

#	Final approval before release	Lead - responsible for organising	Who does it?	Broad Finance process cycle	Specific area tag	Output description	Final reviewed output to the Finance Director OR meeting date which requires work beforehand to have been completed	COMMENTS	REVIEWED BY MF	Complete?	FP&A Progress
1	MF	NR	EF	Financial Planning	HEFCE	HEFCE 5 -year forecast based on the Financial Plan and a brief commentary addressing variances highlighted in the report to be signed off by MF	24/07/2018	Due to be returned in Sept 18 but plan to send at end of Jul 18			
2	MF	NR	MM	Annual Accounts		Endowment funded Chair summary to WT (MM to co-ordinate with Chris McDermott)	10/08/2018	MM confirmed date			
3	MF	NR	EH	Budget process	IMT	Portfolio Board business case briefing to MF completed and sign off of proposals by MF. Therefore FP&A need to review each case 3 weeks before and meet with MF to agree sign off or other actions to be taken in enough time before the meeting for proposals to be modified to the extent necessary to sign off.	13/08/2018	EH confirmed date			
4	MF	WT	WT	Budget process	Fees and numbers	Fees for 2019 published in graduate prospectus (Home/EU PGR fees are provisional)	14/08/2018	to agree with WT			
5	MF	NR	MM	Annual Accounts	Executive Masters	EMSc - Review of previous year, authorisation of surplus shares and confirmation of current year budget as required. Mike to sign of letters	20/08/2018	MM confirmed date			
6	MF	NR	EH	Budget process	IMT	Portfolio Board meeting	21/08/2018	EH confirmed date			
7	MF	NR	LG	Annual Accounts	APCC	APCC YE summary and review actions. The year end summary setting out actuals vs budget and forecast vs current year budget and explanations for significant variances	22/08/2018	LG confirmed date			
8	MF	NR	LG	Annual Accounts	RCSD	RCSD year end review completed, analysed and reconciled to budget and Q4 forecast	22/08/2018	LG confirmed date			
9	MF	NR	LG	Financial Planning	RCSD	Agreed final schedule for RCSD budget for 2017/18 given IS aim to get student rates agreed by January 2018	24/08/2018	LG confirmed date			
10	MF	NR	EF	Budget process	Estates	Publish following year's (estates) capital budgets to Director of Estates subject to MF sign off	30/08/2018	EF confirmed date			
11	MF	JF	TKS	Policy & compliance	Capital	Policy on capitalisation and depreciation published	30/08/2018	TKS confirmed date			
12	MF	JF	TKS	Annual Accounts	Annual Accounts	First draft review of accounts pre auditor version to make any final adjustments	03/09/2018	TKS confirmed date			
13	MF	NR	NR	Annual Accounts	Annual Accounts	First version of Financial Statement I & E analytics to MF	03/09/2018	NR confirmed date			
14	MF	NR	EH	Annual Accounts	Nursery	Year end review and forecast update	03/09/2018	EH confirmed date			
15	MF	JF	TKS	Annual Accounts	Annual Accounts	Balance sheet analysis and workings - working papers breakdown etc	06/09/2018	TKS confirmed date			
16	MF	NR	EF	Monthly review	Monthly review	P1 Planning timetable report	07/09/2018	EF confirmed date			
17	MF	NR	NR	Monthly review	Monthly review	12 monthly expenditure reports and analysis to the FP&A team, budget controller and MF. Full year variances will need to be summarised and replayed to Service leaders as they come in throughout the year	10/09/2018	NR confirmed date			
18	MF	NR	EH	Budget process	Budget Process	PSS unspent balance carry forward proposals put forward for approval	10/09/2018	EH confirmed date			
19	MF	JF	TKS	Annual Accounts	Annual Accounts	Completion of consolidation and annual accounts notes	12/09/2018	TKS confirmed date			
20	MF	NR	EH	Annual Accounts	IGC	Year end IGC review and forecast update	13/09/2018	EH confirmed date			
21	MF			Meeting	Council		18/09/2018				
22	MF	NR	EF	Monthly review	Monthly review	P1 monthly income and expenditure reports and analysis - none published	19/09/2018	EF confirmed date			
23	MF	JF	RG	Annual Accounts	Annual Accounts	Director's pay and salary banding summary paper for SLT	19/09/2018	RG confirmed date			
24	MF			Meeting	Audit comm	Audit committee	20/09/2018				
25	MF	NR	EF	Monthly review	Monthly review	P1 management accounts including annual fund update & overview of discretionary pay budgets - not prepared	21/09/2018	EF confirmed date			
26	MF	NR	MM	Annual Accounts	Institutes	Institutes and associated Centres - review of year end position compared with budget and updated projections	21/09/2018	MM confirmed date			
27	MF			Meeting	APRC Agenda Committee		24/09/2018				
28	MF			Meeting	Audit comm	Audit committee	25/09/2018				
29	MF	NR	EH	Budget process	IMT	Portfolio Board business case briefing to MF completed and sign off of proposals by MF. Therefore FP&A need to review each case 3 weeks before and meet with MF to agree sign off or other actions to be taken in enough time before the meeting for proposals to be modified to the extent necessary to sign off.	25/09/2018	EH confirmed date			

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30	MF	JF	JF	Annual Accounts	Investments	Investments review re year end completed and agreed by MF	28/09/2018				
31	MF	NR	MM	Annual Accounts	Academic Dept	Academic dept balances (inc Outside fund balance) cfwds report ready for SLT, APRC etc. MM to coordinate but each FP&A manager will need to review their area.	28/09/2018	MM confirmed date			
32	MF	NR	NR	Annual Accounts		Year End summary	01/10/2018	NR confirmed date			
33	IS	IS	LG	Financial Planning	RCSD	Forecast parameters. We need to agree the areas of residences strategy which need to be reflected in the RCSD Financial Plan for next year +1, 2,3. Eg strategies for IT, marketing, etc.	03/10/2018	LG confirmed date			
34	MF	NR	EH	Budget process	IMT	Portfolio Board meeting	03/10/2018	EH confirmed date			
35	MF	NR	EF	Monthly review	Monthly review	P2 Planning timetable report	04/10/2018	EF confirmed date			
36	MF	JF	JF	Annual Accounts	Annual Accounts	Annual accounts (UK GAAP) produced	05/10/2018				
37	MF	JF	JF	Annual Accounts	Annual Accounts	Paper on accounting judgements prepared and reviewed by MF	05/10/2018				
38	MF	NR	MM	Budget process	Institutes	Produce annual report draft for circulation to Institutes and Centres addressing performance against target, fundraising potential (based on Adv assessment) and recommendations to Annual Monitoring	05/10/2018	MM confirmed date			
