

INSPIRING FUTURES

ANTI-FRAUD, BRIBERY AND CORRUPTION POLICY

POLICY DETAILS

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CONTENTS

<u>SECTION</u>	<u>PAGE NUMBER</u>
Statement of intent	4
1. Legal framework 2. Definitions	5-6
3. Roles and responsibilities	6-8
4. Creating an ethical culture	8
5. Preventing fraud and corruption	9
6. Indicators of fraudulent activity	10
7. Reporting suspected fraud	10-11
8. Recovery of losses	11
9. Gifts and hospitality	12
10. Charitable donations 11. Reporting suspected bribery	13
12. Confidentiality 13. Cybercrime and cybersecurity	14
14. Record keeping 15. Monitoring and review	15
16. Appendix A	16-20

Statement of intent

This policy details the trust's position on the prevention of fraud, bribery and corruption, and the promotion of an anti-fraud culture.

Endeavour Academies Trust is committed to upholding the highest ethical standards and acting with integrity in all business activities.

As such, we are opposed to corruption and seek to eliminate fraud by the way we conduct trust business, the culture instilled in staff and the recruitment of trustworthy individuals.

To minimise the risk and impact of fraud and corruption, we aim to create a culture which deters fraudulent and corruptive activity, encourages its prevention and promotes its detection and reporting.

The purpose of this policy is to:

- Establish the responsibilities of the board of trustees and staff members in observing and upholding our position on fraud, bribery and corruption.
- Provide information and guidance to trust staff on how to recognise and deal with concerns over fraudulent activity.
- Promote the early detection of fraudulent and corruptive behaviour.

This policy covers all individuals working for the trust at all levels (whether permanent, fixed-term or temporary), and includes trustees, governors, volunteers, agents and any other persons associated with the trust.

1. Legal framework

- 1.1. This policy has due regard to statutory legislation including, but not limited to, the following:
 - The Bribery Act 2010
 - The Fraud Act 2006
 - Companies Act 2006
 - Charities Act 2011
 - ESFA Academy Trust Handbook
- 1.2. This policy is implemented in accordance with the following trust policies and procedures:
 - Whistleblowing Policy
 - Financial Procedure Manual
 - Gifts and Hospitality Policy
 - Complaints Policy
 - Staff Code of Conduct
 - Risk Management policy & strategy

2. Definitions

- 2.1. **Fraud** is a criminal offence, which is defined by the Fraud Act 2006 as:
 - Deceiving through false representation.
 - Failing to disclose information where there is a legal duty to do so.
 - Abusing a position of trust.
- 2.2. **Corruption** is the offering, giving, soliciting or accepting of any inducement or reward which may influence the actions taken by the trust, its members or officers.
- 2.3. Examples of what could constitute fraud and corruption include, but are not limited to, the following:
 - Theft of cash
 - Non-receipt of income
 - Substitution of personal cheques for cash
 - Travelling and subsistence claims for non-existent journeys or events, or inflating claims
 - Manipulating documentation to increase salaries

- Payment of invoices for goods received by an individual rather than the trust
 - Unauthorised borrowing of equipment
 - Failure to declare a conflict of interest
 - Concealing a generous gift or reward
 - Creation of false documentation
 - Sending invoices for goods and services that weren't ordered or received
 - Using the trust's credit or debit card to make personal purchases
 - Intercepting a trust cheque and amending the name of the payee and/or the amount
 - Submitting false claims for sickness or expenses
- 2.4. **Theft** is dishonestly appropriating property belonging to another with the intention of permanently depriving the other of it.
- 2.5. **Bribery** is defined by the Bribery Act 2010 as inducement for an action which is illegal, unethical or a breach of trust. Inducements can take the form of gifts, loans, fees, rewards or other advantages.

