

GOVERNORS OF FOREST OAK & MERSTONE FEDERATION

RESOURCES COMMITTEE TERMS OF REFERENCE

	TERM	Which Term Aut/Spri/Sum	CONFIRMATION
1	The Committee shall consist of at least four Governors (one of whom should be the Chair of the Governors) plus the Head Teacher of the School. The committee shall have a Chair and a Vice Chair elected in accordance with the agreed procedures of the Governors.	All Meetings	Documented Committee membership. Minuted election process at first Autumn Term meeting.
2	The Committee shall include Governor(s) able to demonstrate skills in budget management and the analysis of establishing value for money. The Committee will also seek experience in HR/Facilities Management if necessary through a consultant. This will be identified through the completion of a skills matrix within the matrix at Appendix 4. (SIC1) The Chair should be able to demonstrate financial knowledge and experience, evidenced through the skills matrix. (SIC3)	Autumn Term Item 10	Completed skills matrix identifying relevant skills, e.g. in accountancy, finance, procurement, purchasing functions, etc.
3	The quorum for the Committee is three, one of whom must be the Chair or Vice-Chair of the Resources Committee, or the Chair of the Governing Body. Only Governors who are members of the Committee are entitled to vote.	All Meetings	Minutes of meetings. Chair to record vote numbers in minutes.
4	Other Governors may attend as non-voting Governors; the Deputy or Assistant Head(s), Bursars and other members of staff can be invited to attend a meeting as appropriate.	Any Meeting	Standing invitation as good practice, and minutes record as attendees.
5	The Committee shall meet at least once per term; at each meeting the date of the next meeting shall be set. (SIC5)	Meeting schedule - checked and is correct	Agenda and minutes of meetings.
6	Each meeting shall be fully minuted by the Minutes Clerk or another delegated person who is present at the meeting. Resolutions and decisions shall be formally noted. The Chair or in their absence the Vice-Chair of the Committee shall sign the minutes of the previous meeting as a mark of approval.	All Meetings	Minutes of meetings.
7	The minutes of each meeting shall be circulated to all members of the Committee within ten school working days of the meeting being held; the agenda of a forthcoming meeting shall be circulated to all members of the Committee at least five school working days before the meeting is to be held.	All Meetings	Distribution by email. Provision of agenda by Chair to Minuting Clerk at least seven days prior to a meeting.
8	The Committee shall monitor all stages in the	All meetings	Minutes of

	school's budget planning cycle. It shall receive the school's latest monitoring statement at each of its meetings where, subject to approval, they shall be accepted. The monitoring statement will be supported with an explanatory schedule of any budget variance of the greater of +/- 5% or +/- £1,000. The Committee shall consider, approve and propose the school budgets. (SIC 33)		meetings.
9	The Bursar shall provide the Chair of the Governors and all members of the Resources Committee, with monthly monitoring statements and explanatory schedules of any budget variances within five school working days of them being available. (SIC 21)	All Meetings	Distribution by email
10	The Committee shall monitor capital expenditure.	Aut Term Item 11	Minutes of meetings.
11	The Head Teacher shall provide details of transactions on the School Fund Account at the first meeting of the Resources Committee each term, and shall manage the operation of the School Fund in accordance with the policy detailed in Appendix 3.	Every Meeting	Minutes of meetings.
12	The Committee shall oversee the completion of the Statement of Internal Control. Responses to be sent to Bursar or Chair by end of February for submission by end of March	Spring Meeting Item 18	Minutes of meetings, completed SIC documentation and provision to SMBC audit
13	The Committee shall report to each termly meeting of all Governors on the financial status of the school, along with a report on any other pertinent information minuted including explanatory schedules of budget variances. (SIC 6 and SIC 19)	All Meetings	Minutes of meetings.
14	The Committee shall direct the Head Teacher to be accountable for the disbursements, subject to the constraints within the Purchasing Policy detailed in Appendix Two. (SIC 24) The Committee shall ensure the school receives value for money.	All meetings	Minutes of meetings, assessment of purchases using Purchasing Policy guidelines at Appendix 2
15	The Committee shall review and, as appropriate, revise the recommended parental contribution to School Fund at its Spring Term meeting.	Spring Term Item 19	Minutes of meetings, communication to parents
16	The Committee shall review and, as appropriate, revise the school's pricing structures for lettings at its Spring Term meeting, delegating to the Head Teacher the right to waive or vary payment should they see fit. (SIC 44)	Spring Term Item 17	Minutes of meetings, communication to letting groups
17	The Committee shall authorise disposals and/or write-offs of equipment.	Autumn Term Item 13	Minutes of meetings.

