

# Financial Regulations and Financial Scheme of Delegation

**Approved by:** Business & Personnel Committee **Date:** 4.10.18

**Reviewed on:** 30.9.2021

**Next review due by:** 30.9.2022

## Related Documents:

LCT Memorandum of Understanding and Articles of Association (July 2017)  
ESFA Academy Trust Handbook (2021)  
ESFA Funding Agreement (Annual)  
LCT Scheme of Delegation  
LCT Committee Terms of Reference  
LCT Risk Management Policy September 2021  
LCT Budget Principles and Funding Model Reviewed Feb 2021  
LCT Capital Allocation Policy March 2021  
LCT Whistleblowing Policy September 2021  
LCT Investment Policy Feb 2021  
LCT Financial Procedures Manual/Guide

## **Objective:**

To provide a sound framework of internal control and accountability that safeguards the Trust's financial position and assets and complies with funders' requirements and best practice.

## **Introduction:**

As a registered company limited by guarantee and an exempt charity, the Trustees have a legal responsibility to manage the Trust's financial affairs effectively, in accordance with company law, its Memorandum and Articles of Association and Funding Agreement with the Education and Skills Funding Agency (ESFA). The Academy Trust Handbook (2021) gives further detailed guidance on how these requirements must or should be put into practice.

The Trust's primary financial responsibilities involve ensuring that proper accounting records are kept, that annual reports and accounts are produced and filed, and that effective control is exercised over income, expenditure and reserves so that the proper stewardship of public funds and continued solvency are maintained.

## **Responsibilities:**

**Trust Board:** Have overall responsibility for the mission, ethos and strategic direction of the Trust. Hold executive leaders to account for the educational performance of academies and pupils, and the performance management of staff. Approve annual budgets and significant variations. Receive monthly reports on the financial position, including budget updates, pupil numbers and the audited year-end financial statements. Ensure that major decisions are supported by full consideration of the financial implications and risks. Ensure that a sound system of internal controls, risk management and assurance is in place and working effectively. In practice, some of these responsibilities are managed through the Resources Committee, the Audit and Risk Committee and Local Governing Bodies (LGBs).

**CEO and Accounting Officer:** Have a personal responsibility to Parliament, and to the ESFA's Accounting Officer, for the Trust's financial resources. Develop a culture of effective planning, prudent financial management and transparency at all levels within the Trust that is aligned to strategic objectives, ensures overall financial health and value for money and keeps the Board and LGBs informed of major developments. Ensure effective monitoring of financial performance and intervention so that financial targets and key performance indicators (KPIs) are achieved. Secure external funding. Ensure that information submitted to agencies including pupil number and funding claims is accurate and complies with funding criteria. The CEO must be an employee of the trust.

**Chief Operating Officer (acting as Chief Finance Officer):** Overseeing and ensuring effective financial performance with the support and guidance from the Head of Finance. Ensure the effective provision of accounting, payroll and cash management functions that deliver reliable and secure financial administration, record keeping and management reports so that the Trust operates legally and is financially sound. Ensure that accounting and payroll systems meet the requirements of all statutory and regulatory bodies including the Charities Commission, Department for Education and HMRC. Produce forecast and budgets, financial analyses and support for funding bids and returns. Work with LGBs and academy staff to ensure that they remain within budget. Prepare statutory year-end accounts and tax returns. Work with internal and external auditors and other professional advisors to devise and implement effective systems of internal control and risk management. The COO must be an employee of the trust.

**Academy Principal/Headteacher:** Ensure the effective financial management of all academy business, including accurate financial planning, budget setting and regular review. Work closely with the CEO/COO to ensure that all financial targets are achieved. Advise the LGB on the latest position and future budget projections on a termly basis. Ensure that the academy's financial systems operate effectively and in accord with the Scheme of Financial Delegation. Promote the highest standards of financial integrity and accountability throughout the academy, ensuring that the Financial Regulations are understood and followed by all staff.

**Budget Holder:** Ensure that budget targets are met and that all authorised transactions offer value for money and comply with the Scheme of Financial Delegation and good practice. Maintain appropriate supporting records for audit purposes.

