



ALSTON MOOR FEDERATION

Financial Scheme of Delegation Policy

Introduction

The governing board of Alston Moor federation has fully delegated powers under the local management scheme and are responsible for ensuring that the Westmorland & Furness County Council Financial Regulations and the Standing Orders relating to contracts are adhered to.

In practice many of the governing bodies' responsibilities will need to be delegated to a committee of the governing body and/or to the Headteacher.

To ensure that sound financial control is maintained it is essential that the extent of the delegation be clearly specified in writing.

The Education (School Government) Regulations 1989 require that the meeting of the governing body deciding upon a scheme of delegation must have a quorum of three quarters of the total number of governors entitled to vote.

It should be noted that the scheme of delegation complements Westmorland & Furness LA Scheme for Finance and should be operated in conjunction with those documents.

The Federation follows the 'Westmorland & Furness LA Scheme for Finance in Schools and PRUs' in all financial matters

The Scheme of Delegation and the Terms of Reference of the Governing Body and its Committees must be reviewed annually

Guidance on financial matters is contained in Westmorland & Furness's Schools Financial Procedures Handbook.

Scheme for the Delegation of Governing Bodies Financial Powers and Duties to Others

A. POWERS AND DUTIES RESERVED FOR THE FULL GOVERNING BODY

The full Governing Body is responsible for: -

- A1. Approving a written scheme of delegation of its financial powers and duties to its Finance Committee and the Headteacher. The scheme must satisfy the Full Governing Body's ultimate responsibility for ensuring that there are adequate operational controls in place for all the financial processes within the school. It should be noted that the Scheme of Delegation supports the Council's Financial Regulations and Standing Orders relating to contracts and should be operated in conjunction with these documents.

The Scheme of Delegation should be reviewed and approved on an annual basis. The approval and presentation should be formally minuted and the documents attached to and certified at the same as the minutes.

Audit

- A2. The full Audit Report on the school issued by the Council's Internal Audit Services section will be presented to the full Governing Body at their meeting following receipt of the report. This should be reflected in the minutes of that meeting.
- A3. Informing Head of Schools Finance Manager if it suspects any irregularity affecting resources of the Council.

Budgets/Budgetary Control

- A4. Receive and consider a full report of the school's final financial position (Outturn) no later than four months after the end of each financial year. This item should be recorded in the minutes of the meeting.

- A5. Formally approve (and minute the approval of) the school's budget plan annually. A copy of the plan, certified by the Head and Chair of Governors, should be submitted to the Schools' Finance Manager at Westmorland & Furness Council.
- A6. Receive and consider budget monitoring reports at every meeting from the Finance Committee with relevant explanations and documentation where required. The receipt of such reports/documents shall be minuted.
- A7. All virements in excess of £20,000 between or within budget headings shall be approved, authorised and minuted by the Full Governing Body and reported to the Schools' in the quarterly return to Westmorland & Furness. Details of all virements, approved and authorised by the Finance Committee are to be formally notified to the Full Governing Body who shall minute the notification except for sums earmarked by the LA.
- A8. Inform the Westmorland & Furness Schools' Finance Manager when the school wishes to meet expenditure of a capital nature from the revenue budget.
- A9. Enter into operational leasing/contract hire arrangements provided that the Headteacher is satisfied that the method of finance is appropriate for the asset concerned, and that the best terms available have been secured. The Finance Committee shall ensure that the resulting charges can be met within the budget for the current and future years.

Contracts

- A10. Maintain a Register of Business and Pecuniary Interests for all governors and those school staff involved in financial management, or who are a budget holder, or who are involved in the process for awarding of contracts, including appointment of staff. This register will be readily available in the finance office.

Governors and members of staff are required to inform the school of any changes in their interests as these arise so that they can be entered in the register. The register is also updated annually. Nil returns are obtained as appropriate. Any governor or member of staff who is unwilling to declare their interests or complete a nil return is not permitted to influence a buying or staffing decision.

A register of gifts and hospitality is maintained by the Headteacher.

N.B. The Bribery Act 2010 came into force on 1 July 2011. The Act introduced new offences for acts of bribery by individuals, or persons associated with relevant organisations. The penalties are severe for any employee convicted under the Act, which could mean a criminal record with ten years' imprisonment and unlimited fines.

