

**Shaw Ridge  
Primary School  
Audit Findings  
Report**

Year ended 31 August 2022

# Introduction

## Purpose of this report

The purpose of this report is to highlight the key findings from the preparation and audit of Shaw Ridge Primary Schools financial statements for the year ended 31 August 2022. It should be read in conjunction with the draft Financial Statements.

This report to management is used to meet the mandatory requirements of International Standard on Auditing (UK & Ireland) 260.

The matters dealt with in this report came to our attention during the conduct of our normal audit procedures which are designed primarily for the purpose of expressing our opinion on the financial statements of the academy.

In consequence, our work did not encompass a detailed review of all aspects of the systems and controls and cannot be considered to report all irregularities or all possible improvements in internal control that a more extensive and directed examination might identify.

We take responsibility for this memorandum, which has been prepared on the basis of the limitations set out throughout the report. We would like to take this opportunity to express our thanks to the finance team for their assistance during our audit.

**Strictly private and confidential.** Note: This is a draft report issued in advance of the completion of our work. The comments in this draft report are subject to modification or withdrawal, and there may be further material matters which arise after this draft.

## Confidentiality

This report has been prepared for the trustees of Shaw Ridge Primary School and whilst it has been made available to management to facilitate discussions, it may not be taken as altering our responsibility to Shaw Ridge Primary School arising under our engagement letter.

We accept no duty, responsibility or liability to any other parties, since this report has not been prepared, and is not intended, for any other purpose. It should not be made available to any other parties without our prior written consent.

## Ethical standards

Albert Goodman LLP has procedures in place to ensure that its partners and professional staff comply with both the Ethical Standards and the Guide to Professional Ethics issued by The Institute of Chartered Accountants in England and Wales.

# Introduction

## Trustees' responsibilities

As trustees, you are responsible for the preparation of the financial statements and for making available to us all information and explanations we consider necessary. Therefore it is essential that you confirm that our understanding of all the matters referred to in this memorandum is appropriate, having regard to your knowledge of the particular circumstances.

Under the provision of the Companies Act, the Trustees' Report is required to include a statement confirming for each trustee who was a trustee at the time of the approval of the financial statements that:

- They have each taken all the steps that they ought to have taken as a trustee in order to make themselves aware of any relevant audit information and to establish that the company's auditor is aware of that information; and
- So far as they are aware there is no relevant audit information of which the company's auditor is unaware.

## Status of the audit

Our audit is complete subject to the receipt of signed letter of representation and the matters addressed within this report.

Subject to these matters, we can confirm that we anticipate issuing an unqualified opinion on the financial statements.

## Audit and financial reporting issues

Later in this report we present our findings in relation to certain key areas of the audit. This is not a comprehensive report of all our work completed and issues considered but is designed to be informative on certain areas which we feel would be helpful to you as trustees when reviewing the financial statements.

In the conduct of our audit, we have not identified anything of such significance that required amendment to our overall audit plan.

# Key accounting information

## Statement of Financial Activities (“SOFA”)

To help you compare the SOFA year on year we have provided the following breakdown:

	2022 £'000	2021 £'000
Surplus / (deficit) per SOFA	897	(330)
LGPS valuation adjustments	(946)	366
Depreciation	111	96
Capital income	(9)	(97)
Transfers to capital	-	-
Comparable surplus/ (deficit)	53	35

## Funds (reserves) carried forward

Excluding pension and fixed asset reserves, your year-end ‘spendable’ funds are:

Funds	2022 £'000	2021 £'000	2020 £'000
Unrestricted (general)	118	118	118
Restricted (general)	88	35	-
Total	206	153	118

The current ESFA guidance is that an academy should retain a revenue reserve equivalent to one month’s salary costs which equates to approximately £130,000.

## Budget forecast return

Below we have summarised the 3 year budget as submitted to the ESFA in July 2022:

Funds	2023 £'000	2024 £'000	2025 £'000
Total income	2,100	2,063	2,145
Total costs	2,052	2,058	2,139
In year surplus / (deficit)	48	5	6
Reserves carried forward	222	226	232

## A useful resource

Operating an academy trust as a going concern - <https://www.gov.uk/government/publications/academy-trust-financial-management-good-practice-guides/operating-an-academy-trust-as-a-going-concern>

# Key accounting information

## LGPS deficit

The movement in the LGPS deficit has been included in the draft financial statements based on the actuarial valuation as at 31 August 2022. The three year trend has been as follows:

Deficit	2022 £'000	2021 £'000	2020 £'000
LGPS	20	(926)	(560)

In the 2021-22 financial statements the academy has recognised an **actuarial gain of £1,116,000 in the Statement of Financial Activities** which is based on the actuarial report provided.

