formula. The formula must be in accordance with regulations made by the Secretary of State under section 47 of the Act. The formula is used to calculate each school's BUDGET SHARE

The LA must consult with the governing body and headteacher of all schools covered by the scheme on any proposed changes to the methods, principles, rules, factors and criteria which the LA takes into account in determining each school's Budget Share.

The formula should be simple, objective, measurable and predictable in impact, transparent, and clearly expressed.

The LA will inform all those involved on the outcome of the consultation.

1.1.4 DELEGATED BUDGETS

The budget share for each school is delegated to the governing body, unless the school is a new school which has not yet received a delegated budget, or the right to the delegated budget has been suspended in accordance with section 51 of the Act. This section empowers the LA to suspend a school's right to a delegated budget if the provisions of this scheme (or any rules applied by the scheme) have been substantially or persistently breached, or if the budget share has not been managed satisfactorily.

There is a right of appeal by a school to the Secretary of State.

A school's right to a delegated budget share may also be suspended for other reasons (s.17 of the Act), but in that case there is no right of appeal.

Subject to any provisions of the scheme, the governing body may spend budget shares for the purposes of their school, or for any other additional

purposes prescribed by the Secretary of State in regulations made under s.50.

1.1.5 PUBLICATION OF INFORMATION

Each financial year the LA must publish a statement setting out details of its planned Local Schools Budget, showing;

- the amounts to be centrally retained
- the budget share for each school
- the formula used to calculate those budget shares
- the detailed calculation for each school

At the end of the financial year the LA must publish a further statement showing actual (out-turn) expenditure at both central level and for each school, and the balances held in respect of each school. Out-turn statements are subject to audit certification by the Audit Commission. Information in either type of statement may be collated and published by the Secretary of State.

The detailed publication requirements for financial statements and schemes are covered by regulations made under section 52 of the Act. Each school is sent a copy of the scheme and any amendment, and each year's budget and out-turn statement.

1.2 THE ROLE OF THE SCHEME

As stated in 1.1 above this scheme covers the requirements relating to financial management and other associated issues and is binding on both the Authority and on schools.

1.2.1 APPLICATION OF THE SCHEME TO THE AUTHORITY AND MAINTAINED SCHOOLS

The Scheme applies to all community, voluntary, foundation, foundation special and community special schools maintained by the Authority. The schools maintained by Enfield are listed in Annex A.

Note: Because Pupil Referral Units are not maintained schools within the meaning of s.20 (7) of the Act, they are excluded from coverage by this Scheme.

1.3 PUBLICATION OF THE SCHEME

A copy of the approved scheme will be sent to the headteacher and governing body of all schools covered by the scheme.

Any approved revisions to the scheme will be notified to each school.

A copy will also be sent to each school to be made available for reference at all reasonable times and without charge. Additional reference copies will be available at the Education, Children's Services and Leisure Group, Civic Centre, Silver Street, Enfield and at First Stop Information points around the Borough.

Copies are also widely distributed to other partners including Trades Unions and professional associations, Diocesan Board and other LAs.

1.4 REVISION OF THE SCHEME

Any proposed revisions to the scheme will be the subject of consultation with all schools and other interested parties.

Revisions may be proposed at the direction of the Secretary of State or may be initiated by the LA.

All revisions will be subject to approval by the Secretary of State.

1.5 FINANCIAL DELEGATION OF POWERS TO THE HEADTEACHER

The relative roles of the governing body, its committees, the headteacher and other staff should be defined in writing by each school. The headteacher has overall executive responsibility for the school's activities and is accountable to the governing body for the financial management of the school. The headteacher should ensure that the governing body is provided with financial advice that proper and adequate financial systems and controls are in place and that accounts and financial reports are duly submitted to the governing body and the LA.

In the context of the above, decisions made regarding delegation of powers to the headteacher should be recorded in the minutes of the governing body.

It is a matter for each governing body to consider its own requirements for a scheme of delegation within the school.

The first formal budget plan (Working Budget) of each financial year must be approved by the governing body.

A Guidance paper on 'Schemes of Delegation' for schools is included in the Finance Manual.

1.6 MAINTENANCE OF SCHOOLS

The Local Authority is responsible for maintaining the schools covered by the scheme, and this includes the duty of defraying all the expenses of maintaining them (except in the case of a voluntary aided school where some of the expenses are, by statute, payable by the governing body). Part of the way an authority maintains schools is through the funding system put in place under sections 45 to 53 of the School Standards and Framework Act 1998.

2. FINANCIAL REQUIREMENTS & AUDIT

2.1 FINANCIAL PROCEDURES

2.1.1 Application of Financial Controls to Schools

All schools are required to conform to the requirements on financial controls and monitoring contained within this Scheme, and in associated guidance or publications referred to in this document such as the Finance Manual.

2.1.2 Provision of Financial Information & Reports

All funding within school budget shares counts as local authority expenditure. The scheme therefore requires the LA to implement arrangements for the monitoring and proper use of public funds appropriate to a scheme of delegated financial responsibility to school governing bodies. These arrangements must also enable schools' income and expenditure to be integrated into the local authority financial framework.

The Governing Body is required to ensure that the school maintains an adequate local accounting system on an approved accounting package. The Authority has nominated the school records as the prime accounting records. The local system at the school, and all financial documents held, are part of the Authority's accounts and are subject to the same inspection conditions.

Quarterly financial monitoring

Schools must provide the Authority with quarterly reports of income and expenditure, together with a forecast year-end position.

VAT

Schools are required to make a monthly return for VAT purposes. There is no standard format for this return; all schools' computerised systems will generate a suitable report.

Year End

At year-end a summary of the school's records must be made available, in a format specified by the Authority, to upload to the Council's financial system (SAP). In order to make the process as simple as possible and to reduce the administrative workload of schools, the Authority will use the Common Financial Reporting accounting structure to populate SAP. Schools will therefore only be required to make a single year-end return.

Guidance on the above requirements is provided in the Finance Manual.

2.1.3 Control Of Assets

Assets Other than Land and Buildings

Schools are required to maintain an Asset Register (inventory) of all portable, valuable and desirable goods. It is suggested that any item, which a school deems to be valuable and may be subject to an insurance claim, should be listed on the Asset Register. Schools are free to determine their own arrangements for keeping a register of assets worth less than £1,000, however, a school must keep a register in some form.

The Asset Register should include the following information:

- a) Date of acquisition
- b) Description of the asset, including serial number or unique identification mark
- c) Cost (excluding VAT)
- d) Details of leasing arrangements including the source of funding
- e) Location of asset
- f) Record of disposal or write off

Schools should ensure that:

- the Registers are kept up to date.
- procedures are in place to ensure items are added to the Registers when invoices are processed.
- all items are marked, visibly and permanently, as school property.
- at least once each year, an independent stock check is carried out on all items recorded.
- significant discrepancies are reported to the governing body.

Staff who are responsible for, or are entrusted with school property, have a duty of care and must take all reasonable precautions to ensure their safe custody.

LA funded assets, as defined in the Finance Manual, must not be sold, destroyed or disposed of without the authority of the governing body who must inform the Director of Education, Children's Services and Leisure of any disposals and the proceeds. As there are particular difficulties with leased assets, schools should consult the Finance Manual before proceeding. The governing body is responsible for determining value for money in asset disposals.

Items of school property must not be removed from school premises without the appropriate delegated authority. The school must keep a record of any loan and the record updated when the asset is returned. Staff may take assets home but the position relating to insurance must be clarified and explained to staff before any assets are taken from school premises. Where assets are on loan for extended periods or to a member of staff on a regular basis, a benefit in kind may be deemed to have arisen which will have tax implications for the individual concerned and for the proper use of public funds.

Land and Buildings

With regard to the disposal of land and buildings, the procedures will be determined according to who currently owns the assets, the responsibility of the Secretary of State to safeguard the disposal of assets purchased or improved using public funds and the interests of the LA where the LA is the owner or former owner of the assets.

The ownership of school land and buildings under the new framework is set out below:

- a) Community Schools - assets are owned by the LA.
- b) Voluntary Aided Schools - assets are owned by the trustees except where the LA continues to own certain subsidiary premises such as facilities for the provision of meals.
- c) Foundation Schools - assets are owned by the governing body where there is no foundation constituted or by the trustees where the school forms or joins a new foundation.

2.1.4 Accounting Policies (Including Year - End Procedures)

All relevant accounting policies and procedures are included within the Finance Manual. They are there to ensure all parties concerned are protected and that public money is responsibly managed.

Computer system

If a school uses RM Cash Accounts, supported through the LA, the system is compatible with LA requirements. If another system is used or the school does not receive support through the LA, then the LA will need to check the system for technical compatibility. The procedure for this is set out in the Finance Manual.

2.1.5 Writing Off of Debts

The governing body can write off debts owed to the school up to a value of £500. Individual debts above that level, but not exceeding £2,500, may be written off with the approval of the Director of Education, Children's Services and Leisure. All debts above £2,500 may only be written off with the additional approval of the Director of Education and the Director of Resources. For reporting arrangements and write off requests, please refer to the Finance Manual.

2.2 BASIS OF ACCOUNTING

The scheme does not impose a particular basis of accounting on schools' internal systems. However, returns to the Authority should be done on a cash basis i.e. what the school has actually paid or received during that period, where the school uses the LA supported RM Cash Accounts system.