18	The Committee shall ensure that a Register of Pecuniary Interests is accurately maintained, placed on the agenda for all meetings of every Committee, monitored at each full governing body meeting, and undertake a full review in the Autumn Term; new Governors should have completed documentation detailing any pecuniary interests within ten school working days of attendance at their first meeting, and are requested and are able to update their entry at any time. (SIC 7)	Every meeting & Autumn Term Item 17	Agenda and minutes of meetings.
19	The Committee shall ensure that all financial matters are administered according to the LA's regulations and with probity.	All Meetings	Minutes of meetings. (Access to relevant regulations is on the Solgrid Extranet – Governors can access when on school premises)
20	The Committee shall be aware of the financial needs of other Committees of the Governors.	All meetings	School Plans, cross Committee membership
21	The Committee shall ensure that the school gives due consideration to any reasonable recommendations made by the Audit Commission, DFE, LA and the Local Authority Auditors.	All Meetings	Minutes of meetings. Review of any recommendations received
22	The Committee shall ensure that all information maintained by the School is held in accordance with the Data Security provisions approved by the Governing Body.	All Meetings	Minutes of meetings. (Access to relevant regulations is on the Solgrid Extranet – Governors can access when on school premises)
23	Any Governor suspecting that fraud may have/is taking place should initially report this to the Chair of the Governing Body, unless the Chair is implicated, in which case they should contact Internal Audit at the local Authority. (SIC 15)	At any time	Minutes of meetings. Communication with Chair (may be confidential so could be outside of minutes)
24	The Committee shall review the staffing structure of the school in the Spring Term	Spring Term Item 22	Minutes of meetings
25	The Committee shall be responsible for the Performance Management Policy and shall review this Policy annually in the Spring Term.	Summer Term Item 21	Agenda and minutes of meetings
26	The Committee shall be responsible for the Pay Policy and shall review this Policy annually in the Autumn Term.	Autumn Term Item 14	Agenda and minutes of meetings
27	The Committee shall review staffing levels and the responsibilities and salaries of all staff, including the Head Teacher and Deputies,	Autumn Term Item 14 & 15	Minutes of meetings.

