



Emersons Green Primary School

Leadership and Governance - Roles and Responsibilities

Responsibility for the implementation of financial decisions remains with the HT. In order, therefore, that Governors fulfil their role in giving the school strategic direction, it is important that they (and school staff involved in financial management) understand their responsibilities.

Who	Roles and Responsibilities
Headteacher (HT)	<p>The HT has delegated responsibility for the financial management of the school.</p> <p>The HT provides vision, leadership and direction for the school and ensures that it is managed and organised to meet its aims and targets, which are established by the Governing Body.</p> <p>The HT:</p> <ul style="list-style-type: none"> • is responsible for the internal organisation, management and control of the school • advises on, and implements the Governing Bodies strategic framework • formulates aims and objectives, policies and targets for the Governing Body to consider adopting • reports on progress to the Governing Body at least once a year • formulates and implements the policies for leading the school towards the set targets • gives the Governing Body enough information to ensure that the Governors are confident that delegated responsibilities and the Head Teacher's responsibilities have been met • is, along with the other professional staff, accountable to the Governing Body for the school's performance • draws up and submits to the Governing Body an annual budget plan for the school's voluntary fund, and any proposals for revisions to the budget plan as required by the LA scheme. <p>Other activities that may be delegated to the HT by the Governing Body</p> <p>The HT is accountable to the Governing Body, which can delegate much of its financial responsibility to the HT. The HT has delegated responsibility for:</p> <ul style="list-style-type: none"> • leading and managing the creation of a strategic plan (SDP), underpinned by sound resource planning and which identifies priorities and targets for ensuring that pupils achieve high standards and make progress, increasing teachers effectiveness and securing school improvement • ensuring that the relevant LA Financial Regulations / Standing Orders or DCSF requirements are implemented • establishing sound internal financial controls which are managed on a daily basis by the HT and the Finance Assistant • ensuring the effective implementation of current financial systems and procedures described in the financial management handbook (even in the absence of key staff) • checking that the funds delegated by the Local Authority are correct • compiling draft budgets to the Governing Body and appropriate committees

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	<ul style="list-style-type: none"> • producing regular reconciled budget/financial reports to the Governing Body, LA and DCSF as appropriate. <p>Responsibilities of the HT in Respect of the Management of Resources</p> <p>In resources management terms, the HT ensures that resources are efficiently and effectively deployed to achieve the schools aims and objectives and is responsible for:</p> <ul style="list-style-type: none"> • creating a productive, disciplined learning environment • day-to-day management, organisation and administration of the school <p>More specifically, the HT has responsibility to:</p> <ul style="list-style-type: none"> • meet regularly with the LA budget adviser to discuss the budget profile and to make any necessary adjustments • obtain Governors approval for any budget virements above his/her delegated authority level • consider and respond promptly to recommendations in school audit/inspection reports, and advise Governors of results and any remedial action to be implemented • ensure the maintenance of accurate and current inventories of all attractive and portable items • ensure the adequacy of the schools insurance arrangements as part of the annual financial review • implement school pay policy and appointment procedures • plan for effective monitoring, evaluating and reviewing of the plan to secure progress and school improvement • think creatively and imaginatively to anticipate and solve problems and identify opportunities • ensure that resourcing and staffing are dedicated to ensuring the highest standards of achievement for all pupils • set appropriate priorities for expenditure, allocate funds and ensure effective administrative control • manage and organise accommodation efficiently and effectively to ensure it meets the needs of the curriculum and health and safety regulations • manage, monitor and review the range, quality, quantity and usage of all available resources in order to improve pupils' achievements, ensure efficiency and secure value for money
Governors	<p>Governors have collective responsibility for financial decisions that are made in the context of how the school is run and are answerable to parents and the wider community. The Governing Body, supported by information and advice provided by the HT, decides the strategic direction of the school.</p> <p>The Statutory Position</p> <p>Governors are required to:</p> <ul style="list-style-type: none"> • manage the school budget, consider the annual budget plan, approve the budget, consider and approve any proposed revisions to the budget plan. • decide on how to spend delegated budget depending on any conditions set out in the LA scheme within the financial year.