This has led to a significant reduction in the LGPS pension deficit recorded in the balance sheet.

The reason for the reduction this year is due mainly to an increase in the discount rate used by actuaries. The discount rate depends on market yields at the accounting date (31 August 2022) and therefore represents the position at the year end.

The discount rate used by the actuary has increased from 1.7% to 4.3% leading to a significant reduction in the LGPS deficit.

## Trustees' remuneration

We bring to your attention the following note in the financial statements which is a requirement of the AAD:-

### Related party transactions - trustees' remuneration and expenses

One or more trustees has been paid remuneration or has received other benefits from employment with the academy trust. The principal and other staff trustees only receive remuneration in respect of services they provide undertaking the roles of principal and staff members under their contracts of employment, and not in respect of their role as trustees. The value of trustees' remuneration and other benefits was as follows:

S Cowell (Headteacher):

Remuneration: £75,000 - £80,000 (2021 - £75,000 - £80,000)  
Employer's pension contributions: £15,000 - £20,000 (2021 - £5,000 - £10,000)

S Carter (Teacher (resigned 31 August 2021)):

Remuneration: (2021 - £35,000 - £40,000)  
Employer's pension contributions: (2021 - £5,000 - £10,000)

L Westlake (School administrator (appointed 8 September 2020)):

Remuneration: £10,000 - £15,000 (2021 - £10,000 - £15,000)  
Employer's pension contributions: £0 - £5,000 (2021 - £0 - £5,000)

L Bailey (Teacher):

Remuneration: £25,000 - £30,000 (2021 - )  
Employer's pension contributions: £5,000 - £10,000 (2021 - )

# Key accounting information

## Related parties transactions

We bring to your attention the following note in the financial statements which is a requirement of the AAD:-

### Related party transactions

Owing to the nature of the academy trust and the composition of the board of Trustees being drawn from local public and private sector organisations, transactions may take place with organisations in which the trustees have an interest.

There were no related party transactions in the year, other than certain trustees' remuneration and expenses already disclosed in note 9.

#### Expenditure related party transactions

During the year the academy made the following related party transactions:

##### **Millbrook Primary School**

(Member of Link Academies Collaborative Trust)

Recharge of expenditure totalling £4,975.

In entering into the transaction, the academy trust has complied with the requirements of the Academies Financial Handbook 2020.

At the balance sheet date the amount due to Millbrook Primary School was £Nil (2021 - £Nil).

##### **Peatmoor Community Primary School**

(Member of Link Academies Collaborative Trust)

Recharge of expenditure totalling £530.

In entering into the transaction, the academy trust has complied with the requirements of the Academies Financial Handbook 2020.

At the balance sheet date the amount due to Peatmoor Community Primary School was £Nil (2021 - £Nil).

# Significant findings from our audit

We comment below on the key risks, judgements and other matters that we consider should be highlighted to you in relation to the financial statements identified during our audit

## 1. Academies Accounts Direction (“AAD”)

The AAD is a guidance pack for academy trusts and their auditors to use when preparing academy annual reports and financial statements. It is updated every year.

There have been no significant changes to the format of the financial statements this year and the draft financial statements are compliant with the AAD 2021-22

## 2. Related party disclosures

We have reviewed academy structure and worked with management to identify related parties arising from related entities.

Based on the requirements of FRS102, AAD 2021-22 and the SORP 2019 we have concluded that the financial statements disclosure is appropriate and sufficient.

## 3. Key accounting policies

We have reviewed the appropriateness of all accounting policies and through our normal work have confirmed that they have been consistently applied throughout the year.

## 4. Fund Accounting

The different sources of funds included in the financial statements are :

Unrestricted income funds represent those resources which may be used towards meeting any of the charitable objects of the academy trust at the discretion of the trustees.

Restricted fixed asset funds are resources which are to be applied to specific capital purposes imposed by the Education and Skills Funding Agency where the asset acquired or created is held for a specific purpose.

Restricted general funds comprise all other restricted funds received with restrictions imposed by the funder/donor and include grants from the funders and Department for Education.

## 5. Significant accounting estimates and judgements

The financial statements include the actuarial valuation of the LGPS deficit as disclosed in the accounting policies.

