



SURREY

COUNTY COUNCIL

Business Services Directorate

FINANCIAL AND MANAGEMENT REQUIREMENTS AND GUIDANCE FOR 11-19 AND 14-19 NETWORKS (updated December 2013)

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Mandatory requirements are shown in bold. Guidance is shown in plain type.

1 STATUS AND SCOPE OF THE GUIDANCE

- 1.1 These Requirements and Guidance are issued by Surrey County Council's Chief Finance Officer as part of her responsibility to ensure proper financial administration of the council's funds, including funds managed by the council's schools, whether individually or jointly. The requirements apply to all 11-19/14-19 networks, ie to those bodies whose main functions include those described in s2.1 of the guidance where they have LA schools as members or which receive funding directly from the LA. This replaces the guidance issued in September 2009.
- 1.2 **Some of the arrangements described in the following sections are mandatory and these are shown in bold type.** Most of the guidance is intended as a description of good practice in the administration and financial management of the networks. It is hoped that the guidance will support networks in designing their own management arrangements and provide assurance as to the soundness of those arrangements, both to members of the network and to the authority as funder of their activities. Except where specified, networks may adopt local arrangements which differ in detail from those set out here, if they comply with the principles of the guidance.
- 1.3 This guidance will be effective from 1 January 2014, except where other deadlines are specified in the text.
- 1.4 Unless otherwise specified, "networks" refer to 14-19/11-19 networks and "members" are members of those networks.
- 1.5 The guidance will require update from time to time, in response to development of network functions, or to other changes affecting networks, schools or the county council as a whole. Changes will normally be published via the School Bulletin Service (available on the Surrey County Council website), **There may be changes both to mandatory requirements and to best practice guidance.**

2 GENERAL PURPOSE OF 11-19/14-19 NETWORKS AND FUNDING SOURCES

- 2.1 The networks exist to promote collaboration between schools (including Academies), colleges and other education and training providers, in order to develop educational opportunities which either are beyond the capacity of individual schools, or can be more effectively developed jointly than by individual schools. In particular, their brief includes widening the options available to those pupils who are less well served by the conventional curriculum.
- 2.2 The networks now receive most of their funding from member institutions, although they may receive “Reducing Exclusions” allocations via the local SALP board. The basis on which member institutions fund networks is a matter for local decision.

3 GENERAL GOVERNANCE AND DECISION MAKING

- 3.1 11-19/14-19 networks are normally informal partnerships between schools (including Academies), colleges and potentially other providers of education and training for 14-19s, ie they have no separate legal existence. This informality can create uncertainty as to where accountability lies. However, most of the funding spent by networks is funding for which the authority is ultimately accountable. Therefore the authority needs to be satisfied that the financial arrangements for networks are sound.
- 3.2 Therefore, **where networks receive devolved funding directly from the authority, they are required to agree on a set of formal management arrangements and to supply the authority with a copy of those arrangements.** The management arrangements should ensure the accountability of the network to those members, and to safeguard the interests both of members and of the authority as a funder, while facilitating timely decision making. **In particular, the management arrangements must set out the responsibilities delegated to representatives of the partnership, or to staff, or to administrator schools, together with risk management and reporting arrangements, including reporting to governors.** A list of recommended issues, which should be covered in management arrangements, is set out in Annex1. Copies of the arrangements should be supplied to the Head of Finance for Schools and Learning (see Annex 7).
- 3.3 Governors of member institutions are ultimately responsible for the performance of those institutions, including the ability of those institutions to work successfully in partnerships and their financial performance.. The main responsibility for the effective operation of networks lies with their members. Member institutions are advised to consider, and to discuss with their governors, the extent to which governors should be involved in agreeing the management arrangements for their networks. **Member institutions must report at least annually to their governors on the activities of the networks, including their financial position.** They are encouraged to report to governors at least termly.
- 3.4 A network may decide to perform its delivery functions through a trust or company. However, the council will regard that trust or company as operating on behalf of the member institutions of the network, and will still hold the members responsible for delivery of the outcomes for which the network is funded. Any additional costs, incurred in establishing and running such a company, must be funded from sources already available to the network. Thus less funding will be available for direct educational provision. Reporting by the company to members of the network should be at least as comprehensive as reporting by an informal network to its members, in addition to complying with all statutory reporting requirements of companies. The LA's expectations of 11-19/14-19 networks run through companies are set out briefly in section 15.

- 3.5 Networks should seek advice from the county council's Property Services before acquiring, leasing or creating any land and/or buildings. These should in general be held in the name either of the council or of an Aided or Foundation school or academy. They cannot be held directly by the network where the network is not a legal entity.

4 SERVICE PLANNING AND FINANCIAL MANAGEMENT

- 4.1 **Networks are expected to manage their expenditure within the budget available to them, including funds allocated directly to them by the council and contributions from schools and other sources.**
- 4.2 Member schools (and other institutions) bear primary responsibility for the financial soundness of networks, and will be held accountable by the authority for the financial affairs of their network. **Member schools must therefore ensure that they have adequate oversight of network finances.**
- 4.3 **A budget plan for the network should be approved by members at the start of each year. This must be notified to the council by 1 May,** unless otherwise advised by the council, or unless the network has no maintained school members and receives no funding directly from the LA¹. This deadline is the same as the requirement for individual schools, as the curriculum and financial planning cycles for networks need to be aligned to those of member schools. **Networks may not plan for a deficit budget except where the deficit arises from timing issues with funding, and then only with the prior approval of the authority. Such approval cannot be guaranteed.** If the cost of networks' proposed activities exceeds the funding available to them, they must seek additional contributions from member schools or from external sources. Budget plans will need to be based on realistic estimates of income. Budgets should be revised where significant changes in income and/or expenditure occur. Information required in the budget plan is shown in Annex 2 and procedures for submission in Annex 7.
- 4.4 The council will not formally approve the network's budget plan. The fact that the council does not ask any questions on the budget plan does not mean that the council has approved or in any way verified the accuracy or reasonableness of the information submitted, except to the extent that that information originated from the council. Network members remain responsible for containing expenditure within the available funding.
- 4.5 In those exceptional cases where expenditure exceeds income, then the network is responsible for identifying realistic recovery action. **If appropriate recovery action is not agreed, the authority reserves the right to recover any overspend from any future years' devolved funding for that network.** If any network faces a deficit, which cannot be resolved by local agreement, the authority should be advised as soon as possible via the Babcock 4S 14-19 team, the lead for networks within the Babcock 4S finance consultancy team and Schools Funding Team (David Green)(see Annex 7). This will enable the authority to assess whether any additional support and assistance can be given, but it is unlikely that this will take the form of extra funds.

