



FSSU
Financial Support
Services Unit

Board of Management Training Financial Management in Community & Comprehensive Schools

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The Board of Management and School Finance

1. The Education Act 1998 sets out a statutory framework for Irish Education. The Act serves an important purpose in providing transparency and clarity regarding the rights and responsibilities of Patrons / Trustees, Boards of Management, Principals and other stakeholders and in **facilitating best practice, quality outcomes and the effective and efficient deployment of resources.**
2. Section 14 of the Education Act 1998 provides for the establishment on an agreed basis of representative Boards of Management in recognised schools. Subject to the general supervision of the Patron/Trustees, the Board of Management, in accordance with the functions as set out in the Act, **is responsible for the governance and direction of the schools, the use of school resources and the management of its finances.** Section 15 states:

“It shall be a duty of a board to manage a school on behalf of a Patron and for the benefit of students and their parents and to provide or cause to be provided an appropriate education for each student at the school for which the board has responsibility.”

“A board shall consult with and keep informed the patron of decisions and proposal of the board.”

“A board shall **have regard to the efficient use of resources (and in particular the efficient use of grants provided under Section 12) the public interest in the affairs of the school and accountability to students, their parents, the patron, staff and community served by the school.**”
3. Community and Comprehensive Schools Governance Manual (GM C & C) is intended to be read in conjunction with the First and Second Schedules to the Model Lease for Community Schools, instruments and articles of management for Comprehensive Schools or the lease actually executed in the case of the individual school as appropriate. **The manual is applicable to all areas of the school's operations including activities not funded by the Department or otherwise within the purview of the Department.**
4. **The Board of Management is responsible for the financial administration of the school.**
5. Section 18 of the Act states that
“the board shall keep all proper and usual accounts and records of all monies received by it or expenditure of such monies incurred by it and shall ensure that in such year all such accounts are properly audited or certified in accordance with best accounting practice; accounts kept in pursuance of this section shall be made available by the school concerned for inspection by the Minister and by parents of students in the school, in so far as those accounts relate to monies provided in accordance with section 12.”
6. The Board of Management is responsible for the governance and direction of the school, the use of school resources and the management of budgetary allocations made to the school by the Minister. To discharge its duty in this regard, the Board should ensure that there is an adequate system of control, delegation and accountability in place to ensure the smooth and efficient operation of school services and school administration. While the Board may delegate many of its responsibilities to the Principal and in some circumstances to sub committees of the Board, it must remain aware of its responsibilities and of its accountability to the Minister. (S 2.1 GM C & C)

7. It is the duty of the Board to manage the school on behalf of the Patrons. In carrying out this duty the board is obliged to consult with and keep the Patrons informed of decisions and proposals of the boards. (S 2.12 GM C & C)
8. The Board is accountable for all activities carried on under its auspices including those activities not financed or controlled by the Department. (S11.1 GM C & C)
 - a. It is the responsibility of the Board to establish its own system of monitoring to ensure that proper budgetary control mechanisms and procedures are in place to ensure that expenditure is planned, monitored and controlled so as to ensure that the approved financial allocation is not exceeded (S 8.3 Gm C & C)
 - b. The Board must keep such books and accounts as are necessary to ensure good management, comply with any requirements set down by the Minister from time to time and satisfy any legal requirements of the Board. (S 11.2 GM C & C)
 - c. These books must be kept on the school premises and be available for inspection by Department officials and officials from the FSSU. (S 11.2 GM C & C)
 - d. External school Accountants/Auditors are requested to prepare the annual school accounts to the 31st August. The annual school accounts should be formally adopted by the Board of Management before submission to the FSSU by the 28th February following the year end. (S9.2 GM C & C)
 - e. The Board must submit the annual school budget to the Department of Education & Skills for the following financial year by the 30th June each year. (S7.2 GM C & C)
 - f. The Board should ensure that there are adequate controls over bank accounts (S 20.6 GM C & C)
 - g. There should be two signatories for all school cheques drawn from a panel approved by the Board for the purpose, one of whom should be the Principal (18.1 GM C & C)
 - h. All financial decisions in relation to the school must be authorised and ratified by the Principal.
9. Boards should set-up and operate a Finance Sub-Committee of the Board of Management to monitor school systems and school finances more closely. (S 12.3 GM C & C)
10. It is the duty of Principals and Boards of Management to ensure that expenditure on travel and subsistence is strictly appraised and monitored and only essential travel is undertaken and that every effort is made to keep expenditure to a minimum (S23.2 GM C & C)
11. The general indemnity (State Indemnity) to community and comprehensive schools is set out in the Second Schedule to the Deed of Trust. (S25.2 GM C & C)
12. The Boards of Management of schools with sports complexes must satisfy themselves that there are adequate controls in place over the operation of these complexes. (S26.1 GM C & C). Audited accounts should be presented to the Board for approval and submitted to the Department annually not later than six months after the year end. (S26.4 GM C & C).

13. The Board is responsible and accountable for all fund raising carried out under its auspices and appropriate control arrangements should therefore be put in place. (S29.2 GM C & C)
14. The Board must ensure that the school is in compliance with taxation laws and ensure that all tax liabilities are paid on or before the relevant date due (S 2.23 GM C & C)
15. Under the Charities Act 2009 there is a requirement for each Board to have its school registered with the Charities Regulatory Authority (CRA) and to verify this information once a year. (S 4 GM C & C)
16. All proposals for lease, rental of equipment and rental/lease of additional facilities or accommodation must be submitted to the Department for advance approval. (S21.6 GM C & C)
17. Third party use of the school facilities should be formally approved by the Board of Management (S 24.1 GM C & C)

While the Board may delegate many of its responsibilities to the Principal and in some circumstances to sub committees of the Board, it must remain aware of its responsibilities and of its accountability to the Minister.

The Board of Management, the School Principal and Finance

The financial administration of the school is under the control of the Board of Management subject to the general supervision and control of the Patron.