# Significant findings from our audit

## 6. Going concern

Going concern is a fundamental accounting concept for the preparation of financial statements. As trustees you are required to consider all available information about the future when concluding whether the academy is a going concern at the date you approve the financial statements. Your review should usually cover a period of at least twelve months from the date of the approval of the financial statements.

You should make balanced, proportionate and clear disclosures about going concern for the financial statements to give a true and fair view.

When considering the Going Concern position this year, the trustees will need to consider the updated budget position. The Budget Forecast Return submitted earlier in the year will potentially have been significantly impacted by:

- The 5% teachers' pay award from 1 September 2022;
- the support staff pay award which is currently being negotiated but will be backdated to 1 April 2022;
- rising energy costs; and
- general inflationary increases in the UK.

The ESFA provides the following guidance which you should consider:

<https://www.gov.uk/government/publications/academy-trust-financial-management-good-practice-guides/operating-an-academy-trust-as-a-going-concern>



# Significant findings from our audit

## 7. Letters of representation

In accordance with normal audit practice we will ask you for specific confirmation on various matters relating to our audit of the financial statements. Drafts of these letters are included.

## 8. Subsequent events

No subsequent events requiring adjustment or disclosure have been noted from our discussions with you, or from the review of post year end information that has been made available to us, other than those already disclosed.

## 9. Fraud/indications of fraud

In accordance with International Auditing Standards (ISA's) our audit work is designed to give a reasonable expectation of detecting material misstatements whether due to fraud or error.

No specific instances of fraud or indications of fraud have come to our attention during the course of the audit.

## 10. Laws and regulations

No specific instances of breaches of laws and regulations have come to our attention during the course of the audit.

## 11. Trustees' Report and Governance Statement

The format of the Trustees' Report and Governance Statement remain in line with last year. The only new area this year is within the Governance Statement. The below is an extract from the Academies Accounts Direction 2021-22:

### ***NEW – Conflicts of Interest***

*Academy trusts must describe the processes they have in place to manage conflicts of interest, including for example (but not limited to) maintaining an up-to-date and complete register of interests, and how the information on this register is used in the day-to-day management and governance of the academy trust..*

The key areas of the Trustees' Report remain the same as in previous years. However, academies are generally under financial pressure this year due to rising costs and therefore the trustees will need to consider the narrative they include in the report to document the financial and reserves position of the trust.

# Audit adjustments

## UNADJUSTED ITEMS

Below are all the unadjusted misstatements determined during the course of our audit; except for those we consider to be clearly trivial. Please advise us of your proposed treatment of these and, where they are not to be adjusted, the reasons therefore.

No	Ref	Narrative	Extrapolated items		Actual items		SOFA	Balance sheet
			DR	CR	DR	CR		
1	F	Apparatus & Equipment				3,925	3,925	
		Computer Equipment			3,925			3,925
<b>Items in repairs and maintenance of capital nature</b>								
2	L	Gas and Electric			8,367		(8,367)	
		Catering			6,000		(6,000)	
		Accruals				14,367		(14,367)
<b>To include post year end payments relating to 21-22 as accruals</b>								
3	L	Support staff costs			5,039		(5,039)	
		Accrual				5,039		(5,039)
<b>To increase support staff accrual in line with 10% expected rise</b>								
<b>Total of potential adjustments</b>			-	-	23,331	23,331	(15,481)	(15,481)

# Audit adjustments

## ADJUSTED ITEMS

All items adjusted during the course of our audit are set out in detail below:

	£	£
<b>Profit / (loss) per management accounts</b>		61,964
<b>Increases in profit</b>		
Pension adjustments	946,000	
	<hr/>	946,000
<b>Reductions in profit</b>		
Depreciation charges	111,264	
	<hr/>	(111,264)
		<hr/>
<b>Surplus / (Deficit) per financial statements</b>		896,700

# Internal controls

## Accounting system and internal control

We set out below certain potential improvements to the academy's processes and controls which we noted during our audit work and which we believe merit being reported to you.




Our evaluation of the systems and controls was carried out for the purposes of our audit and accordingly is not intended to be a comprehensive review of the academy's processes. It would not necessarily reveal all weaknesses in accounting practice or internal controls which a special investigation might highlight, nor irregularities or errors not material in relation to the financial statements.