¹ For example, extensions may be allowed if budget information is issued by the authority less than twelve working days before the end of March, or in the event of major changes in government policy which specifically affect network activities and which are incomplete as at 1 May.

- 4.6 The authority reserves the right to withhold any direct funding due to a network which, in its view, is ineffectively managing that funding and is not working effectively with the authority to improve the situation. However, such action would be taken only as a last resort.**
- 4.7 Member schools should note that action by a network to recover a deficit is likely to reduce the scope of its activity and may mean that schools have to incur additional costs from their delegated budgets in order to maintain opportunities for their pupils.
- 4.8 Networks which are not companies or trusts must use the same financial year as the local authority ie 1 April-31 March.** Networks operating as companies or trusts are strongly advised to use the same financial year as the local authority, as this will make it easier to identify the surpluses or deficits attributable to these networks at 31 March.

5 RISK MANAGEMENT

- 5.1 Each network should identify the main business risks to which it is exposed, and members should agree on appropriate measures for managing and monitoring those risks. For example, and without limitation, key risks might include:
- non-performance, or cessation of business, or of key courses, by a key external supplier ;
 - financial failure by such a provider (eg insolvency);
 - cessation of provision due to action by Education Funding Agency Chief Executive of Skills/local authority on standards concerns at the provider;
 - demand for courses falling below expectations, failing to recover fixed costs;
 - competition from other nearby providers leading to reduced demand for courses or activities funded by the network, thus increasing unit costs;
 - incompetence, mismanagement or fraud (while rare, the possibility cannot be ignored);
 - loss of key staff and over dependence on key individuals;.
 - health and safety issues concerning providers.

A report on the main risks faced by the network, and on measures in place or identified to mitigate their effect, should be considered by members of the network at least annually.

6 FINANCIAL ADMINISTRATION

- 6.1 Funding for networks largely originates from schools or from the Schools Budget of the county council. **Therefore, networks are required to have regard to the financial administration requirements of the Surrey Scheme for Financing Schools (the “Scheme”)**. In particular, section 2 (Financial Controls), s 3.5 (local bank accounts) and s3.6 (prohibition of borrowing), are applicable. Networks should also avoid entering into leases (including equipment leases) without first consulting the council². Annex 3 lists the key financial controls and requirements in the Scheme which are relevant to networks.
- 6.2 It is not anticipated that 11-19/14-19 networks will engage in activities which are community focused³, rather than pupil focused, in the terms of the 2002 Education Act. **However, should they wish to engage in community focused activities, they must comply with the requirements of section 13 of the Scheme**. In particular, they must consult the authority prior to engaging in those activities, and account for them separately, although they may now use contributions from schools to fund such activities.
- 6.3 Networks may sometimes engage in activities funded from non-county funds. **Income and expenditure on such activities must still be reported to the council** because such activities may still incur risks for the council eg continuing employment rights, insurance, and third party penalties for failure to deliver. The only exceptions would be where the activities would be considered unofficial fund activities if undertaken by a school, and where they create no financial or reputational liability, for the network, schools or the authority.
- 6.4 Networks are advised to appoint a member school as “administrator school” to undertake financial administration on behalf of the network. The school will already be familiar with the council’s financial management and reporting requirements for schools, and will already be operating suitable financial systems. Using a school as administrator relieves the network of the need to establish its own financial systems or to make separate arrangements for separation of duties. It also avoids the complexities of different financial year end dates etc. which might arise if a college were used. If no member school is willing to act as administrator school, please seek advice from Schools Funding.
- 6.5 The financial records of the network will be subject to inspection by the council’s internal and external auditors** where either deems this to be necessary.

² Networks would need to enter into leases in the name of a member school, unless constituted as a trust or company

³ Community focused activities are those which are not for the educational benefit of pupils at a school (whether direct or indirect).

- 6.6 **For the avoidance of doubt, networks may appoint an academy as administrator school.** However, they should recognise that an academy is not subject to the financial supervision of the authority or to the Surrey Scheme for Financing Schools. As an academy is an institution independent of the authority, schools are advised to have a formal contract for services supplied to or by an academy. The requirement to report regularly to the council on expenditure and income, and for the financial records of the network to be available for inspection by the council's internal and external auditors, will still apply if an academy is the administrator.

Where an administrator school converts to an academy, we would expect the members of the network to review whether that school should continue to be the network administrator, because of the change in the legal status of the school, and because certain risks and freedoms apply to academies which do not apply to maintained schools.

- 6.7 Where the administrator school is an academy, that academy will be required to submit a year end statement of income, expenditure and balances, for the LA's financial year. This statement should be certified by the academy's external auditors, or by an equivalent registered auditor. This is because the expenditure, income and balances of networks form part of the council's published accounts, and we need evidence to demonstrate its validity to our own external auditors.

The dates by which such statements will be required will be notified annually.

7 ROLE OF ADMINISTRATOR SCHOOLS

- 7.1 The role of administrator schools is to provide administrative support to the network, such as finance and personnel administration, including payment of staff. The administrator school does this on behalf of the network. The income, expenditure, funding, and financial duties and liabilities belong to the network, including contractual liabilities in respect of staff. **It is still the responsibility of the network to ensure that all reporting requirements are met, such as the submission of budget plans and of expenditure returns to the council.**
- 7.2 The administrator school acts on behalf of the network, not of the Chair, and reports to the network. There is no need for the Chair's school to be the administrator school, or for the administrator school to change every year. In choosing an administrator school, networks should be realistic about the financial management strengths of individual schools (for example length of service of business manager/bursar, availability of staff).
- 7.3 When appointing administrator schools, agreement should be reached as to their term of office and the procedure to be followed if the school no longer wishes to act as administrator or if the network seeks a change of administrator. Frequent changes of administrator schools are discouraged because of the loss of continuity which this causes. A two year minimum period of office is suggested, although less frequent changes would be preferable.
- 7.4 Where a network's financial and personnel matters are administered by a school in this way, networks and administrator schools should agree on their expectations, eg frequency of monitoring, arrangements for decision making, and on measures for minimising the risks for the administrator school (See Annex 4 for suggested roles, responsibilities and rights of administrator schools)
- 7.5 An administrator school can reasonably be expected to be reimbursed for its costs, where these are significant. The basis of reimbursement should be agreed in advance. This will allow the school to ensure that suitable staffing resources are in place to provide an adequate service to the network.
- 7.6 **Networks must advise the authority of the name of the administrator school. Should networks wish to change the administrator school, they should give the authority at least one month's notice. Changes may only be made from April 1, other than where the previous administrator school converts to an academy, or closes, or in wholly exceptional circumstances and after consulting the authority.** This is because changes during the financial year create major complexities in local bank account reconciliation.. (Information should be supplied in writing (email will suffice) to Sue English in Babcock 4S and to David Green in the Schools Funding Team

in Children. Schools and Families Finance.. It should be confirmed by the Chairman of the network, the network co-ordinator or equivalent (if any) and the business managers of the old and new administrator schools).