39	MF	NR	NR	Annual Accounts	Annual Accounts	Final version of Financial Statement I & E analytics	05/10/2018	NR confirmed date			
40	MF	JF	JF	Annual Accounts	Annual Accounts	Accounts timetable reviewed and sign off completion confirmed to MF	05/10/2018				
41	MF	NR	NR	Annual Accounts	Annual Accounts	What we spend the money on' style analysis updated for year end accounts and readied for website publication	08/10/2018	NR confirmed date			
42	MF			Meeting	APRC	APRC	09/10/2018				
43	MF	LG	LG	Meeting	APCC	Agenda meeting with MF and Chair as appropriate	09/10/2018	LG confirmed date			
44	IS	NR	LG	Budget process	RCSD	Issue of draft timetable for the year's outturn and the coming year's budget including Key Dates	10/10/2018	LG confirmed date			
45	MF	NR	LG	Budget process	RCSD	Issue of draft Budget Revenue Assumptions for completion by RMT	10/10/2018	LG confirmed date			
46	MF	NR	KT	Aptos Replacement	Aptos Replacement	Chart of Accounts - worked examples	11/10/2018	Keith confirmed date			
47	MF	NR	EF	Annual Accounts	Estates	Update based on year end outturn and updated summary issued - Draft a proposed revised Financial Plan for Capital Projects for Q1 Forecast.	12/10/2018	EF confirmed date			
48	MF	NR	EF	Monthly review	Monthly review	P2 monthly expenditure reports and analysis to the FP& A team, budget controller and MF	15/10/2018	EF confirmed date			
49	WT	WT	WT	Budget process	Annual Monitoring	Annual monitoring commences	15/10/2018	to agree with WT			
50	WT	WT	WT	Budget process	Fees and numbers	New taught postgraduate programmes for 2019 are discussed at APRC Annual Monitoring	15/10/2018	to agree with WT			
51	MF	NR	LG	Budget process	RCSD	Embed new KPIs into monthly reporting	15/10/2018	LG confirmed date			
52	MF			Meeting	Council		16/10/2018				
53	MF	NR	MM	Budget process	Academic Dept	Upload RIIF balances following approval by Julia Black (from KH)	17/10/2018	MM confirmed date			
54	MF			Meeting	Investment sub-comm		18/10/2018				
55	MF			Meeting	Estate Strategy Committee		18/10/2018				
56	IS	NR	LG	Budget process	RCSD	Issue of final timetable for current year outturn and next budget including Key Dates	19/10/2018	LG confirmed date			
57	MF	NR	LG	Budget process	RCSD	LTM Schedule for next year and listing of unavailable rooms	19/10/2018	LG confirmed date			
58	MF	NR	LG	Budget process	RCSD	Check all term/vacation/ss dates for next year budget revenue	19/10/2018	LG confirmed date			
59	MF	NR	EF	Monthly review	Monthly review	P2 management accounts including annual fund update & overview of discretionary pay budgets published	19/10/2018	EF confirmed date			

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60	MF	NR	EF	Budget process	Academic Dept	Financial analysis of aca dept Profiles I&E to SLT ahead of AM. Deadline allows time to respond to MF review	21/10/2018	EF confirmed date			
61	MF	NR	EF	Financial Planning	Financial Plan	Year end Financial Plan update produced with data at a high level (i.e. budget plus actuals) ready for reporting to Finance committee	21/10/2018	EF confirmed date			
62	MF	NR	MM	Budget process	Institutes	Circulate annual Institute report to Annual Monitoring - check dates with WT as this date is after start of AM	21/10/2018	Date TBC with Planning			
63	MF			Meeting	APRC Agenda Committee		22/10/2018				
64	MF			Meeting	Finance Committee	Finance committee - October	23/10/2018				
65	MF	NR	EH	Financial Planning	IMT	We need to have agreed a longer term approach to IMT planning such as re-establishing the IT Infrastructure Replacement Programme (IRP) - to include software and applications. A first draft of 10 year plan needs to be ready by end of October to be included in the Financial Plan for December.	26/10/2018	EH confirmed date			
66	MF	NR	LG	Budget process	RCSD	Prepare first draft of budget file with current year out-turn, based on P1-3 actuals, highlighting impact of vacation business	26/10/2018	LG confirmed date			
67	MF	NR	SD	Budget process	RCSD	Issue hall specific list of rooms and room types to SM and FHM's for amendment	26/10/2018	LG confirmed date but needs to be confirmed with Ian and Hannah Kearns			
68	MF	NR	EH	Financial Planning	IMT	Update rolling 5 year AV replacement plan, to input into Teaching Room Refurb plan	30/10/2018	EH confirmed date			
69	MF	NR	NR	Policy & compliance	Academic Dept	Review of indirect cost allocations used in Profiles to ensure consistent with Costing and Pricing policy	30/10/2018	NR confirmed date			
70	MF	NR	NR	Policy & compliance	Set-up	Review listing of who does what in the FP&A and FAC areas that are published on the website	31/10/2018	NR confirmed date			
71	MF	NR	NR	Policy & compliance	Costing and pricing	Financial Procedures - Space Charging	31/10/2018	NR confirmed date			
72	MF	NR	EF	Budget process	Estates	Post year end summary of projects agreed with Estates and published. As this needs to be against the year end data this is needed at roughly this time to ensure it is checked ahead of the Finance committee	31/10/2018	EF confirmed date			
73	MF	NR	MM	Budget process	Academic Dept	Upload Department allocations from Planning Unit. MM to co-ordinate, but each FP&A Manager to do own Departments	31/10/2018	MM confirmed date			
74	MF	NR	MM	Policy & compliance	Advancement	Review Development and Substitutional Fundraising	31/10/2018	MM confirmed date			
75	MF	IS	LG	Budget process	RCSD	Coming year RCSD budget (and forecasts) + explanatory paper to Finance committee for approval in principle along with student rate increases. Note that this is earlier than previous years to align with the need to get fee rates agreed. It will also support the revised (and correct approach, following the Delegation paper agreed by Council) regarding contract agreements with noms providers	31/10/2018	Should this be Dec or May FC? Need to confirm with Mike as I know they're trying to reduce papers to FC. There will def have to be a paper to FC in Dec for RCSD which will have 2017/18 annual report + proposed student rates for 2019/20. The budget and forecasts will likely go to March, or potentially this will be replaced by a meeting with Andrew/Ian/David etc in Feb/March and then paper to go to May FC.			