3. Roles and responsibilities

- 3.1. Overall responsibility for dealing with fraud lies with the Chief Executive Officer ("CEO").
- 3.2. The CEO is responsible for:
- Ensuring that all employees are aware of the trust's policy on fraudulent and corruptive behaviour and understand the relevant trust procedures.
 - Setting high examples of conduct in their day-to-day work, which are beyond reproach.
 - Publicising the trust's commitment to fighting fraud and corruption.
 - Working with the board of trustees to establish recruitment procedures, which ensure all candidates are thoroughly vetted prior to commencing their employment.
 - Ensuring and monitoring the trust's compliance with internal controls and agreed policies and procedures related to fraud and corruption.
 - Commencing disciplinary action where appropriate.
 - Informing the chair of trustees of any indications of fraudulent activity and alleged financial irregularities.
 - Reporting to the board of trustees on all aspects of fraud risk management.
 - Declaring any business and personal interests, as well as any interests or offers of gifts or hospitality, which could be related to the performance of their professional duties.

- Reviewing this policy every two years, in liaison with the Chief Financial Officer ("CFO"), ensuring that it remains adequate and appropriate for the needs of the trust.

3.3. The CFO is responsible for:

- Developing, implementing and maintaining adequate systems of internal control to prevent and detect fraud.
- Ensuring that all relevant staff are adequately trained on internal controls and procedures that need to be complied with.
- Implementing any changes to the internal controls and procedures that may have been identified as a result of a fraud or irregularity investigation, to prevent further instances of fraud or corruption.
- Informing the CEO or the chair of trustees, as appropriate, of any indications of fraudulent activity and alleged financial irregularities.
- Declaring to the CEO any business and personal interests, as well as any interests or offers of gifts or hospitality, which are in any way related to the performance of their duties in relation to the trust.
- Reviewing this policy every two years, in liaison with the CEO, ensuring that it remains adequate and appropriate for the needs of the trust.
- Maintaining an up-to-date gifts and hospitality register.

3.4. The board of trustees is responsible for:

- Ensuring that internal controls, procedures and policies are put in place that minimise the risk of fraud and corruption, including theft and bribery.
- Monitoring trust procedures in relation to fraud.
- Approving this policy every two years, ensuring that it remains adequate and appropriate for the needs of the trust.
- Working with the CEO to establish effective recruitment procedures, ensuring that all candidates are thoroughly vetted prior to commencing their employment.
- Promoting an anti-fraud and corruption culture within the trust.
- Setting the standards for the trust and giving their full support to all systems and controls in place to assure probity.
- Ensuring that any business and personal interests of all members of the board of trustees are declared.
- Reporting any instances of suspected fraud or irregularity to the LA's internal audit and risk officer.

3.5. All members of staff are responsible for:

- Upholding the anti-fraud and corruption culture within the trust.
- Adhering to the trust's policies and procedures in relation to fraud and corruption, including acts of bribery and theft.

- Ensuring they are familiar with the indicators of potential fraud, in addition to common types of fraud and irregularities that may occur within the trust.
 - Reporting any instances of suspected fraud or irregularity, no matter how trivial they may seem, to the CEO or chair of trustees.
 - Declaring any business and personal interests held, as well as any offers of gifts or hospitality, which are in any way related to the performance of their duties in relation to the trust.
 - Ensuring that the trust's reputation and assets are protected against fraud.
- 3.6. All trustees, governors and staff, including volunteers, temporary staff and third parties, are responsible for:
- Demonstrating the highest standards of honesty, probity, openness and integrity in the discharge of their duties. This includes:
 - Compliance with the provisions outlined in this policy.
 - Contributing to a framework within which counter-fraud arrangements will flourish.
 - Promoting an anti-fraud and corruption culture.
 - Reporting their concerns in relation to fraud.
 - Reporting any breach of this policy to the Headteacher, CEO or chair of trustees.
 - Providing information about any conflicts of interest and direct or indirect pecuniary interests to the CEO or headteacher.