- 7.7 The administrator school is no more liable than any other network member for losses or deficits incurred by the network, provided that it has carried out its role with due care and skill.

8 BANK ACCOUNTS

- 8.1 Lead/administrator schools may maintain separate bank accounts for network funds but this is not an LA requirement, either for maintained schools or for academies. They should seriously consider whether maintaining separate bank accounts justifies the additional administration which it causes. **Where separate bank accounts are established, they are subject to the same reporting requirements as for delegated budget accounts** because the expenditure and income is public expenditure and income for which public sector accounting and auditing regulations must apply. (These requirements are set out in chapter 3 of the Surrey Scheme for Financing Schools). **In particular, networks/administrator schools must report expenditure and income passing through any separate local bank account, at least termly (and preferably monthly), to the authority**, using the electronic Fin U81A returns made available for the purpose. This allows the authority to reclaim VAT on behalf of the network, where appropriate, and allows the authority's statutory accounts to be updated. Academy administrators are still required to report expenditure and income termly, using the separate pro forma made available for the purpose.
- 8.2 Where an administrator school which is a Surrey LA maintained school chooses to use a separate bank account, it may choose either a Surrey "umbrella" account with HSBC, or a free standing local bank account. **However, any free standing bank account must be with an approved banking institution under s3.5.1 of the Surrey Scheme and the mandate must specify that the authority is the owner of the funds in the account, except to the extent that it can be demonstrated that they originate from private sources. The mandate must also allow the authority to receive copies of statements, if required. Bank account signatories must be employees of the county council or of Surrey maintained schools.** The LA cannot impose these requirements on an administrator school which is an academy and networks need to be aware that any loss of funds by an administrator school which is an academy would be a matter for the network to resolve with the academy.
- 8.3 Where the LA directly funds a network, it will pay cash equivalent to the network's funding allocation into the administrator school's main bank account (or separate network account) unless formally notified otherwise. Networks will need to make arrangements to pass on this funding to providers, whether schools or others. It is important that funding is passed on to providers in the year in which the services are to be provided. These payments will normally be made termly in advance.
- 8.4 **Expenditure and income met from any separate bank account should be reported to the authority by the administrator school as expenditure and income (but on a separate SAP cost centre for the network). Funds transferred to or from a separate network bank account are transfers of funds and represent surplus balances held by the network. They must not be accounted for as expenditure by**

the network until spent externally. Information on any separate bank account must be supplied to the authority at year end for bank account reconciliation purposes, alongside that for the school's main bank account.

- 8.5 Where network funding is held in the administrator school bank account, it is recommended that those schools credit the network with estimated interest on unspent funds, where the school earns interest on them (see Annex 5).
- 8.6 Where the administrator is not a Surrey maintained school, it still need not maintain a separate bank account for the purposes of the network, but should ensure that suitable insurance cover exists for the arrangements in place.

9 SURPLUSES, DEFICITS AND CLAWBACK

Surpluses and deficits

- 9.1 Networks will have surpluses from time to time, although they should only have deficits in exceptional circumstances. Surpluses and deficits on network funds, including those held in separate bank accounts, need no longer be reported within the administrator school's Consistent Financial Reporting return.
- 9.2 Expenditure, income and balances of networks should be reported to the LA as pupil focused unless the purposes for which they are used (or are to be used) constitute community focused activities under the 2002 Act.
- 9.3 Networks should transfer funds to schools or other providers to match the supply of services by those schools or providers. Similarly where networks charge schools for services, they should match the timing of those charges to the supply of services. Charges to schools should match the cost of the services where possible. Therefore, in general, networks should not generate surpluses from charges to schools. Surpluses should only arise where funding allocated directly to the network has not yet been spent on goods or services, or where the network is saving up for cyclical expenditure.
- 9.4 Networks will normally be allowed to carry forward unspent funds, and will be required to carry forward any deficits, although these should rarely occur. However, the authority may recover unspent balances on funds which were allocated for a specific time limited purpose.
- 9.5 The authority reserves the right to seek information from networks on the purposes for which any surpluses are being held. The authority may give advice to individual networks on the use of those balances, and may take their response into account in considering whether those networks' financial management is adequate. This parallels the rights of the authority in respect of schools with high balances. The authority would only expect such action to be needed in exceptional circumstances.

10 PURCHASING, TENDERING AND CONTRACT RULES

10.1 Networks are subject to the purchasing, tendering and contract rules for schools in the Surrey Scheme for Financing Schools. As networks generally have no legal status in their own right, individual schools will need to enter into contracts on their behalf. The division of tasks between network and schools will need to be agreed between the school and the network. For example, the school could select suppliers, invite tenders etc. or simply place an order on terms agreed by the network or network staff. It is unlikely that networks will engage in significant procurement activities, other than for college courses/work based learning provision, training and related services

Purchases of goods or services valued above £5,000 but not more than £49,999

10.2 In summary, three written quotations must be sought for any purchase exceeding £5,000 in value, but not exceeding £49,999. (See s2.10 and Annex D of the Scheme).

A decision not to seek three written quotations should be agreed by all of the members of the network, although such agreement can be given in writing if there is no conveniently timed meeting. **Reasons for such a decision must be clearly recorded, eg that no suitable alternative suppliers exist. Similarly, a decision not to accept the lowest quotation must be agreed by all of the members of the network and formally recorded, with reasons.**

Goods and services exceeding £50,000 in value

10.3 A formal tender process should be undertaken for any purchase exceeding £50,000 in value. (See s2.10 and Annex D of the Scheme).

The network may agree not to go to formal tender where it has evidence that it has identified all suitable suppliers and that there is a sound reason for not seeking interest from a wider range of suppliers. However, it is for the network to justify not going to tender.