2.3 SUBMISSION OF THREE YEAR EXPENDITURE PLANS

The LA will supply schools with the school income and expenditure data to enable schools to plan effectively for the next three years. The governing body must send its three year expenditure plans to the LA by the Summer half term. The expenditure plan must be submitted in the format provided by the LA (full details are given in the Finance Manual). The expenditure plan can be submitted as a hard copy, on disk or electronically. Each school will also need to send details of the assumptions underpinning the expenditure plan.

The expenditure plan should include the school's estimate of deficits or surpluses carried forward from the previous financial years.

The school's formal three year expenditure plan must be approved by the Governing Body.

2.4 BEST VALUE

The statutory duty of best value of local authorities does not apply to governing bodies. However, it is considered desirable by the DCSF that schools should demonstrate that they are following best value principles in their expenditure.

Schools are required to submit, with their annual budget plan, a statement setting out what steps it will be taking in the course of the year to ensure that expenditure (particularly in respect of any large service contracts) will reflect the principles of the best value regime. Further information and guidance on this area is included in the Finance Manual and in separate guidance notes for schools on Best Value.

The main features of Best Value, as it relates to schools, are set out in Annex B to this Scheme.

2.5 VIREMENT

The governing body has complete freedom to vire amounts between budget headings. They can delegate authority to vire budgets to a panel such as the Finance Sub-Committee or to the headteacher.

2.6 AUDIT GENERAL

A review of the internal financial controls of all schools within the Authority will be carried out at least once over a three year rolling plan. An annual audit plan will be produced and agreed with the Director of Education, Children's Services and Leisure prior to the commencement of the financial year. The scope and timing of each school's audit will be agreed with the school. All reports will be discussed and cleared with the headteacher or other nominated person prior to the issue of the final report. In addition, Internal Audit will carry out a follow-up review approximately six months after the issue of the final report.

Upon request from the Director of Education, Children's Services and Leisure or the Director of Finance and Corporate Resources, Internal Audit may undertake any additional work, including investigations.

Schools are also required to comply with the requirements of the Authority's external audit arrangements and provide access to the school's records for both internal and external auditors.

2.7 SEPARATE EXTERNAL AUDITS

In addition to the processes outlined in 2.6 above, schools can use their delegated budget share to obtain external audit certification of their accounts, separate from the LA internal or external audit process.

Internal Audit may provide additional consultancy and advice on request. The cost of this service will be charged to the school budget. Internal Audit will provide the cost of this service prior to commencement.

2.8 AUDIT OF VOLUNTARY AND PRIVATE FUNDS

Governing bodies are required to obtain an annual audit certification of all voluntary and private funds held by the school and the accounts of any trading organisations controlled by the governing body. Further details are included within the Finance Manual.

2.9 REGISTER OF BUSINESS INTERESTS

The governing body of each school must establish a register which lists for each member of the governing body and the headteacher, any business interests they or any member of their immediate family have. The register must be kept up-to-date with notification of any changes and through an annual review of entries. The register must also be available for inspection by governors, staff and parents, and the Authority.

Detailed guidance is available in the Finance Manual.

2.10 FINANCIAL MANAGEMENT STANDARDS IN SCHOOLS (FMSIS)

All maintained schools must demonstrate compliance with the DCSF Financial Management Standard in Schools in line with the timetable determined by the authority, and at any time thereafter.

The authority may require schools to demonstrate compliance through the submission of evidence showing that the school has undergone an external assessment. The authority will carry out the external assessment.

2.11 NOTICE OF CONCERN

The authority may issue a notice of concern to the governing body of any school it maintains where, in the opinion of the Director of Finance and Corporate Resources and or the Director of Education, Children's Services and Leisure, the school has failed to comply with any provisions of the scheme, or where actions need to be taken to safeguard the financial position of the authority or the school.

Such a notice will set out the reasons and evidence for it being made and may place on the governing body restrictions, limitations or prohibitions in relation to the management of funds delegated to it. These may include:

- insisting that relevant staff undertake appropriate training to address any identified weaknesses in the financial management of the school;
- insisting that an appropriate trained / qualified person chairs the Finance Committee of the governing body;
- placing more stringent restrictions or conditions on the day to day financial management of a school than the scheme requires for all schools – such as the provision of monthly accounts to the authority;
- insisting on regular financial monitoring meetings at the school attended by the authority's officers;
- requiring a governing body to buy into the authority's financial support services and,
- imposing restrictions or limitations on the manner in which a school manages extended school activity funded from within its delegated budget share – for example by requiring a school to submit income projections and / or financial monitoring reports on such activities.

The notice will clearly state what these requirements are and the way in which and the time by which such requirements must be complied with in order for the notice to be withdrawn. It will also state the actions that the authority may take where the governing body does not comply with the notice.

2.12 PURCHASING, TENDERING AND CONTRACTING REQUIREMENTS

2.12.1 Each school should comply with the Authority's financial regulations and standing orders in purchasing, tendering and contracting.

These are consistent with current statutory provisions and EU directives and do not require LA approval for individual schools entering into large value contracts which are to be funded from school's resources. Similarly there is no requirement that schools should select suppliers from an approved list.

Formal tenders must be obtained for contracts over £50,000. For contracts below this value quotations are required as follows:

Goods and Services

Up to £1,000	At least one verbal quote
£1,001 to £5,000	One written quotation
£5,001 to £50,000	At least 3 written quotes

Construction Works

Up to £1,000	At least one verbal quote
£1,001 to £10,000	One written quotation
£10,001 to £50,000	At least 3 written quotes

2.12.2 Where relevant, schools are required to assess in advance, the health and safety competence of contractors. Schools must take account of the LA's policies and procedures on such matters as detailed in the Health & Safety Guidelines for Schools (Control of Contractors).

Further guidance on procurement and the detail of financial regulations and standing orders are presented in the Finance Manual.

2.13 APPLICATION OF CONTRACTS TO SCHOOLS

Schools will be consulted on, and invited to participate in, Council wide contracts for the provision of goods and services. This includes both contracts with external suppliers under competitive tendering procedures and internal arrangements with the Council's DSOs, or buy back arrangements for services delegated to schools.

Once a school has given, in writing, a commitment to participate in such a contract or trading arrangement, it is expected that the school will be bound to the final contract / trading arrangement for its length. Should the school, however, decide to opt out of such a contract / trading arrangement during its life, the LA retains the right to make additional charges to the school if such action results in any loss to the Council for the remainder of the contract period.

Although Governing Bodies are empowered under Schedule 10 (Paragraph 3) of the School Standards and framework Act 1998 to enter into contracts, in most cases they do so on behalf of the LA as maintainer of the school and the owner of the funds in the budget share. However, other contracts may be made solely on behalf of the governing body, when the governing body has clear statutory obligations e.g. contracts made by aided or foundation schools for the employment of staff.

2.14 CENTRAL FUNDS & EARMARKING

Funds will be made available to a school from certain centrally managed budgets in addition to its budget share allocation determined by the formula. Such funds will be separate from any budgets delegated from the Individual Schools Budget and will be either shown separately on the School Budget for the year or notified individually.

Such allocations will be the subject of conditions which will be notified individually. The funds will be earmarked i.e. must only be used for specific purposes. The LA may require unspent earmarked funds to be returned at the end of the year.

The LA will not make any deductions, in respect of interest costs to the LA, from payments to schools of devolved specific or special grant.

2.15 SPENDING FOR THE PURPOSES OF THE SCHOOL

Section 50 (3) of the Act empowers the governing body to spend its delegated budget as it sees fit for the purposes of the school, and for any other purposes, which may be prescribed in regulations by the Secretary of State. The right to spend for such additional purposes may be the subject of associated conditions prescribed in the regulations.

However, this power to spend is subject to any provisions included in the scheme (e.g. capital spending detailed in section 2.14 below) and LAs are able to impose their own restrictions on this freedom, arising from local circumstances.

It is not proposed to limit this freedom over & above the conditions already included elsewhere in the scheme itself.

2.16 CAPITAL SPENDING FROM BUDGET SHARES

The scheme does not preclude governing bodies from using their budget shares to fund the cost of capital expenditure on their school premises. This may also include the liability of governing bodies of Voluntary Aided schools to meet the cost of their responsibilities under paragraph 3 of Schedule 3 of the School Standards and Framework Act 1998. All expenditure that the Governing Body wants to treat as capital must meet the capital criteria as defined in the Consistent Financial Reporting guidance.

Where schools wish to fund new capital expenditure in full from delegated budgets, the Director of Education, Children's Services and Leisure should be notified of proposals in all instances so that:

- where the expenditure exceeds £20,000 in primary and special schools and £30,000 in secondary schools in any year, the Director of Education can advise on the merits of the proposed expenditure in terms of the provision of education at the school.
- where the premises are owned by the Council, the Director of Finance and Corporate Resources can advise as to the technical aspects of the planned works
- the Director of Education, Children's Services and Leisure can consider the funding of any additional revenue costs arising from the project within the Individual Schools Budget, where this is the case.
- the Director of Finance and Corporate Resources can correctly record the expenditure in the Council's accounts.

All capital expenditure incurred by the Council on its schools and in meeting the LA liability of schemes at Voluntary Aided Schools, must be recorded in the Council's central accounts and reported as part of the Council's overall capital programme, however the expenditure is actually financed. The Finance Manual sets out the circumstances in which schools will have some responsibility for capital expenditure and the process schools should follow.

