

DE LA SALLE COLLEGE



FINANCIAL MANAGEMENT POLICY

“HONOR THE LORD WITH YOUR WEALTH AND WITH THE FIRST FRUITS OF ALL YOUR PRODUCE; THEN YOUR BARNS WILL BE FILLED WITH PLENTY, AND YOUR VATS WILL BE BURSTING WITH WINE.”

PROVERBS 3:9-10

Compiled by: The Head of College	Last Reviewed: June 2025
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Oversight Governor: Greg Zambon	Verification date: Ascension Term 2025

Introduction - Overview and Objectives of This Policy

The purpose of this policy is to ensure that the financial management of DLS conforms to the following objectives and principles:

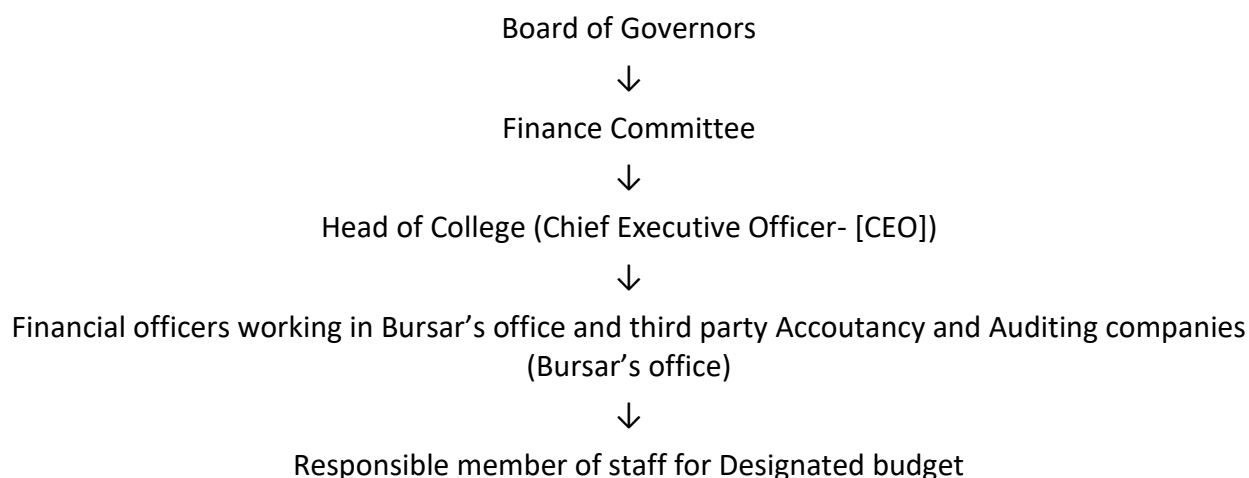
1. A clear definition of financial responsibilities;
2. A clear separation of duties where necessary and appropriate;
3. The operation of effective financial checks and controls;
4. Integrated financial planning and budgeting;
5. Regular and clear financial monitoring and reporting at an appropriate level of detail;
6. Compliance with audit requirements;
7. The securing of best value for money;
8. Operation in accordance with generally recognised financial best practice;
9. Clearly defined delegations of authority

Roles and Responsibilities

Finance structure

DLS has defined the responsibilities of each person involved in the administration of College finances to avoid the duplication or omission of functions and to provide a framework of accountability.

The financial reporting structure is illustrated below:



The organisation of DLS encourages regular interaction between those making financial decisions and those affected by them through the passing of information regarding any proposed actions through the reporting lines indicated above

Role of the Governing Body

The Governing Body has overall responsibility for the administration of DLS finances as outlined in the Instruments and Articles of Governance.

The main responsibilities include:

- ensuring that any fee income is used only for the purposes intended;
- ensuring that any grant from the GOJ is used only for the purposes intended;
- the approval of the annual budget;
- the monitoring of delegated financial powers to the Head of College (CEO).

Governors act with integrity, objectivity and honesty and in the best interests of the School and are prepared to explain their decisions and actions, if required

Review of financial procedures

Governors periodically, or following any significant changes to the financial practices being operated, will review this finance procedures Policy. Approval of the Policy will be reflected within the governor minutes. The Policy is held within the policies file and is available to staff and governors.