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	<ul style="list-style-type: none"> • decide whether to delegate their powers to spend the delegated budget to the HT. If so, they should establish the financial limits of delegated authority. • be consulted by the Local Authority (LA) on significant changes to the LA's fair funding. • make sure accurate accounts are kept. • determine the staff complement and a pay policy for the school (in accordance with School Teachers Pay and Conditions). • act as a 'critical friend' to the HT by providing advice, challenge and support. • establish a written performance management policy to govern staff appraisal, after making sure that all staff have been consulted. <p>The Governors' Annual Report and annual parents' meetings have been replaced with the school profile.</p> <p>A Summary of the Governing Body's Financial Management Roles</p> <p>The Governing Body has a strategic role in the financial management in schools and therefore its key responsibilities include:</p> <ul style="list-style-type: none"> • setting financial priorities through the: <ul style="list-style-type: none"> - School Development Plan (SDP), - 3 year financial plan - The annual budget • deciding on how the school's delegated budget should be spent, in accordance with their SDP and the statutory curriculum requirements laid down by Government • approving and monitoring the annual budget • ensuring the budget is managed effectively • ensuring the school meets all its statutory obligations, and through the Head Teacher complies with its LA's Financial Regulations and Standing Orders • determining virement and expenditure thresholds • evaluating the effectiveness of spending decisions. <p>More specific responsibilities of the Governing Body include the following:</p> <ul style="list-style-type: none"> • ensuring that there is a handbook containing information and a description of financial systems and procedures for all staff with financial management responsibility • establishing formal procedures and a timetable for budget planning • ensuring that only a balanced sound budget is approved • ensuring that financial records are maintained that can provide auditors and inspectors with explanations they consider necessary • responding promptly to recommendations made by auditors or inspectors • monitoring the budget and implementing virements when appropriate • ensuring that the school obtains best value for money when purchasing goods and services • establishing a charging policy for the supply of goods and services • establishing and maintaining a register of business interests of Governors and staff who influence financial decisions. This should be open to examination by Governors, staff, parents and the LA

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	<ul style="list-style-type: none"> • ensuring that financial duties of staff are clearly described to avoid potential conflicts • ensuring in conjunction with the Head Teacher that: <ul style="list-style-type: none"> - salary payments are only made to school employees - salary payments are made in accordance with appropriate conditions of employment - salary payments are only made for services provided to the school - appropriate deductions are made (Tax and NI) - payroll changes are accurately recorded and promptly processed • deciding, after careful consideration, whether or not to insure risks not covered by the LA • authorising the disposal or write off of stock <p>Delegating work to committees</p> <p>A Governing Body can fulfil some of its responsibilities through a series of committees. The committee most likely to help fulfil its financial management responsibilities is the Finance (or Resources) Committee. Where a finance committee (or its equivalent) has been set up the Governing Body will:</p> <ul style="list-style-type: none"> • define its terms of reference • define the extent of its delegated authority • ensure it receives minutes of the Committee's meetings • review the Committee's remit and membership annually <p>The Finance Committee is non-statutory, and the Governing Body is able to determine its remit and delegate responsibility to it for 'the approval of the first formal budget plan of the financial year'. It will ensure the Governing Body is kept fully informed about financial issues. It should provide summary reports for the Governing Body on all matters within its remit. The following tasks should be carried out by the Finance Committee:</p> <ul style="list-style-type: none"> • drawing up the budget for approval by the Governing Body • exploring different expenditure options and assessing expenditure bids • forecasting likely future pupil rolls and income levels • monitoring budgeted income and expenditure • monitoring and adjusting in-year expenditure levels • ensuring accounts are properly finalised at year end/reviewing outturn • evaluating the effectiveness of financial decisions • administering the school's voluntary/private fund. <p>The Governing Body can delegate functions relating to the setting and approval of budgets to the finance committee. The committee must report to the Governing Body in respect of any action taken or decision made. Provision is made for functions to be delegated to committees in the School Governance Procedures Regulations 2003, part 4.</p>
Finance	Role of the School Finance Assistant (FA)