4. Creating an ethical culture

- 4.1. The creation of an ethical, anti-fraud culture underpins all the work done by the trust to counter fraud and other irregularities.
- 4.2. All employees are expected to act with high levels of integrity and to adhere to the rules outlined in this policy.
- 4.3. All individuals and organisations that work with the trust must act with integrity.
- 4.4. All employees are provided with anti-fraud awareness information.
- 4.5. Role-specific training is also provided to employees with responsibility for the trust's internal controls.
- 4.6. There are clear reporting mechanisms in place (as outlined in [section 7](#)) and all employees are aware of, and follow, these procedures.

5. Preventing fraud and corruption

- 5.1. Fraud and corruption are minimised through effectively designed and consistently implemented management procedures which deny opportunities for fraud and corruption.
- 5.2. The CEO and CFO assess the areas of the trust that are most vulnerable to fraud.
- 5.3. Both monetary and non-monetary impacts will be considered, such as the impact on the trust's reputation.
- 5.4. Robust internal controls are in place to manage the risk of fraud, these cover the following areas:
 - Approval and authorisation process of transactions
 - Access restrictions and transaction controls
 - Account reconciliations
 - Physical security of assets
 - Segregation of responsibilities
 - Pre-employment checks
- 5.5. Internal controls are reviewed on an annual basis by the CFO to ensure they remain effective and are being consistently applied.
- 5.6. Financial procedures and systems reflect the need for internal checks and internal controls. All employees that are involved in the implementation of these controls are provided with training.
- 5.7. All new employees are required to declare any business or pecuniary interests, and any other conflicts of interest.
- 5.8. Following a case of fraud or irregularity, the risk management strategy is reviewed to ensure it considers all relevant risks and is effective.

6. Indicators of fraudulent activity

- 6.1. Some actions and behaviours may give cause for concern, arouse suspicion and possibly indicate fraudulent activity. A list of actions and behaviours that may give cause for concern, arouse suspicion and indicate possible fraud can be found in [Annex A](#) – any actions or behaviours in this list will be brought to the attention of the CFO and the individual in question will be closely monitored.
- 6.2. All staff are vigilant to the risks of fraud.
- 6.3. Clarification is sought from the CEO or CFO if there are any questions over whether a factor is considered an indicator of fraud.
- 6.4. The trust recognises that the presence of any of these indicators may not be a cause for concern; however, they will always be investigated appropriately.
- 6.5. It is important to note that any one of these on its own may be perfectly innocent and a function of carrying out normal duties; however, a combination of the factors may give cause for concern.

7. Reporting suspected fraud

- 7.1. Concerns regarding fraudulent activity are reported to the CFO or, where there are concerns over the CFO, the CEO.
- 7.2. Any allegations or concerns regarding the CEO will be reported to the chair of trustees.
- 7.3. Allegations involving governors, trustees or members will be reported to the CEO.
- 7.4. Any person with a concern or allegation will not investigate the matter themselves.
- 7.5. Any concerns are reported immediately in the knowledge that such concerns are treated in confidence and properly investigated.
- 7.6. Procedures outlined in the Whistleblowing Policy can also be followed to report concerns. The Whistleblowing Policy can be found on the trust's website. Employees who raise concerns in good faith are supported by the trust and the trust ensures that they are not subjected to any detrimental treatment as a consequence of their report. Any instances of detrimental treatment against an employee for reporting a suspicion are treated as disciplinary offences.
- 7.7. No information concerning suspicions of fraud or corruption are reported to the press, media or any other third party. Such disclosures may damage the investigation and any subsequent actions to be taken.

- 7.8. Reports can also be made directly to the ESFA using an online enquiry form.
- 7.9. The investigation process includes:
- Gauging the credibility of the allegation.
 - Securing evidence and ensuring it is retained in the original format.
 - Interviewing witnesses.
 - Taking statements.
 - Interviewing potential suspects.
 - Liaising with the CEO and board of trustees, as well as external agencies where necessary.
- 7.10. The CFO works closely with the CEO and board of trustees in fraud related cases involving disciplinary investigation.
- 7.11. Cases of fraud are also reported to Action Fraud via their [website](#) or via their hotline: 0300 123 2040.
- 7.12. Where fraud is proven, this constitutes gross misconduct and cases are dealt with in accordance with the trust's disciplinary procedures.
- 7.13. Where appropriate, the trust refers cases to the police for them to consider taking criminal action.
- 7.14. The trust will seek to apply appropriate criminal, civil and disciplinary sanctions to all cases of proven fraud and corruption.