This Finance Policy should be read in conjunction with:

The Safer recruitment Policy & Data Protection Policy

Role of the Finance Committee

Although there is no requirement for schools to have committees, the Governing Body has agreed that it will fulfil some of its responsibilities through a series of committees. The Governing Body as a whole decides the membership of each committee.

The tasks that are carried out by the Finance Committee are as follows:-

- Provide advice and offer recommendations to the Governing Body on all financial matters.
- Scrutinise the drafts of the annual budget as provided by the Head of College and the rolling three-year budget and make recommendations for their approval by the Governing Body.
- Support the Head of College as s/he monitors income and expenditure against the annual budget and all other day to day financial issues within the limits of the powers delegated to the Head of College.
- Ensure the annual accounts are produced in accordance with the stated requirements;
- Monitor financial areas of the School Development Plan on behalf of the Governing Body.
- Review the annual report of the appointed external auditor on the effectiveness of the financial procedures and controls and report on these to the full governing body.

Reporting financial updates to governors

The Head of College and the Bursar's office ensure that the Governing Body is kept fully informed about financial issues and developments at meetings of the Finance Committee by recording the details in the minutes. Following discussion, any issues of a significant nature are then fed back to the full Governing Body by the Chair of the Finance committee.

Role of the Head of College

The Head of College has overall executive responsibility for all DLS activities including financial activities.

Much of the financial responsibility has been delegated to the Bursar's office and to Designated Budget Holders but the Head of College still retains responsibility for:

- Authorising all contracts within the limits of the stated College budget for the year (that is the P & L budget);
- The overall integrity of the School's finances and the effective operation of the School's financial systems and controls;
- Signing cheques and authorising BACS payments in conjunction with other authorised signatories and in accordance with the bank mandate;
- Ensuring that the Designated Budget Holders discharge their responsibilities effectively.
- Reviewing the College bank accounts on a weekly basis via online banking.
- Making any transfers between College bank accounts.
- Holding regular meetings with financial officers within the Bursar's office

Role of the Designated Budget Holders

The role of the Designated Budget Holder is to:

- The Head of College determines which employees of the College will become Designated Budget Holders
- The list of Designated Budget Holders is retained by the Bursar's office.
- Ensure that all commitment and expenditure against his/her Approved Budget is within budget limits and within the limit of his/her delegated authority;
- Inform the Bursar of any potential overspend or variation to Approved Budget and take measures agreed with the Head of College to manage the variation;
- Seek from the Bursar's office, then complete and authorise a Purchase Order for all commitments;
- Ensure that invoices for expenditure against his/her budget are for goods or services properly ordered, have been received, confirm to specification and are of satisfactory standard. If so, to authorise the invoice for payment

Role of the Bursar's Office

Working with the Head of College, the financial officers with the Bursar's office review and offer advice to the Head of College on the initial draft annual budget, which is submitted to the Finance Committee for discussion and then the Governing Body for the final approval.

In addition to other responsibilities as outlined in the financial officers Job Descriptions,, the Bursar's office also provides specific expertise in long-term financial management and is responsible for:

- Budgeting;
- providing financial advice in conjunction with the College appointed third party Accountancy services provider;
- accountancy via the College appointed third party Accountancy services provider;
- generating and monitoring income in conjunction with the College appointed third party Accountancy services provider;

- arranging and checking insurance
- working with the Head of College (or his delegate) to cost projects undertaken by the School (building works, contracts, etc.)
- oversee the finances of stand-alone elements of the College, e.g. school catering;
- advising the Head of College on developments in financial policy.

Section 128 Checks

All members of the Governing body, SLT, SMT and designated budget holders are checked against Section 128 that is prohibition from holding or taking post in the management of an Independent School.

Pecuniary (Business) Interest

All DLS governors and staff with significant financial or spending powers are required to declare to the Head of College (or in the event the declaration is from the Head of College to the Chair of the Governing Body) any financial interests they have in companies or individuals from whom DLS may purchase goods or services.

Such declaration should include all business interests such as directorships, shareholdings or other appointments of influence within a business or organisation which may have dealings with DLS. The disclosures also include business interests of relatives such as a parent or spouse or business partner where influence could be exerted over a governor or a member of staff by that person. The Head of College will keep a register of such declared business interests and will inform the finance committee if a conflict of interest is a possibility. In which case the governor or member of staff would be expected to recuse themselves from the decision making process.