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Assistant	<p>JOB PURPOSE Under the general direction of the Headteacher, to take substantial responsibility for the day-to-day management and delivery of the school's financial procedures.</p> <p>MAIN DUTIES To be responsible for all school financial accounting procedures on a day-to-day basis, whilst adhering to the Council's financial regulations, LEA procedures and audit requirements. This will include</p> <p>Budget</p> <ul style="list-style-type: none"> • Preparing, monitoring and reviewing the school's delegated budget • Preparing financial reports and recommendations to the Headteacher and Governing Body Managing various school funds and curriculum budgets in conjunction with the Headteacher and appropriate co-coordinators • Contacting suppliers and contractors for quotes and costings and placing relevant orders. <p>Finance</p> <ul style="list-style-type: none"> • Recording and balancing of monies for banking • Recording of accounts with bank statements • Recording of income under appropriate headings • Recording and safe custody of petty cash and preparation/ issue of cheques in conjunction with the Headteacher <p>Administration</p> <ul style="list-style-type: none"> • To undertake administrative tasks relevant to the schools' financial management requirements. • The postholder will be expected to act as an adult role model and support school policies when dealing with students or visitors to the school. <p>JOB CONTEXT</p> <ul style="list-style-type: none"> • The postholder will be the main provider of financial services to support the effective management and operation of the school. <p>SUPERVISION AND WORK PLANNING</p> <ul style="list-style-type: none"> • The postholder will receive general direction and supervision from the Headteacher. However, there will be a high level of personal responsibility for the day to day delivery of the school's financial systems and the postholder will be expected to use initiative to anticipate requirements and deal with situations as they arise. <p>PROBLEMS AND DECISIONS</p> <ul style="list-style-type: none"> • Planning and prioritisation of work to meet internal or external deadlines, sometimes with limited access to on-site advice. • Identifying under/overspends in school budget and recommending corrective action to the Headteacher and Governing Body. <p>CONTACTS</p> <ul style="list-style-type: none"> • The postholder will be required to establish good working relationships with all school staff, while being sensitive to confidentially requirements. There will be frequent contacts with Governors, LEA officers, particularly Finance and Payroll staff, pupils, suppliers and contractors. The ability to deal appropriately with all these groups is

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	<p>important.</p> <p>GENERAL</p> <ul style="list-style-type: none"> • This job description sets out the main duties of the post and does not describe in detail all tasks required to carry them out. It is assumed that other duties of a similar level/nature undertaken within the school are not excluded because they are not itemised. • The duties of this post could vary from time to time as a result of new legislation, changes in technology or policy changes; appropriate training will be given to enable the postholder to undertake this new/varied work. Variations may include temporary duties in the absence of other staff to ensure the smooth running of the school's financial system. <p>SPECIAL NOTES OR CONDITIONS</p> <ul style="list-style-type: none"> • The postholder will be subject to an enhanced Criminal Records Bureau check to satisfy child protection requirements. The post is exempt from the provisions of the Rehabilitation of Offenders Act and all convictions or cautions must be declared. The postholder has a responsibility to promote and safeguard the safety and welfare of children in accordance with the school's child protection and behaviour management policy.
School Administrator (school fund)	<p>JOB PURPOSE</p> <p>Under the general direction of the Headteacher, to take substantial responsibility for the day to day management and delivery of the school's administration, to include some financial aspects.</p> <p>MAIN DUTIES</p> <ul style="list-style-type: none"> a) To organise and manage the school office, including establishing, maintaining and developing effective and efficient administrative systems. b) To be responsible for all personnel administration including the maintenance of staff records and personal files, staff absence records, and the booking of some supply teachers/and casual cover together with their payment and the day-to-day administration of the Lunchbreak Supervisors. This will involve the maintenance of the SIMS personnel system, completion of all documentation for employment and payroll purposes and providing returns and management information as required to the Headteacher, Deputy Headteacher, Governors, LEA and National Department/bodies and responsibility for obtaining/recording/maintaining up to date CRB/List 99 for all staff and volunteers. c) To be responsible for some of the school's financial accounting procedures on a day-to-day basis, particularly the School Fund, whilst adhering to the Council's financial regulations, LEA procedures and audit requirements. This will include <ul style="list-style-type: none"> i. preparing an annual report for the Headteacher and Governing Body and preparing the School Fund books for audit.

