

# Schools Financial Services SLA 2026/27

Sabrina Bryan – Finance Manager - Schools Financial Services



**SF'S**

**Schools Financial Services**

- Birmingham Schools Financial Services are pleased to offer schools and governors our one stop-shop for all your financial management needs. Our all-inclusive package will cover everything from setting the budget through to year end and everything in between. The service packages have been adapted to match the school financial requirements, so as you only buy the support you need. We are at the forefront of new initiatives and developments and offer a business focused approach to finance that puts pupils first.
- With a wealth of experience and specialist financial management expertise, we are ideally placed to provide support for bookkeeping, strategic management, financial systems management, training, and development for maintained schools, regardless of their school phase or location.
- Our service package provides comprehensive and relevant support to school leaders and governors. The services are designed to meet the needs of both maintained and academy, nursery, primary, secondary, special and alternative provision settings. The team offer bespoke advice for leaders of schools to plan, manage and control financial resources to achieve the educational objectives and support compliance with statutory reporting requirements. Delivery can be remote, in person or a combination, which allows the most appropriate and convenient delivery of your service.
- All services will have access to advice, support and a dedicated finance person, alongside an area manager, who will be your main liaison for all contract queries.
- As part of the Local Authority, it will mean you'll always have the most up to date information to meet all your requirements. We are fully aware of the changing landscape and increasing demands being placed on schools and will adapt our services accordingly to meet your requirements.
- Systems currently supported are Access Budgets and finance, Arbor Finance, Bromcom, FMS and PS Financials.

# Transactions Only

- This service is suitable for settings who have the expertise to look after the financial reporting but could utilise the bookkeeping service, to free up some office time (usually delivered weekly, fortnightly or monthly)
- Inputting all school transactions to bank reconciliation on the school's finance system
- Preparing invoice payment runs if required
- A designated finance support person
- Access to advice and support - both phone and online
- Visits will be in person, remote or a combination of both as required



## Expectations of the school:

- Coding of all the schools' invoices and income
- An available signatory approver for system transactions eg: orders/invoices
- Bank statements available
- Access to the finance system including a dedicated login

# Bursary

An enhanced service covering the financial administrative functions in your school enabling you to fulfil your management responsibilities. This service will provide you with assurance that effective financial management is in place and will support you with the growing financial challenges facing your school (transactional services are usually delivered on a weekly, fortnightly or a monthly basis and the monitoring visit is monthly)

- Financial management system maintenance
- Inputting school transactions to bank reconciliation on the schools' finance system
- Preparing invoice payment runs if required
- Finance reports, 6 bi - monthly monitors including a payroll monitor, cashflow, quarterly returns, year end and VAT returns
- Attendance at Governing Body Meetings if required
- Strategic management planning and support including budget planning and reforecasts
- A designated finance support person for transactions and a designated support person for monitoring and strategic planning
- Access to advice and support - both phone and online
- Visits will be in person, remote or a combination of both as required



Expectations of the school:

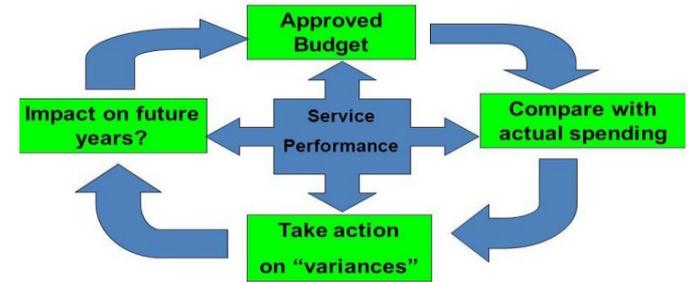
- Coding of all the school's invoices and income
- Bank statements available
- An available signatory approver for system transactions eg: orders/invoices
- Access to the finance system including a dedicated login
- A member of SLT to be available to go through the budget and answer queries

# Budget Monitoring

A budget monitoring service providing comprehensive and timely financial monitoring (this is usually delivered with monthly visits)

- Financial management system maintenance
- Finance reports, 6 bi - monthly monitors including a payroll monitor, cashflow, quarterly returns, year end and VAT returns
- Attendance at Governing Body Meetings if required
- Strategic management planning and support including budget planning and reforecasts
- A designated finance support person for monitoring and strategic planning
- Access to advice and support - both phone and online
- Visits will be in person, remote or a combination of both as required

## The Budget Monitoring Process



Expectations of the school:

- All transactions including salaries and cashsheet to be posted and bank reconciled to the end of the period
- A member of SLT to be available to go through the budget and answer queries
- Access to the finance system including a dedicated login

# Quarterly Returns only

This service ensures you meet the LA quarterly returns and this service is suitable for schools with a school business manager who is undertaking the regular finance bookkeeping and monitoring of their schools

- This service will complete 4 quarterly returns including Year End
- Visits will be in person, remote or a combination of both as required



Expectations of the school:

- All transactions including salaries and cashsheet to be posted and bank reconciled to the end of the period
- VAT returns completed
- Budget monitoring to be carried out on a regular basis by the school
- A member of SLT to be available to go through the budget and answer queries
- Access to the finance system including a dedicated login

# Consultancy

This service ensures you of an independent view of your financial position to support and enhance your own monitoring systems (usually delivered on a termly or half termly basis), this service is suitable for schools with a school business manager who is undertaking the regular finance bookkeeping and monitoring of their schools

- Advice and guidance on the maintenance of your financial management system
- Advice and guidance on your setting's current financial position including benchmarking, deep dives etc.
- Strategic planning and budget support and forecasting
- A designated finance support person for monitoring and strategic planning
- Access to advice and support - both phone and online
- Visits will be in person, remote or a combination of both as required



Expectations of the school:

- All transactions including salaries and cashsheet to be posted and bank reconciled to the end of the period
- VAT and quarterly returns completed
- Budget monitoring to be carried out on a regular basis by the school
- A member of SLT to be available to go through the budget and answer queries
- Access to the finance system including a dedicated login

# Other Services



- VAT returns
- School Fund account audit
- School Fund account bookkeeping
- Unofficial funds audit (eg:PTA)
- Ad hoc – cover for absences, projects, conversions, benchmarking, consultancy, Access maintenance
- Training
- Academy returns

| <b>Contract</b>                | <b>Transaction Days</b> | <b>Monitoring/ Consultancy Days</b> | <b>Total Days</b> | <b>Total cost</b> |
|--------------------------------|-------------------------|-------------------------------------|-------------------|-------------------|
| Transactions Only              | 12                      |                                     | 12                | £3,914            |
| Transactions Only              | 20                      |                                     | 20                | £6,135            |
| Transactions Only              | 39                      |                                     | 39                | £11,411           |
| Bursary                        | 12                      | 12                                  | 24                | £9,711            |
| Bursary                        | 12                      | 15                                  | 27                | £10,725           |
| Bursary                        | 12                      | 20                                  | 32                | £12,415           |
| Bursary                        | 12                      | 30                                  | 42                | £15,795           |
| Bursary                        | 20                      | 12                                  | 32                | £11,932           |
| Bursary                        | 20                      | 15                                  | 35                | £12,946           |
| Bursary                        | 20                      | 20                                  | 40                | £14,636           |
| Bursary                        | 20                      | 30                                  | 50                | £18,016           |
| Bursary                        | 39                      | 12                                  | 51                | £17,208           |
| Bursary                        | 39                      | 15                                  | 54                | £18,222           |
| Bursary                        | 39                      | 20                                  | 59                | £19,912           |
| Bursary                        | 39                      | 30                                  | 69                | £23,292           |
| Bursary (Finance Officer Only) | 12                      | 12                                  | 24                | £9,711            |
| Bursary (Finance Officer Only) | 12                      | 15                                  | 27                | £10,725           |
| Bursary (Finance Officer Only) | 12                      | 20                                  | 32                | £12,415           |
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| Bursary (Finance Officer Only) | 39                      | 15                                  | 54                | £18,222           |
| Bursary (Finance Officer Only) | 39                      | 20                                  | 59                | £19,912           |
| Bursary (Finance Officer Only) | 39                      | 30                                  | 69                | £23,292           |
| Budget Monitoring              | -                       | 10                                  | 10                | £5,702            |
| Budget Monitoring              | -                       | 12                                  | 12                | £6,378            |
| Budget Monitoring              | -                       | 15                                  | 15                | £7,392            |
| Budget Monitoring              | -                       | 20                                  | 20                | £9,082            |
| Consultancy                    | -                       | 6                                   | 6                 | £4,350            |
| Consultancy                    | -                       | 9                                   | 9                 | £5,364            |
| Consultancy                    | -                       | 12                                  | 12                | £6,378            |
| Quarterly Returns Only         |                         |                                     |                   | £4,350            |