The existence of a register of business interests does not detract from the duties of governors and staff to declare interests whenever they are relevant to matters being discussed by the governing body or a committee. Where an interest has been declared, governors and staff should not attend that part of any committee or other meeting. The register is retained by the Head of College and shows:-

- the name of the governor / staff member (including close family members).
- the nature of the business or personal interest.
- the name of the organisation or person which gives rise to the interest.
- an indication of the circumstances in which a conflict might arise (if this is not already obvious).

No governor or member of staff accepts gifts or hospitality from current or potential suppliers, unless appropriate approval is obtained from the Head of College and the Finance Committee.

Internal Financial Control

Separation of duties

DLS maintains this policy and its detailed procedures in order to reflect the day-to-day management of financial administration. As far as possible, the allocation of duties has been made to ensure that the same person is not responsible for a process from start to finish in order to reduce the risk of error or intentional manipulation. Where this is not possible, the

Headmaster or Bursar's office undertakes some form of internal check, e.g. review the bank reconciliations, review of paying-in slips, review of order, authorisation of invoice etc.

As far as is possible, the following functions are separated:

- Authorisation
- Execution

(E.g. the authorisation of orders and invoices is separated from the placing of orders and raising of cheques, BACS payments, etc.)

In the event of long-term absence of any of the post holders, their responsibilities should be delegated upwards until alternative arrangements can be made.

Approved signatories

Authorisation on an action, transaction, etc. is a key internal control. Staff are expected to exercise authority only where they have been delegated the power to do so. Authorisation is clearly recorded by the individual's signature and date. The Bursar's office and the Head of College are aware of the signature of staff who are approved budget holders.

External agencies, notably the College bankers, are notified of changes to authorised personnel promptly.

All orders and invoices are authorised for payment by the Designated Budget Holder. In the case of payments made to a member of staff or Governor these are made by BACS or Cheque and a counter signature of the Head of College (or in the case of the Head of College, the Chair of the Finance committee) must be obtained before approval of payment. Details of all Budget Holders are held within the accounting package and the Bursar's office holds a separate list detailing the name of the budget holder, their signature and any restrictions to their signing limits. This record is retained securely in the Bursar's office.

Maintenance of complete and permanent records

The College ensures that complete financial records are maintained at all times so that transactions are traceable from the original documentation to the accounting records and vice versa. Where amendments are required, the person making the change initials the alteration. All manual records are completed in ink and correcting fluid is not used. All records are authorised or approved independently from the person completing them, e.g. approval of the costing for a residential journey or day visit, bank reconciliations, etc. and the records are signed to reflect this. Records are retained for the length of time recommended in the College retention policy.

Audit arrangements

The governors of DLS ensure that access to financial records will be given to the external auditors to allow them to prepare their annual report. The year end accounts files are prepared by the the College appointed third party Accountancy services provider and are provided to the Auditors for review. The financial officers within the Bursar's office are the first port of call for the Auditors with respect to queries, if needed the Head of College may also be consulted. In the event of anything required to be reported, the Auditors would write to the Finance Committee.

Banking Arrangements

Account arrangements

The Governing Body has agreed that DLS deposits all funds within the bank accounts set up by the College. The College bank accounts are held with HSBC Plc and Union Bancaire. The first is for the receipt of fee income and Grant income, which is generally disbursed according to the P & L ledger, the second is for the use of Capital expenditure and for the College reserves.

Cheque security and signing

The governors have agreed that the signing of School cheques has been delegated to the following approved cheque signatories:

- Head of College
- Chair of Governors
- Chair of Finance

Subject to the following limits of signing power:

Authorised Personnel Limit	Comments
Any signatories	Cheques up to £7500 in value
Any two signatories, of whom one must be the Head of College	Cheques over £7501 and up to £250,000 in value
Over £250,000	The Head of College, together with one Governor signatory

The College has completed the required forms to instigate these arrangements and copies are retained securely. If the Head of College is absent for a prolonged period of time the College will contact the bank to make alternative arrangements.

Security and control over cheque stationery

The Bursar's office is responsible for controlling cheques and/or cheque books in issue. Cheque books are ordered automatically, printed cheque stationery is ordered as required. When not in use, cheques, cheque books and printed cheque stationery are kept securely. Access is restricted to the following personnel:

- Financial Officers within the Bursar's office;
- The Head of College.