The academy's management is responsible for the identification, assessment, management and monitoring of risk, for developing, operating and monitoring the system of internal control and for providing assurance to the trustees that it has done so. We have applied our audit approach to document, evaluate and assess your internal controls over the financial reporting process in line with the requirements of auditing standards.


In order to provide you with a clearer picture of the significance of issues raised, we have graded the issues by significance/priority before any corrective actions are taken. We have included as a separate section a brief update on the matters we raised last year.

## Key findings





Below are the draft management letter points. Our findings are prioritised as follows:

- Low priority 
- Medium priority 
- High priority 

# Management letter of recommendation




Priority	Observation and implication	Recommendation	Management comment
	<p><b>Internal audit (2022)</b>            The academy did not receive any internal scrutiny reports during 2021-22 which is not in line with the Academy Trust Handbook(paragraph 3.3).</p> <p>Under the Academy Trust Handbook, the academy has the following options (paragraph 3.17):</p> <ul style="list-style-type: none"> <li>- Employ an in-house internal auditor;</li> <li>- Buy in internal audit service from a firm, organisation or individual with professional indemnity insurance</li> <li>- A peer review by the CFO from another academy trust. The trust should satisfy itself that the trust supplying the reviewer has a good standard of financial management and governance and should minute the basis for its decision. The peer reviewer should be independent of the trust.</li> </ul>	<p>Ensure internal scrutiny reviews are taking place with reports received</p>	<p>The academy now has a programme in place to conduct an internal audit which will be completed within the 22-23 financial year.</p>

# Management letter of recommendation

Priority	Observation and implication	Recommendation	Management comment
	<b>Monthly management accounts (2021)</b> It was seen that detailed budget to variance reports were produced each month for the trustees. Whilst these were completed to a good standard, there was no balance sheet to accompany these. This is not in accordance with section 2.21 of the Academies Financial Handbook.	Given the size of the academy, an accompanying trial balance to go with the reports already generated would be recommended to give additional details on the financial statements.	An accompanying report showing balance sheet values will be sent alongside the budget to variance reports.
	<b>Trustees not updated (2021)</b> The listing on the school website of current trustees was not in agreement to Companies house / Get-information-schools.	This should be monitored and updated as and when a new trustee is appointed or resigns.	Trustees will be updated and maintained on the various websites.
	<b>Financial statements (2021 and 2022)</b> Only the 2017 financial statements are available on the academies website. The prior two years should be readily available.	Ensure the prior two years are present on the academies website.	This has now been corrected – The website was redesigned during the year and therefore documents were not initially placed back on the website.
	<b>Trustees attendance records (2021)</b> It was identified that trustees attendance records at board meetings were not available on the schools website which is not in accordance with the Academies Financial Handbook.	Ensure the trustees attendance records are updated and kept up to date throughout the year.	This has now been corrected – The website was redesigned during the year and therefore documents were not initially placed back on the website.

# Management letter of recommendation

## Prior year points now cleared

Priority	Observation and implication	Recommendation	2022 update
	<b>Employee records (2021)</b> Upon inspection, it was discovered that an employees file did not contain appropriate photographic evidence.	Ensure all employees have the correct right to work documentation held on file.	All employees files included right to work documentation
	<b>Trustees business interest (2021)</b> Business interests of the trustees are not up to date on the school website with it last being signed in 2017.	Ensure that business interests are kept up to date/reviewed on a more regular basis.	Up to date are business interests are now seen on the website
	<b>Internal payment controls (2021)</b> It was found that some suppliers were paid prior to the related purchase order being signed by a member of staff. Although mentioned to be agreed verbally, no physical evidence could mean that payments are made to suppliers when they have not been authorised.	It is recommended that a member of staff check and signs the order prior to making a payment for the order.	All purchase order were seen to be signed by a member of staff

# Independence

Ethical standards require us to give you full and fair disclosure of matters relating to our independence. We confirm that there are no significant facts or matters that impact on our independence as auditors that we are required to, or wish to draw to your attention. We have complied with the FRC's Ethical Standards and therefore we confirm that we are independent and are able to express an objective opinion on the financial statements.

As a result of following the ethical standards we must identify various 'threats' to our independence and objectivity as detailed in the standards and then determine what procedures or 'safeguards' are required to deal with these 'threats'. We have assessed the way in which we provide our services to you and have determined that 'threats' to our independence and objectivity arise from preparing the statutory accounts and tax computations from the accounting records of the academy.