2.17 FEES TO BE DEDUCTED FROM TEACHERS' SALARIES AND REMITTED TO THE GENERAL TEACHING COUNCIL FOR ENGLAND

The General Teaching Council for England (Deduction of Fees) Regulations 2001 ("the Regulations", S.I. 2001 No. 3993) came into force on 10 January 2002. The Regulations apply to teachers at maintained schools registered with the General Teaching Council for England ("the GTC") or required to be so registered by the Teachers (Compulsory Registration) (England) Regulations 2001 (S.I. 2001 No.1266). The Regulations place a duty on the employer of such teachers to deduct and remit the GTC fee in respect of a teacher who has not already paid the fee to the GTC where the GTC has notified the employer to deduct and remit the fee of that teacher. This includes teachers who have indicated to the GTC that they wish to pay the fee by a salary deduction as well as teachers who have not indicated how they wish to pay the fee.

In order to ensure the performance of the duties to deduct and remit the fee imposed on employers by the Regulations the following conditions are imposed on the Authority and governing bodies of all maintained schools covered by this Scheme in relation to their budget shares and come into effect on 28 February 2002:

- (1) By virtue of section 46 of the School Standards and Framework Act 1998 and the regulations made under that section (at present the Financing of Maintained Schools (England) Regulations 2001 (S.I. 2001 No.475, Part II and Schedule 1) the costs of payroll administration for teachers in the Authority's maintained schools fall to be met from the budget shares which are allocated to governing bodies pursuant to section 47 of the Act, and which are delegated to them pursuant to sections 49-50. Accordingly, by virtue of Chapter IV of Part II of that Act and this Scheme, governing bodies of maintained schools are responsible for making suitable arrangements (or ensuring that such arrangements are made) for the administration of payroll services in respect of their teachers.
- (2) A governing body of a community school, community special school or a voluntary controlled school, though not the employer of the teachers at such a school, shall: -
 - (a) where the governing body has entered into any arrangement or agreement with the Authority to provide payroll services, ensure that any such arrangement or agreement is amended to allow for the deduction and remittance of fees by the Authority to the GTC. The governing body shall meet any consequential costs from the school's budget share;
 - (b) where the governing body has entered into any arrangement or agreement with a person other than the Authority to provide payroll services, ensure that any such arrangement or agreement is amended to allow for the deduction and remittance of fees by that person to the Authority or directly to the GTC where this has been agreed between the GTC and the Authority. The governing body shall meet any consequential costs from the school's budget share; and

- (c) where the governing body directly administers the payroll, deduct and remit the fees to the Authority or directly to the GTC where this has been agreed between the GTC and the Authority. The governing body shall meet any consequential costs from the school's budget share.
- (3) A governing body of a foundation school, a foundation special school or a voluntary aided school, as the employer of its teachers, is by virtue of the Regulations under a duty to deduct (or arrange for the deduction of) the fee and to remit the fee to the GTC. Accordingly, a governing body shall:-
- (a) where the governing body has entered into any arrangement or agreement with the Authority to provide payroll services, ensure that any such arrangement or agreement is amended to allow for the deduction and remittance of the fees by the Authority to the GTC on the governing body's behalf. The Authority shall agree to any such amendment. The governing body shall meet any consequential costs from the school's budget share;
 - (b) where the governing body has entered into any arrangement or agreement with a person other than the Authority to provide payroll services, ensure that any such arrangement or agreement is amended to allow for the deduction and remittance of the fees by that person to the GTC or to the governing body for onward transmission to GTC. The governing body shall meet any consequential costs from the school's budget share; and
 - (c) where the governing body directly administers the payroll, deduct and remit the fees to the GTC. The governing body shall meet any consequential costs from the school's budget share.
- (4) All this shall be done whether the funding for the salary payments is paid to the Authority by the school from budget share instalments which have been held by the school in an independent bank account, or the salary costs are directly charged by the Authority to the school's budget share account.

3. INSTALMENTS OF BUDGET SHARE; BANKING ARRANGEMENTS

3.1 ACCESS TO SCHOOL BUDGET SHARES

The following sections cover frequency of instalments, the proportion of the budget share payable at each instalment, VAT and arrangements for interest clawback, where applicable.

The arrangement for allocating budget shares to each school will depend upon on whether the school:

- a) is in the Council's HSBC pooled banking scheme and opt to receive their delegated budget share in one advance in April (with the Standards Fund allocation advanced in September and other payments or grant received during the year as directed by the guidance or regulation accompanying the funding)
- b) all other schools.

All delegated and devolved resources are now advanced to schools and are inclusive of pay costs.

3.1.1 NEW ARRANGEMENTS FOR SCHOOLS IN COUNCIL'S HSBC SCHEME

(a) Delegated Budget Share

The total delegated budget share and VAT advance is paid to schools on the first banking day in the financial year, with a deduction (see 2 below) being made to compensate the Council for the loss of interest arising from this method of payment.

(b) Interest deduction

The intention is that the interest deduction will be broadly equivalent to the amount of extra interest the school will earn on its bank balance by having its entire delegated budget in its bank account from early April. In effect, the adjustment should result in neither the school nor the Council gaining or losing interest compared to the payment of advances by monthly instalments. The deduction is calculated as follows:

$$D = \frac{(\text{Delegated budget share} + \text{VAT advance}) \times \text{interest rate}}{2}$$

Where D = interest deduction

Interest rate = the Council's estimate of the interest rate for one-year money as at 1st February prior to the start of the financial year. Current estimates are that this will be 0% for 2009/10.

2 = a factor to halve the interest deduction to produce a figure that is close to the actual interest that will be earned by the school on the earlier receipt of the advance.

If over the year the average actual interest rate should prove to be 0.5% higher or lower than that assumed for the estimated interest rate used in the calculation of the interest deduction, the Council will compensate or charge the school with the difference between the estimated figure and the actual average. Such an adjustment will be made retrospectively once the actual average bank base rate for the year is known.

If the difference between the estimated interest rate and the actual average rate is less than 0.5% there will be no adjustment.

(c) School Development Grant

The full amount of the School Development Grant allocations for the year will be paid in the September advance. Unlike the delegated budget share, it is not possible for the Standards Fund to be paid at the beginning of the financial year, as the rules governing payment of the School Development Grant do not allow for an interest deduction to be made. Payment in full in one amount half way through the year means that there is no interest loss or gain to either the school or the Council.

(d) Other Advances

The School Standard grant will be paid in May in accordance with DCSF requirements.

Advances relating to rates, exclusions, Learning & Skills Council (LSC) and other grants, including Teachers' Pay Reform grants will be paid on a monthly basis. There will be no interest deduction on these advances.

(e) Recovery of Overpaid Advances

When it is necessary to recover overpaid advances from schools, for example for prior year adjustments, VAT, rates, exclusions and the LSC, this will be done by deducting the amount to be repaid from the next monthly advance. If this is insufficient, then any remaining balance will be deducted from subsequent monthly advances. If there are still sums due to be repaid by schools after the March advance has been made, an invoice will be raised on the school prior to the end of the financial year.

(f) Schools must remain in the Council's HSBC Pooled Banking Scheme

It is a condition of paying the delegated budget share in full in April, that the school keeps all of its balance in the HSBC pooled current account for the full financial year.

3.1.2 ALL OTHER SCHOOLS

Primary & Special Schools

These schools will receive 2% of the total delegated budget on the first banking day of the new financial year. The remainder of the delegated budget will be advanced on a monthly basis, starting in April, with reference to the pay date of the schools' monthly paid employees. All other advances to schools, including devolved funding, will be made monthly on the same dates that delegated funds are paid, excluding the payment on the first banking day in the new financial year.

The April Advance will be 6.37% of the delegated budget and the remaining monthly advances 8.33% of the budget.

Secondary Schools

These schools will receive 2.8% of the delegated budget on the first banking day of the new financial year, 8.33% each month between April and February, with reference to the pay date of the school's monthly paid employees, and 5.57% in March. The date of payment of the advance will be by reference to the pay date of the schools' monthly paid employees. All other advances to schools, including devolved funding, will be made monthly on the dates that delegated funds are paid, excluding the payment on the first banking day in the new financial year.

For schools using the Council Payroll service, the advances will be made six days before the staff pay day. For schools not using this service, the advance will be paid one day before the staff pay day. This distinction recognises that schools not using the Payroll Service do not need to pay tax, National Insurance and superannuation contributions over to collecting bodies until some time after the staff pay date.

Advances are made to schools without cash flow deductions.

A school may request an advance to be increased by bringing forward resources from a future instalment due to be made later in the same financial year. This will assist those schools with particular cash flow needs arising from major developments at the school and can be arranged following a written request to the Director of Finance and Corporate Resources. An interest charge at an agreed rate will be deducted from the later advance in recognition of the advanced funding.

3.1.3 VAT REIMBURSEMENTS

VAT reimbursements will be dealt with through a percentage add-on to advances to allow schools to pay VAT on invoices without cash flow implications. At the year end the Authority will reconcile the amount advanced for Vat with the amount paid out and received by the school. Any required adjustment will be made in the new financial year.

3.1.4 DEDUCTIONS FOR CENTRALLY INCURRED EXPENDITURE

Advances to schools will be made without deductions for centrally incurred expenditure or for services provided to schools by the LA under service level agreements.