| <b>Additional Services</b>       |  |  |  |        |
|----------------------------------|--|--|--|--------|
| VAT returns (as an add on only)  |  |  |  | £2,028 |
| Quarterly Returns (as an add on) |  |  |  | £2,028 |
| Fund Audit (cost based on one)   |  |  |  | £240   |
| Additional transaction days      |  |  |  | POA    |
| Additional                       |  |  |  | POA    |

| <b>Courses</b>                                  |  |  |  |     |
|---|--|--|--|-----|
| Budget Management Training                      |  |  |  | POA |
| Strategic Financial Management                  |  |  |  | POA |
| Strategic Financial Management                  |  |  |  | POA |
| How to be an effective bursary school           |  |  |  | POA |
| How to be an effective budget monitoring school |  |  |  | POA |
| How to be an effective consultancy school       |  |  |  | POA |

|  | School Finance Service       | Consultancy |     | Quarterly Returns |     | Budget Monitoring Service |     | Bursar service |     | Transaction Service |     |
|--|------------------------------|-------------|-----|-------------------|-----|---------------------------|-----|----------------|-----|---------------------|-----|
|  | Core Responsibility of Tasks | School      | SFS | School            | SFS | School                    | SFS | School         | SFS | School              | SFS |
| <b>1.0 ORGANISATION OF RESPONSIBILITY AND ACCOUNTABILITY</b>   |                              |             |     |                   |     |                           |     |                |     |                     |     |
| 1.1 The Schools' own Financial regulations approved by the Board<br>• Terms of Reference for the Finance Sub-Committee and the Board<br>• Signed Scheme of Delegation (if separate to Financial Regulations) | x                            |             |     | x                 |     | x                         |     | x              |     | x                   |     |
| <b>2.0 REPORTING TO GOVERNORS</b>  |                              |             |     |                   |     |                           |     |                |     |                     |     |
| 2.1 School budget, covering three years, approved by the Governing Body  | x                            |             |     | x                 |     | x                         |     | x              |     | x                   |     |
| 2.2 School budget monitoring reports   | x                            |             |     | x                 |     | x                         |     | x              |     | x                   |     |
| 2.3 School end of year out turn report to governors  | x                            |             |     | x                 |     | x                         |     | x              |     | x                   |     |
| <b>3.0 INCOME</b>  |                              |             |     |                   |     |                           |     |                |     |                     |     |
| 3.1 Banking of school income (paying in slip and bank deposit)   | x                            |             |     | x                 |     | x                         |     | x              |     | x                   |     |
| 3.2 Posting of school income banked on FMS (non LA)  | x                            |             |     | x                 |     | x                         |     | x              |     |                     | x   |
| 3.3 Posting of VAT reimbursement   | x                            |             |     | x                 |     | x                         |     | x              |     |                     | x   |
| 3.4 Raising of invoices for income   | x                            |             |     | x                 |     | x                         |     | x              |     | x                   |     |
| 3.5 Chasing outstanding debts  | x                            |             |     | x                 |     | x                         |     | x              |     | x                   |     |
| 3.6 Cashsheet posting and reconciliation   |                              |             |     |                   |     | x                         |     | x              |     |                     | x   |
| <b>4.0 SCHOOL FUND</b>   |                              |             |     |                   |     |                           |     |                |     |                     |     |
| 4.1 Administration of voluntary fund bank account  | x                            |             |     | x                 |     | x                         |     | x              |     | x                   |     |
| 4.2 Processing of entries for the voluntary fund   | x                            |             |     | x                 |     | x                         |     | x              |     | x                   |     |
| 4.3 Bank reconciliation of the voluntary fund (monthly/quarterly)  | x                            |             |     | x                 |     | x                         |     | x              |     | x                   |     |
| 4.4 School Fund Audit and report to governors  | x                            |             |     | x                 |     | x                         |     | x              |     | x                   |     |
| <b>5.0 PETTY CASH</b>  |                              |             |     |                   |     |                           |     |                |     |                     |     |
| 5.1 Petty Cash limit - total cash and transactional limit  | x                            |             |     | x                 |     | x                         |     | x              |     | x                   |     |
| 5.2 Processing of petty cash payments and reimbursements   | x                            |             |     | x                 |     | x                         |     | x              |     | x                   |     |
| 5.3 Petty Cash reconciliation (monthly)  | x                            |             |     | x                 |     | x                         |     | x              |     | x                   |     |
| <b>6.0 BANK ACCOUNTS</b>   |                              |             |     |                   |     |                           |     |                |     |                     |     |
| 6.1 Administration and completion of the bank mandate for school account (s)   | x                            |             |     | x                 |     | x                         |     | x              |     | x                   |     |
| 6.2 On line access to bank statements  | x                            |             |     | x                 |     | x                         |     | x              |     | x                   |     |
| 6.3 Bank reconciliation (monthly/fortnightly)  | x                            |             |     | x                 |     | x                         |     | x              |     |                     | x   |
| 6.4 Un reconciled transactions review and clearing   | x                            |             |     | x                 |     | x                         |     | x              |     |                     | x   |
| 6.5 Cashflow requirements - emergency advance  | x                            |             |     | x                 |     | x                         |     | x              |     | x                   |     |
| <b>7.0 PURCHASING AND PAYMENTS</b>   |                              |             |     |                   |     |                           |     |                |     |                     |     |