Networks must be able to demonstrate that any decision not to tender was reasonable. Networks are advised to consider, as part of the annual budget process, whether they are likely to procure goods and services from any one supplier with a total contract value of £50,000 or more during the forthcoming year, whether it is reasonable not to tender for any of these, and why. They will need to keep evidence to demonstrate that a decision not to tender was reasonable ie the presumption is that formal tendering will apply.

10.4 The Procurement and Contracts service advises that in principle the procurement of college courses falls within the scope of the council's Purchasing and Contracts rules. It is acceptable to select a single

provider without seeking competitive quotes, where the purchaser has reason to believe, following due investigation, that only one suitable supplier exists. In selecting course providers, schools or networks should formally consider whether alternative providers exist (for example in the private sector) and should record the reasons for approaching only one supplier if they do this. (For example, the need for a reasonable travelling distance for pupils might be a justification for using a single provider, or a limited range, when securing college courses. Past attainment results might be another reason. If there are no possible private or voluntary sector suppliers then tendering may not be appropriate)

- 10.5 Purchases of goods and services with a contract value of £173,000 (at Oct 2013), net of VAT, fall within the scope of the EU Procurement Directive, which requires a specific procurement process, including public advertising of the invitation to tender in a prescribed form and location. Surrey County Council has determined that contracts valued at £100,000 or more should be subject to the EU process. However, the purchase of educational services, such as college courses, falls within Part B of this Directive, which means that open tendering is not legally required, but that the award of a contract must be publicly advertised. (The threshold is higher for capital works). We do not anticipate that networks will often need to place orders exceeding £100,000 (except perhaps for college courses) but it is recommended that they seek advice before doing so (contact Schools Funding team initially)
- 10.6 Note that all contract values relate to the total value of a contract, not to the annual expenditure under that contract. So the value of a contract with a college would be the estimated total cost of courses starting in that year, including the cost of the second year's fees. Contracts must not be divided artificially in order not to exceed the various thresholds.
- 10.7 For further information please see the Procurement Standing Orders for schools, which are available as an Annex to section E of the School Finance Manual on the Babcock 4S website. The standing orders may be revised from time to time and the website will show the latest position.

11 PERSONNEL ADMINISTRATION

11.1 Networks need to ensure that clear line management arrangements are in place for any staff working directly for the network. Where the network has no legal status in its own right, staff should be employed by an individual school. Network representatives should be involved in the recruitment and selection process. Recruitment costs should be met by the network. Any costs of redundancy/termination, not eligible to be borne by central funds, should be at the risk of the network and not of the employing school, unless they result from inappropriate action or omission by the administrator school.⁴ Responsibility for pre-employment screening, references, Disclosure and Barring Authority checks etc. would best be discharged by the school which will be the nominal employer, sharing information with the network as agreed locally.

11.2 Arrangements for employment should include:

- A statement of particulars of employment setting out terms and conditions including annual leave and sickness arrangements; and whether fixed term or continuous;
- a job profile, with key duties and accountabilities;
- agreement on the normal work base, and whether the post holder will be required to work across separate sites,
- any other allowances to which the post holder is entitled eg required car user;
- clarity over line management of the post, and of any line management responsibilities of the post holder;
- performance management arrangements for the post holder;
- how to access development and training opportunities.

11.3 Where staff are employed by a trust or company, they will not be deemed to be employees of the council or of a school, and any liabilities to those staff on redundancy etc. will fall upon the employing body. Where staff are employed by an academy, the Council will not meet redundancy liabilities unless otherwise specified in the transfer agreement.

⁴ The normal conditions for central funding will apply here ie if redundancy is in line with county personnel policy and where competent professional advice has been followed

12 PROVISION OF NON FINANCIAL INFORMATION

- 12.1 **Networks are required to provide the authority with all information required by the authority for statutory external reporting purposes, and with any information required by the authority as a condition of external grant funding.** The authority will advise of these requirements as the need arises.

13 INSURANCE

- 13.1 Schools buying back insurance from the council will be covered by their own insurance arrangements for pupils educated on their site, including pupils registered at other schools, and for intersite transport using staff and vehicles provided directly by the school. Other schools should normally be similarly covered by their own insurer, but should check the terms of their own policy. Where other suppliers of education, or of incidental services such as transport, are used, they must have minimum public liability insurance of £5m, in line with normal county policy. Claims in respect of incidents on another provider's premises would normally need to be made against that provider. Legal and Insurance will be prepared to advise on specific cases.
- 13.2 Where the network is constituted as a separate legal entity (company or trust) it will require its own insurance arrangements for activities conducted in its own name.
- 13.3 Networks should ensure that annual checks are conducted on public liability insurance of private contractors. They should designate a specific individual to keep records of insurance checks on individual providers, and advise their members of the name of that individual. A schedule of checks should be available for inspection by members of the network, if demanded. Networks should have an agreed policy as to whether any claims against third party providers will be the responsibility of the home school or of a lead member of the network.

14 SUPPLY OF OTHER SERVICES BY THE AUTHORITY

14.1 The county council provides a number of other services to schools on a traded basis. These include the building maintenance buyback pool, legal advice, payroll services, PE and CDT equipment maintenance, and school meals. The services available are summarised below. Normally these services will be accessed through individual schools, which will be advised periodically of the services available and the terms on which they are made available.

Building maintenance

14.2 It is generally anticipated that accommodation used by networks will form part of member schools. Therefore, where a school provides accommodation to a network, and that school is in the maintenance buyback scheme, the network accommodation at that school will be covered by the buyback scheme. It will be for the school to determine whether to charge part of the buyback subscription to the network.

Schools which do not buy back building maintenance will be responsible for the maintenance of any accommodation on their site used by the network. They may still wish to charge networks a contribution to the costs of maintenance. Academies are not eligible for membership of the maintenance buyback scheme.

Where networks rent accommodation from third parties, any responsibility for repairs and maintenance under the lease agreement will fall on network funds, and networks will need to make adequate provision for it. Networks should not enter into such arrangements without consulting the Council's Estates Planning and Management service, because of the possible capital and legal consequences to the council.