The guiding principles to be followed by all members of staff must be:

- The conduct of individuals should not create suspicion of any conflict between their official duty and their private interest;

- The action of individuals acting in an official capacity should not give the impression (to any member of the public, to any organisation with whom they deal or to their colleagues) that they have been (or may have been) influenced by a benefit to show favour or disfavour to any person or organisation. Guidance on acceptable hospitality is contained in the staff code of conduct.

The school does not obtain goods or services for the private use of governors and members of staff.

Approve all contracts and purchases over £20,000.

Ex-Gratia Payments

- A11. Authorise ex-gratia payments up to £2,500. For payments in excess of £2,500 may only be made with the approval of the Secretary of State. The full Governing Body should keep a record of all payments.

Income

- A12. Authorise the write-off of debts. Governing bodies have the authority to write-off debts in respect of items of income due to the school's delegated budget and collectable by them but which are irrecoverable. Such write-offs shall be formally considered and approved by the governing body, and recorded in the minutes of the meeting concerned. Debts should only be written-off once all steps and efforts have been made to recover the debt. Schools should maintain a record of all write-offs in a form approved by the governing body. This should include as a minimum the value of the individual write-off, details of the debtor, a description of the debt and the period it related to, steps taken to recover the debt, and the date of the governor's meeting where the debt was authorised for write-off.

The amount of any debt written-off will be borne by the delegated budget of the school involved to which the income was due.

The Finance Regulations for Schools detail the relationship between the school and the County Council in terms of recovering debts for schools where schools use the County Council's accounting system.

Lettings

- A13. Receive, consider and approve the Lettings Policy for the school. The full Governing Body should also consider and agree the scale of charges for lettings. Both shall be reviewed and approved on an annual basis.

Security of Assets

- A.14 Authorise and formally minute the write off of any deficiencies of individual items of stock and equipment with original purchase values in excess of £1,000. Where the original purchase value is not available, the current market value should be used. Agreement of the Westmorland & Furness Schools' Finance Manager be sought to write off in excess of £2500.
- A15. Authorise and formally minute the disposal of individual items of equipment and materials that have become surplus to requirements, unusable or obsolete with a realisable value in excess of £1,000. Agreement of the Westmorland & Furness Schools' Finance Manager must be sought to write off in excess of £2500.

Voluntary Funds

- A16. Receive and consider the independently audited accounts of all the school voluntary funds either each Autumn term to cover the previous year ending 31st August or each Summer term to cover the previous year ending 31st March. This item should be recorded in the minutes of the meeting.

B. POWERS AND DUTIES DELEGATED TO THE FINANCE COMMITTEE OF THE GOVERNING BODY

The Finance Committee shall be responsible for: -

General

- B1. Exercising the powers and duties of the full Governing Body in respect of the financial administration of the school, except for those items specifically reserved for the full Governing Body and those delegated to the Headteacher, or those delegated to other staff by the Headteacher.
- B2. Reporting on all decisions taken under delegated powers to the next meeting of the full Governing Body.

Budgets/Budgetary Control

- B3. Considering budget monitoring reports on the school's financial position at every meeting and take appropriate action to contain expenditure within the budget and report to the Full Governing Body.
- B4. Exercising virements between and within budget heads, except for sums earmarked by the LA, subject to a limit of £20,000. Details of all virements approved and authorised by the Headteacher are to be formally notified to the Finance Committee who shall minute the notification.
- B5. Reporting to the Full Governing Body all significant financial matters and any actual or potential overspending.
- B6. Submitting a draft budget plan to the Full Governing Body for approval and certification before being sent to the Westmorland & Furness Schools' Finance Manager by 31st May. The Federation is also required to submit a revised budget plans by 31st October

Contracts

- B7. Exercising the powers and duties of the Full Governing Body in respect of the Council's Standing Orders relating to contracts, except for those items specifically reserved for the Full Governing Body and those delegated to the Headteacher, without reference to the Full Governing Body, up to a limit of £20,000.

Ex-Gratia Payments

- B8. Proposing ex-gratia payments up to £500 and to notify the Full Governing Body who will authorise, approve and maintain a record of all payments.

Income

B9. Authorising the write-off of debts between £100 and £999 and to notify the Full Governing Body of any write-offs.

