

Integrated Curriculum Financial Planning

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Joined Up Leadership for Effective School Resource Management

Welcome and Introduction

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- DfE SRM short courses
- Your trainer
- Entrust overview
- Aims of the session

www.educationspace.co.uk/SRM/



Learning Outcomes

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Inspiring Futures



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Awareness of the main aim of effective school resource management



Awareness of the SBP role within distributed leadership of a school



Awareness of how the SBP role informs in efficient resource management



Awareness of how the SBP role advises and supports leaders of the school



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Distributed Leadership



Non-Teaching Leaders

“The most successful headteachers are sharing or distributing leadership responsibilities across their leadership teams. There are more roles within these teams. These include an increasing number of non-teaching leaders.” **NCSL 2009**

School Business Professional



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“all schools should have access to a capable school business professional – some smaller standalone schools may not have their own dedicated SBP.”

DfE 2018

<https://www.ascl.org.uk>

<https://www.naht.org.uk>

<https://isbl.org.uk>

<https://www.instituteforapprenticeships.org/apprenticeship-standards/school-business-professional-v1-0>

School Business Professional Standards



<https://www.gov.uk/guidance/school-resource-management-training-and-support>

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School Business Professional Values, Ethics and Behaviours



- ✓ Agile
- ✓ Decisive
- ✓ Leads
- ✓ Collaborative
- ✓ Resourceful
- ✓ Emotionally Intelligent

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School Resource Management



Goals of Effective School Resource Management for Every School and Trust



- ☐ How?
- ☐ What?
- ☐ Where?
- ☐ How?

How to Work Towards Effective School Resource Management



Checklist

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Collection

School resource management

Information, tools, training and guidance to help schools and multi-academy trusts with financial planning and resource management.



- 1. Check how efficient your school is
- 2. Compare with other schools (financial benchmarking)
- 3. Checks for financial planning
- 4. Plan your workforce
- 5. Find a framework (DfE-approved service)
- 6. Report to your local authority (for maintained schools)
- 7. Get financial advice
- 8. School resource management: training and peer support

<https://www.gov.uk/guidance/school-resource-management-checklist>

Review and Benchmark Your Finances

Guidance

Schools financial value standard (SFVS)

The standard helps schools and local authorities meet basic standards for good financial health and resource management.

<https://www.gov.uk/government/publications/schools-financial-value-standard-sfvs>

Guidance

School resource management self-assessment tool

This tool can be used to reassure trusts that they are managing resources effectively and to identify any adjustments they need to make.

<https://www.gov.uk/government/publications/school-resource-management-self-assessment-tool>

SRMSAT Checklist

School resource management self-assessment checklist

The checklist asks a number of questions of trust boards in six areas of resource management to help provide assurance that resources are being managed effectively.

The 2019/20 self-assessment tool return was due on 14 November 2019 and submitted using an online form. This downloaded form can be used to prepare for the return or to assess use of resources at various points throughout the year.

The checklist should be completed at academy trust level.

E. Value for money

32	Does the trust benchmark its income and expenditure and that of its schools annually against that of similar trusts and schools and investigate further where any category appears to be out of line?	Q32 guidance			
33	Does the trust have procedures for purchasing goods and services that both meet legal requirements and secure value for money?	Q33 guidance			
34	Are the trustees given the opportunity to challenge their staff's plans for replacing contracts for goods and services that are due to expire shortly?	Q34 guidance			
35	Does the trust consider collaboration with others, for example on sharing staff or joint purchasing, where that would improve value for money?	Q35 guidance			
36	Does the trust compare its non-staff expenditure against the DfE recommended national deals to ensure you are achieving best value for money?	Q36 guidance			

SRMSAT Dashboard

Using the dashboard

The dashboard data should be completed at school level. Sixth form colleges do not need to complete the dashboard.

Schools and trusts should use the most up to date data available to them, and not rely on lagged published data.

Complete all highlighted cells.

Guidance on calculating or collecting the data for the school so that metrics are compared to thresholds consistently can be found [here](#). Clicking on the link next to individual indicators below will also take you to the relevant section of the guidance.

Either input the school's percentages and ratios directly, or complete the [Optional - input raw data](#) form with spending information and school characteristics. The percentages and ratios in the dashboard will then auto-calculate.

Add up to 20 schools by using the **Click here to add another school** buttons. Macros must be enabled for this feature.

Using the results from the dashboard

[Click here](#) for explanations of what the red, amber and green (RAG) ratings mean and what do

School name:	Example School
Phase:	Primary
Region:	North West
Number of pupils	191
% of pupils eligible for FSM:	2.5%
I'm entering data for the	2019/20 or later

This school is being compared to other:

- medium primary schools with low levels of FSM
- primary schools outside London (for average teacher cost only)

[Click here](#) to see the RAG rating data for this school

Input the school's percentages and ratios directly below, or [click here](#) to input raw spending and characteristics data for this school

To reset the form to draw from the raw spending and characteristics data, [click here](#)