Accounting for all cheques

The Bursar's office is responsible for periodically checking the sequence of unused cheque books to

ensure that all unused cheques can be accounted for. Any anomalies are reported to the Head of College immediately and the bank informed not to honour cheques which cannot be accounted for.

BACS payments arrangements

The Bursar's will oversee the arrangements regarding BACS payments to suppliers. BACS payments are usually carried out by the Assistant Bursar. If the Assistant Bursar is absent due to illness or absence these will be completed either by the Finance officer or the Head of College. The Bursar's office will raise a batch of payments through the College's accounting software. Once approved by the Head of College or the authorised signatory, the Bursar's will process the batch via HSBC Commercial Banking Online for payment. BACS payments cannot be raised or authorised by the individual receiving the payment.

Online arrangements

The financial officers within the Bursar's office and the Head of College have been set up at the bank with password access to enable s/he to deal with on-line banking and telephone queries arising with the bank and a copy of the registration form is retained securely in case this is forgotten.

Either the Head of College or the Assistant Bursar are authorised to use internet banking with restricted access. There is a daily limit of £67500 for any on line payment.

Changing account signatories

All changes to the authorised signatures must be approved by the Finance Committee.

Direct debits and standing orders

The Bursar's office will maintain a schedule of all direct debits, standing orders & BACS payments set up on the College's account(s) showing:

- Payee;
- reason for payment;
- amount;
- date set up;
- frequency / timing of payment.

These are only set up after careful consideration regarding the risk of error and the College's ability to meet the on-going cost. All mandates are signed by two of the authorised signatories. The mandates are retained in the Bursar's office.

All direct debits, standing orders & BACS payments reflected on the bank statements are reconciled to the invoices received and any receipts obtained (e.g. use of the College's petrol card). The supporting documentation is filed with the paid invoices.

The Bursar's office will undertake a spot check of these procedures on a termly basis.

Business Cards

Business credit cards are held in the name of the Head of College and are kept securely. Business debit cards are held in the name of the Head of College and the Assistant Bursar

Cashing facility

It is the sole responsibility of the Bursar's office to withdraw petty cash.

Reconciliation process

On line bank statements are reviewed from the bank on a weekly basis, using on-line access which is available at all times. The Assistant Bursar is responsible for overseeing the reconciliation of all accounts undertaken by the Bursar's office. The reconciliation must be done at least on a weekly basis. These reconciliation statements are reviewed by the Head of College.

Once the items on the bank statements have been cleared, the list of unreconciled items is reviewed, and examined for old expenditure items and outstanding income items. All cheques that have not been presented at the bank within six months of production are investigated and written back into the account, where appropriate. Outstanding income items are investigated and chased through the bank, where appropriate.

Once the reconciliation process has been completed, the 'bank reconciliation' reports are retained.

Banking of Cash and Cheques

Cash and cheque receipts are reconciled by the Bursar's office and placed in sealed bags, held securely in a safe. Weekly deposits of cash or cheques is administered by the Bursar's office. A receipt is taken from the bank teller. These are signed as accurate by an officer in the Bursar's office. The signed reports are to be retained for review, along with the bank statements.

If the account cannot be reconciled, this is reported to the Head of College.

Cash flow forecasting

The Head of College, supported by the Bursar's office is able to forecast cash flow so that optimal funds are controlled and available for disposition. The College must not go overdrawn at the bank without permission of the finance committee of the Governing Body.

The College monitors its bank position on a weekly basis with direct access to the bank and through the performance of formal bank reconciliations and on a half-termly basis through revised forecasting of the budget.

Prohibition of any form of credit arrangement

Lasallian Schools are not permitted to borrow money, unless they have the approval of the Brother Provincial. The Head of College will ensure that the College does not enter into any finance/purchasing arrangement that is deemed to represent a credit arrangement, e.g. finance leases.

Financial monitoring and reporting

Internal monitoring

Following the month end procedures, a number of budget monitoring reports are extracted for the various Designated Budget Holders by the Bursar's office. All reports extracted are initially reviewed and, where appropriate, annotated, by the Assistant Bursar.

Designated Budget Holders are accountable for items of expenditure and income they directly control. It is their responsibility to ensure that their budget is being spent in the most beneficial way for their department. They must ensure they are receiving value for money for every purchase.