Legal services

14.3 Where the administrator school buys legal services from the authority, then that school's annual subscription will cover legal advice on network matters, where those matters are such that they might normally arise in the course of running of a school. The annual subscription will cover advice and assistance on Education law, family law, preliminary advice on contract law, and defence of judicial review proceedings. It does not cover:

- legal advice required to assist in evaluation or implementation of alternative forms of organisation (trusts, charities, companies etc.);
- legal advice required to assist in the development of community facilities, or of traded activities with bodies other than Surrey schools, or legal partnerships;
- property advice;
- representation in a small claims matter where the amount claimed is less than £1,000;
- judicial review proceedings where the network is the claimant;

- litigation where Legal Services advises that a conditional fee agreement is appropriate and the network does not agree to this, or where Legal Services advises that the action is unlikely to be successful.

The council may be prepared to make legal advice on these excluded issues available at a separate charge, where resources permit. Networks should contact Legal Services if interested.

The authority would not normally expect to give legal advice in disputes between a network and its member schools, and clearly cannot give legal advice to a network if it should be in dispute with the authority.

Payroll

- 14.4 Where the employing school uses Surrey County Council's payroll service, the payroll service will also cover network staff on the same charging basis as the school's own staff. Where the employing school does not use Surrey County Council's payroll, it should make its own arrangements for paying network staff.

PR/CDT equipment maintenance

- 14.5 Surrey Commercial Services provides maintenance and inspection of PE and CDT equipment on a traded basis. Any equipment used for network courses, at a school which buys back this service, will be covered by existing buyback arrangements. Other schools will need to make their own arrangements.

15 ACTION IF A NETWORK IS DISSOLVED

- 15.1 Should a network cease to function, its members should agree on the basis of distribution of any surplus funds or liabilities, and advise Schools and Learning Finance of that agreement. Should no such agreement exist, the Council will distribute funding across schools on the basis of 50% unweighted pupil numbers, 50% free school meal entitlement, and will recover liabilities from member schools on the same basis. The data used will be from the October census prior to the date of dissolution. However, the LA will take no action in respect of liabilities or surpluses of a confederation which does not include maintained schools as members, except in respect of funds owed to or by the authority, or if asked to arbitrate by the members of the confederation.

16 NETWORKS RUN THROUGH COMPANIES

Where a network is run through a company (and the company has LA maintained schools as members):

- * **the funds transferred to the company must be reported to the LA as expenditure by the network, and must only be reported as expenditure when the company has provided goods and services to the network or on its behalf** (surplus balances held by the company should be reported to the LA as income in advance);
- * where the LA would normally allocate funding directly to the network, it is for the members of the network to advise how that funding should be transferred to the company (eg directly or via a named school);
- * **the LA must be advised of the income, expenditure and year end surplus of the company for the LA financial year before the end of the local authority's accounting period 13 or as otherwise advised in the local authority's closure of accounts programme for schools**
- * **copies of the audited accounts of the company must be supplied to the authority within a month of their being agreed by the company's external auditors**
- * **the LA must be supplied with all other information necessary for a school company under the School Companies regulations**, unless the company can demonstrate good reason for being exempt from the provisions of that Act.
- * the LA will expect the company to have regard to the principles in the preceding sections of the above guidance, as regards financial security and value for money, in so far as they are compatible with the function of the company
- * the authority does not guarantee the liabilities of the company. Any guarantee is a matter for members of the network which operates the company..

Contacts for queries:

For further information please contact David Green, Senior Principal Accountant (Schools Funding) at Surrey County Council, on 020 8541 8010 or via email, in the first instance: David.Green.ses@surreycc.gov.uk or Room G37, County Hall, Penrhyn Road, Kingston upon Thames, Surrey, KT1 2DN

Specific queries relating to local bank accounts should be directed to Sue English at Babcock 4S on 01372 834352 or email: sue.english@babcockinternational.com

Specific queries on personnel matters should be directed to the Babcock4S Personnel helpdesk on 0800 073 4444 ext 835200 or email glenn.bishop@babcockinternational.com However, at present there are no service level agreements in existence between Babcock and 11-19/14-19 networks and therefore any work requested will be chargeable separately.

Reference material

The Surrey Scheme for Financing Schools can be found on the Schools and Learning Finance web pages at www.surreycc.gov.uk then “learning” then “teachers and education staff” then “Schools and Learning Finance”. The Scheme is normally updated every year and a checklist is provided on the website showing when each section was last updated.

The Schools Finance Manual contains more detailed guidance to schools on financial matters, which supports the requirements of the Scheme and which can be regarded as best practice. The Schools Finance Manual can be found on the Babcock4 S website

at <http://www.babcock-education.co.uk/4S/finance-manual>
(Network staff will need a Babcock 4S website password in order to access this.

Children, Schools and Families Finance
Business Services Directorate
Surrey County Council December 2013

Annex 1 ILLUSTRATIVE MANAGEMENT AND DELEGATION ARRANGEMENTS FOR 11-19/14-19 NETWORKS

Formal management arrangements should cover:

- Election of a Chair or other lead, and a Vice Chair or other substitute. The Chair should represent a member body, but need not represent a Surrey school;
- Election of representatives to any other body on which the network is represented as such;
- matters which can only be decided at full meetings of that network, where every member institution is entitled to be represented;
- the quorum for such meetings (ie the minimum number of member institutions which must be represented at the meeting, excluding observers). This may vary according to the nature of the business undertaken;
- categories of business which require unanimous decisions, or majorities in excess of a simple majority;
- voting procedures if necessary (eg should all members have equal voting rights?);
- Arrangements for convening meetings, which should be held at least termly. In arranging dates, members should have regard to key deadlines, such as budget setting and student option decisions.

Individual member institutions should have a clear policy as to who may represent their institution, and can commit that institution, at these meetings. Occasionally an institution may need to send an observer, without powers of decision making; these will not count towards the quorum. A decision of the network will not be invalid because a representative has voted despite not having the power to do so.

The following items should be agreed at full meetings, without limitation:

- The management and delegation arrangements (eg those set out here);
- the annual budget and planned activity for the year,
- the process of allocation of funding/funded places to schools,
- the process for determining eligibility of individual pupils for such places where the network has a role in this, (ie basic principles and who decides)
- responsibility for financial management eg the choice of administrator school and the services to be provided by that school and on what terms;
- any proposals to employ staff and agreement on the legal employer of any such staff (although the actual appointment of individuals may be delegated);
- any proposals to levy charges on schools, or to raise additional contributions from schools;
- proposals to engage in new activities,
- arrangements for delegation of decision making, including financial delegation (for example approving orders and payments, or arrangements for renting accommodation);
- whether administrator schools should be funded for expenses;

- arrangements for child protection and DBS clearance policies. Member schools should ensure that the network has suitable arrangements in place to ensure that all suppliers have adequate arrangements for checking staff, and the network should ensure that a named individual or individuals are responsible for checking supplier arrangements;
- any decision to establish alternative organisational arrangements eg trusts or companies
- any decision to dissolve the network, and on the allocation of assets and liabilities in such circumstances.