	annually at its Autumn Term meeting, to take effect from 1 September. This shall be in accordance with the Pay Policy, and detailed terms of reference outlined in Appendix Two.		
28	The Head Teacher shall report to the Committee at its Autumn Term meeting on progress in relation to staff performance management, and that the cycle is completed within the deadline stated in the Performance Management policy of 31 October. In the event of there not being a meeting of the Committee between 1 November and the end of term, confirmation of the cycle being complete should be made at the first meeting of the Spring Term.	Autumn Term Item 15	Minutes of meetings.
29	The Committee shall ensure that all personnel information maintained by the School is held in accordance with relevant Data protection legislation.	Ongoing	GDPR changes to be discussed and any changes actioned.
30	The Committee shall manage Governor involvement in the recruitment and interview processes, ensuring that staffing and performance management policies which cover recruitment and appraisals are effectively administered by the Head Teacher	As required & impacts on other Governors	Consultation between Governing Body and Head Teacher. Involve other committee on lesson effectiveness
31	The Committee shall review the absence records of all staff due to sickness or other leave of absence reasons every term.	Every Term	Agenda and minutes of meetings
32	The Committee shall manage any Governor involvement in debriefing teaching or other appropriate staff leaving the employment of the school, and shall recognise and attempt to avoid any sensitivities that may arise through senior management involvement in the process.	As required	Minutes of meetings.
33	The Committee shall discuss and set the maintenance, new build and redecoration requirements and priorities for the school, including the grounds and boundaries. The Committee will agree the general scope and requirements of invitations to tender.	Summer Term Item 27	Minutes of meetings
34	The Committee shall obtain estimates for any necessary work Where work falls within the scope and cost of previously approved budgets the Committee can authorise work. Where work falls outside previously approved budgets it should obtain approval at Full Governor Committee.	As required Item 27	Minutes of meetings and evidence of quotes obtained Full Governor minutes
35	In exceptional circumstances where it is necessary to start work before a budget is set or Full Governor approval obtained, (for example to repair an unexpected leak or remove a	As required	Retrospective approval in minutes

	dangerous tree) then the agreement of the Head Teacher, Chair of Resources Committee and Chair of Full Governors should be obtained, wherever possible. All Governors should then be informed of the decision, estimated cost and reason for the work at the earliest practical opportunity.		
36	The Head Teacher is responsible for the Safety and Security of the children, staff and visitors to the school. The Committee will receive reports from the Head Teacher and support the HT in reducing risk.	Safeguarding Each meeting	Committee minutes
37	The Committee will receive reports from inspections and audits regarding the condition of the fabric of the site and buildings, risk assessments, fire inspections and routine servicing reports. The committee will check that these inspections are completed at least once per year.	Summer Term Item 29	Consultation with Head Teacher and Site Team and evidence recorded in minutes
38	The Committee will monitor and advise on the priorities for the Site Team and Grounds Maintenance contractors	Each meeting/when required	Minutes of meetings together with consultation with Site Team

GOVERNORS OF FOREST OAK & MERSTONE FEDERATION

APPENDIX ONE – MEETING AGENDA ITEMS

The following will be reviewed every term:

1. Monitoring Statement Budget Performance
2. School Fund Account
3. Purchasing Card transactions (Headteacher's only)
4. Budget amendments from Plan
5. Staff Absence
6. Reports on any building or maintenance work completed since the previous meeting
7. Receive reports on any security and safety issues relating to the fabric of the site and fittings since the previous meeting
8. Register of pecuniary interests

The following will be reviewed in the Autumn Term:

9. Appointment of Committee Chair and Vice Chair
10. Competency Matrices reviewed and any new Governors to complete
11. Capital Expenditure monitoring figures
12. Terms of Reference including Purchasing Policy and Purchase Card limits
13. Annual Stock review (IT Audit)
14. Pay Policy
15. Performance Mgt Update
16. School Improvement Plan Financial pages

The following will be reviewed in the Spring Term:

17. Statement of Internal Control Submission
18. Parental Contribution to School Fund

19. Staffing Structure
20. Statement of Internal Control benchmarking
21. Capitation budgets
22. Budget Plan and Approval
23. Reserves analysis
24. Projects, priorities and estimated costs for next FY (commencing April)

The following will be reviewed in the Summer Term:

25. Appointment of Accountant to review school fund accounts
26. School Pricing Structures (lettings policy)
27. Inspect Fire Alarm test records and servicing records
28. Inspect and Health and safety inspection reports
29. Performance Mgt Policy
30. Parental Contribution to School Fund

APPENDIX TWO - PURCHASING POLICY GUIDELINES

This Appendix outlines the delegatory powers which the Resources Committee hold and those which they may delegate to the Headteacher.

1. Introduction

The underlying principle with regard to purchasing is obtaining the best value for money. Consideration should be given to price, quality and fitness for purpose.