B10. At least once a year, review all fees and charges, including lettings, and authorise any changes it considers appropriate save in respect of optional extras relating to pupils' education, which must be determined by the Full Governing Body. (Education (School Government) Regulations 1989).

Insurances

B11. Making arrangements for any insurance cover it considers necessary in liaison with the Council's Insurance Department.

Lettings

B12. Reviewing and submitting annually to the Full Governing Body the Lettings Policy and charges for the school.

Security of Assets

B13. Ensuring that there are annual independent checks of stock and inventory records, in accordance with the requirements of Westmorland & Furness's Schools Financial Procedures.

B14. Authorise the write off of any deficiencies of individual stock and inventory items with the original purchase value is under £ 500.00. Where the original purchase value is not available, the current market value should be used. All such write-off's must be in accordance with the Schools Financial Procedures Handbook and be formally reported and minuted at the following full Governing Body meeting.

B15. Authorising the disposal of individual items of equipment and materials that have become surplus to requirements, unusable or obsolete with a realisable value of up to £500.00. All such authorisations must be in accordance with the Schools Financial Procedures and be formally reported and minuted at the following full Governing Body meeting.

B16. Authorising when (if at all) school property may be removed from the premises otherwise than for educational purposes.

Voluntary Funds

- B17. Responsibility for ensuring that all voluntary funds are properly administered and audited annually under the requirements of the Schools Financial Procedures Handbook. Voluntary funds must be accounted for completely separately from any LA funds and reported annually to the full Governing Body.

C. FINANCIAL POWERS AND DUTIES DELEGATED TO THE HEADTEACHER

Delegation of Headteacher's Responsibilities

The Education (School Government) Regulations 1989 permit a governing body of a school or college to delegate some of its financial responsibilities to the Headteacher in recognition of the practicalities of running a school. Similarly, the Headteacher may allow some of his/her responsibilities to be exercised by other members of staff, subject to written approval by the governing body, although he/she will remain accountable for the actions of those staff.

The Deputy Headteacher is authorised to act under this scheme in absence of the Headteacher.

The Headteacher shall report all decisions taken under delegated powers to the next meeting of either the Full Governing Body and/or the Finance Committee as determined by this scheme of delegation.

The Headteacher shall be responsible for: -

Accounts

- C1. The operation of financial processes within the school, ensuring that adequate operational controls are in place and that the principles of internal control are maintained.
- C2. Ensuring that full, accurate and up to date records are maintained in order to provide financial and statistical information and that the figures have been reconciled with the school bank account and the LA central records.
- C3. The financial accounting system is SIMS FMS for Samuel King's School and the Headteacher should consult the Westmorland & Furness Schools' Finance Manager on the development of any other local financial system and the links with Westmorland & Furness's central systems.

Audit

- C4. Ensuring that all records and documents are available for audit by the Council's Internal Auditors and arrange for the required cooperation with and accommodation of the auditors.

Banking Arrangements

- C5. Maintaining proper records of account in accordance with arrangements approved by the Head of Children's Services Finance.
- C6. Ensure Samuel King's School provides reconciled bank statements to the

Westmorland & Furness Schools' Finance Manager at least quarterly or more frequently if required.

Budgets/Budgetary Control

- C7. Regular monitoring of expenditure and income against the approved budget and submitting budget monitoring reports on the school's financial position to every meeting of the Finance Committee. Any actual or potential overspending shall be reported to the Finance Committee.
- C8. Ensuring that all required monthly and quarterly monitoring reports and closing of accounts information is sent to the Westmorland & Furness Schools' Finance Manager within the required timescale.
- C9. Preparing an annual draft budget plan for consideration by the Finance Committee before the start of the relevant financial year.
- C10. Submitting updated budget plans twice yearly to the Westmorland & Furness Schools' Finance Manager.
- C11. The Headteacher may vire between and within budget headings up to a value of £10,000, although this must be formally reported and minuted at the following Finance Committee meeting.

Contracts / purchases

- C12. Exercising the following powers and duties of the Full Governing Body in respect of the Council's Standing Orders relating to contracts or purchases.
 - a) Ensuring that all contracts and agreements conform with the Standing Orders
 - b) Acceptance of quotations up to £10,000 in value.
 - c) Receipt and custody of all tenders.
 - d) Authorisation of senior members of staff to open tenders.
 - e) Signing contracts on behalf of the Full Governing Body.
- C13. Maintaining a register of formal contracts entered into, amounts paid and certificates of completion.
- C14. Retention of quotes obtained for goods, works and services.
- C15. Signing certificates where contracts require that interim and final payments are made on such certificates.
- C16. Ensuring that the requirements of the Construction Industry Scheme are adhered to where applicable.