## Procedures

### **Financial Planning and Budgets:**

1. The Trust will prepare a Budget Forecast Return Outturn by the 27<sup>th</sup> May and a 3-year Budget Forecast Return by 27<sup>th</sup> July which both have been approved by the trustees before submission to the ESFA. Budget setting must be compiled accurately based on realistic assumptions and reflective of lessons learned from previous years. This will be underpinned by a sensitivity analysis and will be used to inform strategic decision making and identify the key actions needed to maintain financial health.
2. Detailed academy budgets including academy specific capital budgets will be prepared in accordance with the Trust's Budget Principals and Funding Model and presented to the LGB in advance of each financial year. The budget report will be consistent with the curriculum plan and pupil number projections and will assess anticipated financial performance and health against key performance indicators (KPIs). It will identify the key financial risks to be monitored and addressed.
3. A consolidated budget which takes full account of all Trust activities and brought forward balances will be compiled and approved by the Trust Board in advance of each financial year. The Trust Board will aim to set a balanced budget which can draw on unspent funds

brought forward from previous years. In the unlikely event that it is formally proposing to set a deficit revenue budget, the ESFA must be informed in writing within 14 days.

4. A copy of the approved budget will be submitted to the ESFA each year in the required format and in accord with the published timetable.
5. LGBs must ensure that they operate within the approved budget and take early action to investigate and address major variations. To assist with budget monitoring, the Principal/Headteacher can approve budget virements in line with the Financial Scheme of Delegation. However, any significant budget variations must be considered by the relevant LGB, and proposed changes approved by the Trust Board.
6. Management accounts will fully reflect year to date actuals and known commitments and will provide an explanation of significant variations.
7. The Head of Finance will compile and update a rolling cash flow forecast that will be consistent with latest cash position and budget approvals. This will identify corrective action that is needed to ensure that the Trust does not go overdrawn.
8. The Trust will seek to ensure that it holds an appropriate level of reserves that, at a minimum, ensures that an acceptable level of working capital and contingency is maintained. The adequacy of such reserves will be formally reviewed by the Board at least annually.
9. The CEO will inform the Trust Board in writing if, at any time, in her opinion, any action or policy under consideration by them is incompatible with the Articles, Funding Agreement or ESFA Academies Financial Handbook. Having considered the Trust response, the Executive Principal must immediately report any breaches to the ESFA in writing.

### **Reporting:**

1. Management accounts and cost centre reports will be circulated to academy Principals, Operations Managers and budget holders for review and follow up on a monthly basis.
2. Consolidated management accounts, including a balance sheet and a rolling cash flow forecast will be presented to the CEO for review and follow up on a monthly basis. Major unfunded variations over £10,000 in value and other concerns will be raised with the Resources Committee at the earliest opportunity.
3. Management reports will be presented to the LCT Resources Committee on a monthly basis. The reports will identify major variations and trends and provide an updated budget forecast and cash flow forecast. The report will be shared with the chair of Trustees every month and other trustees at least six times a year. The board must ensure appropriate action is being taken to maintain financial viability.
4. The audited year-end financial statements will be presented to Trust Board and members. These will be compiled in accord with the relevant Statement of Recommended Accounting Practice and the Accounts Direction published by ESFA and will be accompanied by a full report from the external auditors. The CEO acting as the Trust's accounting officer will advise on and sign off the statement of regularity, propriety and compliance.
5. High executive pay and gender pay gap reporting to be reported on the LCT website. Percentage of executive pay to be reported in the annual accounts.
6. Whistle blowing policy must be uploaded to the Trust website.