The procedures or 'safeguards' we have implemented to ensure we maintain our independence and objectivity appropriately are:

- The financial statements are prepared from the accounting records. Where there are any decisions relating to the treatment of items in the financial statements and any adjustments that are considered necessary these are explained to you so that you can make an informed decision as to the treatment to be adopted.
- The corporation tax return is prepared from the accounting records. Where there are any decisions relating to the treatment of items on the tax return these are explained to you so that you can make an informed decision as to the treatment to be adopted.

Our overall assessment is that our procedures are sufficient to mitigate any actual or perceived threats to our independence and objectivity as auditors.



# External developments

## Academy Trust Handbook 2022

The Academy Trust Handbook 2022 (ATH) (formerly the Academies Financial Handbook) was published on 25 August 2022, and came into effect on 1 September 2022. As in previous years the documents should be read by members, trustees and the key management personnel.

This year the ESFA has made limited changes to the Handbook which is likely due to the acknowledgement that the date of publication was later than normal (usually June) and an awareness of the current pressure already on sector.

### ***So what has changed?***

#### **Financial reporting**

The Budget Forecast Return Outturn (BFRO) which previously had to be submitted to the ESFA in May each year has now permanently been withdrawn.

Academies will therefore only be required to submit the Budget Forecast Return (BFR) in July each year.

#### **Religious character - Related party transactions 'at cost' requirements**

The Handbook has extended the scope of the 'at cost' requirements from Dioceses to all religious authorities. 5.57 states:

*'For academies with a religious designation, the provision*

*of services to protect and develop their religious character and ethos, which can only be provided by their religious authority, are regarded as meeting the "at cost" requirement.'*

#### **Special payments**

The special payments guidance has been clarified to assist academies deciding when they need to seek ESFA approval.

#### **Indemnities**

Confirming that trusts will be able to enter into indemnities which are in the normal course of business without seeking approval. Previously all indemnities over certain thresholds required ESFA consent.

Overall there has been limited changes in Handbook and the document continues a useful summary of 'the musts' on page 65.

# External developments

## Related party transactions

The ESFA continues to take the managing and reporting of related party transactions very seriously. As a reminder the Academy Trust Handbook 2022 (ATH) requires that:-

### ***Reporting in advance***

- 5.41 Trusts must report all contracts and other agreements with related parties to ESFA in advance of the contract or agreement commencing, using ESFA's related party on-line form. (5.41)

### ***Approval in advance***

- Trusts must obtain ESFA's prior approval, using ESFA's related party on-line form, for contracts and other agreements for the supply of goods or services to the trust by a related party agreed where any of the following limits arise (5.42):
  - a contract or other agreement exceeding £20,000
  - a contract or other agreement of any value that would mean the cumulative value of contracts and other agreements with the related party exceeds, or continues to exceed, £20,000 in the same financial year ending 31 August.

For the purposes of reporting to, and approval by, ESFA contracts and agreements with related parties do not include salaries and other payments made by the trust to a person under a contract of employment through the trust's payroll (5.43).

Alongside the above, academies must continue to ensure that declarations of interest are maintained and published on the website to promote transparency and avoid conflicts of interest.

Further information on related party transactions can be found in section 5.35 of the Academies Trust Handbook.

# External developments

## Other useful information

### Academy trust guide to reducing fraud

Academies continue to be targeted by fraudsters with a number of recent cases of fraudsters attacking bank details of education providers.

The ESFA has therefore recently shared guidance of reducing fraud risk which can be found here:

<https://www.gov.uk/guidance/academies-guide-to-reducing-any-risk-of-financial-irregularities>

This includes an 'anti-fraud checklist for academy trusts' with 10 questions that should be considered by trusts 'to review their arrangements for preventing, detecting and dealing with fraud'.

This can be a useful document to facilitate an open discussion when considering risk and the internal scrutiny work to be undertaken.

There is also a useful link to a guide on cybercrime and cyber security that can be found here:

<https://www.gov.uk/government/publications/indicators-of-potential-fraud-learning-institutions/guide-on-cyber-crime-and-cyber-security-for-education-providers>

This link includes 10 cyber security tests to be considered.

The 10 questions below are intended to help trustees, accounting officers and chief financial officers to review their arrangements for preventing, detecting and dealing with fraud should it occur.

Arrangements will vary according to the size, complexity and structure of the trust.