Income

- C17. Ensuring the arrangements for collection of income is in accordance with the Council's Financial Regulations.
- C18. Ensuring that all income is accurately accounted for and is promptly collected and banked intact.
- C20. Ensuring that all receipt forms, books, tickets and other such items shall be ordered and issued in a form approved by the Council's Internal Auditors.
- C21. Writing-off debts up to £100, and informing the full Governing Body who will record any write off.

Information and communication systems

- C22. That the standards of control for such systems in operation within the school include the use of properly licensed software and for the security and privacy of data in accordance with the Data Protection Act.

Insurances

- C23. Notifying the Council's Insurance Officer on any eventuality that could affect the Council's insurance arrangements.

Lettings

- C24. Varying lettings charges if/when it is considered necessary. The Finance Committee shall be informed of any variation to the agreed scale of charges.

Orders for goods, works and services

- C25. Ensuring that arrangements for the ordering of goods, works and services are in accordance with the Council's Financial Regulations and Standing Orders.
- C26. Authorising members of staff to order or receive goods and certify invoices for payment, ensuring the appropriate division of these duties between the staff. A record must be maintained of such authorisations.

Payments

- C27. Ensuring the arrangements for processing payments is in accordance with the Council's Financial Regulations.

- C28. Ensuring that all correct invoices are duly certified by authorised staff before payments are made. For APS and NPS, the use of payment cards are used in accordance with the procedure laid out in the Westmorland & Furness schools payment card manual.
- C29. Ensuring that invoices, vouchers and other records are retained and stored in a secure way and are readily available for inspection by authorised persons.

Salaries, Wages and Pensions

- C30. The appointment of teachers and support staff
- C31. The securing of supply teaching and other staff cover in the event of staff absence or vacancy
- C32. The employment of casual staff
- C33. The arrangements for processing salaries, wages and pensions are in accordance with the Council's Financial Regulations.
- C34. Authorising members of staff to certify pay documents and time records, maintaining a record including specimen signatures of such authorised staff and sending a copy to the Payroll Provider.
- C35. Collecting any monies advanced to a member of staff who is to leave the school employment.

Security of Assets

- C36. Ensuring the arrangements for security of assets is in accordance with Westmorland & Furness's Schools Financial Procedures.
- C37. Ensuring that proper security is maintained at all times for all buildings, furniture, equipment, vehicles, stocks, stores, cash, information and records etc under his/her control.
- C38. Maintaining an inventory, in accordance with the instructions in the Schools Financial Procedures, of all items of furniture, equipment, vehicles and plant. The inventory record, whether manual or computerised, shall be a permanent and continuous record.
- C39. Where appropriate, arranging for the security marking for such items.
- C40. Arranging for annual independent checks and certification of stock and inventory records, in accordance with the instructions in the Schools Financial Procedures.

- C41. Authorising the write off of any deficiencies of individual stock and inventory items with original purchase values up to £250. Where the original purchase value is not available, the current market value should be used. All such write offs should be in accordance with the Schools Financial Procedures and be formally reported and minuted at the following Finance Committee meeting.
- C42. Authorisation, in accordance with the instructions in the Schools Financial Procedures, of the disposal of individual items of equipment and materials that have become surplus to requirements, unusable or obsolete with a realisable value of less than £250. All such authorisations should be in accordance with the Schools Financial Procedures and be formally reported and minuted at the following Finance Committee meeting.
- C43. Ensuring that keys to safes and other similar receptacles are held under the close personal security of responsible staff at all times.

D. FINANCIAL POWERS AND DUTIES DELEGATED TO THE SCHOOL BUSINESS MANAGER / FINANCE OFFICER AND OTHER MEMBERS OF STAFF

Members of staff with delegated responsibilities should be aware that these must be exercised in accordance with Westmorland & Furness's Financial Regulations and Standing Orders.

The following responsibilities are delegated to the School Business Manager unless otherwise stated.