3.2 INTEREST ON LATE BUDGET SHARE PAYMENTS

The LA will add interest to late payments of budget share instalments, where such late payment is the result of LA error.

3.3 BANKING ARRANGEMENTS

All maintained schools in Enfield have bank accounts. Schools are able to retain all interest earned on their accounts.

3.3.1 RESTRICTIONS ON ACCOUNTS

Schools can use any High Street Bank or major Building Society. Alternatively, the Council's own bankers (HSBC) offer a specific scheme for Enfield schools.

All bank accounts must have the London Borough of Enfield and the school name as part of the description.

3.4 BORROWING BY SCHOOLS

Governing bodies may not enter into any borrowing arrangement with an external lender without the written permission of the Secretary of State.

This does not apply to Trustees and Foundations, whose borrowing, as private bodies, makes no impact on Government accounts. However, these debts may not be services directly from the delegated budgets. Governing bodies do not act as agents of the LA when repaying loans.

In addition, governing bodies may not enter into any leasing arrangement without first obtaining the Council's approval to the form of agreement. This is to ensure there are no implications for the Council's overall capital resources.

4. THE TREATMENT OF SURPLUS AND DEFICIT BALANCES ARISING IN RELATION TO BUDGET SHARES

4.1 RIGHT TO CARRY FORWARD SURPLUS BALANCES

Any underspends against the total resources available, as determined upon the closure of the year's accounts and reported in statements published under Section 52 of the Act, will accrue automatically to the school and will be added to the school's budget share for the following year.

4.2 REPORTING ON THE INTENDED USE OF SURPLUS BALANCES AND THE RECYCLING OF SURPLUS BALANCES

Governing bodies are required to report on the intended use of balances where the total accumulated balances exceed 5% of that financial year's budget share. The criterion for retaining balances of 5% or more is as follows to:

- a. support prior year financial commitments that have not been charged to the accounts by the preceding 31st March
- b. fund specific purposes as assigned by the Governing Body and permitted by the Authority, as detailed below, which the Authority is satisfied are properly assigned. To count as properly assigned, amounts must not be retained beyond the period stipulated for the purpose in question without the consent of the Authority.

NB: This last provision is intended to ensure that schools can build up reserves towards particular projects but cannot defer implementation indefinitely.

Balances Assigned for Specific Purposes

Schools may declare balances to be assigned for specific purposes only within the permitted categories given below. Such declarations must be set out in the minutes of the governing body and information on such declarations given to the Authority in a format determined by the Authority. The Authority may take such steps as appropriate to determine that such declarations are properly assigned.

Permitted Categories

- for a maximum of three years* - a reserve to finance planned capital works for the purposes of the school, as set out in the school development plan.
- for a maximum of three years* - a reserve to finance planned replacement of equipment/purchase of new equipment, as set out in the school development plan.
- for a maximum of two years* - a reserve to finance planned building repairs and maintenance, as set out in the annual maintenance plan.
- for a maximum of two years* - a reserve to enable the school to maintain staffing levels in the short/medium term in the face of changing rolls, as set out in the school development plan.

* within each permitted category, the commencement of the time period indicated will be deemed to be the date of the appropriate declaration in the minutes of the governing body.

Control of surplus balances

- (a) the Authority shall calculate each year the surplus balance, if any, held by each school as at the preceding 31 March. For this purpose, the balance will be recurrent balance category as defined in the Consistent Financial Reporting Framework;
- (b) Then the prior years commitments as reported by the school shall be deducted from the calculated surplus balance. This relates solely to financial commitments that the school has entered into prior to the end of the financial year, e.g. placed an order, but the goods or services were not received by 31st March and so no invoice has been paid, nor an accrual raised.
- (c) Then the amount assigned for specific purposes as reported by the school and permitted by the Authority (as detailed above) shall be deducted from the calculated surplus balances;
- (d) If the result of steps (a) to (c) above is that the school has surplus balances of more than 5% of the current year's budget share, in the case of secondary schools, or 8% of the current year's budget share, in the case of primary and special schools, then the amount above these thresholds will be deducted from the current year's budget share.

If the school does not send in their information on surplus balances as required under this Scheme and does not provide the authority with any reason for not providing the information then, in the case of a secondary school, any balance above 5% and, in the case of primary or special school, any balance above 8%, shall be deducted from the current year's budget share.

Funds deriving from sources other than the authority will be taken into account in this calculation if paid into the budget share of the school, whether under provisions of this scheme or otherwise.

Funds held in relation to a school's powers under section 27 of the Education Act 2002 (community facilities) will not be taken into account, unless added to the budget share surplus by the school as permitted by the authority.

Individual schools will continue to have the right to appeal against any decision to recycle their balances. The Schools Forum will consider any appeals. Any balances that are recycled will be added to the Schools Budget in the following financial year.

4.3 INTEREST ON SURPLUS BALANCES

All schools operating local banking arrangements and as such interest will be earned and paid into their accounts directly by their bankers or by the Authority where the school has opted to join the LA's schools' banking scheme.

4.4 OBLIGATION TO CARRY FORWARD DEFICIT BALANCES

Where a deficit or 'overspend' has been accumulated this will be carried forward and deducted from the following year's budget share.

4.5 PLANNING FOR DEFICIT BALANCES

It is possible for schools to plan for a deficit in certain limited circumstances as outlined in section 4.9 below, subject to the approval of the LA.

4.6 CHARGING OF INTEREST ON DEFICIT BALANCES

Interest is not chargeable by the LA where all transactions of a school (including employee costs) are processed through local banking arrangements. Any additional bank charges arising from the school account going into deficit must be met by the school.

4.7 WRITING OFF DEFICITS

The LA cannot write off the deficit balance of any school.

4.8 BALANCES OF CLOSING AND REPLACEMENT SCHOOLS

When a school closes or amalgamates, any balance whether surplus or deficit reverts to the LA. It is for the LA to decide whether the balances from the predecessor schools get transferred to the new school or retained within the Schools Budget.

Regulations made under section 47 of the Act (budget share allocations) will make provision for schools which have the effect of giving them the benefit of additional sums which are equal to or less than the balances of the relevant closing schools.

The regulations will also provide for the abatement of extra funding for new schools to recognise the deficit of a preceding school but will not allow a sum equal to the deficit to be set against any normal funding for the new school.

4.9 LICENSED DEFICITS

Providing a school does not have an accumulated deficit at 31 March, it is possible to plan for a deficit budget over a three-year period. For primary and special schools, this is up to a maximum value of £50,000. For secondary school, this is up to a maximum value of £100,000. If a school has an accumulated deficit at 31 March and plans to have a deficit budget then it needs to seek the LA's support for such a decision. A school may set a deficit budget to prevent excessive instability within the school or to address specific short-term problems, i.e. emergency repairs, long term sickness.

The total licensed deficits, together with any loans agreed under paragraph 4.10 below, will be limited to 20% of the value of all school balances at the end of the previous year. This is subject to any implications this may have on the cash balances of schools operating local banking arrangements. If the school requires a longer period for the deficit, or requires more than the limit, please refer to paragraph 4.10 regarding the loan scheme.

If a school has a licensed deficit, and the school proposes to spend amounts received by it in respect of School Standards Grant on purposes other than reducing the licensed deficit, the LA must agree to such a proposal unless, in its view, the proposed expenditure is unreasonable in the school'.

4.10 LOAN SCHEME

The LA will consider, in some circumstances for the school to borrow a sum of money over and above its budget share. The circumstances include:

- major building investments that are consistent with the asset management plan or an agreed priority for capital expenditure;
- works to support the achievement of objectives as identified in the School Development Plan,
- or essential works to comply with legislative / regulatory requirements.

Schools seeking a loan would be required to submit:

- a letter from the Chair of Governors setting out plans for which a loan is sought, and how this contributes to the school's development plan;
- a demonstration that the school would be able to make the loan repayments over the period of the loan from within its financial resources,
- a commitment from the Governing Body that the loan repayment may be made by way of a deduction from the school's budget share.

In these circumstances, the school may borrow a sum that would normally be an amount in excess of the licensed deficit limit set out in paragraph 4.9, up to 10% of the school's delegated budget, although this limit can be extended in exceptional circumstances when the school can demonstrate their ability to repay the loan.

The LA would expect a school to plan for a deficit budget for values in accordance with paragraph 4.9. The Directors of Education, Children's Services and Leisure and Finance and Corporate Resources will consider each application on its merit, but will limit the total amount lent, plus any deficits planned in accordance with paragraph 4.9, to 20% of the value of all school balances at the end of the previous year. Interest will be agreed at the start of the loan. Details of the scheme are included in the Finance Manual.

5. INCOME

In general terms, schools are able to retain all income unless it refers to the disposal of certain capital assets, or to a PFI/PPP project which is subject to a separate agreement. All income, which would otherwise accrue to the LA, must be included in the school's revenue accounts. Procedures must be established to ensure income is received on due dates. Guidance on this is included in the Finance Manual.

5.1 INCOME FROM LETTINGS

The governing body must approve income scales for the letting of school premises and the use of school facilities. The school may wish to cross-subsidise charges made to community and voluntary groups with income from other lettings provided that, in the interest of the management of public funds, there is no net overall cost falling on the school's budget share.

Income from the letting of school premises should not normally be payable into voluntary or private funds held by the school.