76	MF	LG	LG	Meeting	APCC	Review APCC Papers with MF	01/11/2018	LG confirmed date			
77	MF	NR	EF	Monthly review	Monthly review	P3 Planning timetable report	02/11/2018	EF confirmed date			
78	MF	NR	CM	Financial Planning	Pay	Update of School wide pay forecasts completed and summarised for review, including analysis of FTE vs budgeted FTEs	04/11/2018	CM confirmed date			
79	MF	NR	EH	Budget process	Budget process	Review of IT Portfolio spend and commitments to ensure returns are reflected in Financial Plan and are being delivered (UPDATE AFTER Y/E)	04/11/2018	EH confirmed date			
80	MF			Meeting	APRC	APRC	06/11/2018				
81	MF			Meeting	Audit comm	Audit committee	06/11/2018				
82	MF	LG	LG	Meeting	APCC	Papers to be circulated to Committee members	06/11/2018	LG confirmed date			

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83	MF	NR	EH	Budget process	IMT	Portfolio board business case briefing to IMT completed and sign off on proposals by IMT. Therefore FP&A need to review each case 3 weeks before and meet with MF to agree sign off from the meeting to be done in enough time before the meeting for approval to be taken.	07/11/2018	EH confirmed date			
84	WT	WT	WT	Budget process	Fees and numbers	Registration targets for following year's entry are fixed and published (via the APRC Rolling Plan)	11/11/2018	to agree with WT			
85	WT	WT	WT	Budget process	Fees and	Offer targets for taught programme entry next year are produced	11/11/2018	to agree with WT			
86	MF	NR	LG	Budget process	RCSD	FOHM and SM to submit room changes to LG	12/11/2018	LG confirmed date			
87	MF	NR	EF	Financial Planning	Financial Plan	Financial Plan update produced (Q1 forecast including fees update, scholarships, pay award and appointments, year end cfwds, estimates of aca dept spend etc, capital, FC decisions)	13/11/2018	EF confirmed date			
88	MF	LG	LG	Meeting	APCC	APCC meeting	13/11/2018	LG confirmed date			
89	MF	IS	LG			Catering and RCSD Reports for Management Committee	14/11/2018	LG confirmed date			
90	MF	NR	MM	Review	Executive Masters	Prepare EMSc forecast with confirmed student numbers. Endorse the forecast fee increases for the coming year and allow each programme to make a case for revised fees, recruitment targets and staffing changes for the coming year at this point. In some cases proposals will need to be conditional upon final recruitment to current year.	15/11/2018	MM confirmed date			
91	MF	NR	EH	Budget process	IMT	Portfolio Board meeting	15/11/2018	EH confirmed date			
92	WT	NR	EF	Budget process	Academic Dept	Post student recruitment update of the current year forecast and revised data produced	15/11/2018	EF confirmed date			
93	MF	NR	EF	Monthly review	Monthly review	P3 monthly expenditure reports and analysis to the FP& A team, budget controller and MF	15/11/2018	EF confirmed date			
94	MF	NR	LG	Budget process	RCSD	Review Assumptions in Revenue Model for next year Budget with IS, FT and RB	16/11/2018	LG confirmed date			
95	MF	NR	EF	Financial Planning	Estates	LTM 10 year plan - draft	18/11/2018	EF confirmed date			
96	MF	JF	TKS	Annual Accounts	HESA	HESA financial statement return review	19/11/2018	TKS confirmed date			
97	MF	JF		Meeting	APRC Agenda Committee		19/11/2018				
98	MF	LG	IS	Budget process	RCSD	Halls bursary scheme proposals for coming year (funded from existing forecasts) approved	20/11/2018	LG confirmed date			
99	MF	JF		Meeting	Council		20/11/2018				
100	MF	NR	EF	Monthly review	Monthly review	P3 management accounts including annual fund update & overview of discretionary pay budgets	21/11/2018	EF confirmed date			
101	MF	LG	LG	Meeting	APCC	APCC Finance paper for APRC/Finance Committee to MF for review	23/11/2018	LG confirmed date			
102	MF	MF	CM	Budget process	Office Holders	OHG budget review (annually)	25/11/2018	CM confirmed date			
103	MF	IS	LG			Annual Report to Finance Committee on 17/18 results	28/11/2018	LG confirmed date			
104	MF	JF	JF	Investments	Annual Accounts	Update endowment investment material for Advancement	29/11/2018				
105	MF	NR	CM	Budget process	Pay	Draft paper on Contribution and Reward for coming year with HR input as necessary - this to include treatment of non-establishment staff. This needs to be drafted early in the year to ensure it has been properly considered by HR and SLT	29/11/2018	CM confirmed date			
106	MF	NR	LG	Budget process	Budget Process	Academic department surplus shares on APCC areas - allocations to be reviewed by MF	29/11/2018	LG confirmed date			
107	MF	JF	JF	Annual Accounts	HEFCE	HEFCE filing of accounts	29/11/2018				
108	MF	NR	MM	Budget process	Annual Fund	Annual Fund allocations	29/11/2018	MM confirmed date			
109	MF	JF	TKS	Annual Accounts	HESA	HESA financial statement return filing	01/12/2018	TKS confirmed date			
110	MF	NR	LG	Other	APCC	Summer School planning (inc Fees, Systems, FP&A). LG to organise a meeting with FP&A, Systems & Fees to meet with SS to review issues from prior year and document the plan for the coming year. This needs to be documented and a summary sent round to Elizabeth Aitken / Russel Brooks etc.	01/12/2018	LG will confirm date with Russell Brooks			
111	MF	NR	LG	Budget process	RCSD	Paper for Dec Finance Committee 2017/18 results and proposed 2019/20 Student fees for RCSD	02/12/2018	LG confirmed date			
112	MF	NR	MM	Budget process	Advancement	Publish Annual Fund income and expenditure summary to Advancement	04/12/2018	MM confirmed date			
113	MF			Meeting	APRC	APRC	04/12/2018				

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114	MF	NR	EF	Monthly review	Monthly review	P4 Planning timetable report	06/12/2018		EF confirmed date		
115	MF			Meeting	Finance Committee	Finance committee - Dec	11/12/2018				
116	MF			Budget process	Annual Monitoring	Annual monitoring completed	13/12/2018				
117	MF	JF	JF	Policy & compliance	Loans	Investors termly report and loan note payments	13/12/2018				
118	MF	NR	LG	Review	RCSD	Review of Cleaning now in-house. What has happened compared to what was expected to happen?	14/12/2018		LG confirmed date		
119	MF	NR	EF	Review	Estates	Review of Cleaning now in-house. What has happened compared to what was expected to happen?	14/12/2018		EF confirmed date		