8. Recovery of losses

- 8.1. Where practicable, the trust seeks to recover any losses incurred as a result of fraud or corruption.
- 8.2. The board of trustees is immediately informed of any potential loss and provided with details of the case and any recovery action being undertaken.
- 8.3. If an individual under investigation offers money in settlement of losses to the trust, the monies are accepted without prejudice to any other action the trust may wish to take.
- 8.4. Money will only be accepted in respect of losses to date and the trust will reserve the right to seek the recovery of further losses that may come to light in the future.
- 8.5. The trust will only claim under insurance arrangements once all other avenues of recovery have been exhausted.

9. Gifts and hospitality

- 9.1. All employees must act in line with the Gifts and Hospitality Policy.
- 9.2. It is not acceptable for employees to:
 - Give, promise or offer a payment, gift or hospitality with the expectation or hope that an advantage for the trust will be received, or to reward an advantage already received.
 - Give, promise or offer a payment, gift or hospitality to a government official, agent or representative to facilitate or expedite a routine procedure.
 - Accept payment from a third party if they know or suspect that it is offered with the expectation of a business advantage in return.
 - Threaten or retaliate against another worker who has refused to commit a bribery offence or who has raised concerns regarding bribery.
 - Engage in any activity that may lead to a breach of the Gifts and Hospitality Policy.
- 9.3. The trust does not prohibit normal and appropriate hospitality or gifts (both given and received) if the following requirements are met:
 - It is not made with the intention of influencing a third party to obtain or retain business or a business advantage, or to reward the provision or retention of business or a business advantage, or in exchange for favours or benefits
 - It is given in the trust's name, not an individual's name
 - It complies with local law
 - It does not include cash or a cash equivalent, e.g. vouchers or gift certificate
 - It is appropriate in the circumstances, e.g. the giving of small gifts at Christmas time
 - The type and value of the gift is reasonable given the reason the gift is
 - offered
 - It is given openly, not secretly
 - Gifts should not be offered to, or accepted from, government officials or representatives without the prior approval of the CEO
- 9.4. Gifts of a value of £30 or less can be accepted from parents and pupils without approval from the CEO (providing that these gifts do not satisfy the conditions outlined above). These gifts do not need to be recorded in the Gifts and Hospitality Register.
- 9.5. Any gifts and hospitality given or received of a value over £30 are recorded on the Gifts and Hospitality Register.

- 9.6. The advice of the trust is to, in all circumstances, consider whether the gift or hospitality is reasonable and justified, and to consider the intention behind the gift.

10.Charitable donations

- 10.1. Charitable donations are part of the trust's wider purpose. The trust supports several carefully selected charities. The trust may also support fundraising events involving employees. The trust only makes charitable donations that are legal and ethical. No donation must be offered or made in the trust's name without the prior approval of the CEO, CFO, or Headteacher.