All staff are responsible for the efficient procurement of materials and resources. The Governors are responsible for ensuring that there is appropriate control and best practice is followed.

2. Aims of the Policy

- To ensure best value for money is obtained;
- To ensure clear, appropriate and efficient controls and processes are in place;
- To ensure that all Staff and Governors understand their responsibilities.

3. Authority Levels

The framework for expenditure is controlled by the School Improvement Plan (SIP). This provides the basis for the annual budgets within which each individual spending decision is made.

Any staff ordering items must:

- Follow procedures to ensure value for money is obtained and record this information as required. Advice should be sought from the Bursar when ordering supplies of basic materials as the Authority has negotiated contracts for commonly used items and they are usually subject to discount. Further details can be obtained from the Corporate Procurement Team. Where schools use an existing corporate contract, or use the Council to procure goods and services, the Council will take the responsibility for demonstrating best value.
- Advise the Bursar in writing of items to be purchased before they are ordered so that an official order can be raised. Evidence of value for money testing should be attached;
- All orders are to be processed through the Oracle I Proc System or using a school Purchase card. All orders to be approved by the Headteacher or delegated Officer.
- When there is a regular demand for goods or services and the School wishes to place a standing order, to determine the authorisation and quotes required, the value of a contract is the total amount that the School expects to pay for the contract. This can either be in a single sum or if the contract is for an indefinite term, the amount the School expects to pay over four years (in line with School Rules for Contracts). Purchases for the same goods or services **must not** be split into smaller separate contracts to avoid compliance with Rules for Contracts.

Authorisation Limits are as per table below

Authority Limit	Authority to approve expenditure	Authority to sign order	Evidence
Below £1,000	Budget holder or Bursar (within limits of delegated budget and following best practice above, otherwise Headteacher)	Headteacher	
Between £1000 - £2000	Head Teacher For contracts/orders between £1000 and £2,000 written quotations, must be obtained from three suppliers who have indicated their willingness and ability to supply.	Headteacher	Governor meeting minutes
£2,000 - £10,000	Resources Committee. Staff must show that best value has been achieved. Three written quotations must be obtained and the expenditure must be approved by Resources Committee. In the event of an urgent purchase above the limit of £2000 and within the £10,000 maximum being required, the Headteacher may contact the Chair of Governors or Chair of Resources to seek approval. An e mail trail should be kept. Items of this nature should be minuted at the next Resources meeting	Resources Committee	Governor meeting minutes
Over £10,000 - £59,999	Competitive quotations required. Liaise with the Procurement Team at SMBC. Use a corporate contract where one exists unless there is a good reason not to. Governing Body to approve	Headteacher	Minutes of Governor Meetings
£60,000 +	Competitive tenders required. Contracts must be signed by Corporate Procurement Manager or authorised deputy.	SMBC	Minutes of Governor Meetings

Other Guidelines

	Guideline	Evidence
1	The Head Teacher is authorised to vire between budget headings up to a limit of £1,000.	Policy inclusion and minutes of meetings for actions
2	The Head Teacher may delegate his/her personal authorisation limit to a Deputy Head Teacher, subject to adherence to the policy requirements. This delegation shall be noted in Resources Committee minutes.	Policy inclusion and minutes of meetings for actions
3	The Bursar's are authorised for revenue spending via Purchase Card within individual budget headings up to a limit of £5000 and a transaction limit of £1000 unless lower limits have been specified	
4	The Governors will approve monthly spending limits of all Purchase card holders at their Autumn Term meeting	Approval of limits to be minuted at Autumn Term meeting
5	The quotation accepted must be the lowest, subject to the desired quality standards, and delivery within the required timescale. Where it is considered that either of these criteria	Policy inclusion and minutes of meetings for actions, plus documented commentary on any