The full meeting should receive a financial report at least termly. This should state total funding available, expenditure to date, commitments, projected outturn and major risks to the finances of the network, and should show major activities separately. In particular, any activities funded from earmarked resources should be shown separately. The full meeting should also be advised of student take up on courses funded through the network, and of other key output/demand indicators. It is recommended that a bursar/business manager is present when information on the budget is being discussed.

The full meeting may delegate powers to subgroups or individuals if it chooses, with the exception of the matters above. The scope of such delegation should be clearly agreed at a full meeting. In delegating, networks should have regard to good practice on the separation of duties.

It is hoped that networks will normally proceed by consensus, but it is for networks to determine their own chairing and voting arrangements, where necessary.

The network manager should not act as the clerk to full meetings, in order to avoid conflicts of interest.

Minutes of the full meetings should be available for inspection by the authority if required, but need not be submitted to the authority as a matter of course.

Networks should have an urgency procedure in place eg that urgent issues can be decided through written means, or by the Chairman or a subgroup.

Networks will still be responsible for costs which they incur, even if they were not properly authorised.

Conflicts of interest

Networks need to have a procedure for reporting, recording and managing conflicts of interest, and the extent to which members may be involved in discussions where a potential conflict exists. Conflicts might include an interest in an external provider or contractor. Conflicts of interest should be declared and formally reported where they are, or may be seen to be, relevant to business being discussed. The fact that students on the roll of a school will benefit from funding distributed by the network is not normally a conflict of interest for that school, because it is inevitable given the purpose of the network. However, networks will need to consider carefully how to manage

any quality complaints which may arise about an individual member's courses, or any disputes about what development costs are school responsibility and what is a network responsibility. Being the administrator school might mean a conflict of interest in some circumstances.

ANNEX 2 INFORMATION REQUIRED IN THE BUDGET PLAN

Networks will be required to submit annual budget plans to the authority in a standard form, which will be made available annually on the Babcock 4S website. The standard form will normally be similar to that for schools, but networks will be expected to distinguish explicitly between income from member schools and from elsewhere.

These requirements may vary from time to time as networks develop, and based on the authority's assessment of the financial risk to it of networks' activities and the need for the authority to monitor the use of specific funding streams.

When presenting budget plans to members, it may be appropriate to provide further analysis to facilitate effective reporting and monitoring during the year.

Network budgets should be submitted separately from those of the administrator schools ie they should no longer be consolidated. The administrator school should simply show within its budget plan, as expenditure, any contributions made by it to the network from the school's own delegated or devolved funds or from other funding available to it in its own right. Similarly the school should show, as income, expected income from the network.

Where a network operates through a trust or company, it will still be required to submit a budget plan as a condition of receiving devolved funding.

ANNEX 3 KEY REQUIREMENTS OF SURREY SCHEME FOR FINANCING SCHOOLS WHICH ARE OF RELEVANCE TO NETWORKS

These requirements apply to the network, although in practice many of them will apply to the administrator school. They should be familiar to administrator schools because they are similar to those applying to individual schools.

A3.1 To submit an annual budget

The annual budget should be in the form specified in Annex 3.

A3.2 To submit regular returns of revenue and capital income and expenditure (via the administrator school)

These are required in order to allow the authority to recover VAT and to update its own central accounting system, because network expenditure and income count as expenditure and income by the authority (This will normally be provided by the administrator school via the "FIN U81A" return.) An alternative format is available where the administrator school does not use SIMS FMS. This may also be used where the school is an academy. Networks must submit these at least termly.

When reporting expenditure and income, schools should distinguish between transactions between maintained schools and the network (which are internal to the county council) and transactions with external individuals or bodies. Separate ledger codes have been made available to facilitate this. The distinction is important for the council's own external reporting.

A3.3 To advise the authority promptly if there is likely to be a financial deficit, with reasons, and to have regard to advice given by the authority in those circumstances

Deficits will only be acceptable in exceptional circumstances (see section 4.2)

A3.4 Financial monitoring

Networks must submit a financial monitoring statement, including projected outturn, where the authority requires it (usually annually, in late autumn; more frequent submission will be required if the authority has concerns about the financial position of the network). This statement should show separately expenditure to date and projected outturn on:

- network co-ordination and administration costs
- any activities funded specifically or mainly from funds not supplied by or through the authority
- community focused activities, if any;
- all other activities.

A modified FMR format will be provided by the authority for this purpose, which will be accessible from this web page and from the Babcock 4 S website, together with guidance on deadlines for submission and to whom the reports should be submitted.

A3.5 Paying staff and suppliers

Networks must ensure that proper procedures are in place for paying staff, and accounting for tax, national insurance and pension contributions, if the

council payroll is not used (no cheques!) and for paying suppliers (in particular ensuring timely payment, and ensuring the correct tax treatment of payments to building contractors)

They must maintain adequate separation of duties when ordering/making payments (ie at least 2 people involved who understand the business involved), and must ensure that a list of approved signatories is maintained.

A3.6 Maintaining proper accounting records

Networks must maintain proper and secure records of income and expenditure (preferably a recognised accounting package such as SIMS), including separation of revenue and capital expenditure, should the latter be incurred.

Original financial documents (receipts, invoices, etc.) must be retained for an appropriate period consistent with county council requirements (See Section U of Finance Manual)

Networks must account appropriately for income and expenditure (eg in the year in which goods are received/supplied and services performed). Accruals should be supported by suitable evidence. Funding from the authority should be accounted for as funding in the year in which it is allocated and not in the year in which it is spent.

Earmarked funding must be properly accounted for and an audit trail must be maintained to demonstrate that such funding has been used for the specified purposes.

Any network not wishing to use an administrator school or school based accounting application should seek prior approval from the authority. The authority may wish to consult its own auditors before giving such approval.

A3.7 Value for money and option appraisal

Networks must consider a range of options before starting a major project and should be able to demonstrate due regard to value for money and Best Value in the choice of options.

A3.8 Bank accounts

If a separate bank account is held, it must be with an institution on the council's approved list, unless the administrator school is an academy, it must be reconciled monthly, and it must not be overdrawn.