11.Reporting suspected bribery

- 11.1. Employees are encouraged to raise concerns about any suspicion of bribery or corruption at the earliest possible opportunity. Issues that should be reported include:
- Any suspected or actual attempts at bribery.
 - Any concerns that an employee may be in receipt of bribes.
 - Any concerns that an employee may be offering or delivering bribes.
- 11.2. All concerns should be reported following the procedure set out in the trust's Whistleblowing Policy.
- 11.3. All reports of bribery are investigated thoroughly and in a timely manner by the CEO in the strictest confidence. Employees are required to assist in any investigation into possible or suspected bribery.
- 11.4. Employees who raise concerns in good faith are supported by the trust and the trust ensures that they are not subjected to any detrimental treatment as a consequence of their report. Any detrimental treatment against an employee for reporting a suspicion is treated as a disciplinary offence.
- 11.5. The trust invokes disciplinary procedures where any employee is found guilty of bribery, and this may result in a finding of gross misconduct and immediate dismissal. The trust may terminate the contracts of any associated persons, including consultants or other workers acting for, or on behalf of the trust, who are found to have breached this policy.
- 11.6. Where appropriate, the trust refers cases to the police for them to consider taking criminal action.
- 11.7. The trust seeks to apply appropriate criminal, civil and disciplinary sanctions to all cases of proven bribery.

12. Confidentiality

- 12.1. The trust understands that the decision to report a concern can be a difficult one to make.
- 12.2. Victimisation or harassment of anyone who has made a report is never tolerated.
- 12.3. Where possible, the identity of the person who made the report is kept confidential – their identity is only shared on a need-to-know basis.

13. Cybercrime and cybersecurity

- 13.1. The trust is vigilant of cybercrime.
- 13.2. The following measures are in place specifically relating to addressing the risk of fraud, theft and/or irregularity:
 - Firewalls, anti-virus software and strong passwords are used
 - Data is routinely backed up
 - A restricted number of devices are used to access data
 - Staff receive training to ensure they:
 - Check the sender of an email is genuine before, for example, sending payment, data or passwords.
 - Make direct contact with the sender where an email requests a payment – this is done in person where possible, but at a minimum, staff must use another method other than the direct reply function.
 - Understand the risks of using public Wi-Fi.
 - Understand the risks of not following payment checks and measures.
- 13.3. Any suspected incidents of fraud, theft and/or irregularity relating to cybersecurity are reported and managed as outlined in [section 7](#).

14. Record keeping

- 14.1. The trust keeps financial records and has appropriate internal controls to provide evidence for business reasons and for making payments to third parties. Employees must make the CFO aware of all hospitality or gifts received or offered over the value of £30 – these are subject to managerial review.
- 14.2. Employees' expense claims relating to hospitality, gifts or expenses incurred to third parties are submitted in accordance with the trust's staff handbook.
- 14.3. All invoices, accounts and related documents are prepared and maintained with the highest accuracy and completeness.
- 14.4. No accounts are kept "off-book".

15. Monitoring and review

- 15.1. This policy is reviewed every two years by the board of trustees.
- 15.2. The scheduled review date for this policy is March 2024.

Annex A: Indicators of potential fraud

This list is not exhaustive and is a guide only. Due to the nature of fraud, indicators may not be exclusive to just one area.

Personal motives for fraud

- Personnel believe they receive inadequate compensation and/or rewards, e.g. remuneration, recognition, job security, holidays or promotions
- Expensive lifestyle, e.g. luxury cars and holidays
- Personal problems, e.g. gambling, alcohol, drugs or debt
- Unusually high degree of competition or peer pressure
- Related party transactions
- Conflicts of interest
- Disgruntled employees, e.g. being recently demoted or reprimanded
- Recent failure associated with specific individual
- Personal animosity or professional jealousy

Organisational motives for fraud

- Organisation experiencing financial difficulty
- Commercial arm experiencing financial difficulty
- Tight or unusually tight time deadlines to achieve level of outputs
- Organisational governance lacks clarity, direction or substance
- Organisation closely identified with, or dominated by, one individual
- Organisation under pressure to show results, e.g. budgetary matters or exam results
- Organisation recently suffered disappointment or the consequences of bad decisions
- Organisation wants to expand its scope or obtain additional funding
- Funding award or contract for services is up for renewal or continuation
- Organisation due for a site visit by auditors, Ofsted or others
- Organisation has a for-profit component
- Organisation recently affected by new and/or changing conditions, e.g. regulatory, economic or environmental
- Organisation faces pressure to use or lose funds to sustain future funding levels
- Record of previous failure(s) by one or more organisational areas, associated business or key personnel
- Sudden change in organisation practice or pattern of behaviour