7. Audit and Risk Committee shall report to the LCT board at least annually regarding Risk Management.

**Expenditure:**

1. The Trust will operate a full commitment accounting system, ensuring that all management reports are up to date, complete and fully consistent with the approved budget. The Chart of Accounts will be in a form agreed with the external auditors so that the Trust's reporting responsibilities can be met.
2. All budget accounts will clearly identify a named budget holder.
3. All expenditure must be for legitimate Trust purposes and fully contained within the approved budgets.
4. All expenditure will approve in writing and in advance by the budget holder through standard requisitions. The only exceptions will be cyclical spending which is fully supported by contracts e.g. mobile phones and utilities, school meals, PFI contract payments and examination fees. Verbal orders are not permitted and are not binding.
5. Budget holders are responsible for ensuring value for money in all financial transactions and for avoiding all potential conflicts of interest. In most cases, this can be achieved by using nominated suppliers and by obtaining written quotations for higher value items. When in doubt, written advice should be sought from the Chief Operating Officer.
6. Expenditure over £30,000 in value will follow a full tender process based on a written specification and a contract management plan which will be distributed to at least 3 suitable suppliers. Further detailed guidance on operating a fair and transparent process can be obtained from the Chief Operating Officer. Sealed tender submissions will be opened by the budget holder, in the presence of the Operations Manager (or nominee) and will be evaluated against agreed criteria. Supporting records must be retained for audit purposes. Tenders shall be awarded against cost and quality (normally 60/40). Such tender awards will be approved in writing by the CEO, who can accept other than the lowest tender in line with the quality criteria scoring.
7. All new suppliers must be authorised by the Chief Operating Officer who will undertake appropriate checks, including thorough bank and customer references and against the register of business interests maintained by the Trust and each academy.
8. Official purchase orders produced by the Finance team will be uniquely numbered and dated and will include details of the Trust's payment terms and conditions.
9. All contracts will be signed by the relevant budget holder in line with the scheme of delegation for a maximum period of 5 years.
10. Budget holders are responsible for checking and confirming that goods have been received and will inform the nominated asset manager where purchases should be entered onto the asset register or inventory.
11. Invoices will be authorised for payment by the Operations Manager once they are satisfied that goods or services have been received in full and are fit for purpose.
12. Separate arrangements exist for School Funds. These are fully documented based on the school's own systems and will be audited each year. The School Fund is solely for pupil related and pupil funded activities and must not be used for other purposes.
13. Each academy will operate a petty cash imprest. This will cover low value one off expenditure which will be reimbursed in cash following authorisation by the relevant

budget holder. It will not be used to reimburse expenses which should be processed through payroll. It will not be used to reimburse expenditure which should have followed the usual requisition and ordering process.

14. The petty cash imprest will be fully reconciled and reimbursed monthly or more regularly if required. Cash floats must be held securely in a locked safe at all times and safe limits must not be exceeded. The cash cannot be used for other purposes.
15. Alcohol must not be purchased under any circumstances.

#### **Payroll:**

1. Payroll will be operated under secure arrangements agreed with the Trust's payroll agent. The agent will be authorised to process, distribute and retain personal information within agreed safeguards that comply with the Trust's Data Protection Policy, and will complete BACs payments and submit related tax returns. The Chief Operating Officer, working with the Head of Finance will undertake monthly reconciliations and other checks to ensure that payroll records are complete and accurate, and that related returns and payments are made on time.
2. All new posts will be approved in writing by the CEO. All other changes to payroll will be approved in writing by the Principal/Headteacher. This includes all travel and expenses claims which have been checked and countersigned by line managers or budget holders.
3. The Trust Board will ensure that payroll arrangements, including those for senior employees fully meet their tax obligations and comply with HM Treasury guidance; and that decisions about executive pay follow a robust evidence-based process that reflects individual managers' roles and responsibilities.
4. All special payments including staff severance payments above the statutory or contractual limit, compensation payments and ex gratia payments must be referred to the CEO and the Trust's Resources Committee to ensure that the proposals are fully justified and comply with ESFA requirements.
5. Each academy is responsible for ensuring that its payroll is accurate and up to date and that all changes are fully authorised in line with the Trust's Pay Policy and Financial Scheme of Delegation.
6. With the exception of the CEO, members, trustees and governors will not be paid for undertaking their governance roles, although they can claim direct expenses in line with standard rates agreed for staff. This does not preclude members of staff from joining LGBs.
7. Connected party transactions will only be undertaken 'at cost' and are expected to be below the de minimus limit of £2,500 per annum. The supply of related goods or services must be secured through an open and fair, and fully documented process. The Trust will seek the ESFA's prior approval for transactions with connected parties that are novel, contentious and/or repercussive.

#### **Income:**

1. The Trust's Income Policy sets out how services and goods will be fully costed and fees recovered and outlines the circumstances when remission can be offered. This policy must be followed at all times, including transactions under the School Fund.

2. All grant bids and returns will be based on accurate and auditable financial information under arrangements agreed with the CEO.
3. All income will be properly receipted and banked intact within 10 working days of receipt. In the meantime, it will be held securely in a safe or secure location as per the insurer's requirements.
4. All invoices and credit notes will be raised promptly in the approved format, and all credit notes must be authorised by the Operations Manager.
5. Contracts for lettings and tenancies will be approved by the CEO (limitations on leasehold interests may apply).
6. In the unlikely event that debts are not recovered promptly, they will be referred to Principal/Headteacher and Chief Operating Officer so that further recovery action can be taken. Debts can only be written off with the written agreement of the Principal/Headteacher, CEO or ESFA depending on their value.