A3.9 Borrowing

Borrowing is not permitted.

A3.10 Control of assets

It is not generally expected that networks will own physical assets in their own right. However, should they do so, an asset register or inventory should be kept (as specified for schools in Section U of the Finance Manual). Where funds are transferred by the network to partners, in order to acquire or create

fixed assets, the network might reasonably consider placing restrictions on the disposal of those assets.

ANNEX 4 ROLE OF ADMINISTRATOR SCHOOL AND SAFEGUARDS

Role of administrator schools

The rights and duties of administrator schools should be agreed locally, recognising that they perform their duties on behalf of the network and that ultimately the responsibility for proper administration lies with the network and thus is shared by all members. The rights and duties set out below may be considered a reasonable model.

Duties of administrator schools:

- To make payments and record income and expenditure in line with arrangements agreed with the network and with the management arrangements for the network and the financial procedures specified by the county council. This should include use of a recognised accounting system, and ensuring adequate separation of duties. Where SIMS is used as the accounting system, a separate source of funds should be used for the network, together with a separate SAP cost centre as allocated by the council. Separate local cost centres should be used for significant discrete activities as agreed locally. All expenditure and income should be reported gross, with no netting off of income and expenditure. Capital and revenue expenditure should be reported separately. Schools not using SIMS should make adequate alternative arrangements, including separation of capital and revenue funds, and of official and unofficial funds, should the latter exist. There is no requirement to report unofficial funds to the council, except where they are used to fund official activities;
- To produce FMR reports periodically to member schools at agreed intervals- at least termly - and when any significant additional funding is granted or changes to plans are required. Reports should be provided to network meetings so that member schools/others have the opportunity to question the financial data;
- To provide a similar report at year-end giving final outturn figures for income and expenditure compared to original projections and also including key outputs/volumes against initial assumptions (eg number of pupils for which college places/alternative education is provided);
- To provide regular financial reports to the network co-ordinator, including sufficient explanation to allow the co-ordinator to identify appropriate actions;
- To act promptly on instructions given by authorised members/staff of the network, and to exercise reasonable care and skill in so doing, including ensuring that adequately qualified and trained staff are available;
- To ensure that network staff know which school staff are authorised to take instructions from the network and to place orders, process financial transactions etc. on behalf of the network;

- To report regularly on expenditure and income to the authority; including separate reports on any activity for which separate reporting has been agreed between the authority and the network; (This should normally be done via the Fin U81A return , using the network's SAP cost centre (s), and the network's capital internal orders, where appropriate);
- To reconcile any separate bank account monthly;
- To report promptly to the network, via an agreed procedure, if the network funds are in deficit;
- To issue contracts of employment and complete service returns;
- To place orders for supplies and services on behalf of networks, where locally agreed.

Rights of administrator schools

Administrator schools can reasonably expect:

- To be advised of all financial transactions affecting the network, and for those transactions to be processed via the school;
- to be able to charge against network funds any expenditure which they have incurred on the instructions of the network;
- to be able to make a charge to the network for administrative services, on an agreed basis not significantly exceeding the cost of those services;
- To be formally instructed of those authorised to authorise contracts, expenditure and payments, on behalf of the network, and to be instructed only by those authorised;
- To be formally advised of those authorised to receive budget monitoring information on behalf of the network;
- To be able to agree, with the network, appropriate deadlines and lead times eg for payment of invoices and staff.

Should the network run out of funds, the role of the administrator school in these circumstances is to report any difficulties as early as possible, formally, to members of the network. The network should have arrangements in place for recovering such a shortfall from members. Administrator schools are not responsible for losses incurred by networks, except where these are due to the administrator school not performing its duties with reasonable skill and care.

Where network accounts are administered by such a school, then network staff should take care to ensure that all transactions go through that school, Administrator schools should advise the network of the names and roles of

school staff authorised to receive and record income and to act on requests for payments.

Additional duties may be undertaken by administrator schools by local arrangement.

Change of administrator schools

Where a network changes administrator schools, the old administrator school should provide its successor with:

- statements of outturn for the past two years, showing funding, income, expenditure and surplus/deficit and showing each of the main activities separately;
- copies of the last three termly monitoring reports to the network
- a copy of the budget plan for the following year, if already prepared
- a listing of all known outstanding assets, liabilities and commitments of the network;
- a listing of staff employed on behalf of the network,
- contracts for all staff employed by the network, if in future they are to be employed through the new administrator school.

Any cash balances held on behalf of the network should be returned to the authority, which will make an equivalent sum available to the new administrator school.

ANNEX 5 INTEREST ON UNSPENT FUNDS AND DEFICITS

It is recommended that administrator schools credit the networks with interest on unspent funds, where the administrator school itself is earning interest on those funds.

For simplicity we propose that this should be calculated on a month end balance, eg as follows:

Balance on network cost centre at month end (ie funding less net expenditure excluding centrally paid staff)
x ½% below average base rate for that month/12 (subject to a minimum interest rate of nil!) As at November 2013 this is likely to mean that no interest is due.

This assumes that funding will be allocated termly in advance
Any funding given within the last week of the month could be excluded from the calculation in order to avoid artificially inflating the interest calculation.

The administrator school can reasonably deduct interest from network funds, where the network gives it instructions which cause network funds to go into deficit. Such interest should not exceed the loss incurred by the administrator school as a result of the deficit created. It might occur, for example, due to late receipt of income by the network.

ANNEX 6 OUTLINE REQUIREMENTS FOR FORMAL TENDERING

(Taken from the Procurement Standing Orders for Schools, Annex E of the Schools Finance Manual)

A1 Advertising the intention to tender

:

A1.1 Requirements using a method likely to generate interest among potential suppliers, eg in the local press or appropriate trade press. They **MUST** advertise on the OJEU website if the value of the tender exceeds the appropriate limit for EU compliant tendering. There are other websites which may be useful for advertising tenders eg IESE South East Business Portal, Build Surrey Schools should not rely solely on their own websites for advertising business opportunities.