The Board of Management is responsible for all business carried on in connection with or on behalf of the school. It is responsible for day to day running expenses and must ensure that expenditure does not exceed income. To fulfil this responsibility it is required to:

- Ensure that all legal requirements under the Education Act 1998 are fulfilled
- Comply with the requirements of the Patron/Trustee
- Comply with requirements of the Department of Education and Skills and of the Financial Support Services Unit
- Set up a Finance Sub-Committee which includes the Principal
- Submit a forward budget to the Patron/Trustee
- Ensure that the annual school accounts are prepared, and approved and submitted by February 28th following the end of the school year.
- See that the school is adequately insured
- Obtain advance written approval from the Patron/Trustee for any hire purchase, overdraft or loan agreement and for any proposed capital expenditure

The Board delegates the day to day management of the school to the Principal and he/she is given authority to act on behalf of the Board. Section 23 states that “a Principal shall have all such powers as are necessary or expedient to carry out his/her functions under the Act, and shall carry out his/her functions in accordance with such policies as may be determined from time to time by the Board and regulations made under the Act.” The Principal is “entitled to be a member of any and every committee appointed by a Board.”

All financial decisions in relation to the school must be authorised and ratified by the Principal. In any event, no member of the Board of Management in his/her individual capacity or any other school employee may in any way interfere with the financial administration of the school by the Principal.

The day to day financial responsibilities which have to be fulfilled in a school include the following:

- Managing all bank accounts opened in the name of the Board
- Managing day to day running expenses
- Ensuring that proper books of account are kept in line with best practice guidelines
- Making sure expenditure does not exceed income
- Preparing the annual budget
- Ensuring that school income and expenditure is monitored on a regular basis and in particular comparing actual income and expenditure to budget
- Submitting financial reports at each Board of Management meeting
- Making sure a Bank Reconciliation Statement for each school account is prepared once a month
- Ensuring the segregation of duties as far as possible in all financial matters

- Two cheque signatories on all school accounts one of whom is the Principal
- All documentation relating to financial transactions and purchasing is signed by the Principal
- Subject to Patron approval, the Principal discharges the wishes of the Board of Management regarding the use of school premises by outside bodies, school insurance and the maintenance and upkeep of the buildings
- Ensuring that no bank overdrafts, loans, lease or hire purchase agreements are entered into without prior Patron approval
- Monitoring all grants from the Department of Education and Skills
- Ensuring that all income received by the school is properly receipted and recorded
- Having clear guidelines in place on fund-raising in the school's name
- Ensuring that proper financial controls are in place for Parents' Associations / Councils, Past Pupils' Unions and other organisations operating in the name of the school
- The Principal approves all wages and salaries paid to school employees and ensures that proper records are maintained
- Ensuring that all remuneration payments made by the school are Revenue compliant
- Returning all relevant documentation and payments to the Revenue Commissioners
- Ensuring the proper disbursement of Book Grants for needy students
- Ensuring that proper purchasing guidelines are in place e.g. checking of order books, delivery notes and invoices
- Ensuring a proper system of stock control is in place where necessary
- Ensuring a proper Assets Register is maintained

This list is not exhaustive. However, there is no implication that the Principal has to physically carry out all of the tasks outlined above. Many of these tasks can be delegated but only under the guidance of the Principal. It is the responsibility of the school Board of Management to ensure that the necessary structures are in place as the Board is responsible for all business carried on in connection with or on account of the school.

The Board of Management Finance Sub-Committee

1. The Finance Sub-Committee

The Finance Committee is a sub-committee of the Board of Management established to carry out the duties assigned to it by the Board.

In establishing a Finance Committee, the Board needs to formally agree:

- a) Terms of reference and functions to be performed by the committee. (Sample terms of reference are listed below.)
- b) Membership of the committee - this should comprise the Principal and two nominees of the Board. On occasions, the Board may also wish to invite a non-Board member to sit on such a committee.
- c) Tenure of office – normally coinciding with the three year term of the Board
- d) Reporting arrangement with the Board and Patron.

2. Functions of the Finance Sub-Committee

The Finance Sub-Committee monitors the financial affairs of the school and makes recommendations to the Board as appropriate. This includes the following:

- a) Drawing up the annual budget of the school for presentation to and adoption by the Board of Management
- b) Preparing and presenting regular financial reports for the Board
- c) Organising the preparation of school accounts for the External School Accountant/Auditor
- d) Overseeing the school's asset register
- e) Ensuring that recommended school internal controls are put in place and followed
- f) Complying with financial requirements of Patron/Trustee, Financial Support Services Unit and the Department of Education and Skills.

3. Sample Terms of Reference Finance Sub-Committee

A. The School Budget

Early in the second school term, the Finance Sub-Committee meets to begin the process of drawing up the **school budget** for the following school year. A draft budget is presented to the full Board with ratification completed by April or May. In drawing up the budget, the following considerations should be kept in mind:

- **Projected expenditure must not exceed projected income.** The Board of Management is not permitted to budget for a deficit without prior sanction from the Department of Education and Skills

B. Financial Reports to the Board

At each meeting of the Board, the Principal presents an up-to-date **financial statement** showing receipts and payments summary, actual income and expenditure compared to budget, a bank reconciliation statement for all bank accounts and a short progress report on the funding activities currently engaged in by the school. Following consideration, the financial report should be formally approved by the Board.

C. Accounts and Documentation

The Finance Sub-Committee ensures that all **accounts and documentation** are prepared for the External School Accountant/Auditor at the end of the school year. The annual school accounts are presented to the Board for formal ratification and a copy sent to the Patron. Year end accounts may also be requested by trustees.

D. Internal Controls

1. The Sub-Committee ensures that there are adequate **internal controls** over all financial transactions conducted by the school and that these are reviewed regularly. In particular, the Sub-Committee will establish and keep under review school practices and procedures in the following transaction streams and activities:
 - **Payment procedures**
 - **Procedures for the receipt of money**
 - **Purchasing procedures**
 - **Payment of wages**
 - **Control of stock and assets**
 - **Cash handling procedures**
2. The Sub-Committee monitors the operation of all cash undertakings which may be authorised by the board to ensure that best practice pertains and makes recommendations to the Board as necessary.
3. The Sub-Committee ensures that adequate **accounting records and registers** are maintained by the school. Recommendations for change or improvement may be made to the Board for consideration and action as appropriate.
4. The Sub-Committee reviews the **financial information systems** within the school to ensure that the Board has adequate information upon which to make decisions and satisfies itself that the school finances are being managed in such a manner as to meet its obligations to the school community, the Department of Education and Skills and other interested parties such as the Revenue Commissioners.
5. The Sub-Committee has access to all **accounting records** held by the school such as original bank statements, correspondence, invoices, asset register, and wage records as it sees fit from time to time.
6. The Sub-Committee may request the Principal to provide a **report** on any aspect of school accounts at its discretion.