Each Designated Budget Holder is provided with a monthly summary of the budget giving:

- total spend
- outstanding commitments (i.e. order placed but invoice not yet received /paid)
- budget
- balance left

The Designated Budget Holder is required to examine the reports to ensure that the transactions are as expected and that the report represents an accurate statement of the budget position. Where there are any queries, he/she is required to contact the Bursar's office to establish the reason and action required, if appropriate.

At any stage, if concerns arise over the spending pattern of a particular cost centre it is raised in the first instance by the Bursar's office with the Designated Budget Holder. They jointly decide on the appropriate action. Procedures will not allow any overspend against a budget without prior approval from the Head of College.

The Bursar's office and the College appointed third party Accountancy services provider will provide the Head of College with a detailed monthly report of the whole College income and expenditure.

The forecast outturn for the year will reflect:

- any significant variances between the profiled budget and the actual position to date
- the reasoning behind the variances (outstanding bills, increased overtime due to sickness, pending insurance claims, etc.)
- proposals for addressing any issues that have been identified.

The report will also reflect capital income and expenditure separately from revenue so that the two allocations do not become confused.

These variance reports will support the monitoring information provided to the Finance Committee.

On a half termly basis, The Chair of Finance is provided with financial reports, with appropriate explanations for variances from budget. Reports are presented to the Finance, Committee at least 6 times a year.

Authorisation of Appointments

DLS acknowledges that the Head of College has a professional duty to participate in the selection and appointment of teaching and non-teaching staff, with the exception of his own post. All staff appointments and promotions, etc., within the annual budget are made and authorised by the Head of College. All staff changes are notified to the Bursar's office.

All appointments will be made following a formal process of advertisement (or direct recruitment from an employment agency), short listing, interview/selection procedure and notification of offer. The Head of College will ensure that records are kept of all key stages in this process.

Time sheets

Where an Employee is required to work additional hours, with the prior agreement of a Designated Senior Manager (DSM), this may be taken as time off in lieu (TOIL) or paid as overtime. The names of the designated Senior Managers are authorised to act in this capacity by the Head of College and the list of names retained in the Bursar's office. Financial officers within the Bursar's office may not be designated to authorise additional hours.

Time sheets for paid overtime are only available from a DSM. Upon agreeing to the overtime, the DSM will provide the employee with a time sheet. The time sheet must be submitted by member of staff to the DSM who agreed the additional hours. The timesheet must be checked by the DSM, who may ask the employees line manager to confirm that the additional hours were worked. It is then signed by the DSM and submitted to the Head of College. The timesheet is then authorised (signed) by the Head of College, or in his absence, the Head of the Finance committee. Authorised time sheets once submitted are never handed back to the employee.

The above protocol is also used for Supply teachers and those on zero hours contracts.

Checking of payroll data

Payroll data received monthly from the Bursar's office must be scrutinised by the Head of College, to ensure all employees are recognised, and pay appears reasonable. He will also check the accuracy of the pay calculations.

Pay-related expenses

All pay-related expenses must be processed through the payroll system or in an exceptional circumstance via BACS if authorised by the Head of College. Pay-related expenses must never be paid via petty cash.

Pay Advances

Pay advances are only made in very exceptional cases and approval is required from the Head of College. All advances are recovered automatically through the payroll.

No loans or advances will be made to any person unless the

Head of College has given written authority and an appropriate written agreement is signed for inspection by the College auditors. Tax requirements will be observed in any such instances.

Staff Deductions

All staff deductions, e.g., pension contribution, loans, etc. are collected automatically by the Bursar's office and paid over to the appropriate bodies.

Requests by employees for deductions, e.g., pension scheme, union contributions, etc. must be made in writing. Similarly, any amendments to address, marital status, bank details, etc. must be made in writing.

Expenses – General

It is the policy of DLS that expenses will only be paid in respect of costs incurred while on College business.

All benefits in kind, such as accommodation, use of telephones, vehicles, provision of clothing, equipment, etc., will be paid through the payroll to enable taxable deductions to be taken into consideration.

Staff are expected to make only incidental personal use of College's facilities, e.g. telephone, photocopier, etc. If any member of staff wishes to make greater use of any facilities they must obtain permission of the Head of College and a recharge of the cost plus GST will be made.