### **Banking and Investments:**

1. All bank accounts and debit cards will be opened and operated through arrangements detailed in the LCT Financial Procedures Manual/Guide.
2. All bank account payments, direct debit instructions and cheques will be authorised by 2 signatories as per the bank mandate.
3. All BACs payments must be authorised by the Chief Operating Officer or CEO so that cash flow can be effectively managed. In the case of payroll, authorisation is delegated to the Trust's payroll agent.
4. The Chief Operating Officer and Head of Finance is authorised to transfer funds between designated bank accounts for cash management purposes.
5. The Trust cannot borrow and cannot go overdrawn without the prior consent of the Trust Board, its bankers and the ESFA.
6. Investments will be limited to instant access deposit accounts operated by the Trust's approved bankers in line with the LCT investment policy.
7. All operating lease and similar agreements must be authorised by the CEO or named Trustees. ESFA's prior written consent may be required in line with section 3.9 of the Academies Trusts Handbook.
8. The Trust must not enter into finance lease agreements or other forms of secured/unsecured credit.
9. Debit cards, including fuel cards will be issued to a limited number of responsible managers and staff for use on legitimate Trust business only. Their issue, security and use will be carefully controlled, and Business Managers will ensure that statements are independently reviewed, reconciled and signed off on a monthly basis. The Head of Finance will retain a record of all the cards issued and will undertake random checks on these.
10. Paypal or similar accounts will not be permitted.
11. LCT Finance will complete bank reconciliations and clearing suspense accounts within 7 working days on month end. These processes will be checked and signed off by the Head of Finance on a monthly basis.

### **Assets:**

1. The Trust will establish separate budgets for capital expenditure including School Condition Allocation Funding (SCA) and Devolved Formula Capital (DFC). All major projects and the arrangements for managing capital funds will be in line with LCT Capital Allocation Policy. Related expenditure will be monitored under the monthly and termly financial reporting arrangements outlined above.
2. The Trust must seek prior written consent from the ESFA before acquiring or disposing of freehold land and buildings, before entering into certain leasehold agreements or disposing of heritage assets beyond the limits laid out in the funding agreement.
3. Assets will be security marked as appropriate. An asset register, inventories and stock records will be maintained by each academy and reviewed at least annually by the Chief Operating Officer, Head of Finance and external auditors.
4. All staff are responsible for ensuring that reasonable levels of security are maintained over assets and portable equipment in their immediate work areas. With the exception of designated laptops and mobile phones, approved sports events and visits, Trust property must not be taken off site or used for personal/other purposes without the prior written approval of their line manager and Operations Manager.
5. Any lost or stolen items will be reported immediately in writing to the Principal/Headteacher and Chief Operating Officer, and to the police as appropriate.
6. Surplus or obsolete assets and stock will be disposed of under arrangements agreed with Chief Operating Officer. Where possible, at least 2 written quotations will be obtained, and the goods will be sold to the highest bidder.
7. All assets shall be entered onto the Parago asset management software. Mandatory for assets with an estimate value greater than £250. The asset management system will be managed in each academy by the Operations Manager and lead ICT technician (asset manager). All acquisitions and disposal to be accurately recorded by the asset manager. Trust staff will have access to an overview of assets in each academy and will be linked to the financial depreciation register operated by the Head of Finance.

#### **Internal Controls:**

1. External and internal auditors will be appointed annually on the advice of the Audit and Risk Committee and Trust Board. The contract will be regularly reviewed and retendered after a maximum of 5 years. The letters of engagement must provide for the removal of auditors before the expiry of their term of office, separate letters will be needed for additionally commissioned work and the Trust will notify the ESFA immediately if the auditor is removed or resigns.
2. The CEO and Chief Operating Officer will work with the Audit and Risk Committee to oversee the work of audit teams and to implement accepted recommendations. Auditors shall independently challenge accounts and ensure any findings are promptly reported to Trustees through the Audit and Risk Committee.
3. The CEO will receive an annual letter from the ESFA's accounting officer regarding the accountability framework operating within the sector. This will be shared with members, trustees and senior staff and will be presented to the Trust Board to ensure that appropriate and timely follow up action is taken.