120	MF	NR	EF	Monthly review	Monthly review	P4 monthly expenditure reports and analysis to the FP& A team, budget controller and MF	14/12/2018		EF confirmed date		
121	MF	JF	TKS	Policy & compliance	Costing and pricing	APCC return paper, analysis and Q&V comparison prepared. Also ensure impact on VAT recovery has been reviewed and is understood. This should include a reworking of the VAT recovery to ensure that the implications for VAT recovery of each year in the	14/12/2018		TKS confirmed date		
122	MF	NR	EF	Budget Process	Academic Dept.	Data for the updated academic department profiles provided to Planning in the format required by the Planning unit.	14/12/2018		EF confirmed date		
123	MF	JF	JF	Policy & compliance	Loans	Investors quarterly report and loan note payments	16/12/2018				
124	MF	JF	JF	Annual Accounts	HEFCE	HESA financial statement return	17/12/2018				
125	MF	NR	LG			APCC Surplus shares to Departments	18/12/2018		LG confirmed date		
126	MF	NR	EH	Budget process	IMT	Portfolio Board business case briefing to MF completed and sign off of proposals by MF. Therefore FP&A need to review each case 3 weeks before and meet with MF to agree sign off or other actions to be taken in enough time before the meeting for proposals to be	19/12/2018		EH confirmed date		
127	MF	NR	EF	Monthly review	Monthly review	P4 management accounts including annual fund update & overview of discretionary pay budgets	19/12/2018		EF confirmed date		
128	MF	NR	MM	Budget process	Advancement	Advancement annual report and targets for coming year produced and agreed by MF	20/12/2018		MM confirmed date		
129	MF	NR	GH	Budget process	Purchasing	Procurement review of major contracts retendering dates to identify opportunities for review by Budget holders and the BRG. This should be feed into the budget review process.	20/12/2018		GH confirmed date.		
130	MF	GH	GH	Finance Div review report	Finance Div review reports	Annual report from service area - Procurement	20/12/2018		GH confirmed date.		
131	MF	JF	RG	Policy & compliance	Tax	Director's BIK review and agree if any mitigating actions to minimise should be taken	20/12/2018		RG confirmed date		
132	MF	NR	IT	MSL - CSB	Pay	Updates made as required to CSB forms and documentation.	20/12/2018		CM confirmed date		
133	MF	NR	MM	Budget process	Annual Fund	Report on Annual Fund to Advancement & SMC	20/12/2018		MM confirmed date		
134	MF	NR	EH	Budget process	IMT	Portfolio Board meeting	03/01/2019		Date TBC		
135	MF	NR	EF	Monthly review	Monthly review	P5 Planning timetable report	10/01/2019		EF confirmed date		
136	MF	NR	IT	Budget process	Pay	Academic staff resources arising from the AM process are considered by APRC	14/01/2019		CM confirmed date		
137	WT	WT	WT	Budget process	Fees and numbers	Indicative fees for 2019 published in undergraduate prospectus	14/01/2019		to agree with WT		
138	WT	WT	WT	Budget process	Fees and numbers	Home/EU PGR fees announced - linked to Research Council rates	14/01/2019		to agree with WT		
139	WT	WT	WT	Budget process	Programmes	New taught postgraduate programmes for following year and beyond are agreed by APRC	14/01/2019		to agree with WT		
140	MF	NR	EF	Budget process	HEFCE	HEIF review/summary to MF	14/01/2019		EF confirmed date		
141	MF			Meeting	APRC Agenda Committee		14/01/2019				
142	MF	NR	IT	Budget process	Pay	Final version of pay cost analysis - y2y movement and draft cont and reward budget to MF	15/01/2019		CM confirmed date		

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143	MF	NR	EF	Monthly review	Monthly review	P5 monthly expenditure reports and analysis to the FP& A team, budget controller and MF	16/01/2019	EF confirmed date			
144	MF	JF	RG	Policy & compliance	Tax	TRAC data for VAT reviewed and signed off - date must be before TRAC R return due date	18/01/2019	RG confirmed date			
145	MF	NR	EF	Monthly review	Monthly review	P5 management accounts including annual fund update & overview of discretionary pay budgets	22/01/2019	EF confirmed date			
146	MF			Meeting	APRC	APRC	22/01/2019				
147	MF	JF	JF	Policy & Compliance	Policy & Compliance	Publish to the Finance website the updated Regulations and proposed compendium of Financial Procedures applicable for the year commencing 1 August	25/01/2019				
148	MF	NR	EH	Budget process	IGC	IGC budget review and forecast review	25/01/2019	EH confirmed date			
149	MF	NR	IT	Financial Planning	Pay	Update of School wide pay forecasts completed and summarised for review, including analysis of FTE vs budgeted FTEs	25/01/2019	CM confirmed date			
150	MF	NR	EH	Budget process	Research	Agree research grant review and target setting for coming year and agree the specific budget for next year.	25/01/2019	EH confirmed date			
151	MF			Meeting	Finance Committee	Finance committee - Jan	29/01/2019				
152	MF	NR	LG	Budget process	APCC	APCC summary analysis of proposed budgets, current year out turn and forward projections for Financial Plan (paper to follow 5th March)	29/01/2019	LG confirmed date			
153	MF	NR	LG	Budget process	RCSD	RCSD summary analysis of proposed budgets, current year out turn and forward projections for Financial Plan (paper to follow 5th March)	29/01/2019	LG confirmed date			
154	MF	NR	EF	Budget process	Estates	Update Rental Income forecasts with Estates	30/01/2019	EF confirmed date			
155	MF	MF	LG	Budget process	RCSD	Complete first draft of next year budget and IS/LG to meet with COO/CFO/MF to review and agree	31/01/2019	LG confirmed date			
156	MF	NR	EH	Budget process	Research	Summary of PFR/RIIF allocations for previous year reviewed and agreed	31/01/2019	EH confirmed date			
157	MF	NR	EH	Financial Planning		Research Centre Reports - 17/18	31/01/2019	EH confirmed date			
158	MF	NR	LG			Trium Surplus share transfer to LSE	31/01/2019	LG confirmed date			
159	MF	IS	LG	Budget process	RCSD	RCSD 2019/20 budget presented to MF/CFO/COO including benchmark data	31/01/2019	LG confirmed date			
160	MF	JF	JF	Policy & compliance	Control grid	Control Grid review MT	31/01/2019				
161	MF	NR	MM	Review	Executive Masters	APRC EMSc's sub group meeting. Papers will need preparing and the text associated with	31/01/2019	Date TBC with Planning			