Travel Expenses

Staff travel expenses which arise as a result of working on College business away from DLS premises are claimed on a monthly basis using an expense claim form which is duly authorised by the Head of College or in his absence by the Chair of the Finance committee

No governors' expenses will be paid without the express approval of the Head of College

General

It is the policy of DLS that all dealings with its suppliers and contractors be carried out in such a way as to preserve the integrity of the College. It is also the policy of the College that best value for money be obtained at all times.

Orders and Requisitions

A specification and at least two written quotes will be obtained for supplies and services between £10,000 and £150,000. Between £5,000 and £10,000, at least two prices, taken from written or verbal quotations or price lists, will be examined and retained. Where quotes are required, orders will only be placed once they have been considered and approval has been obtained from the Head of College.

A potential contract must not be divided in order to avoid the need to implement Contract Regulations. For orders less than £5,000 one quote will be obtained wherever possible or appropriate.

All orders must be raised using the official College stationery and should be used for all goods and services.

Telephone/Online/Amazon order are permissible but authorisation must be obtained in advance from the budget holder. These orders should be retrospectively recorded in the accounting package to ensure that all commitments are captured within the budget monitoring reports. Ordering over online is normally carried out by the Bursar's office or the admin office when necessary. When ordering over the Internet an order is raised as per procedures above and the official order number is issued to the Internet supplier if possible.

If an order is placed by any other person details must be provided to the Bursar's office as soon as possible thereafter so that a proper record can be made.

College orders should not be used to obtain goods and services for individuals or other organisations associated with the College.

No individual should purchase supplies or services on behalf of the College unless authorised by the Head of College to do so.

Claims for reimbursement of expenses incurred personally may be refused if this requirement is not observed. It is essential for issues of ownership, liability etc that it is always clear when an individual undertakes any purchasing or enters a commitment on behalf of the College.

Receipt of Goods / Services

Deliveries are handled by the receptionists who sign the delivery note as to quantity of parcels received. They are signing for delivery only and are not responsible for verifying the contents, (unless the suppliers' terms make checks a point of delivery essential), but should ensure the correct number of packages, etc. are received as reflected on the delivery note.

The Designated Budget Holder is contacted as soon as possible following delivery and it is their responsibility to thoroughly check the goods as to quality and quantity against the original order.

The Budget Holder will advise any short deliveries, damaged goods, or other problems or queries with the Bursar's office immediately. The Bursar's office will take appropriate action.

Delivery notes should be given to the Bursar's office to be placed on file with the order copy to await receipt of the invoice.

It is the responsibility of the Budget Holder to ensure that all paperwork relating to accounts matters is forwarded to the Bursar's office without delay. Failure to do this may distort the accounts / financial reports due to incomplete entries and may result in a delay in closing down a month's accounts.

Invoice Authorisation

Designated Budget Holders are responsible for all spending against their budget. They must authorise any payment or deduction either by signing the document and returning to the Bursar's office or by emailing the bursar's office as authorisation.

The Budget Holder must be satisfied that payment is properly due, i.e. that goods/services have been supplied on the terms agreed.

When an invoice is received, it is logged on the invoice register, then emailed to the budget holder for authorisation and once approved, is filed electronically.

All invoices are stored electronically to avoid unnecessary sharing of documents, in readiness for BACS payment.

Invoice Payment

Once authorised by the Budget Holder, the invoices are returned to the Bursar's office without delay.

The Bursar's office holds a list of specimen signatures against which authorising signatures can be checked. The Bursar's office will authorise payment of the invoices on the accounting package providing:

- satisfactory receipt of the goods or services has been acknowledged by the Budget Holder
- expenditure must be properly incurred, as acknowledged by the Budget Holder
- invoices accord with quotations, tenders, contracts or catalogue prices, as acknowledged by the Budget Holder
- invoices are arithmetically correct and checked by the Bursar's office
- discounts have been taken, where available
- invoices are made out in the name of the College

The payment is then prepared by the Bursar's office in a weekly cheque/BACS run.

Cheques/BACS can only be approved by authorised signatories in accordance with DLS' arrangements with its bankers.

The Bursar's office files paid invoices electronically with the date of payment and the invoices are filed in cheque/BACS sequence and retained in staff file exchanges.

To ensure that invoices are paid within the settlement terms stated on the invoice or within 30 days from the date of issue the Bursar's officer monitors the unauthorised invoices on the invoice register.