E. The Finance Sub-Committee ensures

- That the Board does not enter into any financial commitment for which there is no provision
- That all Revenue Commissioners requirements are met
- That all lease arrangements/loans are approved and monitored
- That all payments and procedures for the hire of school property or equipment are monitored e.g. sports hall, computer facilities
- That stock taking occurs on an annual basis
- That the school's asset register is maintained

F. Meetings

The Finance Sub-Committee should meet prior to all board meetings to discuss the financial reports from the Surf system in detail, to enable it to discharge its duties and to contribute to the good management of the school. A report should be read to the main board meeting. A formal record of meetings should be retained.

Finance Sub-Committee

Financial Reports Checklist

1. Check that you have received all of the recommended financial reports
2. Review each report and summarise salient points for the BOM. The following is a brief guideline on how this maybe done.

Financial Reports	Actions
Bank Balances	<ul style="list-style-type: none"> • Check to see if bank accounts have been open or closed during the period • If yes have proper procedures been followed? • Are the bank balances within the limit set by the BOM? <p>YES <input type="checkbox"/> NO <input type="checkbox"/></p>
Bank Reconciliations	<ul style="list-style-type: none"> • Check the bank reconciliations to ensure there are no differences on the reconciliation report. • Check the date on the bank reconciliation report to ensure it is reconciled to the accounting period under review. <p>YES <input type="checkbox"/> NO <input type="checkbox"/></p>
Receipts and Payments / Income & Expenditure	<p>This report should show current periods figures, year to date figures, annual budgeted figures, previous year's figures.</p> <ul style="list-style-type: none"> • Examine this report in detail and check any unusual or large amounts. • Assess that the school is on target to meet its budgetary plan. <p>YES <input type="checkbox"/> NO <input type="checkbox"/></p>
Balance Sheet	<p>This report will show the year to date figures and the previous year's figures.</p> <ul style="list-style-type: none"> • Check that the balance sheet balances. • Look for additions to fixed assets, changes in debtors and prepayments, changes to creditors and accruals. • If there is any balance in the suspense account it should be examined. <p>YES <input type="checkbox"/> NO <input type="checkbox"/></p>
List of Creditors / Accruals	<ul style="list-style-type: none"> • If the school is running the purchase ledger system examine the list of creditors to ensure that the school are paying their bills on time. • The list of accruals/outstanding invoices should be totalled and check if the school has sufficient funds to pay its liabilities. • If the school is currently undertaking any capital works ensure that you receive a list of the outstanding invoices. <p>YES <input type="checkbox"/> NO <input type="checkbox"/></p>
Income received in advance	<ul style="list-style-type: none"> • As it has become common practice in many schools to collect the registration charge/voluntary contribution in advance of the next school year. A list should be prepared showing a summary of advance receipts and it is important that these funds are accounted for separately in the accounts. • The school will on occasion receive grants for summer work schemes etc. in advance of the work being done therefore this income needs to be identified and accounted for separately. • Where the school has received grants for a specified purpose e.g. the Book Grant and the Supervision and Substitution grant, a reconciliation should be performed showing amounts received and amounts spent. Any unspent funds should be accounted for separately in the accounts. <p>YES <input type="checkbox"/> NO <input type="checkbox"/></p>
Prepayments	<ul style="list-style-type: none"> • Examine the list of prepayments to ensure that they have been allocated to the correct period. <p>YES <input type="checkbox"/> NO <input type="checkbox"/></p>
Capital Income & Expenditure Account	<ul style="list-style-type: none"> • This report should be given when there is a capital project such as an extension. Summer Works Scheme or major refurbishment in progress. • This report should be examined to ensure that the project is running within the budget. <p>YES <input type="checkbox"/> NO <input type="checkbox"/></p>

Recommended Financial Reports for Finance Sub-Committee Meetings and Board of Management Meetings

A. Introduction:

This guideline sets out the required financial reports to be reviewed by:

1. the Principal and accounts personnel
2. the Finance Sub-Committee
3. the Board of Management

The reports should be reviewed on a monthly basis.

B. Recommended Financial Reports:

The Principal and The Board should ensure that the following steps are followed:

STEP 1: The accounts information should be processed in a Surf accounts package throughout the month. It is important that the board is satisfied that there is a suitably trained person carrying out this function. Training and support for accounts personnel is available from the FSSU.

STEP 2: A draft set of Financial Reports should be reviewed for accuracy and completeness within ten days of the month end. This review should be undertaken by the Principal with the person processing the financial information. Any issues or adjustments arising from this initial review should be addressed.

STEP 3: A full set of financial reports can be generated at least 3 days before the scheduled board meeting. The reports may be emailed to Finance Sub-Committee members. The email must be password protected. Members of the Finance Sub-Committee must be mindful of confidentiality of these reports. Any queries should be addressed at the Finance Sub-Committee meeting. The Finance Sub-Committee should review the financial reports in detail at their meeting and present a report to the full board meeting.

The Financial Reports to be reviewed are:

1. **Balances on All School Bank Accounts**
2. **Bank Reconciliation Statement for each Bank Account including cheques and lodgements listings**
3. **Income and Expenditure Account showing actual versus budgeted figures**
4. **Balance Sheet**
5. **List of all creditors / List of accruals / Summary of income received for next school year and prepayments**
6. **Capital Income and Expenditure Account**

STEP 4: All board members should be given a copy of the financial reports at the main board meeting. It is not envisaged that the financial reports are reviewed in detail at the main board meeting by the full board; detailed analysis of the reports is the function of the Finance Sub-Committee.

C. Other information

- As the financial reports contain confidential information, it is recommended that they are collected at the end of the meeting. One copy of all the financial reports shall be filed with the board records and all other copies of the financial reports shredded.