162	MF	JF	JF	Policy & compliance	Loans	Investors termly report and loan note payments	31/01/2019				
163	MF	NR	LG	Budget process	RCSD	RCSD long term LTM plan developed - date may need review based on outcome of 5 year review and delivery of report by contractors	31/01/2019	LG confirmed date			
164	MF	IS	LG	Budget process	RCSD	Catering budget proposals for coming year - draft budget to IS	31/01/2019	LG confirmed date			
165	MF	NR	MM	Budget process	Investments	1. Endowment Investment income forecast and budget for coming years based on the current endowment and fundraising targets. 2. Same for investment income related to School cash balances and School investment. This should be calculated by FP&A as it will be largely based around forecast data.	31/01/2019	MM confirmed date			
166	MF	NR	MM	Policy & compliance	Advancement	Review Costing and Pricing policy	31/01/2019	MM confirmed date			
167	MF			Meeting	Investment sub-comm		31/01/2019				
168	MF	JF	TKS	Policy & compliance	TRAC	Trac return filling	31/01/2019	Added by TKS			
169	MF	JF	RG	Budget process	Budget process	VAT recoverable for coming year and update this year's recovery forecast	01/02/2019	RG confirmed date			
170	MF	JF	TKS	Policy & compliance	Costing and pricing	TRAC T return completed	01/02/2019	TKS confirmed date			
171	MF	NR	EH	Budget process	Scholarships	Scholarships - assessment of estimated actual take-up in current year to provide a forecast figure for the current year's budget	01/02/2019	EH confirmed date			
172	MF	NR	EF	Monthly review	Monthly review	P6 Planning timetable report	04/02/2019	EF confirmed date			

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173	MF			Meeting	APRC Agenda Committee		04/02/2019				
174	MF	NR	LG	Budget process	RCSD	RMT to submit next year payroll and expenses schedule to LG/IT	04/02/2019		LG confirmed date		
175	MF			Meeting	Council		05/02/2019				
176	MF	NR	EF	Financial Planning	Financial Plan	Draft coming year Financial Plan produced (Q2 forecast including fees update, scholarships, pay award and appointments, estimates of aca dept spend etc, capital, FC decisions to date, HEFCE grant (if available), discretionary pay, fee levels, Annual Monitoring outcomes, APCC areas, recruitment targets for future years etc etc). This document is used to establish the basis of service area budgets for the coming year and is presented along with detailed analysis at the May FC meeting. Substantial lead time is required to allow for Easter, PSA budgets and discussion with APRC and FC members.	05/02/2019		EF confirmed date		
177	MF	NR	EH	Budget process	IMT	Portfolio Board business case briefing to MF completed and sign off of proposals by MF. Therefore FP&A need to review each case 3 weeks before and meet with MF to agree sign off or other actions to be taken in enough time before the meeting for proposals to be modified to the extent necessary to sign off.	06/02/2019		EH confirmed date		
178	MF	NR	EH	Budget process	Budget process	Review of IT Portfolio spend and commitments to ensure returns are reflected in Financial Plan and are being delivered	08/02/2019		EH confirmed date		
179	MF	NR	MM	Policy & compliance	Advancement	Run Advancement costing and pricing workshop	11/02/2019		MM confirmed date		
180	MF	TKS	EF	Budget process	Capital	Depreciation and amortisation of capital programme reviewed and agreed	11/02/2019		EF confirmed date		
181	MF	NR	EF	Budget process	Estates	Capital budget proposals for following year(s) agreed with estates	11/02/2019		EF confirmed date		
182	MF	NR	EF	Budget process	Estates	LTM budget proposals for coming year agreed with estates and signed off by Procurement	11/02/2019		EF confirmed date		
183	MF	IS	LG	Budget process	RCSD	Catering and RCSD next year budget proposals and forecasts and explanatory paper for Finance Committee	12/02/2019		LG confirmed date		
184	MF	NR	EH	Budget process	IMT	Portfolio Board meeting	14/02/2019		Date TBC		
185	MF	NR	EF	Monthly review	Monthly review	P6 monthly expenditure reports and analysis to the FP& A team, budget controller and MF	15/02/2019		EF confirmed date		
186	MF	LG	SD			EMR Report - LG to submit to Estates	15/02/2019		SD confirmed date		
187	MF	NR	EH	Financial Planning	IMT	Review long term IMT plan (IT Infrastructure Replacement Programme (IRP) - to include software and applications)	15/02/2019		EH confirmed date		
188	MF			Meeting	APRC	APRC	19/02/2019				
189	MF	NR	LG	Meeting	APCC	APCC Agenda meeting - with MF / PK as appropriate	19/02/2019		LG confirmed date		
190	MF	NR	IT	MSL - CSB	Pay	Rules document is updated based on feedback, and signed off.	20/02/2019		CM confirmed date		
191	MF			Meeting	Estate Strategy Committee		21/02/2019				
192	MF	NR	EF	Monthly review	Monthly review	P6 management accounts including annual fund update & overview of discretionary pay budgets	21/02/2019		EF confirmed date		
193	MF	MF	JF	Budget process	Endowments	Endowment budget proposals and assessment of proposed pay out against returns to date	26/02/2019				
194	MF	NR	MM	Budget process	Endowments	Review options from planned/forecast spending that could be supported by fundraising and use existing endowments to release resource to address upcoming budget process	26/02/2019		MM confirmed date		
195	MF			Meeting	Audit comm	Audit committee	26/02/2019				
196	MF	JF	LG	Budget process	RCSD	Review Residences capital charges using Estates valuation data and updated based on current methodology	27/02/2019	Date will be confirmed when Estates data available with FC			
197	MF	NR	IT	Budget process	Pay	Issue apportionments and breakdown of Contribution and Reward budgets to HR in advance of the Contribution process	28/02/2019		CM confirmed date		
198	MF	IS	LG	Budget process	RCSD	Catering budget review - IS/JB/COO	28/02/2019		LG confirmed date		
199	MF	NR	NR	Financial Planning	Other	Annual accounts benchmarking exercise reviewing financial data from previous year accounts from RG universities published	28/02/2019		NR confirmed date		