Where an invoice has not been returned to the Bursar's office within a reasonable time, the Bursar's office issues a reminder note to the Budget Holder requesting the return of the invoice. If the invoice is still not returned to the Bursar's office a financial officer will contact the Head of College as appropriate.

Where authorisation is not possible, due to a dispute/query with the suppliers, details are recorded and retained with the invoice.

Discounts for prompt payment should be considered at all times. If prompt payment would result in discounts likely to be greater than any bank interest gained, then payments should be accelerated to ensure the discount, subject to availability of funds at the time.

Proforma Invoices

Requests for staff reimbursement or payment where an official invoice cannot be obtained are supported by an internal proforma with supporting receipts or other documentation attached detailing what was purchased. The proforma invoices are used to record the supply of goods received and the reason for this (e.g., ingredients required for cookery), signed by the member of staff and authorised by the budget holder.

NB: No individual should incur expenditure on behalf of the College without prior authorisation. If the Bursar's office is not satisfied that the expenditure was necessary and/or value for money achieved, the individual may not be reimbursed.

Contracting

Compliance with Contract Regulations

The Governing Body makes its buying decisions in accordance with the principles of 'best value' probity and accountability. Prior to entering into any arrangement with a supplier, DLS will consider the value of any single purchase or on-going arrangement. Where an arrangement requires a contract to be drawn up, or where it is unclear whether a contract is required, or where any purchase is over £50,000 in value, the following guidance is followed.

This includes:

- considering the need for a tender process
- ensuring that the College avoids unlawful leases
- considering the employment status of consultants and suppliers being contemplated
- reviewing the risk assessment process
- ensuring appropriate DBS clearance is obtained
- maintaining appropriate contract records

The Health and Safety competence of contractors is assessed.

Where practical, work is carried out at the end of the College's day (term time), or during holiday periods.

Contract Value and Tendering Requirement

Purchases for supplies and services with a total value in excess of £150,000 are subject to a formal tendering procedure. The value is determined by either the total value of the contract where the contract is for four years or less, or the value over a four-year period where there is no specified termination date or where this date is beyond four years.

It is the responsibility of the Head of College to ensure that such procedures have been followed correctly, prior to agreeing the contract.

Roles Required Under Contract Regulations

DLS will appoint the appropriate officers to undertake the required roles within the tendering and contract management process, including a:

- Contracting Officer usually the Head of College
- Contract Director*
- Tender Opening Officers

* Who may be an agency appointed by the Head of College

The College is required to ensure that there are at least two people available to open and record the tenders that are received (Tender Opening Officers) and that these should exclude the Contract Director.

Stages in the Tendering Process

The College's tendering process ensures that all required stages are completed, including:

- A written specification is prepared, by the Designated Budget Holder and authorised by the Head of College
- The tender document is prepared, by the Contract Director
- A draft contract is prepared, and reviewed.
- An advertisement is prepared, by the Contract Director. Where purchases exceed £150,000, the College advertises for applications to tender in the JEP. Where appropriate, the suppliers invited to tender are drawn from the approved list maintained by the Bursar's office.
- A tender pack is put together, by the Contract Director.
- The advert is placed, by the Contract Director.
- A tender pack is issued to all being invited to tender and those responding to any tender advertisement, by the contract Director including:
- An introduction/background to the project
 - The scope and objectives of the project
 - Any technical requirements
 - Implementation details for the project
 - The terms and conditions of the tender
 - The form and date of response to the College
- A panel is formalised to evaluate the tenders received, by the Contracting Officer
- The unsuccessful tenderers are informed of the College's decision, by the Contract Director.
- A meeting is arranged with the successful supplier and the contract is formalised by the Contracting Officer.
- The contract is signed and issued (the contract must be signed by two people), by the
- Head of College and Contract Director

DLS acknowledges that, where possible, separation of duties should be maintained between the person signing a contract and the person who would usually sign the corresponding cheques.

The governors of DLS recognise that all contracts with external organisations must be in writing and reflect the following information:

- A description of the service (specification)
- Details of insurance minimums (Public Liability - £5,000,000 for any one incident, Employer
- Liability - £10,000,000 for any one incident)
- DBS checks on all staff / volunteers with contact with the children or their details
- Termination clauses
- Health and safety requirements
- Data Protection and Freedom of Information
- Sub-contracting

DLS selects suppliers on the basis of their capacity to provide quality, quantity, service, timely delivery and price competitiveness. Volume discounts and credit terms are taken into account. Consortia are used where they provide value for money.