1. Balances on all Bank Accounts

Simple Trial Balance Report
Sample C & C School

Date Range: 1st Sep 2020 To 31st Oct 2021

Code	Description	Debit	Credit
1800	Current Account	76,489.00	-
1810	Deposit Account	47,948.00	-
1900	Petty Cash A/c	114.00	-
Totals:		€124,551.00	-

2. Bank Reconciliation Statement for each Bank Account

Bank Reconciliation Report

Sample C & C School

1800 Current Account

15-Oct-2020

Balance as per Surfaccounts

76,489.00

Balance per Bank Statement

76,489.00

Less un-presented Payments

-0.00

Plus un-presented Lodgment

0.00

Reconciled Balance

76,489.00

3. Receipts and Payments Account / Income and Expenditure Account showing Current and Budget figures

I&E Report
Sample C & C School

Date Range: 1st Sep 2020 To 31st Aug 2021

2020					
Code	Description	Current Period	Budget	Variance	Comp. Period
		€	€	€	€
Income and Expenditure Account					
Income					
Income Department Grants					
3010	Non Pay Budget	71,361.00	349,700.00	-278,339.00	380,177.00
3020	DEIS Grant	-	26,500.00	-26,500.00	25,718.00
3030	Non Teachers Pay Budget	44,465.00	222,250.00	-177,785.00	236,887.60
3050	Support Services Grant	9,000.00	156,000.00	-147,000.00	47,948.00
3150	Book Grant	39,000.00	50,700.00	-11,700.00	43,549.00
3190	JCSP Grant	-	-	-	21,101.00
3200	Transition Year Grant	-	14,250.00	-14,250.00	15,183.00
3230	Computer / IT Grant	18,000.00	-	18,000.00	19,457.00
3240	Supervision/Substitution	10,250.00	44,225.00	-33,975.00	32,545.22
3255	SEC Exam Income	-	8,600.00	-8,600.00	9,163.00
3275	Minor Works Grant- Non Capital	-	17,800.00	-17,800.00	-
3290	Other Department Grants - Specify	1,500.00	9,000.00	-7,500.00	8,656.00
		€193,576.00	€899,025.00	€-705,449.00	€840,384.82
Income School Generated					
3310	Transition Year Students	16,500.00	12,500.00	4,000.00	13,319.00
3330	Book Rental Receipts	27,500.00	29,000.00	-1,500.00	30,305.00
3350	Hire of Facilities Rental Income	2,060.00	10,000.00	-7,940.00	8,780.00
3390	School Administration Charges	21,950.00	30,000.00	-8,050.00	29,235.00
3410	Adult Education Income	-	-	-	5,227.55
3420	Canteen Income	16,039.00	130,000.00	-113,961.00	136,716.00
3495	Mock Exam Income	-	15,000.00	-15,000.00	-
		€84,049.00	€226,500.00	€-142,451.00	€223,582.55
TOTAL Income		€277,625.00	€1,125,525.00	€-847,900.00	€1,063,967.37
Expenditure					
Expenditure Education Salary					
4110	Substitute Teachers	4,332.00	34,000.00	-29,668.00	36,930.00
4150	Supervisors Salaries	2,455.00	44,250.00	-41,795.00	17,823.00
4155	State Exam Aides -Salaries	-	8,600.00	-8,600.00	-
4170	Adult Education Salaries	1,561.00	5,000.00	-3,439.00	4,819.00
		€8,348.00	€91,850.00	€-83,502.00	€59,572.00
Expenditure Education Other					
4310	Teaching Aids	4,220.00	5,000.00	-780.00	5,350.00
4350	Art	12,300.00	16,000.00	-3,700.00	17,564.00
4370	Home Economics	2,569.00	6,000.00	-3,431.00	6,209.00
4390	Science	12,840.00	14,000.00	-1,160.00	15,789.00
4410	Computers / IT	2,560.00	18,000.00	-15,440.00	5,085.00

2021					
Code	Description	Current Period	Budget	Variance	Comp. Period
		€	€	€	€
4430	Woodwork / Building Construction	4,653.00	11,000.00	-6,347.00	12,395.00
4450	Metalwork / Engineering	3,180.00	6,000.00	-2,820.00	6,786.00
4490	Other Subjects - Specify	5,097.00	24,000.00	-18,903.00	26,403.00
4550	Leaving Cert Applied	190.00	1,000.00	-810.00	1,253.00
4570	LCVP	256.00	1,500.00	-1,244.00	1,428.00
4590	Transition Year	18,420.00	26,000.00	-7,580.00	31,347.00
4620	Teacher In-serviceand Training	850.00	5,000.00	-4,150.00	-
4630	Career Guidance	400.00	2,600.00	-2,200.00	277.00
4650	Physical Education	360.00	2,500.00	-2,140.00	228.00
4690	Bus Hire	2,500.00	20,000.00	-17,500.00	-
4730	School Books	31,506.00	40,000.00	-8,494.00	35,009.00
4750	Mock Examination Fees	-	20,000.00	-20,000.00	21,523.00
4760	School Journal	9,735.00	10,000.00	-265.00	-
4770	Trophies and Prizes	-	1,000.00	-1,000.00	-
4810	Home / School / Liaison	512.00	1,500.00	-988.00	758.00
		€112,148.00	€231,100.00	€-118,952.00	€187,404.00
Expenditure Repairs, Maintenance and Establishment					
5010	Caretaker(s): Wages	16,492.00	108,000.00	-91,508.00	210,872.00
5020	Caretaker Sports Complex	-	90,000.00	-90,000.00	-
5110	Cleaners' Wages	-	10,000.00	-10,000.00	-
5150	Contract Cleaners	3,636.00	32,000.00	-28,364.00	34,875.00
5170	Cleaning Materials	3,473.00	22,000.00	-18,527.00	23,731.00
5310	Repairs-Buildings/Grounds	3,654.00	60,000.00	-56,346.00	36,706.00
5350	Repairs-Furniture, Fittings, Equipment	2,160.00	15,000.00	-12,840.00	4,958.00
5400	Security	1,250.00	13,000.00	-11,750.00	14,378.00
5510	Heating	9,127.00	42,000.00	-32,873.00	87,532.00
5520	Refuse/Recycling	1,064.00	10,000.00	-8,936.00	11,343.00
5550	Light and Power	-	40,000.00	-40,000.00	-
5610	Rent and Rates	1,360.00	5,500.00	-4,140.00	5,797.00
		€42,216.00	€447,500.00	€-405,284.00	€430,192.00
Expenditure Administration					
6010	Secretarial: Wages	9,898.00	130,000.00	-120,102.00	125,289.00
6100	Staff Recruitment	1,300.00	3,000.00	-1,700.00	14,459.00
6150	Advertising / Public Relations	150.00	1,500.00	-1,350.00	524.00
6210	Postage	700.00	5,000.00	-4,300.00	5,280.00
6250	Telephone	1,332.00	14,000.00	-12,668.00	15,752.00
6300	Printing and Stationery	395.00	3,000.00	-2,605.00	3,365.00
6305	Photocopying Expenses	2,589.00	20,000.00	-17,411.00	22,067.00
6400	Accounting / Auditing Fee	-	3,000.00	-3,000.00	-
6500	Travel and Subsistence	228.00	2,000.00	-1,772.00	2,078.00
6600	Principal's Expenses	-	2,000.00	-2,000.00	-