| 7.1 Supplier set up and maintenance  | x                            |             |     | x                 |     | x                         |     | x              | x   | x                   | x   |
| 7.2 Raising purchase orders & house keeping of purchase orders   | x                            |             |     | x                 |     | x                         |     | x              |     | x                   |     |
| 7.3 Procurement card administration  | x                            |             |     | x                 |     | x                         |     | x              |     | x                   |     |
| 7.4 Processing of procurement card transactions on the finance system  | x                            |             |     | x                 |     | x                         |     | x              |     |                     | x   |
| 7.5 Matching of purchase orders/delivery notes and invoices  | x                            |             |     | x                 |     | x                         |     | x              |     | x                   |     |
| 7.6 Posting of all invoices on the finance system  | x                            |             |     | x                 |     | x                         |     | x              |     |                     | x   |
| 7.7 Creating payment of invoices (cheque run/BACS run)   | x                            |             |     | x                 |     | x                         |     | x              |     |                     | x   |
| 7.8 Posting of cheques out to suppliers  | x                            |             |     | x                 |     | x                         |     | x              |     | x                   |     |
| 7.9 Supplier statement review / outstanding payments for invoices not received   | x                            |             |     | x                 |     | x                         |     | x              |     | x                   | x   |
| <b>8.0 MANAGEMENT OF ASSETS</b>  |                              |             |     |                   |     |                           |     |                |     |                     |     |
| 8.1 Maintenance of School Inventory/Asset Register   | x                            |             |     | x                 |     | x                         |     | x              |     | x                   |     |
| 8.2 Stock Control management (uniforms/resources)  | x                            |             |     | x                 |     | x                         |     | x              |     | x                   |     |
| 8.3 Management of the School Safe (keys and contents)  | x                            |             |     | x                 |     | x                         |     | x              |     | x                   |     |
| <b>9.0 CONTRACTS</b>   |                              |             |     |                   |     |                           |     |                |     |                     |     |
| 9.1 Maintenance of a contracts register (covers SLA's/buy backs)   | x                            |             |     | x                 |     | x                         |     | x              |     | x                   |     |
| 9.2 Notification of ending contracts   | x                            |             |     | x                 |     | x                         |     | x              |     | x                   |     |
| 9.3 Renewals of contracts  | x                            |             |     | x                 |     | x                         |     | x              |     | x                   |     |
| <b>10.0 Access Budgets Software</b>  |                              |             |     |                   |     |                           |     |                |     |                     |     |
| 10.1 Access updates of staffing  | x                            |             |     | x                 |     | x                         | x   | x              |     | x                   | x   |
| 10.2 Access updates of budget  | x                            |             |     | x                 |     | x                         | x   | x              |     | x                   | x   |
| 10.3 Upload payroll to Access (using payroll file)   | x                            |             |     | x                 |     | x                         | x   | x              |     | x                   | x   |
| 10.4 Salary monitoring using the access payroll reconciliation   | x                            |             |     | x                 |     | x                         |     | x              |     | x                   | x   |
| <b>11.0 FINANCIAL SYSTEMS</b>  |                              |             |     |                   |     |                           |     |                |     |                     |     |
| 11.1 Maintenance of finance system users   | x                            |             |     | x                 |     | x                         |     | x              |     | x                   |     |
| 11.2 Maintenance of finance system (ledger codes/cost centre changes etc.)   | x                            |             |     | x                 |     | x                         |     | x              |     | x                   |     |
| 11.3 Month end period close  | x                            |             |     | x                 |     | x                         |     | x              |     | x                   |     |
| 11.4 Year end close and opening of new year  | x                            |             |     | x                 |     | x                         |     | x              |     | x                   |     |
| 11.5 Year end financial adjustments (accrual posting)  | x                            |             |     | x                 |     | x                         |     | x              |     | x                   |     |
| 11.6 CFR report for submission   | x                            |             |     | x                 |     | x                         |     | x              |     | x                   |     |
| 11.7 CFR report upload onto COLLECT  | x                            |             |     | x                 |     | x                         |     | x              |     | x                   |     |
| 11.8 LA finance returns (VAT / capital / year end)   | x                            |             |     | x                 |     | x                         |     | x              |     | x                   |     |
| 11.9 LA finance returns (Quarterly Returns)  | x                            |             |     |                   | x   | x                         |     | x              |     | x                   |     |
| <b>12.0 OTHER</b>  |                              |             |     |                   |     |                           |     |                |     |                     |     |
| 12.1 Completion of the SFVS  | x                            |             |     | x                 |     | x                         |     | x              |     | x                   |     |
| 12.2 Presentation to governors of the SFVS   | x                            |             |     | x                 |     | x                         |     | x              |     | x                   |     |
| 12.3 Actions from Audit report outcomes  | x                            |             |     | x                 |     | x                         |     | x              |     | x                   |     |
| 12.4 Other tasks to be done - please specify   | x                            |             |     | x                 |     | x                         |     | x              |     | x                   |     |