5.2 INCOME FROM FEES AND CHARGES

Scales of fees and charges must be approved by the governing body. In doing so, it should have regard to Council policy statements on charging.

5.3 INCOME FROM FUND RAISING ACTIVITIES

Schools are able to retain all income from fund raising activities.

5.4 INCOME FROM THE SALE OF ASSETS (OTHER THAN LAND AND BUILDINGS)

Income from the sale of assets purchased from delegated funds will be retained by the school and included in its revenue accounts. Income from the sale of assets purchased by the school's private fund will be retained by the school and does not need to be included in the school's revenue accounts. It is for the Council to decide whether the proceeds of sale of assets purchased from non-delegated LA funds should be retained by the LA or the school. The proceeds from the sale of assets funded from Council capital resources or from the sale of land and buildings owned by the Council constitute capital receipts which will accrue to the Council.

The retention of the proceeds from the sale of premises not owned by the LA is not a matter for this Scheme.

5.5 PURPOSES FOR WHICH INCOME MAY BE WORN

Income from the sale of assets purchased using delegated funds may only be spent for the purposes of the school.

6. THE CHARGING OF SCHOOL BUDGET SHARES

6.1 GENERAL PROVISION

6.1.1 The LA may make charges against school budget shares without the permission of the school governing body when it is able to demonstrate that it has necessarily incurred additional expenditure as a result of the school's actions. This will only be in the following circumstances. In all cases, the LA will consult with schools on the issues concerned and provide an explanation and justification for the charges made. The LA will also notify the school when the charge has been made. The process for disputes is outlined in detail in the Finance Manual.

6.1.2. The salaries of school-based staff will be charged to school budget shares on the basis of actual salary costs.

6.2 CIRCUMSTANCES IN WHICH CHARGES MAY BE MADE

6.2.1 Where premature retirement costs have been incurred without the prior written agreement of the LA to bear such costs (the amount chargeable being only the excess over any amount agreed by the LA);

6.2.2 Other expenditure incurred to secure resignations where the school had not followed LA advice;

6.2.3 Awards by courts and industrial tribunals against the LA, or out of court settlements, arising from action or inaction by the governing body contrary to the LA's advice;

6.2.4 Expenditure by the LA in carrying out health and safety work or capital expenditure for which the LA is liable where funds have been delegated to the governing body for such work, but the governing body has failed to carry out the required work;

6.2.5 Expenditure by the LA incurred in making good defects in building work funded by capital spending from budget shares, where the LA owns the premises or the school has voluntary controlled status;

6.2.6 Expenditure incurred by the LA in insuring its own interests in a school where funding has been delegated but the school has failed to demonstrate that it has arranged cover at least as comprehensive as that which would be arranged by the LA; (see also 10.1)

6.2.7 Recovery of monies due from a school for services provided to the school, where a dispute over the monies due has been referred to a disputes procedure set out in a service level agreement, and the result is that monies are owed by the school to the LA;

- 6.2.8** Recovery of penalties imposed on the LA by the Board of Inland Revenue, the Contributions Agency or HM Customs and Excise, Teachers Pensions or regulatory authorities as a result of school negligence or error;
- 6.2.9** Correction of LA errors in calculating charges to a budget share (e.g. pension deductions). In each case the LA will consider whether the correction is reasonable and will hold discussions with the governing body to that effect;
- 6.2.10** Additional transport costs incurred by the LA arising from decisions by the governing body on the length of the school day, and failure to notify the LA of non-pupil days resulting in unnecessary transport costs;
- 6.2.11** Legal costs which the LA incurs because the governing body did not accept the advice of the LA (see also section 11);
- 6.2.12** Costs of necessary health and safety training for staff employed by the LA, where funding for training had been delegated but the necessary training has not been carried out;
- 6.2.13** Compensation paid to a lender where a school enters into a contract for borrowing beyond its legal powers, and the contract is of no effect;
- 6.2.14** Interest charges for the late payment of invoices, in accordance with the Late Payment of Commercial Debts (Interest) Act November 1998, where the reason for the delay in payment occurred at the school;
- 6.2.15** Additional central costs incurred by the LA as a result of changes introduced by the school (e.g. the decision to change lunchtime arrangements, which could result in additional contract or meal supervisor costs and changes in session times) and when the school has failed to follow the procedures for notifying and consulting the LA;
- Full details will be shown in the Finance Manual.
- 6.2.16** Ineligible expenditure incurred by schools against devolved grant funded allocations which results in the withdrawal of grant funding. This refers in particular to allocations from the Standards Fund and the Single Regeneration Budget;
- 6.2.17** Expenditure incurred by the LA under the terms of a PFI/PPP contract, which relates to services for which the school has delegated responsibility. A school's share of any charges relating to a PFI/PPP contract will be dealt with in accordance with Section 9 of this scheme;
- 6.2.18** Cost of work done in respect of teacher pension remittance and records for schools using non-LA payroll contractors, the charge to be the minimum needed to meet the cost of the Authority's compliance with its statutory obligations;

- 6.2.19** Cost incurred by the LA in securing provision specified in a statement of SEN where the governing body of a school fails to secure such provision despite the delegation of funds in respect of that statement;
- 6.2.20** Costs incurred by the LA due to submission by the school of incorrect data;
- 6.2.21** Costs incurred by the LA as a result of the governing body being in breach of the terms of a contract.
- 6.2.22** Payment of invoices by schools for Council services – where an invoice for such services has not been paid within 2 months of the invoice date, a reminder has been sent and the invoice is not in dispute, the Authority reserves the right to charge the school budget share for the value of the invoice plus an additional charge for interest. The Authority will write to the school prior to the charge being made to notify them of the action.

7. TAXATION

7.1 VALUE ADDED TAX

The Council, and therefore all maintained schools, can recover the VAT incurred on expenditure relating to non-business activities and, also, subject to regulations, exempt activities as well. Guidance on such activities is included in the Finance Manual.

Schools will therefore be reimbursed the net VAT incurred on their expenditure met from their delegated budget shares (see paragraph 3.1.3). VAT on expenditure which is the responsibility of the governing body of a Voluntary Aided school in carrying out their statutory obligations to maintain the external fabric of their premises and on capital works carried out at Foundation Schools funded directly by the DCSF will not qualify for reimbursement.

Detailed guidance and advice on all VAT related matters are included in the Finance Manual.

7.2 CIS (Construction Industry Scheme)

Schools are required to follow the procedures laid down by the Council in relation to the Construction Industry Scheme. Details of these procedures are included in the Finance Manual.

8. THE PROVISION OF SERVICES AND FACILITIES BY THE LA

8.1 PROVISION OF SERVICES FROM CENTRALLY RETAINED BUDGETS

It is for the LA to determine on what basis services and additional Premature Retirement Compensation (PRC) and redundancy payments from centrally retained funds will be provided to schools. This will be subject to consultation with all schools.

Services will be offered to all schools, regardless of their category unless

- a) funding has been delegated to some schools only
- b) there are differences in statutory duties which justify the provision of differential services

The LA will consult schools on the provision of those services to be delegated.

8.2 THE PROVISION OF SERVICES BOUGHT BACK FROM THE LA USING DELEGATED BUDGETS

Any arrangement with schools, which started on or after the 1 April 1999 will be for a maximum period of three years. Any subsequent agreement relating to the same services will be limited to a maximum of five years.

It is anticipated that the majority of service arrangements will be for a minimum period of three years although individual circumstances may lead to the establishment of annual agreements. This will be included in the consultation arrangements with schools.

When a service is provided for which expenditure is not retained centrally, it will be offered at prices which are intended to generate income which is no less than the cost of providing those services. The total cost of the service must be met by total income, even if schools are charged differentially.

8.2.1 PACKAGING OF SERVICES OFFERED TO SCHOOLS

Any service the LA provides on a buy back basis will be offered in a way which does not unreasonably restrict schools' freedom of choice among the services available. Services will be offered on an individual basis and discounts may be offered for packages of services.

8.3 SERVICE LEVEL AGREEMENTS

When services or facilities are provided to schools by the LA under a Service Level Agreement (either free or on a buy-back basis), the terms of the agreement will be reviewed at least every three years.

Schools will be consulted during the Autumn Term on their requirements for services for the following financial year. Service Level Agreements must be in place before 1st March to be effective for the following year.

- 8.3.1.** Some services will be offered on an ad hoc basis (i.e. not related to an extended agreement) as well as under a Service Level Agreement. Ad hoc provision will be chargeable at a differential rate than that offered under an SLA.

Centrally funded premises and liability insurance are excluded from these requirements, as the limitations envisaged may be impracticable for insurance purposes.

9. PFI/PPP CONTRACTS

9.1 Where services are being provided to a school under a PFI/PPP contract the LA will discuss with the governing body the basis of apportionment of the annual charge between the LA and the school.

The apportionment of the charge will be calculated by the LA and will be based on the following general principles: -

- (a) The school's share of the annual charge will be related specifically to the elements of the service provision for which the school holds the delegated budget.
- (b) The school's share will be calculated with reference to the cost information provided by the PFI/PPP operator.
- (c) The indexation of the school's share will be calculated in accordance with the PFI/PPP contract and the elements of the costs subject to indexation.
- (d) The school will benefit from payment deductions relating to performance and availability in so far as they relate to delegated services and also from any income sharing arrangements.
- (e) The school's share of the unitary charge will be adjusted to take account of increases or decreases in costs that arise from agreed variations where these relate to services for which the school has delegated responsibility.