Accounts

- D1. Operation of financial processes within the school, ensuring that adequate operational controls are in place, and that the principles of internal control are maintained in accordance with this Scheme of Delegation and Financial Regulations.
- D2. Ensuring that full, accurate and up to date records and documents are maintained in order to provide financial and statistical information and that the figures have been reconciled with the school bank account and the Council's central records.

Audit

- D3. Ensuring that all records and documents are available for audit by the Internal and External Auditors and arrange for the required accommodation of the auditors.

Banking Arrangements

- D4. Maintaining proper records of accounts in accordance with arrangements approved by the Westmorland & Furness Schools' Finance Manager.
- D5. Providing reconciled bank statements to the Westmorland & Furness Schools' Finance Manager promptly.

Budget/Budgetary Control

- D6. Notifying the Westmorland & Furness Schools' Finance Manager of variations in the school's budget plan, approved by the Finance Committee at the beginning of each term.
- D7. Viring sums between and within budget headings up to a value of £5,000, although this must be formally reported and minuted at the following Finance Committee meeting. The Finance Officer/School Business Manager will also process any other virements notified to him/her as authorised by the Full Governing Body, Finance Committee or the Headteacher.

- D8. Submitting all required reports and VAT reimbursement claims to the Westmorland & Furness Schools' Finance Manager promptly.

Contracts

- D9. Ensuring that all contracts and agreements conform with the Standing Orders relating to contracts.
- D10. The following members of staff, in addition to the Headteacher, are authorised to open tenders in the presence of another authorised person: -

Deputy Headteacher
School Business Manager

Income

- D11. Maintaining a record of all income held in the school and ensure that all income is accurately accounted for, promptly collected and banked intact.
- D12. Ensuring that no cheques are cashed out of money held on behalf of the School/Council and that a suitable receipt is given when cash is handed over from one person to another.
- D13. Ensuring that all receipt forms, books, tickets and other such items shall be ordered and issued in a form approved by the Council's Internal Auditors.

Information and communication systems

- D14. The designated Systems Manager shall be responsible for the control of systems and for the security and privacy of data.

Lettings

- D15. Ensuring the correct administration and authorisation of lettings.

Orders for goods, works and services

- D16. The following members of staff, in addition to the Headteacher, are authorised to issue (sign) orders for goods, works and services as specified: -

Staff

Types of Order

(NB. Varying financial limits can be set to aid control).

School Business Manager

For goods for that department's use, subject to there being sufficient provision within the Departmental budget.

All orders must be processed via the School Business Manager who shall promptly enter them into the school's computerised accounting system and be responsible for the safe custody and proper use of official orders, maintaining a record of order books in use and marking orders appropriately when they have been paid.

Payments

D17. The following members of staff, in addition to the Headteacher, are authorised to receive goods: -

- Deputy Headteacher
- School Business Manager
- Reception staff
- Site Manager

D18. The following members of staff are authorised to certify payments: -

- Headteacher
- Deputy Headteacher
- School Business Manager
- Chair of Governors

NB. The certifying officer shall NOT be the person who ordered or received the goods.

D19. Ensuring that invoices, vouchers and other records are retained and stored in a secure way.

Salaries and Wages

D20. Notifying the Payroll provider of any matters affecting payments to employees of the School.

D21. The following members of staff, in addition to the Headteacher, are authorised to certify pay documents and time records (excluding documents relating to themselves): -

- Deputy Headteacher
- School Business Manager

D22. Collecting any monies advanced to a member of staff who is to leave the school employment and maintain a record of all cash holdings in the school/college.

Security of Assets

- D23. Responsibility for the receipt, care and safe custody and issue of stocks and stores.
- D24. Maintaining an inventory, in accordance with the instructions in Westmorland & Furness's Schools Financial Procedures, of all items of furniture, equipment, vehicles and plant. The inventory record, whether manual or computerised, shall be a permanent and continuous record.
- D25. Where appropriate, arranging for the security marking of such items.
- D26. Maintaining a record in accordance with the instructions in the Westmorland & Furness's Schools Financial Procedures, of all school property removed from the premises. Where the use is for other than school business, the School Business Manager shall ensure the approval of the Finance Committee.
- D27. Ensuring that maximum limits of cash held do not exceed the Council's insurance cover.

Petty Cash

- D28. Maintaining a petty cash balance that does not exceed £250. Single item refunds are limited to £50.