2021					
Code	Description	Current Period	Budget	Variance	Comp. Period
		€	€	€	€
6650	Board of Management Expenses	-	1,000.00	-1,000.00	-
6700	Annual Subscriptions	6,200.00	6,500.00	-300.00	6,650.00
6730	In-School Administration System	2,000.00	10,000.00	-8,000.00	-
6755	Medical and 1st Aid	565.00	1,500.00	-935.00	1,348.00
6800	Hospitality	751.00	8,000.00	-7,249.00	9,074.00
6860	School Canteen	14,712.00	120,000.00	-105,288.00	125,398.00
		€40,820.00	€330,500.00	€-289,680.00	€331,284.00
Expenditure Financial					
7450	Bank Charges	225.00	1,000.00	-775.00	923.00
		€225.00	€1,000.00	€-775.00	€923.00
	TOTAL Expenditure	€203,757.00	€1,101,950.00	€-898,193.00	€1,009,375.00
	NET SURPLUS/DEFICIT	€73,868.00	€23,575.00	€50,293.00	€54,592.37

4. Balance Sheet

Balance Sheet Report
Sample C & C School

Date Range: 1st Sep 2020 To 31st Aug 2021

		2020	2019
Code	Description	Current	Comparative
		€	€
Balance Sheet			
Fixed Assets			
Fixed Asset Fixed asset			
1420	Capital: Furniture, Fittings	44,582.00	44,582.00
		€44,582.00	€44,582.00
	TOTAL Fixed Assets	€44,582.00	€44,582.00
Current Assets			
Current Asset Debtors and Prepayments			
1710	Stock	1,598.00	1,598.00
1720	Prepayments	12,131.82	12,131.82
		€13,729.82	€13,729.82
Bank and Cash Accounts			
1800	Current Account	76,489.00	6,489.00
1810	Deposit Account	47,948.00	47,948.00
1900	Petty Cash A/c	114.00	107.00
		€124,551.00	€54,544.00
	TOTAL Current Assets	€138,280.82	€68,273.82
Current Liabilities			
Current Liability Accruals			
2150	Grants Received in Advance	797.00	3,197.00
2250	PAYE/PRSI Control	2,722.00	2,983.00
2440	Accruals	515.00	1,715.00
		€4,034.00	€7,895.00
	Current Assets less Current Liabilities	€134,246.82	€60,378.82
	Total Assets less Current Liabilities	€178,828.82	€104,960.82
Capital & Reserves			
Capital and Reserves Retained Profit			
2700	Retained Surplus	54,592.37	-
2710	Surplus Brought Forward	13,075.45	13,075.45
		€67,667.82	€13,075.45
Capital and Reserves Contribution Fixed Assets			
3920	DES Equipment Grants	37,293.00	37,293.00
		€37,293.00	€37,293.00
	TOTAL Capital & Reserves	€104,960.82	€50,368.45
	Income And Expenditure Account	€73,868.00	€54,592.37
		€178,828.82	€104,960.82

5. Accruals Report

School Sample Data Accruals	
Telephone	400
Bord Gas	300
Office Supplies	260
Cleaning Materials	150
Computers	2500
Wood works Supplies	2100
Total Due	5710

6. Capital Income and Expenditure Accounts

School Sample Data Capital Income and Expenditure Report Capital Programme	
Capital Expenditure:	€
A. C & T Crampton	540,000.00
School Furniture Supply Company	25,000.00
Dell Computers	1,500.00
Total Capital Expenditure	566,500.00
B. Funding to finance Capital Expenditure:	
Department of Education and Skills Capital Grants	700,000.00
Parents' Association / Council	20,000.00
Parents' Contributions	–
Fundraising	20,000.00
Other	–
Total Capital Revenue	740,000.00
Surplus/Deficit	173,500.00
Total Capital Expenditure Outstanding	185,000.00

Grants payable to Community & Comprehensive Schools

School year 2020/2021

1. Non-Pay Grant: From the 01st September 2020 the rate increases to €276 per pupil (including number of PLC pupils) previous rate €256. The non-pay grant is designed to cover normal school running costs.

In addition to the non-pay grant an additional **€91** per pupil in Post Leaving Certificate is paid

There is a 25% deduction to the Non Pay Grant and PLC allocation for PPP schools.

The non-pay budget also includes a provision of €10,000, plus an additional capitation grant of €6.00 per pupil (including number of PLC pupils), under the heading of Minor Works of a Capital Nature. Minor Works Grant is not payable to PPP schools.

The grant is paid in four instalments: January, April, July and October

N.B. January and April payments are calculated based on 90% of the previous year budget divided by four with one quarter paid in January & one quarter paid in April. Full adjustment for the current year enrolment is applied to the July and October payments which is paid in two equal amounts.

2. Non-Teaching Pay Grant: This grant is designed to cover the cost of staffing allocations approved for your school at Department approved pay scales.

The grant is based on the sanctioned staff numbers and salary based on Department approved salary scales. Schools Financial Division should be notified of all changes to sanctioned staff. It should also be noted that approval must be sought for all new sanctioned staff from Schools Division Financial.

There is no Departmental sanction given for Caretakers and Cleaners in PPP schools.

The grant is paid in four instalments: January, April, July and October

N.B. January and April payments are calculated based on 90% of the previous year divided by four with one quarter paid in January & one quarter paid in April. Full adjustment for the current year census is applied to the July and October payments which is paid in two equal amounts.

3. DEIS Grant (DEIS Schools only): Schools included in the School Support Programme under DEIS receive a grant which is based on the level of concentrated disadvantage in each school and the school's enrolment. It is paid to the school in September. Queries in relation to the DEIS grant should be directed to Social Inclusion Unit in the Department.

4. The School Services Support Fund: €121.50 per pupil (including number of PLC pupils) for 2020 payable in three instalments in November, March and June. The minimum grant payable for 2020 is set at 200 pupils and thereafter according to enrolments. There is a 25% deduction of the SSSF Grant applied to PPP schools.

5. Programme Grants

- a. Leaving Certificate Applied Grant: €151 per student in LCA. This is based on pupil enrolment in 5th and 6th year of LCA programme
- b. Junior Certificate Schools Programme: €60 per student in First Year JCSP
- c. Transition Year Grant: €95 per student in Transition Year
- d. Physics and Chemistry: €13 per student taking Physics and/or Chemistry in 5th and 6th Year.