9.2 CHARGING SCHOOL BUDGET SHARES

The LA will charge to the school's delegated budget that part of the annual charge to be paid by the school, calculated by the LA in accordance with the principles in 9.1 above. The LA will discuss the proposed charge with the school's governing body before any charge is made. However, the LA retains the right to make such a charge against the school's delegated budget without the permission of the governing body.

10. INSURANCE COVER

10.1 INSURANCE COVER

In the case of delegated insurance provision the school must demonstrate that, under a policy arranged by a governing body, it has obtained sufficient cover of the LA's insurable interest consistent with the LA's minimum requirements. This required level will have regard to the actual risks, which might reasonably be expected to arise at individual schools concerned.

The LA's insurable interest may be determined according to whether the LA is the owner of the asset to be insured in the case of land, buildings and contents the specific responsibilities of the governing body and the responsibilities of the LA to secure and maintain Education provision.

Further information on insurance is contained in the Finance Manual including details of the LA's minimum requirements and recommendations for insurance cover for those schools where the LA has no or only a partial insurable interest.

See also 6.2.6 re Charging Delegated Budget Shares

11. MISCELLANEOUS

11.1 RIGHT OF ACCESS TO INFORMATION

Schools will need to supply the LA with the information it may reasonably require to ensure the integrity of the school's financial arrangements. This will include information on the management of the school's budget share plus any earmarked expenditure.

11.2 LIABILITY OF GOVERNORS

The governing body is a corporate body and, as such, governors of maintained schools will not incur personal liability in the exercise of their power to spend the delegated budget share as long as they act in good faith.

11.3 GOVERNORS EXPENSES

Allowances may be paid to governors from a school's delegated budget share for certain purposes only. These will be outlined in regulations under schedule 11 of the School Standards and Framework Act.

Payment of expenses duplicating those paid by the Secretary of State to additional governors appointed to schools under special measures will not be allowed.

The LA may delegate funds to meet governors' expenses to the governing body of a school yet to receive a delegated budget.

11.4 RESPONSIBILITY FOR LEGAL COSTS

Costs arising from legal action involving the governing body may be charged to the school's budget share if the governing body does not follow such advice and general guidelines provided by the Authority, for example, if the LA's advice that a dismissal is likely to be judged unfair is ignored by the governing body. (See also section 6)

The LA will work with governing bodies and support them in cases of legal action. If a governing body has failed to act on the advice of the LA, or has ignored LA guidelines on specific issues, the LA will write formally giving notice that it will no longer indemnify the governing body against legal costs arising from any action taken.

Charges for legal costs will only be made to a school's delegated budget if the above procedure has been followed.

Although every effort will be made to resolve situations before legal action is taken, where there is a conflict of interest between a governing body and the LA, governing bodies will be advised to seek independent legal advice.

11.5 HEALTH AND SAFETY

Schools must have due regard to the duties placed on the LA in relation to Health & Safety, and the Authority's policy on health and safety matters in expending the school's budget share.

Under section 39(3) of the School standards and Framework Act, the LA may issue directions to the governing body and headteacher of a community, community special or voluntary controlled school on health and safety matters and these directions are enforceable, so far as governing bodies are concerned, via s 497 of the Education Act 1996, if not complied with.

See also section 6.2.4

11.6 RIGHT OF ATTENDANCE FOR CHIEF FINANCE OFFICER

The Resources, or his/her representative, will not attend governing body meetings as a matter of routine. However, where agenda items concerning probity or overall financial management are under discussion, schools must permit attendance if the Director of Resources considers it necessary. Such attendance will only be in exercise of his/her statutory responsibilities for the proper conduct of the Council's financial affairs. Prior notice of the intention to attend a meeting will be given unless it is impracticable to do so.

11.7 DELEGATION TO NEW SCHOOLS, EXPANDING AND AMALGAMATING SCHOOLS

For the purposes of the scheme, the term new school includes an amalgamation of two different schools but not a consolidation onto one site of an existing school.

(a) New School

The LA will determine a provision for start up costs for the governing body of a new school prior to the school first admitting pupils. The amount will be sufficient to fund some employee related costs, provision for books and non-capital equipment and other running costs.

The extent of the funding delegated will be determined by the individual circumstances of the new school.

A new school will receive a delegated budget not later than the date on which it opens (i.e. the date on which it first admits pupils) unless the LA obtains the Secretary of State's approval to a postponement beyond that date. Such permission will only be given in exceptional circumstances.

(b) Amalgamation of two schools

When two schools amalgamate, the amalgamated school will receive one block allocation through the local funding formula. In addition, to this, the amalgamated school will receive budget protection for the first three full years following amalgamation.

The table below provides details of the protection the school will receive.

Years	Protection
1 & 2	An additional block allocation
3	50% of an additional block allocation

(c) Funding for Pupil Numbers for New and Expanding Schools

(i) New Schools

New schools would receive funding for the estimated numbers of pupils due to start during the financial year. The funding would be based on the AWPU and calculated from when the pupils are due to start and not be subject to a re-determination.

(ii) Temporary and Permanent Expansion

When there is an agreed expansion with the Authority of a school or year group then the school will receive for:

- Permanent expansion of the school:

Year	Funding
1	7/12 th of the AWPU funding for the agreed number of projected pupils numbers from the start of the academic year
2	5/12 th of the AWPU funding for the difference in the number of additional pupils recorded on PLASC and the number of projected pupils agreed with the Authority

- Temporary expansion for a year group:

Year	Funding
1	7/12 th of the AWPU funding for the agreed number of projected pupils numbers from the start of the academic year
2 & 3	If, the pupil numbers recorded on January PLASC are below 20 then the school would be funded for the difference between the number of pupils recorded on PLASC and the 20 pupils required to ensure sufficient funding
Subsequent years	If, the school experiences financial difficulties due to meeting the needs of the additional class then the Authority may consider an approach from the school for financial support which will need to be formalised with an agreed recovery plan

11.8 'WHISTLEBLOWING' (ALLEGATIONS OF MALPRACTICE)

If there are any circumstances where financial irregularity is suspected, the governing body, or the individual member of staff, must inform the Director of Education immediately. This includes instances of fraud or where the Council's Standing Orders, Financial Regulations or Scheme of delegation are not complied with. The Authority will take all precautions to protect the confidentiality of the individual raising the concern.

11.9 CHILD PROTECTION

Schools must agree to release staff, as necessary, to attend child protection case conferences and other related events.

11.10 TEACHERS' PENSIONS

In order to ensure that the performance of the duty on the Authority to supply Teachers Pensions with information under the Teachers' Pensions Regulations 1997, the following conditions are imposed on the Authority and governing bodies of all maintained schools covered by this Scheme:

The conditions only apply to governing bodies of maintained schools that have not entered into an arrangement with the Authority to provide payroll services.

A governing body of any maintained school, whether or not the employer of the teachers at such a school, which has entered into any arrangement or agreement with a person other than the Authority to provide payroll services, shall ensure that any such arrangement or agreement is varied to require that person to supply salary, service and pensions data to the Authority which the Authority requires to submit its annual return of salary and service to Teachers' Pensions and to produce its audited contributions certificate. The Authority will advise schools each year of the timing, format and specification of the information required. A governing body shall also ensure that any such arrangement or agreement is varied to require that Additional Voluntary Contributions (AVCs) are passed to the Authority within the time limit specified in the AVC scheme. The governing body shall meet any consequential costs from the school's budget share.

A governing body of any maintained school which directly administers its payroll shall supply salary, service and pensions data to the Authority which the Authority requires to submit its annual return of salary and service to Teachers' Pensions and to produce its audited contributions certificate. The Authority will advise schools each year of the timing, format and specification of the information required from each school. A governing body shall also ensure that Additional Voluntary Contributions (AVCs) are passed to the Authority within the time limit specified in the AVC scheme. The governing body shall meet any consequential costs from the school's budget share.

12. GM AND GM SPECIAL SCHOOLS**12.1 BALANCES OF SCHOOLS WHICH WERE FORMERLY GM AND GM SPECIAL SCHOOLS**

Where a former GM school had a deficit balance at the end of FAS funding, such deficit was carried forward. Any schedule for eliminating the deficit agreed with the FAS (or the LA in the case of deficits incurred when the school was previously maintained by the LA, and carried over into the change of status under the GM Finance Regulations), will continue to be adhered to.

12.2 SECTION 255 LOANS

In the case of any loans made to former GM schools under s.255 of the Education Act 1996, where these schools now have foundation or foundation special school status the amounts due for repayment of such loans may be charged by the LA against schools' budget shares where payments are not made to the Secretary of State.

13. RESPONSIBILITY FOR REPAIRS AND MAINTENANCE

13.1 EXTENT OF DELEGATION

In line with the guidance from the DCSF, under the new funding framework the LA has delegated all repairs and maintenance responsibilities to schools, with the exception of capitalised repairs. Capitalised repairs are defined in accordance with the CIPFA Code of Practice and relate to works that will:

- Lengthen substantially the useful life of the building;
- Increase substantially the open market value of the building;
- Increase substantially the extent to which the building can be used for local authority purposes.

If appropriate, low value works can be amalgamated into a single project, which can then be considered for capitalisation.