200	LN	IS	LG	Budget process	RCSD	Confirm rates for coming year for all 3rd Party Halls (Urbanest, Lillian Knowles, Intercollegiate). Agreements to be signed by School Secretary as non-standard purchase contracts and lodged on Bravo system as necessary	01/03/2019		LG confirmed date		
201	MF	NR	MM	Budget process	Advancement	Publish mid-year collections and commitments on Annual Fund	01/03/2019		MM confirmed date		
202	MF	JF	JF	Investments	Investments	Investments review mid year	04/03/2019				
203	MF	NR	MM	Budget process	SU	SU lease- annual budget adjustment calculated and agreed. Make sure that there have been no material changes in the SU's VAT recovery position/% or any major changes in the space utilised by the SU.	04/03/2019		MM confirmed date		
204	MF			Meeting	APRC Agenda Committee		04/03/2019				
205	MF	NR	LG	Budget process	APCC	APCC Paper, including summary analysis of proposed budgets, current year out turn and forward projections to MF. The expectations of these areas is that they generate a financial return to the School that is growing substantially in real terms and any growth in head count is accompanied by a case that indicates a further growth in net contribution	05/03/2019		LG confirmed date		
206	MF			Meeting	Finance Committee	Finance committee - March	05/03/2019				
207	MF	NR	EF	Monthly review	Monthly review	P7 Planning timetable report	07/03/2019		EF confirmed date		
208	MF	NR	EF	Budget Process	Academic Dept.	Data for the updated academic department profiles provided to Planning in the format required by the Planning unit.	08/03/2019		EF confirmed date		
209	MF			Meeting	Council		12/03/2019				

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210	MF	LG	LG	Meeting	APCC	Review APCC Papers with MF	14/03/2019		LG confirmed date		
211	MF	NR	EF	Monthly review	Monthly review	P7 monthly expenditure reports and analysis to the FP& A team, budget controller and MF	15/03/2019		EF confirmed date		
212	MF	MF	IT	Budget process	Office Holders Group	OHG budget review	15/03/2019		CM confirmed date		
213	MF	NR	IT	Budget process	Set-up	Review and update CSB rules, guidance notes and department list for MF approval ahead of publication to the FP webpages	15/03/2019		CM confirmed date		
214	IS	LG	SD	Budget process	RCSD	Contact Hannah Kearns for Hallpad Data regarding the checking of hall fees by room type vs	15/03/2019		Added by SD		
215	MF	NR	LG	Meeting	APCC	APCC Papers circulated to members	19/03/2019		LG confirmed date		
216	MF			Meeting	APRC	APRC	19/03/2019				
217	MF	NR	EH	Budget process	IMT	Portfolio Board business case briefing to MF completed and sign off of proposals by MF. Therefore FP&A need to review each case 3 weeks before and meet with MF to agree sign off or other actions to be taken in enough time before the meeting for proposals to be modified to the extent necessary to sign off.	20/03/2019		EH confirmed date		
218	MF	NR	EF	Monthly review	Monthly review	P7 management accounts including annual fund update & overview of discretionary pay budgets	21/03/2019		EF confirmed date		
219	MF	JF	JF	Financial Planning	Policy & Compliance	Thin capitalisation issues and subsidiaries - paper setting out definitive proposals for sub sid companies for next 1-3 years, minimum.	22/03/2019				
220	MF	NR	LG	Meeting	APCC	APCC meeting	26/03/2019		LG confirmed date		
221	MF	NR	EH	Budget process	IMT	Portfolio Board meeting	28/03/2019		Date TBC		
222	MF	NR	EF	Budget process	HEFCE	Analysis of the annual HEFCE grant letter, comparing announcement with current year and forecast for coming year	29/03/2019		This may not be received until April as in the last two years		
223	MF	NR	MM	Budget process	Executive Masters	eMSC budget proposals (finalised) for the coming year to MF for approval and inclusion in the Draft Financial Plan	29/03/2019		MM confirmed date		
224	MF	JF	JF	Annual Accounts	Policy & Compliance	Review prior year Management letter and ensure all actions are closed	29/03/2019				
225	MF	JF	JF	Policy & compliance	Loans	Investors termly report and loan note payments	29/03/2019				
226	MF	NR	NR	Service area reviews	Budget process	Financial data preparation +5/-5 years, staff budget and headcount data, benchmark analysis for service area reviews that are scheduled for the SLT/APRC review	29/03/2019		What areas will be reviewed in 18/19? Sent email to Wayne		
227	MF	WT	WT	Budget process	HEFCE	Grant letter checked and confirmed	29/03/2019		to agree with WT		
228	MF	NR	EH	Budget process	Nursery	Nursery budget review and price setting proposal to MF	01/04/2019		EH confirmed date		
229	MF	NR	EF	Monthly review	Monthly review	P8 Planning timetable report	04/04/2019		EF confirmed date		
230	MF	MF	NR	Policy & compliance	Costing and pricing	Review and update standard costing rates	08/04/2019		NR confirmed date		
231	MF	NR	EF	Monthly review	Monthly review	P8 monthly expenditure reports and analysis to the FP& A team, budget controller and MF	15/04/2019		EF confirmed date		
232	MF	NR	SD	Other	RCSD	CUBO return	15/04/2019		Added by LG		
233	MF	NR	IT	Financial Planning	Pay	Update of School wide pay forecasts completed and summarised for review, including analysis of FTE vs budgeted FTEs	15/04/2019		CM confirmed date		
234	MF			Meeting	Meeting	EASTER	18/04/2019		School closed Thurs 18th April - Weds 24th April		
235	MF	NR	MM	Budget process	Annual Fund	Annual Fund allocations	25/04/2019		MM confirmed date		
236	MF	NR	LG	Budget process	RCSD	Next year Expenses Schedules sent to RMT for completion	26/04/2019		LG confirmed date		
237	MF	NR	EF	Monthly review	Monthly review	P8 management accounts including annual fund update & overview of discretionary pay budgets	26/04/2019		EF confirmed date		
238	MF	NR	MM	Budget process	Outside funds	Outside fund income and exp projection to year end ready for the final update to the Financial Plan	26/04/2019		MM confirmed date		
239	MF	NR	EH	Budget process	Budget process	Review of IT Portfolio spend and commitments to ensure returns are reflected in Financial Plan and are being delivered	26/04/2019		EH confirmed date		