6. Book Grant: €24 per student (excluding number of PLC students) in non-DEIS schools and €39 per student (excluding number of PLC students) in DEIS schools.

7. Special Class Grant: A grant of €196 per capita, previous rate of €191, is payable in respect of students psychologically assessed as having a mild or moderate learning disability **and** who participate in NCSE approved special classes.

8. Traveller Pupils Grant students is €206 per student, previous rate €201.

9. Supervision/Substitution Scheme Funding: Where a teacher has opted out of Supervision and Substitution Scheme, an amount equivalent to the supervision and substitution allowance has been allocated to the teacher's school for the provision of supervision and substitution duties. This grant cannot be used to pay full-time teachers or teachers who have opted out of the Scheme for supervision and substitution on a casual/non-pensionable basis.

The school will receive €1,769 per annum for teachers employed pre-1 January 2011 and €1,592 for teachers employed post- 31st December 2010 who opted out of the scheme.

10. Capital Grants: The Board of Management may seek capital funding from the Department of Education and Skills under the following categories:

- New building and Extensions
- Extensive refurbishment/conversion works (over €500,000)
- Improvement works (under €500,000)
- Emergency Works (See Circular 18/2011)
- Temporary accommodation
- Health and Safety

Application forms for Capital Grants (Form SLE) and Emergency Works should be downloaded from the Department of Education and Skills website www.education.ie under School Building and Design – Building Works. These should be submitted to the Building Unit for approval.

Summary of Grants Payable 2020/2021

No	Grant Description	Rate per Student	Instalments	Payment Due	Notes
1	Non-pay grant	€276 per pupil €91 per PLC pupil And Minor works grant: €10,000 + €6 per pupil (incl PLC pupils)	4	Jan/Apr/July/Oct	Includes PLC pupils 25% deduction is applied to PPP schools Minor Works grant is not payable to PPP schools
2	Non-teaching pay grant	Sanctioned staff at Dept approved Pay scales	4	Jan/Apr/July/Oct	There is no Departmental sanction given for Caretakers and Cleaners in PPP schools
3	DEIS Grant DEIS (Delivering Equality Of Opportunity in Schools)		1	Sept	Queries in relation to DEIS Grant should be directed to Social Inclusion Unit in the Dept.
4	School Support Services Grant	2020: €121.50	3	Nov/Mar/Jun	Includes PLC enrolments 25% deduction is applied to PPP schools Minimum grant based on enrolment of 200 and thereafter according to enrolments.
5	Leaving Cert Applied	€151	1	Jun	This is based on pupil enrolment in 5th and 6th year of LCA programme
6	Junior Cert School Programme	€60	1	Jun	1st Year JCSP only
7	Transition Year	€95	1	Jun	
8	Physics and Chemistry	€13	1	Jun	Per student in 5th and 6th Year Physics and/or Chemistry
9	Special Class Grants	€196	1	Dec	Pupils psychologically assessed as having a mild or moderate general learning disability and participating in NCSE approved special classes
10	Book Grant <small>non-DEIS Schools</small> <small>DEIS Schools</small>	€24 €39	1	Jun	Book grant paid in June 2020 is for 2020/2021 school year. Excluding number of PLC students
11	Traveller Grant	€206	1	Dec	
12	Supervision and Substitution Pre Jan 1, 2011- teachers For teachers joining the scheme after Dec 31, 2010	€1,769 €1,592	2	Dec/Jun	

Online Claims System Guidelines

1. Introduction

The Department of Education and Skills have issued Circular 0024/2013 'Operational Guidelines for Boards of Management and Staff designated to operate the Online Claims system in recognised primary and post primary schools.' The purpose of this Circular is to update school management authorities and staff on the procedures and recommendations regarding the operation of the On Line Claims System (OLCS).

The procedures and recommendations outlined shall be implemented at all times.

This Financial Guideline outlines the details of the Circular highlighting new requirements in relation to security and reporting.

2. Security Procedures

Persons authorised to use OLCS must:

- a) keep their User ID, password, email address and other information secure at all times and not disclose them to anybody including other members of staff.
- b) not reveal passwords to a third party.
- c) logout of OLCS before leaving a computer unattended.
- d) not authorise any computer programme to remember their security details.

The Esinet site is a secure site and as a security measure, if the OLCS application has not been used for more than thirty minutes, it will automatically log the user out of the system.

If login details are lost or forgotten it will be necessary to authenticate the details provided when first registered on OLCS when requesting new login details.

3. Role of Boards of Management

Boards of Management:

- a) have a responsibility to ensure that at school level the integrity of the system is maintained at all times.
- b) should formally approve the roles of personnel involved in the On-line Claims System.
- c) must ensure on an ongoing basis that under no circumstances should the same person in a school undertake the role of Data Entry and Approver.
- d) should ensure that supporting documentation in relation to the data input on OLCS is retained securely in the school with the relevant personnel records i.e. medical certificates, attendance at in-service/in-career courses and applications forms for Board approved leave.

A short report should be read into the minutes of every Board of Management meeting listing the names of all substitutes and part-time teachers for whom claims have been made on the OLCS system since the last board meeting.

4. OLCS Roles

There are four distinct roles assigned to personnel at school level to operate OLCS.

These roles are as follows:

a) Data Entry

The role of the person with responsibility for Data Entry is to input the data i.e. input the details of absences of staff members, claims for casual and non-casual staff members and other details to the system.

The role of the Data Entry person is a distinct role and under no circumstances should the same person undertake a dual role on OLCS.

The Data Entry person should not be a person employed as a special needs assistant in the school.

b) First Approver

The role of the First Approver is to verify that the data input by the Data Entry person is correct and to approve the data.

The Approver should always ensure that:

- i) details and in particular the bank account details of teachers and special needs assistants are input correctly to the system.
- ii) a copy of the Staff Member Set up Form is signed by the staff member and a copy retained by the school in the staff member's personnel file.
- iii) the terms of Department Circulars relating to vetting, teacher registration, membership of single pension scheme etc are being complied with when claims are being made.
- iv) supporting documentation e.g. medical certificates and application forms for leave absences etc. have been obtained from the staff member and approved by the Board of Management where necessary prior to recording the leave details on OLCS.
- v) all absences are recorded on OLCS whether substitutable or not.

c) Second Approver

The role of the second Approver is to approve the leave/claims in respect of the first Approver's absences and can also approve data entered by the Data Entry person.

d) Local Administrator

The Local Administrator is an additional role assigned to the first approver in the school and his/her role is to re-assign data entry roles within the school and to set up new data entry users.