These arrangements will apply for kitchens. With regards to delegated maintenance for school kitchens, the LA provides a buyback arrangement for primary and special schools. The buyback provides cover for servicing contracts and limited cover for emergency repairs. For further details, please contact CTCS.

There are agreed de minimis limits which are used for the definition of capital and revenue in assigning responsibility for types of work. In accordance with DCSF requirements, these de minimis limits must also be used in defining what is delegated.

The agreed de minimis limits, which will be applied over the next two years, are sums greater than:

Years	Primary & Special £000's	Secondary £000's
2009/2010	30	44
2010/2011	35	51

After the two year period, the limits will be reviewed and increased in line with the building price indices at the start of each multi year period.

However, in addition to revenue works, schools continue to retain responsibility for various works, which was previously part of the extended scheme of delegation, irrespective of the cost. These are:

- Internal painting;
- External redecoration;
- Drainage;
- Playgrounds;
- Boundary fencing and walls

Further details can be found in the Property Handbook for Schools.

13.2 VOLUNTARY AIDED SCHOOLS

The division of responsibility for repair works at Voluntary Aided Schools changed in April 2002, following extensive consultation between the DCSF, Voluntary Aided schools, Diocesan Authorities and LAs. Responsibilities are now as follows:

13.2.1 Capital Work

VA governing bodies are liable for:

- The existing buildings (internal and external);
- Those buildings previously known as 'excepted' i.e. kitchens, dining areas, medical / dental rooms, swimming pools, caretakers' houses);
- Perimeter walls and fences, even if they are around the playing fields;
- Playgrounds;
- Furniture, fixtures and fittings (but not normally ICT equipment);
- Other capital items (which can include boiler replacements and replacement of services).

The LA is liable for:

- Playing fields;
- Buildings on those fields and related to their use.

13.2.2 Revenue

Under the new arrangements, the responsibility for all revenue work has been transferred to the LA, with the responsibility and funding delegated to VA schools in the same way as for all other schools. There is now no statutory governing body contribution to revenue work, and the Formula Repair grant, previously paid to VA schools for revenue expenditure on their liabilities, has been discontinued.

Further information is provided in the DCSF guidance "Funding for Premises Related Work at Voluntary Aided Schools in England", effective from 1st April 2002.

SECTION 14: APPLICATION OF THE SCHEME TO THE COMMUNITY FACILITIES POWER**1. INTRODUCTION**

1.1 Community facilities are defined in the Act as “any facilities or services whose provision furthers any charitable purpose for the benefit of – (a) pupils at the school or their families, or (b) people who live or work in the locality in which the school is situated”.

1.2 Schools that choose to exercise the power conferred by s.27 (1) of the Education Act 2002 to provide community facilities will be subject to a range of controls. First, regulations made under s.28 (2), if made, can specify activities, which may not be undertaken at all under the main enabling power. Secondly, the school is obliged to consult its LA and have regard to advice from the authority. Schools wishing to develop services or facilities for the community are encouraged to discuss proposals with the Local Education Authority in the first instance. Thirdly, the Secretary of State may issue guidance to governing bodies about a range of issues connected with exercise of the power, and a school must have regard to that.

However, under s.28 (1), the main limitations and restrictions on the power will be

- a. those contained in schools’ own instruments of government, if any; and
- b. in the maintaining LA’s scheme for financing schools made under section 48 of the School Standards and Framework Act 1998. Paragraph 2 of Schedule 3 to the Education Act 2002 extends the coverage of schemes to the powers of governing bodies to provide community facilities.

Schools are therefore subject to prohibitions, restrictions and limitations in the scheme for financing schools.

This section of the scheme does not extend to joint-use agreements; transfer of control agreements, or agreements between the Authority and schools to secure the provision of adult and community learning.

1.2 The budget share of a school may not be used to fund community facilities – either start-up costs or ongoing expenditure – or to meet deficits arising from such activities. This includes any accumulated surplus on the budget share.

1.3 The mismanagement of community facilities funds can be grounds for suspension of the right to a delegated budget.

2. CONSULTATION WITH THE LA – FINANCIAL ASPECTS

2.1 Section 28(4) of the Education Act 2002 requires that before exercising the community facilities power, governing bodies must consult the local education authority, and have regard to advice given to them by their LA.

2.2 Schools are likely to benefit from informal contacts and advice from officers with the relevant professional expertise well before the formal consultation

itself. It would also be helpful to all parties if schools gave the LA notice of their intent to exercise the power in advance of the formal consultation.

- 2.3** Formal consultation with the local authority will commence when the full consultation material has been submitted in writing and the response period will begin from receipt of the full material. Major uses of the power where services have an annual turnover in excess of £1000,000, or where capital schemes costing more than £100,000 are involved, will lead to the LA providing formal advice in writing within eight weeks. In the case of more minor use of the power, advice will be provided within six weeks. Subsequently the governing body should inform the Authority of the action taken in response to this advice.
- 2.4** The school must provide the following information in the formal consultation document:
- A full business plan for the provision of the proposed community facilities or services covering the first three years of operation;
 - In the case of capital projects affecting the existing buildings on the school site and/or the construction of new buildings, then the full plans and costing of the work proposed;
 - Details of any planning and environmental considerations and evidence of discussions with relevant regulatory authorities;
 - Details of the progress of consultations with school staff and parents;
 - Expressions of support from potential user groups, local community groups, neighbouring schools, business representatives, as appropriate;
 - Details of how the facility will be managed and how this relates to the management of the school;
 - A statement that the proposed activities will not interfere with the overriding purpose of the schools in achieving high standards for pupils;
 - Details of any proposed funding agreements with third parties;
 - The proposed insurance arrangements.
- 2.5** In all circumstances the consultation document should be sent to The Director of Education. Where Early Years and Childcare developments are included then a copy should also be sent to the Head of the Early Years and Childcare Service.
- 3. CONSULTATION WITH OTHER BODIES**
- 3.1** Section 28 (4) requires governing bodies to consult the staff of the school and the parents of registered pupils of the school.
- 3.2** School governing bodies should consult the planning and service provision bodies in their neighbourhoods which are currently involved with those sorts of facilities. For example leisure facilities via the Leisure Services Group , adult education providers, local colleges and the local learning and skills council if adult education is involved. Often the relevant bodies will have plans which affect the activities proposed and may be interested in becoming a partner in the particular project.
- 3.3** Bodies with plans covering the community to be served by the facility or services should be consulted and the degree of fit with the relevant planning frameworks and policies assessed. In particular the following should be consulted if their work could be affected:

- The Local Early Years and Child Care Partnership where any developments affecting early years education or child care are proposed – the early years and child care development plan as it covers the community served by the facility is an important document, it may also be advisable to consult existing local providers;
- Community development plans and the priorities contained therein will be very important for community facility developments. There may also be specific plans for young people, area regeneration, leisure facilities and / or arts/sports plans and so on.
- Agencies such as Sports England and the Arts Council will have policies and strategies if not specific plans that will affect not only their funding attitudes but also set their priorities.
- All the schools within the partnership and neighbouring secondary schools.
- Local adult and community learning providers, if such provision is proposed and the Learning and Skills Council (LSC) for North London. The school's proposals should be consistent with the Adult and Lifelong Learning Plans for Enfield.

4. FUNDING AGREEMENTS – LA POWERS

- 4.1** The provision of community facilities in many schools may be dependent on the conclusion of a funding agreement with a third party which will either be supplying funding, or supplying funding and taking part on the provision. A very wide range of bodies and organisations are potentially involved.
- 4.2** The Authority has the following requirements in relation to funding agreements with third parties (as opposed to funding agreements with the Authority itself).
- 4.2.1** Any such proposed agreement should be submitted to the LA for its comments and advice;
- 4.2.2** Such draft agreements should form part of the consultation with the LA (see section 2 above, in particular 2.4). Schools must have regard to advice given by the LA. The Authority may wish to set conditions upon access, egress and use of other facilities on the site.

Note: The LA does not have a general right of veto on such agreements, either directly or through requiring a right to countersign the agreement. If the third party requires LA consent to the agreement for it to proceed, such a requirement and the method by which LA consent is to be signified is a matter for that third party, not for the scheme.

However, schools are reminded that if an agreement has been or is to be concluded against the wishes of the LA, or has been concluded without informing the LA, which in the view of the Authority is seriously prejudicial to the interests of the school or the Authority, that may constitute grounds for suspension of the right to a delegated budget.

5. OTHER PROHIBITIONS, RESTRICTIONS and LIMITATIONS

- 5.1** Where the Authority has good reason to believe that the proposed project carries a significant financial risk, the governing body concerned is required to make arrangements to protect the financial interests of the Authority by either carrying out the activity concerned through the vehicle of a limited company formed for the purpose, or by obtaining indemnity insurance for risks associated with the project in question, as specified by the LA.
- 5.2** Section 28 of the Education Act 2002 provides that the exercise of the community facilities power is subject to prohibitions, restrictions and limitations in the scheme for financing schools.

6. SUPPLY OF FINANCIAL INFORMATION

- 6.1** Best practice in respect of these community facilities is to use the same accounting and reporting systems as are used for the school's main budget share but with the activities separately identified on a full cost basis. Schools which exercise the community facilities power are required to provide the Authority every six months with a summary statement, as set out in the LA's Finance Manual, showing the income and expenditure for the school arising from the facilities in question for the previous six months and on an estimated basis, for the next six months. The form of these statements will be notified to schools and forms should be returned to Education Finance Team.
- 6.2** The Authority may, on giving notice to the school that it believes there to be cause for concern as to the school's management of the financial consequences of the exercise of the community facilities power, require such financial statements to be supplied every three months and, if the Authority sees fit, to require the submission of a recovery plan for the activity in question.
- 6.3** Financial information relating to community facilities also has to be included in returns made by schools under the Consistent Financial Reporting Framework.