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240	MF	NR	EF	Financial Planning	Financial Plan	Final version of the coming year's Financial Plan for Council approval : (Q3 Aug - April: forecast including fees update and outturn, scholarships, pay award and appointments, estimates of aca dept spend etc, capital, FC decisions, HEFCE grant, discretionary pay, fee levels, Annual Monitoring outcomes, recruitment targets for future years etc etc)	26/04/2019		EF confirmed date		
241	MF			Meeting	APRC Agenda Committee		29/04/2019				
242	MF	JF	JF	Annual Accounts	Loans	Loan covenant review	29/04/2019				
243	MF			Meeting	Finance Committee	Finance committee - April	30/04/2019				
244	MF	JF	RG	Policy & compliance	Tax	SAO tax audit review and sign off	30/04/2019		RG confirmed date		
245	MF	JF	JF	Policy & compliance	Fin Regs	Annual review of Financial Regulations and Financial procedures	30/04/2019				
246	MF	NR	EH	Budget process	IMT	Portfolio Board business case briefing to MF completed and sign off of proposals by MF. Therefore FP&A need to review each case 3 weeks before and meet with MF to agree sign off or other actions to be taken in enough time before the meeting for proposals to be modified to the extent necessary to sign off.	01/05/2019		EH confirmed date		
247	MF	NR	EF	Budget process	Estates	Final capital budget proposals for following year(s) agreed with Estates Director and included in the budget paper for FC and Council	01/05/2019		EF confirmed date		
248	MF	JF	TKS	Annual Accounts	Estates	Impairment review undertaken by Estates and Financial controller and paper for FC approval drafted - brought forward given Brexit issues	01/05/2019		TKS confirmed date		
249	MF	NR	EF	Monthly review	Monthly review	P9 Planning timetable report	03/05/2019		EF confirmed date		
250	MF			Meeting	APRC	APRC	07/05/2019				
251	MF	NR	EH	Budget process	IMT	Portfolio Board meeting	09/05/2019		Date TBC		
252	MF	JF	JF	Budget process	Policy & Compliance	Insurance proposals for coming year prepared and reviewed. Proposed lines of cover agreed with GLPD and compared with external benchmarks. Changes and significant difference justified. Need to get a proposal together to go via SLT	10/05/2019				
253	MF			Meeting	Estate Strategy Committee		13/05/2019				
254	MF			Meeting	Council		14/05/2019				
255	MF	LG	LG	Meeting	APCC Agenda Committee	APCC Agenda meeting with MF / PK as appropriate	16/05/2019		LG confirmed date		
256	MF			Meeting	Investment sub-comm		16/05/2019				
257	MF	NR	EF	Monthly review	Monthly review	P9 monthly expenditure reports and analysis to the FP& A team, budget controller and MF	16/05/2019		EF confirmed date		
258	MF	NR	MM	Budget process	Annual Fund	Report on Annual Fund to Advancement	20/05/2019		MM confirmed date		
259	MF			Meeting	APRC Agenda Committee		20/05/2019				
260	MF			Meeting	Audit comm	Audit committee	21/05/2019				
261	MF	NR	EF	Monthly review	Monthly review	P9 management accounts including annual fund update & overview of discretionary pay budgets	22/05/2019		EF confirmed date		
262	MF			Meeting	Finance Committee	Finance committee - May	28/05/2019				
263	MF	LG	LG	Meeting	APCC	Review APCC Papers with MF	30/05/2019		LG confirmed date		
264	MF	NR	LG			Begin LTM reconciliation process in advance of year end. Set up regular meetings with Martyn Fisher	31/05/2019		LG confirmed date		
265	MF	JF	RG	Policy & compliance	Tax	Director's BIK and annual accounts disclosure - draft letter review and sign off	31/05/2019		RG confirmed date		
266	MF	NR	EF	Budget Process	Academic Dept.	Data for the updated academic department profiles provided to Planning in the format required by the Planning unit.	31/05/2019		EF confirmed date		
267	MF			Meeting	APRC	APRC	04/06/2019				
268	MF			Meeting	APRC	APRC	04/06/2019				
269	MF	LG	LG	Meeting	APCC	APCC Papers circulated to members	04/06/2019		LG confirmed date		
270	MF	NR	EF	Monthly review	Monthly review	P10 Planning timetable report	07/06/2019		EF confirmed date		
271	MF	MF	MF	Budget process	Financial Plan	Revised 10 year Financial Plan formally approved by Council	11/06/2019		MF confirmed date		
272	MF			Meeting	Council		11/06/2019				
273	MF	LG	LG	Meeting	APCC	APCC meeting	11/06/2019		LG confirmed date		
274	MF	NR	EH	Budget process	IMT	Portfolio Board business case briefing to MF completed and sign off of proposals by MF. Therefore FP&A need to review each case 3 weeks before and meet with MF to agree sign off or other actions to be taken in enough time before the meeting for proposals to be modified to the extent necessary to sign off.	12/06/2019		EH confirmed date		
275	MF	NR	LG	Financial planning	RCSD	Review of current KPIs and reporting	14/06/2019		LG confirmed date		
276	MF	WT	WT	Budget process	Fees and numbers	Fees under the School's control agreed for NEXT YEAR entry. MF approval required under Fin Regs	14/06/2019		to agree with WT		
277	MF	NR	EF	Monthly review	Monthly review	P10 monthly expenditure reports and analysis to the FP& A team, budget controller and MF	17/06/2019		EF confirmed date		
278	MF	NR	EH	Budget process	IMT	Portfolio Board meeting	20/06/2019		Date TBC		
279	MF	JF	RG	Annual Accounts	Annual Accounts	Director's pay & BIK disclosure	21/06/2019		RG confirmed date		
280	MF	NR	EF	Monthly review	Monthly review	P10 management accounts including annual fund update & overview of discretionary pay budgets published	21/06/2019		EF confirmed date		
281	WT	WT	WT	Budget process	Fees and numbers	Departments are infomred of fees for the following year ahead of the next round of Annual Monitoring (via the APRC Rolling Plan).	28/06/2019		to agree with WT		
282	MF	JF	JF	Finance Div review report	Finance Div review reports	Annual report from service area - Reporting and compliance	28/06/2019				

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283	MF	JF	GR	Finance Div review report	Finance Div review reports	Annual report from service area - Fees, Income and Credit Control	28/06/2019	GR confirmed date			
284	MF	NR	GH	Budget process	RCSD	Procurement review and planning - SMT meet with Glen to identify who is responsible for each contract and agree which SMT members will lead on the areas identified for tendering or re-tendering during the coming year. This should also inform a set of target savings for incorporation in future years' budgets.	28/06/2019	GH confirmed date.			