Flexible agreement for use of days with the school

| School Name  | Contract Type               | Additional Services |                           |                |                     |     |
|--|-----------------------------|---------------------|---------------------------|----------------|---------------------|-----|
| Finance System   | Transaction days            |                     |                           |                |                     |     |
| Remote system Access   | Monitoring/consultancy days |                     |                           |                |                     |     |
|  |                             | Total Days          |                           |                |                     |     |
| School Finance Service   | Consultancy                 | Quarterly Returns   | Budget Monitoring Service | Bursar service | Transaction Service |     |
| Core Responsibility of Tasks   | School                      | SFS                 | School                    | SFS            | School              | SFS |
| <b>1.0 ORGANISATION OF RESPONSIBILITY AND ACCOUNTABILITY</b>   |                             |                     |                           |                |                     |     |
| 1.1 The Schools' own Financial regulations approved by the Board<br>• Terms of Reference for the Finance Sub-Committee and the Board<br>• Signed Scheme of Delegation (if separate to Financial Regulations) |                             |                     |                           |                |                     |     |
| <b>2.0 REPORTING TO GOVERNORS</b>  |                             |                     |                           |                |                     |     |
| 2.1 School budget, covering three years, approved by the Governing Body  |                             |                     |                           |                |                     |     |
| 2.2 School budget monitoring reports   |                             |                     |                           |                |                     |     |
| 2.3 School end of year out turn report to governors  |                             |                     |                           |                |                     |     |
| <b>3.0 INCOME</b>  |                             |                     |                           |                |                     |     |
| 3.1 Banking of school income (paying in slip and bank deposit)   |                             |                     |                           |                |                     |     |
| 3.2 Posting of school income banked on FMS (non LA)  |                             |                     |                           |                |                     |     |
| 3.3 Posting of VAT reimbursement   |                             |                     |                           |                |                     |     |
| 3.4 Raising of invoices for income   |                             |                     |                           |                |                     |     |
| 3.5 Chasing outstanding debts  |                             |                     |                           |                |                     |     |
| 3.6 Cashsheet posting and reconciliation   |                             |                     |                           |                |                     |     |
| <b>4.0 SCHOOL FUND</b>   |                             |                     |                           |                |                     |     |
| 4.1 Administration of voluntary fund bank account  |                             |                     |                           |                |                     |     |
| 4.2 Processing of entries for the voluntary fund   |                             |                     |                           |                |                     |     |
| 4.3 Bank reconciliation of the voluntary fund (monthly/quarterly)  |                             |                     |                           |                |                     |     |
| 4.4 School Fund Audit and report to governors  |                             |                     |                           |                |                     |     |
| <b>5.0 PETTY CASH</b>  |                             |                     |                           |                |                     |     |
| 5.1 Petty Cash limit - total cash and transactional limit  |                             |                     |                           |                |                     |     |
| 5.2 Processing of petty cash payments and reimbursements   |                             |                     |                           |                |                     |     |
| 5.3 Petty Cash reconciliation (monthly)  |                             |                     |                           |                |                     |     |
| <b>6.0 BANK ACCOUNTS</b>   |                             |                     |                           |                |                     |     |
| 6.1 Administration and completion of the bank mandate for school account (s)   |                             |                     |                           |                |                     |     |
| 6.2 On line access to bank statements  |                             |                     |                           |                |                     |     |
| 6.3 Bank reconciliation (monthly/fortnightly)  |                             |                     |                           |                |                     |     |
| 6.4 Un reconciled transactions review and clearing   |                             |                     |                           |                |                     |     |
| 6.5 Cashflow requirements - emergency advance  |                             |                     |                           |                |                     |     |
| <b>7.0 PURCHASING AND PAYMENTS</b>   |                             |                     |                           |                |                     |     |
| 7.1 Supplier set up and maintenance  |                             |                     |                           |                |                     |     |