School Bank Accounts

- D29. The Federation operates the following bank accounts:

- HSBC – CCC Samuel King's School cheque account
- HSBC – CCC Samuel King's School deposit account
- HSBC - Samuel King's School Fund
- HSBC – Alston Primary School Fund
- HSBC – Nenthead Primary School Fund

Cheques issued on all accounts require any two signatures from the following four:

Headteacher
Deputy Headteacher
School Business Manager
Chair of Governors

Under normal circumstances, it is the Headteacher and the Deputy Head.

The Bank orders chequebooks for all the accounts automatically. All chequebooks are kept securely in the SBM office when not in use.

Copies of the bank mandates are kept in a locked filing cabinet in the SBM office.

E. PURCHASING & TENDERING POLICY

- E1. The school has adopted a tendering policy for items of work of significant value, which carefully analyses and compares all possible options to ensure that best possible value for money is obtained.

This policy assumes the use, in appropriate cases and where required of Westmorland & Furness's own Tendering Regulations. If this is not the case then the school may use outside consultants to draw up the specification, receive tenders, and make recommendations to the school.

- E2. For goods and services up to £100 the school is not **required** to obtain telephone or catalogue quotations but must have an Official Order
- E3. Goods and services that are over £100 but less than £500 are subject to a minimum of three catalogue or telephone quotations and they must have an Official Order
- E4. Goods and services with a value of £500 up to £10,000 are subject to a minimum of two competitive quotations in writing and must be on an Official Order/Contract.
- E5. Goods and services with a value of £10,001 up to £20,000 are subject to three written quotations/tenders requiring approval from the Finance Committee and must be on an Official Order/Contract
- E6. Goods and services valued at £20,000 and over are subject to full tender (see below). These will require the full Governing Body's Approval
- E7. Recurring contracts will be reviewed for value for money approximately every three years or prior to renewal, e.g. school transport, pay, grounds maintenance, heating, etc.

E8. FULL PROCEDURE

Appointment of Consultants for the provision of major works and/or services

Should the school choose not to use the relevant section within Westmorland & Furness where available, the Governors, the Headteacher and the School Business Manager will draw up a list of consultants with relevant experience and acceptable fees. After consultation they recommended a firm of consultants to the relevant committee for approval for the particular work to be done. They must ensure that the consultants follow the required tendering procedures as detailed below.

Following approval by the governors the Headteacher confirms the appointment of the consultants in writing to them. The fee rates are also confirmed in writing.

Invitation to Tender

The consultants draw up the specification identifying the work to be performed in conjunction with the Headteacher, and any other person with relevant interest depending on the work to be done, e.g. Senior Management Team, staff, etc.

Specification – this should include

- Technical details
- Health and Safety considerations
- Insurance requirements
- Contract
- Payment details
- Logistical details

Form of Tender

The form of tender should include:

- The total contract price including VAT implications
- A breakdown of the price to specific elements of the works
- Time Scale

Selection of Companies invited to tender

The appropriate Committee will draw up a list of the organisations invited to tender. The list will be reviewed and agreed by the Headteacher, who will check Governors' interests in any of the organisations. The appointed consultants will send out invitations to tender.

Receipt of Tenders

Tender documents will be sent to the School. More than one person should open all tender documents on the same day. The name of the tenderer and the contract price should be recorded.

Tender Evaluation

The tenders will be evaluated on the following criteria:

- Compliance with technical and contractual requirements
- Price & VAT implication
- Arithmetical check
- Appropriate qualifications of the organisation
- Knowledge of quality of work and reliability
- Previous experience of similar work
- Previous experience of working with the School
- Time scale involved

In all cases a formal report should be prepared summarising the above.

The relevant Committee will decide or recommend (as appropriate) to the Governing Body the tender to be accepted. Where it is recommended that the lowest tender be not accepted, the rationale behind the decision should be documented.

No work may commence until formal letters of approval are issued.

Emergency Decisions

If an urgent decision is necessary and it is not practicable to call a meeting of the appropriate Committee, then a decision may be taken by either the Chair of Governors or the Vice Chair in their prolonged absence.

Emergencies include urgent matters of Health and Safety, and matters, which affect the normal operation of the school.

Monitoring Arrangements

This policy will be reviewed every year by the Governing Board.

Version Control

Created by:	HEAD
Approved by:	Full Governing Body
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