To set up a new approver the "Approver Change Request Form" should be downloaded from the Landing Page on OLCS, completed and posted to the Department of Education and Skills.

The new user ID and password is then issued to the Approver by return of post.

5. Resetting of passwords

An automated system is now available that enables school users to reset their own passwords. It is important that school users record their email address when logging in to use the automated system. This email address should only be used by the registered user.

6. Reports

There is a facility on OLCS to print reports.

If a staff member requires details of their absences the relevant report should be generated, printed and given to the staff member.

A report on all absences recorded on the OLCS should be supplied to each staff member at intervals recommended by the Board of Management of the school but at least one report should be produced in each school term. Each staff member should sign the absence report and a copy to be retained in the school.

7. Audit Trail

As with all computerised systems an audit trail of records and the dates and times of transactions are maintained on the system.

The Department is obliged to refer to An Garda Síochána, any fraudulent claims for payment in respect of Substitution or Part-time hours or any falsified records with regard to leave of absence. In these circumstances it will be a matter for An Garda Síochána to determine what action, if any, should be taken and consequently may result in a criminal prosecution.

Revenue Compliance

PAYE/PRSI

The Board of Management is the legal employer of all staff in the school. The Board of Management is responsible for ensuring all their employees receive certain basic employment rights. These rights are governed by detailed employment legislation. As the legal employer the Board of Management is responsible for ensuring that all payments made by the school comply with PAYE regulations.

The following is a summary of the Board of Management's responsibilities in relation to Revenue compliance:

- Make deductions at source of Income Tax, USC and PRSI from payments made to employees and an obligation to remit deductions to Revenue.
- Ensure all payments made to employees are Revenue compliant.
- Keep and maintain, in paper or electronic format, a register of all employees.
- Notify Revenue of all new employees in the school.
- Notify Revenue when employees cease employment with the school.
- Determine the employment status of an individual i.e. is the person an employee or are they self-employed.
- Filing and payment of all Revenue payroll returns on time.

RCT, Reverse Charge VAT

A **school Board of Management**, in its capacity as a body established by statute and funded wholly or mainly from funds provided by the Oireachtas, is designated as a "**Principal Contractor**".

This means that a board of management is responsible for complying with RCT requirements and VAT returns when making payments to the building contractor. In addition, the Revenue has introduced a mandatory electronic RCT system with effect from January 1, 2012 for all principal contractors. From that date all filings and notifications to Revenue by a principal contractor must be done through the Revenue Online (ROS) system.

Under section 20 of the Finance Act 2011, new regulations have been introduced which affect the tax treatment of payments to contractors engaged by schools on "Construction operations".

Construction operations" means operations of any of the following descriptions:

- a) The construction, alteration, repair, extension, demolition or dismantling of buildings or structures;
- b) The construction, alteration, repair, extension or demolition of any works forming, or to form, part of the land, including walls, road-works, power lines, telecommunication apparatus, aircraft runways, docks and harbours, railways, inland waterways, pipelines, reservoirs, water mains, wells, sewers, industrial plant and installations for purposes of land drainage;
- c) The installation in any building or structure of systems of heating, lighting, air-conditioning, soundproofing, ventilation, power supply, drainage, sanitation, water supply, burglar or fire protection;
- d) The installation in or on any building or structure of systems of telecommunications;
- e) The external cleaning of buildings (other than cleaning of any part of a building in the course of normal maintenance) or the internal cleaning of buildings and structures, in so far as carried out in the course of their construction, alteration, extension, repair or restoration;

Operations which form an integral part of, or are preparatory to, or are for rendering complete such operations as are described in paragraphs (a) to (d), including site clearance, earth-moving, excavation, tunnelling and boring, laying of foundations,

Relevant Contracts Tax (RCT)

Relevant Contracts Tax (RCT) is a tax regime which applies to construction contracts where the tax is deducted from payments due to a sub-contractor by the principal contractor. The rates of RCT are either 0%, 20% or 35%.

1. Relevant Contracts Tax (RCT)

- RCT is a withholding tax operating in the construction sector since the 1970s
- School boards of management are classified as principal contractors for RCT
- All schools should be registered for RCT whether or not a contract is imminent
- RCT must be operated by a **principal contractor** making **relevant payments** to a sub-contractor under a relevant contract
- A relevant contract refers to **the construction, alteration, repair, extension, demolition or dismantling of buildings and structures**. It includes contracts of all sizes involving construction, repair or alteration.
- Maintenance only contracts are not included Contracts involving **maintenance and repair** are included
- RCT is an electronic system processed through ROS and its key features are:
 - Contract Notification
 - Payment Notification
 - Deduction Authorisation
 - Deduction Summary/Return
 - Payment of RCT due by 23rd of month after the period covered by the return
- RCT -Reverse charge rules do not apply to payments to
 - architects
 - quantity surveyors
 - engineers or
 - design teams
- It does not apply to Professionals within the construction industry

VAT Reverse Charge

Where a board receives construction services, other than haulage for hire, it must account for VAT on such services to Revenue. **The method of accounting for VAT in such cases is known as reverse charge.** In effect, the board, which receives the services, charges itself the VAT that would otherwise be charged by the subcontractor. The board accounts to Revenue for that VAT.

Boards of Management are not entitled to deductibility for VAT incurred, therefore the "VAT on Purchases" figure in the VAT 3 form will be NIL. The VAT payable to Revenue will be the full amount of the VAT arising on the construction services.

Further information is available on our website www.fssu.ie

Guidance Note/Boards of Management/Relevant Contracts Tax/Value Added Tax

2. VAT Reverse Charge

- Principal contractors must register for VAT to operate the VAT reverse charge on construction
- Sub-contractors should invoice the board of management net of VAT
- The invoice must contain the statement: **"VAT on this supply to be accounted for by the Principal Contractor"**
- VAT should only be paid to Revenue; VAT is never paid to sub-contractors
- VAT on construction services is calculated at 13.5% and included in **VAT 3 Return** bimonthly (even 0)
- VAT due is included in VAT 3 return as "VAT on Sales" (T1 - only relevant entry)
- A board of management is not entitled to deductibility for VAT incurred
- A separate invoice should be received for supply of goods/services other than construction services
- VAT is included in the normal way on payments to architects/engineers and paid directly to them.
- Annual Return of Trading Details to be filed

If in any doubt contact the local Revenue office.