Weakness in internal controls

- There is a general lack of transparency about how the organisation works, and its procedures and controls
- Management demonstrates a lack of attention to ethical values – including a lack of communication regarding the importance of integrity and ethics, a lack of concern about the presence of temptations and inducements to commit fraud, a lack of concern regarding instances of fraud, and no clear fraud response plan or investigation policy
- Management fails to specify and/or require appropriate levels of qualifications, experience or competence for employees

- Management displays a penchant for taking risks
- Lack of an appropriate organisational and governance structures with defined lines of authority and reporting responsibilities
- Organisation lacks policies and communication relating to individual accountability and best practice, e.g. relating to procurement, expenses, use of alcohol and declarations of interest
- Lack of personnel policies and recruitment practices
- Organisation lacks personnel performance appraisal measures or practices
- Management displays a lack of commitment towards the identification and management of risks relevant to the preparation of financial statements
- There is inadequate comparison of budgets with actual performance and costs, forecasts and prior performance – there is also no regular reconciliation of control records and a lack of proper reporting to the board of trustees
- Management of information systems is inadequate, e.g. no policy on ICT security, computer use, verification of data accuracy, or completeness or authorisation of transactions
- There is insufficient physical security over facilities, assets, records, computers, data files and cash
- Failure to compare existing assets with related records at reasonable intervals
- There is inadequate or inappropriate segregation of duties regarding initiation, authorisation, recording transactions, maintaining custody of assets and alike
- Accounting systems are inadequate, i.e. they have an ineffective method for identifying and recording transactions, no tracking of time periods during which transactions occur, insufficient description of transactions and to which account they should be allocated to, no easy way to know the status of funds on a timely basis, and no adequate procedure to prevent duplicate payments or missing payment dates
- Purchasing systems and/or procedures are inadequate, e.g. poor or incomplete documentation to support procedure, purchase, payment or receipt of goods or services
- Subcontractor records and/or systems reflect inadequate internal controls
- There is a lack of internal, ongoing monitoring of controls which are in place and/or failure to take any necessary corrective actions
- Management is unaware of or displays a lack of concern regarding applicable laws, e.g. Companies Act 2006, Charities Act 2011
- Specific problems and/or reportable conditions identified by prior audits or other means of oversight have not been corrected
- No mechanism exists to inform management, directors, trustees or governors of possible fraud
- General lack of management oversight

Transactional indicators

- Related party transactions with inadequate, inaccurate or incomplete documentation or internal controls, e.g. business activities with friends
- Not-for-profit entity has for-profit counterpart with linked infrastructure, e.g. shared board of trustees, governors or other shared functions and personnel

- Specific transactions that typically receive minimal oversight
- Previous audits with findings of questioned costs, evidence of non-compliance with applicable laws or regulations, weak internal controls or an inadequate management response to any of these issues
- Transactions and/or accounts which are difficult to audit and/or subject to management judgement and estimates
- Multiple sources of funding with inadequate, incomplete or poor tracking, failure to segregate funds, or existence of pooled funds
- Unusual, complex or new transactions, particularly if they occur at year end or the end of the reporting period
- Transactions and accounts operating under time constraints
- Cost sharing, matching or leveraging arrangements where industry money or another donation has been put into a foundation without adequate controls to determine if money or equipment has been spent/used and whether it has gone to allowable costs and at appropriate and accurate valuations
- Outside entity provided limited access to documentation
- Travel accounts with inadequate, inaccurate or incomplete documentation or poor internal controls, variances between budgeted amounts and actual costs, claims in excess of actual expenses, reimbursement for personal expenses, claims for non-existent travel, or collecting duplicate payments
- Credit card accounts with inadequate, inaccurate or incomplete documentation or internal controls such as appropriate authorisation and review
- Accounts in which activities, transactions or events involve handling of cash or wire transfers
- Presence of high cash deposits maintained with banks
- Assets which are of a nature easily converted to cash (e.g. small size, high value, high marketability or lack of ownership identification) or easily diverted to personal use (e.g. cars or houses)
- Accounts with large or frequent shifting of budgeted costs from one cost centre to another without adequate justification
- Payroll (including fringe benefits) system has inadequate controls to prevent an individual being paid twice or paid for non-delivery or non-existence
- Payroll (including fringe benefits) system is outsourced but there is poor oversight of starters, leavers and payments
- Consultant and subcontract agreements which are vague regarding the work, time period covered, rate of pay or product expected
- There is a lack of proof that a product or service was delivered by a consultant or subcontractor
- Sudden and/or rapid growth of newly contracted or existing education providers, e.g. significant increase in pupil numbers for newly contracted providers