B. Spending as a percentage of total expenditure

Spend on teaching staff as a percentage of total expenditure	Guidance
Spend on supply staff as a percentage of total expenditure	Guidance
Spend on education support staff as a percentage of total expenditure	Guidance
Spend on administrative and clerical staff as a percentage of total expenditure	Guidance
Spend on other staff costs as a percentage of total expenditure	Guidance
Spend on premises (including staff costs) as a percentage of total expenditure	Guidance
Spend on teaching resources as a percentage of total expenditure	Guidance
Spend on energy as a percentage of total expenditure	Guidance
Other spending as a percentage of total expenditure (balancing line)	Guidance

The school's data	Rating against thresholds
62.7%	Highest 10% of similar schools
0.0%	Broadly in line with similar schools
8.7%	Broadly in line with similar schools
4.8%	Broadly in line with similar schools
9.7%	Highest 10% of similar schools
7.8%	Highest 10% of similar schools
2.1%	Lowest 10% of similar schools
1.1%	Broadly in line with similar schools
3.1%	N/A

School Resource Management Self-Assessment Tool - SRMSAT

C. Reserves / balances as a percentage of total income

In-year balance as a percentage of total income	Guidance
Revenue reserve as a percentage of total income	Guidance

-9.8%	High risk
-17.0%	High risk

D. School characteristics

Average teacher cost (£)	Guidance
Senior leaders as a percentage of workforce	Guidance
Pupil to teacher ratio	Guidance
Pupil to adult ratio	Guidance
Teacher contact ratio (less than 1.0)	Guidance
Predicted percentage pupil number change in 3-5 years	Guidance
Average class size	Guidance

£58,017	Highest 20% of similar schools
28.0%	Highest 10% of similar schools
26.5	Highest 10% of similar schools
12.0	Highest 20% of similar schools
0.77	Broadly in line with recommendations
-3.4%	Medium risk
31.8	Highest 10% of similar schools

E. Outcomes

Ofsted rating	Guidance
Progress 8 score	Guidance
Progress score in reading	Guidance
Progress score in writing	Guidance
Progress score in maths	Guidance

Good	Good
1.8	Average or above average
-0.9	Below average
0.3	Average or above average

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Benchmarking

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Guidance

Compare your school or trust's budget: financial benchmarking

Benchmarking allows you to check how your finances compare with other similar schools or multi-academy trusts.

<https://www.gov.uk/guidance/schools-financial-efficiency-financial-benchmarking>

Guidance

Academy trusts: view my financial insights

Guidance for the view my financial insights tool (VMFI) tool which provides users with insights into the financial position and performance of their trust.

<https://www.gov.uk/government/publications/academy-trusts-view-my-financial-insights>

<https://www.educationspace.co.uk/SRM/>



Checks for Financial Planning

Guidance

School resource management: top 10 planning checks for governors

School and academy governors can explore these questions to help schools manage their resources and money efficiently.



- 1. Staff pay as percentage of total expenditure
- 2. Average teacher cost
- 3. Pupil-to-teacher ratio (PTR)
- 4. Class sizes
- 5. Teacher contact ratio
- 6. Proportion of budget spent on the leadership team
- 7. 3 to 5 year budget projections
- 8. Spend per pupil for non-pay expenditure lines compared to similar schools
- 9. School improvement plan priorities and the relative cost of options
- 10. List of contracts with costs and renewal dates

School Improvement Planning



OBJECTIVE						
ACTION	TIMESCALE	PERSON RESPONSIBLE	BUDGET / RESOURCE IMPLICATIONS	MONITORING (WHO BY AND HOW OFTEN)	SUCCESS CRITERIA	SEF REFERENCE

Risk Management

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Governance handbook

Academy trusts and maintained schools

October 2020



Academies financial handbook 2020

For academy members, trustees, accounting officers, chief financial officers and auditors

Effective from 1 September 2020

June 2020

<https://www.gov.uk/government/publications/governance-handbook>

https://assets.publishing.service.gov.uk/media/5f4754ac8fa8f5362e74ba76/Academies_Financial_Handbook_2020.pdf

<https://www.gov.uk/guidance/the-risk-protection-arrangement-rpa-for-schools>

Plan Your Workforce

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School workforce planning

Guidance for schools

August 2018

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/737168/Workforce_planning_guidance_August_2018.pdf

Integrated Curriculum and Financial Planning (ICFP)

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Guidance

Integrated curriculum and financial planning (ICFP)

<https://www.gov.uk/guidance/integrated-curriculum-and-financial-planning-icfp>

How schools can use ICFP to create the best curriculum for pupils with available funding.

<https://www.educationspace.co.uk/SRM/>



Training and Peer Support

Guidance

School resource management: training and support

Sources of training and support for school business professionals in schools, trusts and other organisations.

<https://www.gov.uk/guidance/school-resource-management-training-and-support>

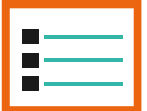
<https://www.nga.org.uk/Home.aspx>

<https://isbl.org.uk>

<https://www.naht.org.uk>

<https://www.ascl.org.uk>

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<https://www.gov.uk/government/publications/join-or-create-a-network-for-school-business-professionals>

Summary



Governors



Data Lead



Headteacher / SLT



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Conclusion

Other School Resource Management webinars:



Introduction to Procurement



Introduction to
Benchmarking



ICFP
Using DfE Tools



ICFP
Key Metrics Deep Dive



ICFP
During Times of Uncertainty



Feedback



Resource Pack

<https://www.educationspace.co.uk/SRM/>



Question & Answer Session