The FSSU is available to provide detailed support at any stage of the process.

Charities Regulator – Compliance

The **Charities Regulator** is Ireland's national statutory regulatory agency for charitable organisations. Under the Charities Act 2009, all recognised schools in Ireland are required to register with the Charities Regulator.

Under the Charities Act 2009, if the charity is **an unincorporated body or a body corporate** (other than a company) the **charity trustees** include any officers or people acting officially in the management and control of the organisation such as members of the board of management or governing committee. Therefore, reference to 'charity trustee' below means the 'board of management members'.

1. General duties of a charity trustee as per the Act, although not an exhaustive list include:

- Comply with their charity's **governing document**
- Ensure that their charity is carrying out **its charitable purposes for the public benefit**
- Ensure that their charity is **registered** on the Charities Regulator's Register of Charities
- Ensure that their charity keeps **proper books of account**
- Ensure that their charity **provides an annual report and annual accounts** to the Charities Regulator (The FSSU with submit this report on behalf of schools) from 2019
- Act in the **best interests** of their charity
- Act with **reasonable care and skill**
- **Manage the assets** of their charity (make appropriate investment decisions)
- Ensure **the Charities Regulator is informed in writing of an offence**, where in your opinion and having reasonable grounds for believing an offence under the Criminal Justice (Theft and Fraud Offence Act 2001 has been or is being committed).
- Ensure you **comply with directions issued by the Regulator**

The CRA has issued a detailed guideline for charity trustees called '**Guidance for Charity Trustees**' which is available on www.charitiesregulator.ie

2. Updating Board of Management Members details

Schools must ensure their board of management member details are up to date. Schools may have a new board of management commencing their three-year term of office or other schools may have had resignations from the board of management. These changes should be reflected in the school's Charities Regulator account.

3. New Board Members

In relation to new board members, each school must confirm to the Charities Regulator the following:

"All members of the board of management must not be disqualified, under Section 55 of the Charities Act 2009 from being a trustee (board of management Member) of a charitable organisation.

Under Section 55 of the Charities Act 2009, a person shall cease to be qualified for, and shall cease to hold, the position of charity trustee of a charitable organisation if that person –

- a) is adjudicated bankrupt
- b) makes a composition or arrangement with creditors
- c) is a company that is in the course of being wound up
- d) is convicted on indictment of an offence
- e) is sentenced to a term of imprisonment by a court of competent jurisdiction
- f) is the subject of an order under section 160 of the Companies Act 1990 or is prohibited, removed or suspended from being a trustee of a scheme under the Pensions Acts 1990 to 2008
- g) has been removed from the position of charity trustee of a charitable organisation by an order of the High Court under section 74."

4. Trustees (Board Members) Responsibility on Accounting for Funds

The Charities Regulator expects charity trustees to be able to explain and justify their approach to internal financial controls.

Internal financial control activities assist charity trustees to:

1. safeguard the charity's assets;
2. administer the charity's financial affairs in a way that proactively identifies and manages risk;
3. help prevent and detect potential fraudulent activity; and
4. monitor and act upon financial reporting, by ensuring that proper books of account are maintained so that timely and relevant financial information can be obtained.

By their nature, internal financial controls reduce, but do not eliminate, the risk of loss. However, internal controls help trustees prevent and/or detect the risk of any such loss events in a more timely manner. Internal financial controls should also be designed and implemented to help maximise value for money objectives on behalf of the charity.

The CRA has issued a detailed guideline for charities on '**Internal Financial Control Guidelines For Charities**' which is available on www.charitiesregulator.ie

5. Fundraising

It is critical that schools carry out all fundraising from the parents and public in an open, transparent, honest, respectful and accountable manner.

Funds given to charities can include money but can also include property and assets of any sort.

The funds provided to charities will usually fall into one of the following two categories:

1. Restricted funds
2. Unrestricted funds

The charity must adequately identify, distinguish and report upon unrestricted, restricted & designated income to enable adequate reporting upon both income and reserves.

The CRA has issued a detailed guideline for charities, '**Guidelines for Charitable Organisations on fundraising from the public**' which is available on www.charitiesregulator.ie

Preparation and Submission of Annual Financial Accounts

The Education Act 1998 (Section 18) states

"the board shall keep all proper and usual accounts and records of all monies received by it or expenditure of such monies incurred by it and shall ensure that in such year all such accounts are properly audited or certified in accordance with best accounting practice; accounts kept in pursuance of this section shall be made available by the school concerned for inspection by the Minister and by parents of students in the school, in so far as those accounts relate to monies provided in accordance with section 12."

The annual school accounts should be formally adopted by the Board of Management before submission to the school's Patron/Trustees.

All schools who submit their annual accounts to the FSSU will be deemed to be complying with the requirements of Department of Education circular 0002/2018.

Schools must prepare their accounts using the accruals basis for accounting and present the accounts in the FSSU standard format. External School Accountants/Auditors are required to prepare the accounts in a format required by the FSSU.

Adequate resources must be allocated to ensure that proper accounting records are maintained in a timely fashion. The accounting records should be maintained in the school and available to the Principal for the day to day management of the school's finances.

Financial Report for Parents

A template to prepare a financial statement for parents is available under the School Finance section of the FSSU website.

Your External School Accountant/Auditor will prepare this template.

Template			
_____ (Insert School Name)			
Financial Report to Parents			
Summary Financial Statement for the School Year 20XX/20XX			
			€
Income			
Department of Education and Skills Funding			0
Other State Funding			0
School Income	Parent Voluntary Contributions		0
	Rental School Property		0
	Fundraising		0
	Parents Association		0
	Other Income		0
Total Income			0
Expenditure			
Education Expenditure	Classroom Materials and Teaching Aids		0
	All Other Education Related Expenditure		0
School Maintenance	Light, Heat and Power		0
	Insurance		0
	Cleaning and waste disposal		0
	Rent, Rates and Local Charges		0
	All Other Caretaking and Maintenance		0
School Administration	Printing, Postage and Stationary		0
	In-School Administration Systems		0
	Telephone/SMS		0
	All other Administration Expenses		0
Financial	Bank Charges, Interest, Leasing		0
Total Expenditure			0
Surplus (Deficit) for the year			0
Capital Projects			
Income	Department Capital Grants Income		
	Other Capital Income		0
Expenditure	Department Capital Grants Expenditure		
	Other Capital Expenditure		0
Less: Expenditure			0
Surplus (Deficit) carried forward for the year			0

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