7. AUDIT

- 7.1** Schools are required to grant access to the school's records connected with exercise of the community facilities power, in order to facilitate internal and external audit of relevant income and expenditure.
- 7.2** Schools, in concluding funding agreements with other persons pursuant to the exercise of the community facilities power, are required to ensure that such agreements contain adequate provision for access by the Authority to the records and other property of those persons held on the school premises, or held elsewhere insofar as they relate to the activity in question, in order for the Authority to satisfy itself as to the propriety of expenditure on the facilities in question.

8. TREATMENT OF INCOME AND SURPLUSES

- 8.1** Schools may retain all net income derived from community facilities except where otherwise agreed with a funding provider, whether that be the LA or some other person. When a surplus has been derived after a proper charging of all costs, including relevant overheads, then the surplus may be carried over from one financial year to the next. Standard practice will be to account for this as a separate community facilities surplus.
- 8.2** Schools can carry such retained net income over from one financial year to the next as a separate community facilities surplus, or, subject to the agreement of the Authority at the end of each financial year, transfer all or part of it to the budget share balance.
- 8.3** The school must ensure that no deficit arises from the operation of the community facility. All the costs of maintaining any facility used for these purposes needs to be covered by the income.
- 8.4** Since expenditure incurred by the governing body in the exercise of the community facilities power may not be met from the budget share, the budget share will not include the rates or floor area relating to the community facilities so provided.
- 8.5** If the school is a community or community special school, and the Authority ceases to maintain the school, any accumulated retained income obtained from exercise of the community facilities power reverts to the Authority unless otherwise agreed with a funding provider.
- 8.6** Liabilities to third parties incurred in the exercise of this power are a charge on all the income retained by the school from these activities.

Note: If there is a deficit on community facilities and the LA needs to recover funds to meet third party liabilities it may only do so from any accumulated community facilities surplus. If this is insufficient the LA will have to meet the liabilities from its own resources. This arises from the provision of s.51A of the School Standards and Framework Act 1998 (inserted by paragraph 4 of Schedule 3 to the Education Act 2002), which provides that such liabilities are part of the expenses of maintaining the school; may be recovered from the governing body but the expenditure incurred by the governing body in the exercise of the community facilities power may not be met from the budget share unless such a purpose is prescribed by regulations made under s.50(3)(b) of the 1998 Act.

9. HEALTH AND SAFETY MATTERS

- 9.1** The health and safety provisions of the main scheme are extended to the community facilities power (see in particular sections 6.2.4, 6.2.12 and 11.5).
- 9.2** The governing body is responsible for the costs of securing Criminal Records Bureau clearance for all adults involved in community activities taking place during the school day. Governing bodies are free to pass on such costs to a funding partner as part of an agreement with that partner.

10. INSURANCE

- 10.1** It is the responsibility of the governing body to ensure adequate arrangements are made for insurance against risks arising from the exercise of the community facilities power, through a risk assessment, and taking professional advice as necessary. Such insurance should not be funded from the school budget share. The school should seek the Authority's advice before finalising any insurance arrangement for community facilities. Details of the insurance arrangements should be included in the formal consultation material sent to the LA (see 2.4).
- 10.2** The LA can undertake its own assessment of the insurance arrangements made by a school in respect of community facilities, and if it judges those arrangements to be inadequate, make arrangements itself and charge the resultant cost to the school. Such costs could not be charged to the school's budget share. This is particularly to safeguard the council against possible third part claims.

11. TAXATION

- 11.1** Schools should seek the advice of the LA and the local VAT office on any issues relating to the possible imposition of Value Added Tax on expenditure in connection with community facilities, including the use of the local authority VAT reclaim facility.
- 11.2** Schools are reminded that if any member of staff employed by the school or LA in connection with community facilities at the school is paid from funds held in a school's own bank account (whether a separate account is used for community facilities or not – see section 11), the school is likely to be held liable for payment of income tax and National Insurance, in line with Inland Revenue rules.
- 11.3** Schools are required to follow LA advice in relation to the Construction Industry Scheme where this is relevant to the exercise of the community facilities power (see the LA Finance Manual).

12. BANKING AND BORROWING

- 12.1** These are covered by Section 3 of the main text of the Scheme for Financing Schools, which also applies to the use of community facilities power. Schools are required to either maintain separate bank accounts for budget share and community facilities, or maintain one account but with adequate internal accounting controls to maintain separation of funds. The account mandate should not imply that the LA is the owner of the funds.
- 12.2** Requirements relating to the banks which may be used, signing of cheques, the titles of bank accounts, the contents of bank account mandates, and similar matters are the same as for provisions in the main part of the scheme and as set out in the Finance Manual.
- 12.3** Schools are reminded that they may not borrow money without the written consent of the Secretary of State. This requirement does not extend to monies lent to schools by their maintaining LA.

13. SERVICE LEVEL AGREEMENTS (SLAs)

- 13.1** The community facilities powers are not covered by schools' existing SLAs with the authority. This means that local authority services such as payroll, ICT support, Criminal records Bureau checks, personnel etc, in respect of staff employed, or expenditure incurred in the exercise of these powers, will only be provided at an extra cost beyond the SLA subscription rate.
- 13.2** When making these arrangements with the authority or other providers, schools will need to ensure that the issues regarding national Insurance and taxation of employees have been fully dealt with (see 11.2 above)

SCHOOLS LIST

PRIMARY

Alma
Bowes
Brettenham
Brimsdown
Bush Hill Park
Capel Manor
Chase Side
Chesterfield
Churchfield
Cuckoo Hall
De Bohun
Eastfield
Eversley
Firs Farm
Fleecefield
Forty Hill CE
Freezywater St George's
Galliard
Garfield
George Spicer
Grange Park
Hadley Wood
Highfield
Honilands
Houndsfield
Keysmeadow
Latymer All Saints CE
Lavender
Merryhills
Oakthorpe
Our Lady of Lourdes RC
Prince of Wales
Raynham
St. Andrew's CE, Enfield
St Andrew's CE, N14
St. Edmund's RC
St George's RC
St James' CE
St John and St James, CE
St John's CE
St Mary's RC
St Matthew's CE
St Michael's CE Enfield
St Monica's RC
St Paul's CE
Southbury
Starksfield
Suffolks
Walker
West Grove
Wilbury
Wolfson Hillel
Worcesters

INFANT

Carterhatch
Eldon
Hazelbury
Hazelwood
Raglan
Tottenham

JUNIOR

Carterhatch
Eldon
Hazelbury
Hazelwood
Raglan
St Michael at Bowes CE

SECONDARY

Albany
Bishop Stopford's CE
Broomfield
Chace Community
Edmonton County
Enfield County
Enfield Grammar
The Gladys Aylward
Highlands
Kingsmead
Latymer
Lea Valley High
Southgate
St Anne's Catholic High
St Ignatius RC College
Turin Grove
Winchmore

SPECIAL

Aylands
Durants
Oaktree
Russet House
Waverley
West Lea

BEST VALUE AND SCHOOLS

Legislation requires all Local Authorities to obtain best value for their services. For the Education Service this means that Enfield Council is committed to providing best value in all its services to schools, parents and the public.

School governing bodies are not bound by the legislation as the statutory duty does not apply to those functions, which are exercised by the governing bodies of LA maintained schools. However, schools are expected to provide good quality public services and to use public assets and funding in a responsible and effective manner. As such schools are encouraged to adopt the best value performance management framework.

In accordance with section 2.4 of this Scheme, schools are required to prepare a statement demonstrating that they have considered the relevance of best value principles in the expenditure of their delegated budgets. A proforma is provided for school's use, if they so wish. Use of this proforma will enable the school to fulfil the requirements of the Scheme and to demonstrate that it has applied the elements of best value.

In relation to schools, the main features of best value can be summarised as a need for the governing body to ensure:

- a) the existence of a programme of performance review which will aim for continual improvement. Existing mechanisms such as school development plans and post-OFSTED inspection plans can be developed to satisfy the requirements for review. The reviews should include:
 - Challenging how and why a service is provided (including consideration of alternative providers);
 - Comparison of performance against other schools taking into account the views of parents and pupils;
 - Mechanisms to consult stakeholders, especially parents and pupils;
 - Embracing competition as a means of securing efficient and effective services;
- b) the development of a framework of performance indicators and targets which will provide a clear practical expression of a school's performance, taking national requirements into account;
- c) that the following are included in school development plans –
 - a summary of objectives and strategy for the future;
 - forward targets on an annual and longer term basis;
 - description of the means by which performance targets will be achieved;
 - a report on current performance
- d) that internal and external audit takes place, ensuring that performance information is scrutinised. LA oversight of school finances provides external review.

The independent inspection and intervention elements of the best value framework are the responsibility of other bodies and are therefore not relevant to demonstration by a governing body of adherence to best value principles.

The LA has produced detailed guidance of Best Value for schools. Further copies are available from Resources Development Team (Tel: 020 8379 3229).