| 7.2 Raising purchase orders & house keeping of purchase orders   |                             |                     |                           |                |                     |     |
| 7.3 Procurement card administration  |                             |                     |                           |                |                     |     |
| 7.4 Processing of procurement card transactions on the finance system  |                             |                     |                           |                |                     |     |
| 7.5 Matching of purchase orders/delivery notes and invoices  |                             |                     |                           |                |                     |     |
| 7.6 Posting of all invoices on the finance system  |                             |                     |                           |                |                     |     |
| 7.7 Creating payment of invoices (cheque run/BACS run)   |                             |                     |                           |                |                     |     |
| 7.8 Posting of cheques out to suppliers  |                             |                     |                           |                |                     |     |
| 7.9 Supplier statement review / outstanding payments for invoices not received   |                             |                     |                           |                |                     |     |
| <b>8.0 MANAGEMENT OF ASSETS</b>  |                             |                     |                           |                |                     |     |
| 8.1 Maintenance of School Inventory/Asset Register   |                             |                     |                           |                |                     |     |
| 8.2 Stock Control management (uniforms/resources)  |                             |                     |                           |                |                     |     |
| 8.3 Management of the School Safe (keys and contents)  |                             |                     |                           |                |                     |     |
| <b>9.0 CONTRACTS</b>   |                             |                     |                           |                |                     |     |
| 9.1 Maintenance of a contracts register (covers SLA's/buy backs)   |                             |                     |                           |                |                     |     |
| 9.2 Notification of ending contracts   |                             |                     |                           |                |                     |     |
| 9.3 Renewals of contracts  |                             |                     |                           |                |                     |     |
| <b>10.0 Access Budgets Software</b>  |                             |                     |                           |                |                     |     |
| 10.1 Access updates of staffing  |                             |                     |                           |                |                     |     |
| 10.2 Access updates of budget  |                             |                     |                           |                |                     |     |
| 10.3 Upload payroll to Access (using payroll file)   |                             |                     |                           |                |                     |     |
| 10.4 Salary monitoring using the access payroll reconciliation   |                             |                     |                           |                |                     |     |
| <b>11.0 FINANCIAL SYSTEMS</b>  |                             |                     |                           |                |                     |     |
| 11.1 Maintenance of finance system users   |                             |                     |                           |                |                     |     |
| 11.2 Maintenance of finance system (ledger codes/cost centre changes etc.)   |                             |                     |                           |                |                     |     |
| 11.3 Month end period close  |                             |                     |                           |                |                     |     |
| 11.4 Year end close and opening of new year  |                             |                     |                           |                |                     |     |
| 11.5 Year end financial adjustments (accrual posting)  |                             |                     |                           |                |                     |     |
| 11.6 CFR report for submission   |                             |                     |                           |                |                     |     |
| 11.7 CFR report upload onto COLLECT  |                             |                     |                           |                |                     |     |
| 11.8 LA finance returns (VAT / capital / year end)   |                             |                     |                           |                |                     |     |
| 11.9 LA finance returns (Quarterly Returns)  |                             |                     |                           |                |                     |     |
| <b>12.0 OTHER</b>  |                             |                     |                           |                |                     |     |
| 12.1 Completion of the SFVS  |                             |                     |                           |                |                     |     |
| 12.2 Presentation to governors of the SFVS   |                             |                     |                           |                |                     |     |
| 12.3 Actions from Audit report outcomes  |                             |                     |                           |                |                     |     |
| 12.4   |                             |                     |                           |                |                     |     |
| Other tasks to be done - please specify  |                             |                     |                           |                |                     |     |