4. All staff must be made of aware of the Whistle Blowing Policy. It contains details of how the Trust deals with whistleblowing, including allegations of a financial nature.
5. Any suspicion of fraud, theft, corruption, money laundering or other financial irregularity must be reported immediately and in confidence to the CEO and Chair of the Audit and Risk Committee. They will liaise with the Chief Operating Officer to ensure that a full and independent investigation into the concerns is carried out and followed up in writing. If any of them are directly or indirectly implicated or too closely associated with the allegations, then the Trust Chair and Non-Executive Director of Finance must be informed and will put alternative arrangements in place. Information will be shared, and advice sought from the Trust's auditors and the police will be involved at an early stage as necessary. The ESFA will be informed in writing if losses exceed £5,000 in value individually or cumulatively in a financial year.
6. The Chief Operating Officer, Company Secretary and Operations Managers will hold a register of direct business interests for all members, trustees, local governors, senior managers and budget holders which will be reviewed and updated on a regular basis. This will include details of material interests arising from close family relationships. If any member, trustee, governor or senior manager has a direct pecuniary interest, this should be declared and recorded at the relevant Board/LGB meeting before discussions or decisions on related matters take place. If any budget holder has such an interest, they should declare it in writing and absent themselves from the related processes.
7. The Chief Operating Officer will hold a register of gifts, hospitality, awards, prizes or other benefits obtained by staff that might be seen to compromise their personal judgement or integrity and will ensure that all members of staff are made aware of this requirement.
8. The Trust must disclose aggregate figures for the following transactions in their audited financial statements, together with individual disclosures for transactions over £5,000 in value: gifts made by the Trust; debt write offs and losses; guarantees, letters of comfort and indemnities; special payments (of any value); and transactions relating to freehold, leasehold and heritage land and buildings.
9. The Head of Finance, in consultation with the external audit service will be responsible for advising on all tax matters, and for submitting monthly VAT and annual tax and pension returns.
10. The Trust's nominated IT Manager will ensure secure access to the Sage accounting system, that passwords are regularly updated, that appropriate cyber security arrangements are in place and that systems and data are fully backed up on an agreed cyclical basis. Online read-only banking access limited to essential users and auditors.
11. New Sage users and their access rights will be authorised in writing by the COO or CEO who will ensure that an appropriate separation of duties is maintained. This is a complex area and if unsure, advice should be sought in writing from the COO and/or internal auditor.
12. All bank accounts and control accounts will be reconciled each month and written evidence retained.
13. All prime financial documents and key working papers must be properly filed and stored securely for a period of 7 years.
14. The CEO will ensure that the Trust is adequately insured and will submit an annual report to the Audit and Risk Committee identifying the nature and level of cover, premiums paid, details of any claims made and any comments on the continued adequacy of the cover.

15. The CEO, Trust Chair and Non-Executive Director of Finance are authorised by the Board to enter into legal agreements, including leases and contracts on its behalf.
16. The Trust will operate a Risk Management Policy which provides further guidance on how financial and other risks will be managed.

**Scheme of Financial Delegation (Attached):**

The Financial Scheme of Delegation is written as it applies to each academy. In certain circumstances, the Principal may delegate functions to another senior member of staff e.g. to the Head of the Primary phase at HLC or to a Deputy who can act in his or her absence. Such arrangements must be documented in writing and shared with the CEO and Chief Operating Officer so that a full audit trail is maintained.

In the case of centrally managed or trust wide functions and associated transactions, the equivalent responsibilities are held by the Trust Board, Trust Chair (Chair), CEO) and Chief Operating Officer.

In all situations, the Scheme of Delegation is intended to ensure that there are no conflicts of interest and that an adequate level of separation of duties is maintained. As a result, authorisations will be undertaken by a more senior manager or the Chair where this is required to ensure adequate segregation and full transparency.