Methods used to commit and/or conceal fraud

Employee indicators such as:

- Eagerness to work unusual hours

- Access to or use of computers at unusual hours
- Reluctance to take leave or seek support
- Insistence on doing their job alone
- Refusal of promotion or reluctance to change their job

Auditor/employee issues such as:

- Refusal or reluctance to provide information or hand over documents
- Unreasonable explanations
- Annoyance or aggressive responses to questions or requests to deter auditors
- Trying to control the audit process
- Auditee/employee blames a mistake on a lack of experience with financial requirements or regulations governing funding
- Promises of cooperation followed by subsequent excuses to limit or truncate cooperation
- Subtle resistance
- Answering a question that was not asked
- Offering more information than asked
- Providing a lot of information in some areas and little to none in others
- Explaining a problem by saying "we've always done it that way" or "someone from the government told us to do it that way"
- A tendency to avoid personal responsibility, e.g. overuse of "we" and "our" rather than "I"
- Blaming someone else
- Unreasonable levels of forgetfulness
- Trying to rush the audit process
- Uncharacteristic willingness to settle questioned costs in an attempt to deter further investigation or analysis

General indicators such as:

- A general lack of transparency about how the organisation works and its procedures and controls
- Fabricated explanations to support inability or unwillingness to evidence transactions or assets, such as stated loss of electronic data or theft of business records

Record keeping, banking and other

- Documents that are missing, copied, written in pencil, altered, or that contain false signatures, the incorrect signature or no authorisation where it would be expected
- Deviation from standard procedures, e.g. all files but one handled in a particular way
- Excessive and/or poorly evidenced journal entries and unable to provide an explanation for journal entries
- Transfer to or via any type of holding or suspension account
- Inter-fund company loads to other linked organisations
- Records maintained are inadequate, not updated or not reconciled
- Use of several different banks or frequent bank changes

- Use of several different bank accounts
- Failure to disclose unusual accounting practices or transactions
- Unusual accounting practices or transactions, including:
 - Uncharacteristic willingness to settle questioned costs
 - Non-serial-numbered transactions or out-of-sequence invoices or other documents
 - Creation of fictitious accounts, transactions, employees or charges
 - Writing large cheques to cash or repeatedly to an individual
 - Excessive or large cash transactions
 - Payroll cheques with unusual or questionable endorsements
 - Payees with similar names or addresses
 - Non-payroll cheques written to an employee
- Defining delivery needs in ways that can only be met by one source or individual
- Continued reliance on person or entity despite poor performance
- Treating non-business and/or personal goods or services as business transactions in financial records
- Misuse of a director's loan account facility, e.g. deliberate miscoding of transactions in a director's loan account to gain personal advantage
- Materials goods and/or services fictitiously and erroneously reported as purchased, and evidence has been fabricated to support the claim. This could potentially be evidenced by:
 - Repeated purchases of the same items
 - Identical items purchased in different quantities within a short time period
 - Invoices and statements used to evidence purchase facilitating duplicate transactions or payments
 - Anomalies in the format of purchase invoices
 - Goods or equipment are not used as promised, or they do not work or exist
- Legitimate business assets put to non-business or private use



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