285	MF	JF	JF	Policy & compliance	Loans	Investors termly report and loan note payments	28/06/2019				
286	IS	LG	SD	Budget process	RCSD	Check that hall fees by room type in Hallpad agree to budget and Rezlynx	30/06/2019	SD confirmed date. This can only be done when the current students have checked out, hence the later date.			
287	IS	IS	IS	Budget process	RCSD	Market testing of rates charged for faculty accommodation should be undertaken every few years	30/06/2019	LG will confirm with Ian if/when this is due and how regularly			
288	MF	NR	SD	Budget process	RCSD	Halls sale of beds calculation and draft gift aid calculation	30/06/2019	Added by LG			
289	MF	NR	SD	Review	RCSD	LETS management charge analysis	30/06/2019	Added by LG			
290	MF	NR	FPA team	Budget process	Service areas	Prof Service Area budget notification letters signed off by MF and circulated along with the detailed pack setting out the regulations, outline timetable for financial year etc	05/07/2019	NR confirmed date			
291	MF	NR	EF	Monthly review	Monthly review	P11 Planning timetable report	05/07/2019	EF confirmed date			
292	MF			Meeting	APCC	APCC budget pack complete and circulated	10/07/2019				
293	MF	NR	CM	MSL - CSB	Pay	CSB 2018/19 budget uploaded on APTOS	13/07/2019	CM confirmed date			
294	MF	NR	FPA team	Budget process	Academic Dept	Academic dept budgets notification letters signed off by MF = a letter sent to each HoD showing budgets for CSB staff and supplies budgets, other budgets will be agreed post recruitment (premium fee, allocations)	15/07/2019	NR confirmed date			
295	MF	NR	EH	Budget process	Budget Process	All budget packs complete and circulated. This should cover academic departments, Centres, Institutes, PSA, capital budgets, APCC areas, RCSD etc and income. All budget lines should be included and sent to the relevant Budget Controllers along with instructions to review and respond as required. In the case of some income lines, provisions and other contingencies the Budget Controller is the Finance Director. A reconciliation of all budgets to the budgeted surplus with each BC identified should be prepared for sign off by the MF. Note that this cannot include the allocations of APCC income/profit shares as these not determined until after the year end, this should be clearly stated in the letters.	15/07/2019	EH confirmed date			
296	MF	NR	MM	Financial Planning	Advancement	Advancement targets summaries from the new Financial Plan and issued to Advancement.	15/07/2019	MM confirmed date			
297	MF	NR	EF	Monthly review	Monthly review	P11 monthly expenditure reports and analysis to the FP& A team, budget controller and MF	15/07/2019	EF confirmed date			
298	MF	NR	EF	Budget process	Estates	Publish 18/19 (estates) capital budgets to Director of Estates	19/07/2019	EF confirmed date			
299	MF	NR	EF	Monthly review	Monthly review	P11 management accounts including annual fund update & overview of discretionary pay budgets published	19/07/2019	EF confirmed date			
300	MF	NR	EH	Budget process	IMT	Portfolio Board business case briefing to MF completed and sign off of proposals by MF. Therefore FP&A need to review each case 3 weeks before and meet with MF to agree sign off or other actions to be taken in enough time before the meeting for proposals to be modified to the extent necessary to sign off.	23/07/2019	EH confirmed date			
301	MF	NR	EF	Financial Planning	HEFCE	HEFCE forecast July signed off by MF	24/07/2019	EF confirmed date			
302	MF	NR	LG	Budget process	RCSD	RCSD pack complete and circulated	25/07/2019	LG confirmed date			
303	MF	JF	JF	Budget process	Policy & Compliance	Circulate a note setting out the changes to FinRegs and procedures	26/07/2019				
304	MF	JF	JF	Policy & compliance	Control grid	Control Grid review ST	30/07/2019				
305	MF	NR	EH	Budget process	IMT	Portfolio Board meeting	31/07/2019	Date TBC			
306	MF	NR	NR	Policy & compliance	Annual Accounts	FP&A to inform FICC (GR) about any new Academic Departments or EMSCs, so he can ensure colleagues in ARDS update SITs.	31/07/2019	NR confirmed date			
307	MF	NR	EH	Financial Planning		Research Centre Reports	31/07/2019	EH confirmed date			
308	MF	JF	JF	Policy & compliance	Fin Regs	Coming year Financial Regulations published	05/08/2019				
309	MF	NR	NR	Monthly review	Monthly review	P12 Planning timetable report	05/08/2019	NR confirmed date			
310	MF	NR	NR	Monthly review	Monthly review	P12 management accounts including annual fund update & overview of discretionary pay budgets	20/08/2019	NR confirmed date			
311	MF	NR	NR	Monthly review	Monthly review	P12 management accounts including annual fund update & overview of discretionary pay budgets	20/08/2019	NR confirmed date			
312	MF	NR	NR	Monthly review	Monthly review	P12 monthly expenditure reports and analysis to the FP& A team, budget controller and MF	20/08/2019	NR confirmed date			