1. Are the trustees, accounting officer and chief financial officer aware of the risk of fraud and their responsibilities regarding fraud?
2. Is fraud included within the remit of the trust's audit committee?
3. Has the role of the trust's external auditor and responsible officer (or equivalent) regarding fraud been established and is it understood?
4. Is fraud risk considered within the trust's risk management process?
5. Does the trust have a fraud strategy or policy and a 'zero tolerance' culture to fraud?
6. Is the fraud strategy or policy and 'zero tolerance' culture promoted within the trust? For example through financial regulations, disciplinary procedures, checks on new staff, induction process, staff training, vetting of contractors?
7. Does the trust have policies on whistleblowing, declarations of interest and receipt of gifts and hospitality?
8. Does the trust have appropriate segregation of duties around financial transactions, including, but not limited to, accounting, processing and banking arrangements?
9. Is it clear to whom suspicions of fraud in the AT should be reported?
10. If there has been any fraud in the trust, has a 'lessons learned' exercise been undertaken?

# External developments

## Other useful information (continued)

### Submitting your audited financial statements

The ESFA has published an explanation of how to submit the 2021-22 audited financial statements:

<https://www.gov.uk/guidance/academies-accounts-direction#submitting-your-2021-to-2022-financial-statements>

In summary the process is similar to previous years and you will need to submit:

- audited financial statements
- auditor's management letter
- annual summary internal scrutiny report (see below)

### Internal scrutiny report

You will be asked to upload your annual summary internal scrutiny report. This must include the areas reviewed, key findings, recommendations and conclusions.

If the trust uses additional individuals or organisations where specialist non-financial knowledge is required it should reflect their findings, recommendations and conclusions as part of the summary document submitted to ESFA.

### Suggested format for internal scrutiny annual report

- *Executive summary (including overall opinion)*
- *Introduction*
- *Approach to work and standards*
- *Classification of opinions (that is, the way in which the scrutineer can describe the level of confidence in respect of each business system reviewed and overall)*
- *Assessment of the work commissioned*
- *Summary of work undertaken (tabulated) (not exhaustive list)*
  - *Item 1*
    - *Overall opinion*
    - *Recommendations (H/M/L)*
    - *Management response*
  - *Item 2*
    - *Overall opinion*
    - *Recommendations (H/M/L)*
    - *Management response*
- *Follow up reviews of earlier work including any outstanding recommendations*
- *Overall opinion on governance and control environment, based on entirety of scrutiny programme (current level of confidence in effectiveness of internal control, overall)*
- *Fraud, any fraud identified/reported*
- *Cost of work (scrutineer/auditor days used)*
- *Forward look for next year (emerging issues)*

# External developments

## ESFA's Good Practice guides

The ESFA has continued to update its good practice guides which can be accessed from the ESFA website using the following link:

<https://www.gov.uk/government/publications/academy-trust-financial-management-good-practice-guides>

The good practice currently contains the following guides:

- Streamlined Energy and Carbon Reporting (SECR)
- Operating an academy trust as a going concern
- Choosing an external auditor for an academy trust
- Academy trust deficit recovery
- Academy trust risk management
- Leasing guidance for academy trusts
- Academy trust management accounting
- Internal scrutiny in academy trusts
- Academy trust management letters
- External audit preparation checklist for academy trusts guidance
- External audit preparation checklist

These guides are for trustees, accounting officers, executive leaders and chief financial officers.

### ESFA update

The ESFA also continues to release regular e-bulletins. These are useful sources of information containing key updates such as funding updates and upcoming deadlines.

The bulletins are currently issued weekly.

Anyone can subscribe to these updates through the following link:

<https://www.gov.uk/search/news-and-communications/email-signup?organisations%5B%5D=education-and-skills-funding-agency>

# Timetable and information

## Filing deadlines

In respect of the year ended 31 August 2022 you are required to:

ACTION	DEADLINE
Submit the financial statements to the ESFA	31 December 2022
Submit the management letter to the ESFA	31 December 2022
Publish the financial statements on your website	31 January 2023
Submit the related accounts return to the ESFA	19 January 2023
File the financial statements with Companies House	31 May 2023

### USEFUL LINKS AND INFORMATION

School resource management: top 10 planning checks for governors - <https://www.gov.uk/guidance/school-resource-management-top-10-planning-checks-for-governors>

What academies should publish online - <https://www.gov.uk/guidance/what-academies-free-schools-and-colleges-should-publish-online>

Schools financial benchmarking - <https://schools-financial-benchmarking.service.gov.uk/>

Guidance on managing public money - <https://www.gov.uk/government/publications/managing-public-money>