## Appendix

### Scheme of Financial Delegation

#### 1. Ordering Goods and Services

Value	Delegated Authority	Requirements
Up to £5,000	Budget Holder and Operations Manager	Selection from approved supplier or a single quote
£5,001 - £30,000	Budget Holder and Principal	Three written quotations
Over £30,000	Budget Holder, Principal and Chief Operating Officer or CEO	Full tender process
Authority to accept other than lowest quote or tender	CEO	
Supplier set up and validation	Chief Operating Officer	Cross reference to Register of Interests as appropriate

#### 2. Creditor Payments

Value	Delegated Authority	Requirements
Goods received	Budget Holder	
Authorised for Payment	Operations Manager/Head of Finance	
Proceed to Payment (BACS and cheques)	Chief Operating Officer	Creditor payments dependent upon cash position and cleared funds

#### 3. Payroll

Value	Delegated Authority	Requirements
Travel claims and expenses	Line Manager and Principal to authorise control sheet	Chair to authorise claims and other payments relating to Principal
Payroll changes other than new posts	Principal or Head Teacher	Trust responsible for annual pay award. LGBs to approve annual progression.
Payroll changes relating to new posts	CEO	Posts require LGB approval.
Payroll reconciliation and sign off	Head of Finance	Chief Operating Officer for Trust wide reconciliation

#### 4. Petty Cash

Value	Delegated Authority	Requirements
Up to £50 per transaction	Budget Holder and Finance Officer	Paid in cash. Receipts must not be split artificially
Reconciliations	Finance Officer and Operations Manager	Monthly
Float Reimbursement	Bank signatories – see below	Max value £2,000 depending on safe limit

#### 5. Bank Account

Value	Delegated Authority	Requirements
BACs	Chief Operating Officer	CEO as reserve
Cheques, direct debits	Principal/Headteacher, Head of Finance, Operations Manager other nominated staff	Two as bank mandate
International Transfers	Chief Operating Officer	CEO as reserve
Bank Transfers with Trust accounts	Head of Finance	COO as reserve
Bank Reconciliation	Operations Manager	Head of Finance for Trust wide reconciliation

**Note:** Separate documented arrangements for managing School Funds are available from the Business Manager.

#### 6. Debit Card (Multi Pay, Fuel Card etc)

Value	Delegated Authority	Requirements
New Cards	Principal	Must be recorded on central Trust register held by Head of Finance
Within monthly limit	Cardholder	Max values may be set on individual cards
Monthly Card limit	Principal	No more than £3,000 per card
Review and sign off statements	Operations Manager	Random checks by Head of Finance

## 7. Budget Changes

Value	Delegated Authority	Requirements
Virements up to £10,000	Principal	Report to CEO and LGB
All other changes	LGB and Trust Board	

## 8. Acquisition and Disposal of Land and Buildings

Value	Delegated Authority	Requirements
Freehold land and buildings	Trust Board	ESFA prior consent required
Leasehold or tenancy agreement	Trust Board	ESFA prior consent required for 7 or more years

## 9. Write Off or Disposal of Assets

Value	Delegated Authority	Requirements
Up to £100	Operations Manager	Where possible, two written quotations
Over £100	Principal	Report to COO ESFA approval and reporting limits apply
Asset Register and Inventory checks	Nominated managers	Annual or more frequent checks by Operations Manager

**Note:** All thefts and unexplained losses to be reported immediately in writing to the Principal and Chief Operating Officer, who will advise on insurance and other follow up action.

## 10. Contracts and Operating Leases

Value	Delegated Authority	Requirements
Up to £100,000	CEO	
Over £100,000	Trust Chair or Director of Finance	Report to Resources Committee

**Note:** Finance leases and other forms of borrowing are not permitted.

### 11. Invoices and Debt Write Off

Value	Delegated Authority	Requirements
Up to £100	Principal	Report to CEO
Over £100	CEO	Report to LGB and Trust Board. ESFA approval and reporting limits apply

**Note:** The Trust's Fees and Charges Policy applies at all times, including for School Funds.

### 12. Lettings and Tenancy Agreements

Value	Delegated Authority	Requirements
All	CEO	Leasehold interest requires ESFA consent

### 13. Financial Reporting, Tax and Statutory Returns

Value	Delegated Authority	Requirements
Control and Suspense Accounts	Operations Manager or Finance Officer	Monthly reconciliation. Reviewed by Head of Finance.
School Fund	School Fund Officer, Operations Manager	Monthly reconciliation. Reviewed by Chief Operating Officer. Annual audit
School Resource Management Self-assessment checklist (Trust Wide)	Chief Operating Officer	Annually. Resources approval required prior to submission to ESFA.
VAT (Trust Wide)	Head of Finance	Monthly
Pensions (Trust Wide)	Chief Operating Officer	Annually. Audit certificate required.
Statutory Accounts (Trust Wide)	Chief Operating Officer	Annually. Audit opinion and Trust approval required. Members to receive, Submitted to ESFA and Companies House.