	may be at risk, reference should be made to the appropriate body. For an order within the delegated power of the Head Teacher, this will be to any one of the Chair of the Governors, the Chair or Vice-Chair of the Resources Committee. In any other instance, then the agreement of the Committee or the Governors will be required. In either case, a report explaining the reasons for the decision must be included within the minutes of that meeting.	'criteria at risk' contact
6	At no stage in the process must a company be given an indication of the price being quoted by other companies, since doing so may leave the school open to accusations of favouritism. Verbal quotations are not suitable for work where there is a possibility of differing interpretations of requirements, or where the supplier is recorded on the register of pecuniary interests held by a member of the Governors.	Minutes of meetings and documented quotes
7	For contracts/orders over £1,000 where alternatives are not available, a record explaining the reasons should be maintained for submission to the next meeting of the Governors.	Minutes of meetings and documented quotes

4 Purchase Cards

The Governing Body must approve all single transaction and monthly credit limits. The current cardholders and limits are:

FOREST OAK & MERSTONE FEDERATION Purchase Card Limits 2019

Name	Monthly Limit	Single Transaction
	£5000	£1000
	£5000 (new starter)	£1000
	£50	£50
	£600	£100
	£100	£100
	£100	£100
	£250	£100
	£500	£150
	£500	£150

- All cards are issued to individual members of staff who must sign the Bank's Cardholder Employee Agreement as acceptance of the terms and conditions;
- Individual cardholders have sole responsibility for the use of and security of the card. This is not transferable;

- Cardholders should treat the card like their own and take the card home overnight in line with the Purchasing Cardholder Employee Agreement (and not keep it in the School's safe). Cardholders or the School may be liable for any losses incurred otherwise;
- Lost cards should be reported by the individual to the Bank immediately;
- Purchasing cards must only be used for School purchases;
- Personal loyalty cards must not be used when making purchases, including fuel.
- Each cardholder must keep a monthly log of transactions made. This will ensure a record of transactions made to date is held and enable a clear reconciliation of the totals with the monthly bank statements;
- A VAT receipt should be obtained at the point of sale for all transactions where available and a breakdown of the VAT recorded on the monthly log;
- Goods received should be checked to confirm that all items have been received where necessary. The card holder should evidence this on the monthly log;
- Each month, a bank statement will be issued to the cardholder who is responsible for verifying all entries made. Any anomalies should be followed up and the cardholder should sign the statement as evidence of the reconciliation;
- The reconciled statement must be submitted with a copy of the monthly log and relevant receipts to their Line Manager for authorisation. This will act as formal confirmation that all pending items are valid and that the reconciliation has been carried out.
- The Chair of Governors should authorise the Headteacher's transactions in their capacity as Line Manager. For practical purposes, the administrative part of processing the transactions can be carried out at the School and the Chair countersign the Headteacher's purchase card statement(s) on a termly basis to evidence their review. At present the Headteacher at Dorridge Primary does not have a school purchase card.

5 Petty Cash

FOREST OAK & MERSSTONE FEDERATION has an agreed petty cash float of £250.

- All petty cash transactions must be supported by authorised petty cash forms and receipts and VAT accounted for as necessary;
- A second officer not involved with the administration of petty cash should carry out regular reconciliations of the imprest, receipts and records, evidencing their check accordingly. This should include a count of monies, confirming that all monies are accounted for and records complete. It may be appropriate to complete this task when reimbursements are made.

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APPENDIX TWO (A) - PURCHASING POLICY VERBAL QUOTATION RECORD

PURCHASE	
BUDGET	
COMPANY CONTACTED	
CONTACT NAME	
DATE AND TIME	
QUOTATION	
LOWEST ACCEPTED? (If not, why?)	
PERSON OBTAINING QUOTATION	
REMARKS (including why this company was contacted, or if it is shown against any Governor on the register of pecuniary interests)	

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APPENDIX THREE - SCHOOL FUND ACCOUNT MANAGEMENT

This appendix outlines the management processes which must be adopted on the School Fund and any other associated accounts.