Suppliers are selected from:

- Business directories
- Trade journals
- Supplier catalogues and mail shots
- Information from other Schools

Receipt and Evaluation of Tenders

Tenders are addressed to the 'Contracting Officer' in a plain envelope marked 'Tender' and must be opened in the presence of the Tender Opening Officers. A tender log is maintained indicating the nature of the contract, the names of the tendering suppliers and the amounts of each tender, together with any appropriate comments.

All tenders are opened at the same time by staff authorised to do so.

The following information is recorded:

- The date and time of opening
- The names and signatures of those present
- The value of each tender
- Details of suppliers who declined the invitation, or failed to submit a tender
- Any omissions in the submission, e.g., documents, signatures, missing data

Late tenders are rejected and retained unopened until the contract is awarded. They are then returned to the tenderer with an explanatory note.

Contracts are placed on a competitive basis and the reasons for selecting a supplier are minuted. If the lowest tender is not accepted, this is noted and the reasons for non-acceptance outlined.

The decision as to which tender to accept is made as follows:

- by the Head of College for budgeted expenditure up to £150,000, provided that this is part of the year's accounts.
- by the Finance committee for budgeted expenditure of £150,001 or more.
- by the full Governing Body if the expenditure has not been included in the budget

The following points are considered when deciding which tender to accept:

- Suppliers
 - Qualifications, technical ability and experience
 - Pre sales demonstrations
 - After sales service
 - Quality procedures
 - References from existing customers
 - Financial status
 - Company search (where appropriate)
 - Professional indemnity insurance
- Cost
 - Overall price
 - Unit price for parts of the product or service

- The possibility of 'hidden costs'
- Scope for negotiation

Tendering Requirement Thresholds

The governors of DLS require a minimum of three tenders for contracts over £150,000.

Contract Monitoring

The person appointed as Contracts Director for each contract, is responsible for ensuring service level agreements are in place and that they are monitored and reviewed.

All contractors' work must be closely supervised by the Contracts Director.

The Contracts Director keeps a record of the monitoring undertaken and the results are reported on an 'exception only basis' to the Head of College.

This review of contracts extends to all on-going arrangements with suppliers, regardless of value, e.g. window-cleaning, refuse collection etc.

The College is aware that it is only permitted to enter into operating leases and that all forms of financing are prohibited.

Contract Signature

All contracts will be signed on behalf of DLS as follows:

- Contracts up to £500 – financial officers within the Bursar's office
- Contracts between £501 and £150,000 – the Head of College.

Insurance Cover

DLS is aware that it has responsibility for ensuring suitable cover for a number of standard insurance policies (material damage, public liability, employers' liability, officials' indemnity, libel and slander, personal accident, fidelity guarantee, money and motor contingent liability).

This is reviewed annually by governors to ensure that adequate cover is held.

In addition to the above, the College acknowledges that it has responsibility for a number of optional extensions (balance of risks building and contents, motor, third party hirers, parent teacher associates, school journeys, sickness supply cover and personal accident – pupils)

In deciding which insurance scheme to use, the governors consider the following information:

- the standard and rating of the company
- the overall cost
- excesses due in the event of a claim
- the support available, if required

Policies Held In addition to the policies recommended by the GOJ as noted in the SLA

DLS has also taken out optional extensions for motor (to cover the College's minibus & staff using their own car for School business) and School journeys.

A full list of the policies held is retained in the Bursar's office. No governors or members of staff of DLS will give any indemnity to a third party without the written consent of the insurer.

Employees Use of Own Vehicles on School Business

All members of staff using their own car for School business must liaise with the Education Visits Coordinator or the Bursar's office regarding the current regulations.

Changes to Risk Exposure and Insurance Cover Requirements

The Bursar's office will notify the insurers of all new risks, property, equipment and vehicles, which require insurance or alterations affecting existing insurance cover as appropriate.

Claims

The Bursar's office will immediately inform the insurers of all accidents, losses and other incidents, which may give rise to an insurance claim. Claims under the insurance policy are authorised by the Head of College prior to its submission to the insurance company