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	<ul style="list-style-type: none"> ii. receiving, balancing, recording and safe custody of cash and preparation/issue of cheques in conjunction with the headteacher. iii. managing and processing various school funds in conjunction with the Headteacher and appropriate co-ordinators. iv. banking of cash and reconciling bank statements. v. invoicing parents, PTFA and other bodies for music fees and other miscellaneous purchases for re-imburement to the delegated budget vi. Occasionally contacting suppliers/contractors for quotes and costings and placing relevant orders. <p>d) To maintain relevant pupil records including admissions, transfers, absences and exclusions. This will also involve compilation of appropriate LA/DfCSF returns and attendance reports as required.</p> <p>e) To assist the Headteacher in liaising with the school caretaker and cleaning staff as appropriate.</p> <p>f) To provide a confidential secretarial service to the Headteacher and other staff as required, maintaining efficient filing systems for all aspects of the school administration and administering the school's email account. This will involve access to and responsibility for confidential and personal information relating to both pupils and staff.</p> <p>g) To organise and participate in the telephone and reception service in accordance with school security procedures regarding access and entry to the premises, dealing with personal and telephone callers in a courteous and efficient manner; to provide a reception service for visiting professionals e.g. physiotherapists; to intercept difficult callers and make subsequent decisions on access and entry or referral to a more senior member of staff and to administrate incoming and outgoing post/deliveries.</p> <p>h) To assist in any urgent social/welfare work for pupils, including the administration of first aid and occasional administration of medicines</p> <p>i) To promote use of the school in and by the local community, including responsibility for the compiling, production and distribution of the school's weekly newsletter for parents, involvement in the 'New Parents' evening and the organisation of social events for staff and their families. Escorting/showing visitors/new parents/interview candidates around the school.</p> <p>j) Monitoring, recording and maintaining records on staff and children relating to holiday dates, i.e. holidays for all year round staff, unpaid leave for LBS (10 official days per year) and school holidays for children – (10 official days per year).</p> <p>k) The postholder will be expected to act as an adult role model and support school policies when dealing with students or visitors to the school.</p>

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	<p>DIMENSIONS</p> <p>No. of Pupils: 210</p> <p>No. of Staff: 62 (including 23 Lunchbreak Supervisors)</p> <p>Size of delegated School Fund budget: see school fund or refer to HT.</p> <p>JOB CONTEXT</p> <ul style="list-style-type: none"> The postholder will be the main provider of administrative services to support the effective management and operation of the school. The school includes a 'Resource Base' specifically to enable children with disabilities to be fully integrated within the school's teaching and learning curriculum. Up to 14 children with disabilities benefit from the facilities associated with 'Resource Base' which include additional TA support, professional health workers and specifically designed physical adjustments and facilities. <p>SUPERVISION AND WORK PLANNING</p> <ul style="list-style-type: none"> The postholder will receive general direction and supervision from the Headteacher. However, there will be a high level of personal responsibility for the day to day delivery of the school's administrative and School Fund and the postholder will be expected to use initiative to anticipate requirements and deal with situations as they arise. <p>PROBLEMS AND DECISIONS</p> <ul style="list-style-type: none"> Planning and prioritisation of work to meet internal or external deadlines, sometimes with limited access to on-site advice. Developing administrative systems and/or resolving relevant problems with limited direct support. Acting as the first point of contact for parents and other school visitors or telephone callers dealing directly with queries or identifying most appropriate person to refer to. Preparing, monitoring, reviewing and interpreting the School Fund to produce financial reports and recommendations of any action needed to the Headteacher and Governing Body. <p>CONTACTS</p> <ul style="list-style-type: none"> The postholder will be required to establish good working relationships with all school staff, while being sensitive to confidential requirements. There will be frequent contacts with pupils, parents, health professionals attending children in 'Resource base', peripatetic teaching staff, school visitors, suppliers and contractors, IT technicians, LEA officers, particularly Advisory Personnel, Finance and Payroll staff and governors. Frequent contact with the transport Service is necessary to ensure that coaches, taxis and related insurance are organised for daily requirements and for school trips. The ability to deal appropriately with all these groups is important. <p>GENERAL</p> <ul style="list-style-type: none"> This job description sets out the main duties of the post and does not describe in detail all tasks required to carry them out. It is assumed that other duties of a similar level/nature undertaken within the school are not excluded because they are not

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	<p>itemised.</p> <ul style="list-style-type: none"> The duties of this post could vary from time to time as a result of new legislation, changes in technology or policy changes; appropriate training will be given to enable the postholder to undertake this new/varied work. Variations may include temporary duties in the absence of other staff to ensure the smooth running of the school's administrative system. <p>SPECIAL NOTES OR CONDITIONS</p> <ul style="list-style-type: none"> The postholder will be subject to an enhanced Criminal Records Bureau check to satisfy child protection requirements. The post is exempt from the provisions of the Rehabilitation of Offenders Act and all convictions or cautions must be declared. The postholder has a responsibility to promote and safeguard the safety and welfare of children in accordance with the school's child protection and behaviour management policy.

Agreed Resource Committee 19 Jan 2010, FGB 25 Jan 2010.

Review annually