	TERM	CONFIRMATION
1	Regular accounts must be maintained and reviewed by the accountant, and when reviewed by the accountant these accounts must be produced to Resources Committee annually for approval.	Minutes of meetings
2	The Head Teacher should provide details of transactions on the accounts once a term at the first Committee meeting, in line with the Terms of Reference.	Minutes of meetings
3	Any cheques drawn on the accounts must be signed by the 2 of the authorised signatories on the account.	Each signatory to check what they are signing for is in order
4	The suggested parental contribution shall be considered at the Spring Term as outlined in the Terms of Reference for the Committee.	Minutes of meetings
5	The Committee shall review and appoint the Accountants undertaking an Independent Check of the School Fund Account at the first meeting of the Spring Term.	Minutes of meetings
6	The Head Teacher shall ensure that a copy of the Accountant checked accounts are submitted to the Charity Commission within one month of the approval being minuted by the Committee.	Minutes of meetings, assessment of Charity Commission website.

APPENDIX FOUR – GOVERNOR SKILLS MATRIX

This appendix outlines the skills matrix for all Governors to support the identification of adequate financial management skills and experience, and to support the development of a person specification for any new or replacement Governor where any gaps are identified.

The matrix is sourced from the Department for Children, Schools and Families, and states that experience shows that for most schools only small numbers of Governors will initially be at levels 1 and 2

How to use the matrix:

First, identify who within the Governing Body should have key financial competencies and fill in their details at the top of the grid. This allows for the grid to be tailored to the individual schools Governing Body financial management requirements. The Key Financial Management competency is in bold (e.g. the first is “provides strategic leadership and management”), and examples of the characteristics that demonstrate this competency are provided beneath it.

The aim in completing the matrix is to determine the relative Financial Management skills available within the Governing Body. However, this needs to be related to the way that the Governing Body deals with financial management issues and so not all Governors will need the highest levels of financial management competence. Typically, for a school with a Finance (or where Finance is an element of a Resources) Committee, the Finance Committee members and the Chair of the Governing Body would be the most appropriate Governors to complete the matrix.

Second, for each Governor identified use the ratings (which are explained in some detail below) to identify the level at which the person has the relevant competencies, by making reference to the key indicators and the typical examples.

Third, on completion analyse the results to ensure the skills, knowledge and attitudes are spread across Governors in the most appropriate way, i.e. there is no over or under concentration of competencies with one specific Governor.

A Key Point is that not all Governors need all these skills, but collectively the Governing Body (& Finance/Resources Committee if it exists) will ideally have these competencies between them.

	1	2	3	4
	HIGHLY COMPETENT	COMPETENT	DEVELOPING	NOT YET DEVELOPED
RATING SYSTEM	<p>Where relevant to the competency or example, the following apply to the individual concerned:</p> <ul style="list-style-type: none"> • This is an area in which you have significant practical experience • This is something that you undertake on a regular basis • This is a personal characteristic or style that you demonstrate all of the time • There is a regular programme of activities to maintain technical competence 	<p>Where relevant to the competency or example, the following apply to the individual concerned:</p> <ul style="list-style-type: none"> • This is an area in which you have some practical experience • This is something that you undertake on an infrequent basis • This is a personal characteristic or style that you demonstrate most of the time • There is a regular programme of activities to maintain technical competence 	<p>Where relevant to the competency or example, the following apply to the individual concerned:</p> <ul style="list-style-type: none"> • This is an area in which you have little practical experience • This is something that you rarely undertake • This is a personal characteristic or style that you demonstrate some of the time • There is a regular programme of activities to develop the technical competence in this area 	<p>Where relevant to the competency or example, the following apply to the individual concerned:</p> <ul style="list-style-type: none"> • This is an area in which you have no practical experience • This is something that you have never undertaken • This is a personal characteristic or style that you rarely demonstrate • There is no programme of activities to develop the technical competence in this area