The content of the advertisement should be sufficient for potential bidders to establish whether it is worthwhile for them to express an interest. Bidders should be given at least ten days from the date of appearance of the advert to express an interest in tendering

A2 Request for Quotation

A2.1 A formal Request for Quotation should be issued to all suppliers expressing an interest within the prescribed period following the initial advertisement. This should include at least

- purchase specification (this should include volumes and service standards/ performance indicators,. It should concentrate on outputs, rather than method, where appropriate);
- minimum technical standards, where relevant;
- whether minimum standards of financial standing are required (and if so, details of the financial information required in order to assess this);
- expected completion date, or start and end dates if contract is for continuing supply;
- if the contract involves transfer of staff, whether or not TUPE applies (it probably will-see 2.6);
- schedules of goods/works/services to be priced, suppliers should be asked to price exclusive of VAT;
- the basis of any inflation (or other price) adjustments during the contract, if appropriate;
- procedure for negotiating changes to the contract, where applicable; including any circumstances in which the contract may be terminated early;
- the evaluation procedure to be used in evaluating bids, including criteria and weightings;
- * deadlines for receipt of quotations, and the form in which they should be submitted (eg whether electronic submission is acceptable);
- number and nature of references required, if any;
- latest expected date for award of contract (ie date to which quotation must be valid);.
- Procedure for dispute resolution;
- A tender reference for use when submitting tenders.

The specification should not insist on any specific product or process being used where this is not essential, as this may reduce competition. Indeed such a restriction would be illegal where contracts are subject to EU procurement requirements. But otherwise the specification should be as precise as possible, both to minimise future disputes and to reduce the need for suppliers to price in risk. Advice on appropriate technical standards and industry best practice may be available from Babcock4 S for those services which they support,

Bidders should be advised that the provisions of the Freedom of Information Act 2000 may apply to any information supplied by them. Certain confidential and commercially sensitive information can be withheld under the Act. Potential suppliers should be given the option to identify any information included in their tender, which they would not wish to be disclosed under FOIA, and to explain why it should not be disclosed.

Bidders should be required to confirm in writing that they have not colluded with any other bidder or potential bidder, or given or offered any inducement to anyone in respect of the tender.

Bidders should be asked to state in writing any relationship or connection which they may have with any school employee or governor or close relation, or any other issue which may be seen to lead to a conflict of interest between bidder and school.

Bidders should confirm in writing that they accept all of the proposed contract terms. Legal advice should be taken on any objections by any bidder to the terms of the contract, having regard to the need to treat all bidders equitably.

Schools may accept electronic submission of tenders, but if so:

- they are advised to set up a separate mailbox for the purpose, which will not be opened until the deadline date;
- they should specify the form in which electronic tenders should be submitted (eg Word, Excel or pdf).

The date of issue and recipient of all Requests to Tender should be recorded.

A3 Receipt and opening of tenders

A3.1 All tenders should be returned to the school, clearly marked as tenders, with appropriate references as specified in the Invitation to Tender, and should not bear the identity of the bidder.

All tenders should be opened at the same time, after the deadline date, by at least two members of staff (including the headteacher, or another member of the Senior Leadership Team authorised by the governing body to undertake that role).

A list should be kept of all tenders received, all documents enclosed with each tender, the date and time of receipt, date and time of opening, the member of staff opening them and the member of staff witnessing the opening. All tenders received in hard copy should be date stamped on arrival and again on opening.

All tenders received by the deadline should be reported to the Governing Body (or finance or resources committee if agreed locally). Faxed tenders are not acceptable

The headteacher, or nominated substitute, may seek clarification of obvious errors in a tender (eg arithmetical errors). Otherwise, no member of staff or governor should communicate with a bidder prior to the award of the tender. All such communications should be in writing or by email, other than in wholly exceptional circumstances, the reasons for which should be recorded.

Late tenders should not be considered, unless there is evidence that they were posted in sufficient time to meet the deadline, and that the late receipt has not benefited the tenderer. Tenderers submitting late should be advised that their tender has not been considered because it was received late, and should be given no other feedback on their tender.

A4 Evaluation of tenders

A4.1 The process for assessing tenders must be determined before inviting tenders ie price or best economic advantage (commonly known as Most Economically Advantageous Tender, or MEAT), having due regard to the principles of Best Value and to health and safety requirements. Tenderers should be advised in advance of the method to be used. The MEAT method will normally be most appropriate. The weighting of individual criteria should also be decided in advance. Criteria should be capable of objective assessment.

If the most economically advantageous tender method is chosen, then in scoring tenders, in addition to initial price, schools should consider,

- Whole life costing, including cost of maintenance/consumables/upgrades, decommissioning and disposal;
- Corporate social responsibility (see above);
- Compliance with equal opportunities legislation;
- Financial soundness of supplier (including suitability for contracts of the value proposed)(see Annex C);
- Previous performance/references;
- Effect on total cost of different payment terms (where applicable).

Not all of these criteria may be relevant to all contracts.

The process of assessing and scoring tenders should involve both the headteacher and representatives of the governing body and the final decision should be approved by the governing body. The school should

determine who is to be involved in this process, before issuing the Request for Quotation.⁵

A4.2 Often, tender evaluation will require technical expertise eg in building design, catering, cleaning, grounds maintenance or ICT matters. The school is responsible for ensuring that proper advice is taken from appropriately qualified sources, and for meeting any costs incurred. Sources of advice within Surrey County Council and Babcock are shown at s2.5 above.

A4.3 If no compliant tenders are received, then the school should seriously consider whether the original tender document was specific enough, and whether to retender on revised terms. If a contract is above the EU procurement threshold then retendering is likely to be mandatory. In such circumstances, the school should advise the tenderers why the tendering exercise is repeated, and why their tenders were non compliant

⁵ This may not be specific individuals eg it could say headteacher or deputy head and two governors including the Chair

ANNEX 7 CHECKLIST OF REQUIREMENTS FOR REPORTING TO THE AUTHORITY

Information/document	Supply to	Deadline
Agreed local management arrangements (3.1)	Head of Schools and Learning Finance (fao David Green)	Within one month of network agreeing changes
Annual budget plan (4.3)	Head of Schools and Learning Finance (fao David Green)	1 May annually
FIN U81As (8.1) or equivalent	Babcock4S data exchange	Termly (minimum)
Outturn statement (academy administrators)	Head of Schools and Learning Finance (fao David Green)	TBA (see schools closing programme)
Likely deficit and recovery action	Head of Schools and Learning Finance (fao David Green)/Babcock4S (Jo Hawkins)	As soon as possible once likely deficit is identified (max 1 month)
Change of administrator school(7)	Babcock 4 S(Jo Hawkins) and Schools Funding Team (David Green)	At least 1 month before change is implemented
Non-financial information eg learner numbers	As advised	As specified from time to time