Completed by:	
Date:	
Actions arising from the completion of the matrix:	

PROVIDES STRATEGIC LEADERSHIP	Governors with Financial Management responsibilities		
	Chair of Governing Body*	Chair of Resources Committee	Governor with Finance Role
<p>Leads the development of strategic plans:</p> <ul style="list-style-type: none"> • Has knowledge and understanding of school priorities, aims and objectives and takes a long-term view • Knows the strategic level that Governors should operate at • Able to articulate strategic priorities and objectives clearly • Can assimilate the financial implications of school priorities • Delegates tasks to Head Teacher or School Business Manager providing them with necessary direction, guidance and authority to undertake the tasks(s) • Promotes team working between Governors and staff 			
<p>Able to identify viable options and select or recommends those most likely to achieve the School's goals and objectives:</p> <ul style="list-style-type: none"> • Able to use information provided by staff in a useful way • Will take necessary decisions, even if difficult • Knows how to review the results of techniques for assessing different approaches to the same project (e.g. option appraisal – See S3.2 and G6 Glossary) • Knows how to focus those matters which are most significant, i.e. the larger budget items • Is open to new ideas, consults/listens to stakeholders (See G6 Glossary) • Willing to work in partnership with outside bodies 			

<p>Has a clear understanding of best financial management practice and school performance compared to it::</p> <ul style="list-style-type: none"> • Has knowledge of the School's current financial performance • Has knowledge of internal control processes (See G6 Glossary) • Understands and participates in the school's self-evaluation activities of financial performances/controls • Co-operates with external inspectors/auditors etc. and initiates appropriate action in response to their findings • Regularly participates in networking activities and is outward looking rather than internally focused 			
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* These represent examples only, schools should enter the names of Governors completing the matrix in this row.

	Governors with Financial Management responsibilities		
ENSURES ACCOUNTABILITY	Chair of Governing Body*	Chair of Resources Committee	Governor with Finance Role
<p>Understands the LA and statutory financial requirements for the school:</p> <ul style="list-style-type: none"> • Understands the financial framework in which the School operates • Has knowledge of the School's funding arrangements and funding streams • Has knowledge of information that can be requested by LA and Government departments 			
<p>Understands and can undertake budget setting and budget monitoring activities:</p> <ul style="list-style-type: none"> • Understanding of finance and budgeting • Has numeric and analysis skills • Understands that resource allocation can affect outcomes and focuses on this rather than just looking at inputs • Has knowledge of financial information that should be provided for review regularly • Able to interpret budget monitoring information in a useful way and communicates the interpretation to interested parties 			
<p>Understands the importance of communicating the schools performance to stakeholders:</p> <ul style="list-style-type: none"> • Understands the monitoring returns provided to the LA and DCSF • Knows the procedural requirements and timescales for the school and checks they are followed • Anticipates stakeholder questions and gets answers • Understands and uses a clear framework in any reporting by Governors to parents on school finances • Is open and diplomatic when communicating with stakeholders 			

	Governors with Financial Management responsibilities		
(3) ACTS AS A CRITICAL FRIEND	Chair of Governing Body*	Chair of Resources Committee	Governor with Finance Role
<p>Has a commitment to the school and the work of the Governing Body:</p> <ul style="list-style-type: none"> • Declares personal or pecuniary interests and avoids using his/her position for personal gain • Participates in the work of the Governing Body by preparing for meetings, attending, contributing at meetings and taking agreed actions • Improves financial management knowledge through training, discussions with staff and reading relevant papers • Helps new governors to understand their financial management role and make a full contribution 			
<p>Presents information and views clearly and influentially to others:</p> <ul style="list-style-type: none"> • Uses analytical skills to challenge management constructively and ask probing questions • Able to influence others and build consensus using the power of argument and clear presentation of the case • Seeks to resolve misunderstanding and conflict by giving and receiving constructive feedback 			