

Slide 1



Integrated Curriculum Financial Planning

in partnership with

Department
for Education

ICFP Metrics Deep Dive



- 

A woman with curly hair, wearing a white cardigan and a necklace, is smiling and looking down at a tablet device she is holding. A laptop is visible on the desk in front of her. The background is a blurred office setting.

Learning Outcomes

-  ICFP Intro
-  What metrics will you need
-  What do the metrics mean
-  How do I calculate the metrics





in partnership with
 Department
for Education



Slide 4



in partnership with

Department
for Education



Introduction to ICFP



Introduction to ICFP

Previous webinar (30 mins)

Introduction to ICFP

Brief Summary coming up



in partnership with

 Department
for Education

[illegible]

Historical Budgeting



in partnership with

 Department
for Education

Pros	Cons
Easiest method	Spend the budget regardless
Stability	"We've always done it that way"

"The six most expensive words in education – 'we've always done it that way.'"
Abdul Chohan - co-founder of The Olive Tree Free School

"The most damaging phrase in the language is 'It's always been done that way.'"
Rear Admiral Grace Hopper

[illegible]

Historical Budgeting



in partnership with

 Department
for Education

Pros	Cons
Easiest method	Spend the budget regardless
Stability	"We've always done it that way"

"The six most expensive words in education – 'we've always done it that way.'"
Abdul Chohan - co-founder of The Olive Tree Free School

"The most damaging phrase in the language is 'It's always been done that way.'"
Rear Admiral Grace Hopper

[illegible]

Zero-Based Budgeting



in partnership with

 Department
for Education

Pros	Cons
Accurately allocate budgets every year	Significant increase in time taken to prepare budget
Encourages creativity and new ideas	Conflicts

Con for both: STAFF 80%!! What about the curriculum?

[illegible]

Zero-Based Budgeting



in partnership with
 Department
for Education

Pros	Cons
Accurately allocate budgets every year	Significant increase in time taken to prepare budget
Encourages creativity and new ideas	Conflicts

Con for both: STAFF 80%!! What about the curriculum?



ICFP is a data-driven approach to planning a school's staffing structure, which involves:

- "It has proven invaluable to headteachers and school leaders by acting as an effective, yet flexible, tool to ensure that the right staff are in the right place at the right time."*
- Stuart Gardner CEO - Thinking Schools Academy Trust**



Lord Agnew - former Academies Minister

Integrated Curriculum Financial Planning



In partnership with

 Department
for Education

ICFP is a data-driven approach to planning a school's staffing structure, which involves:

- Establishing a strategic plan looking several years ahead
- Identifying a curriculum to meet pupils' needs based on pupil data
- Refining this through whole-team discussion, including business professionals
- **Making decisions that are informed by key data/metrics**
- Benchmarking these against schools in similar circumstances
- Re-iterating until there's a good curriculum that's affordable

"It has proven invaluable to headteachers and school leaders by acting as an effective, yet flexible, tool to ensure that the right staff are in the right place at the right time."

Stuart Gardner CEO - Thinking Schools Academy Trust



 *"It combines the curriculum with the planning of the budget as a joint exercise. When done well, it produces a curriculum that meets pupils' needs and is affordable."*

Lord Agnew - former Academies Minister

[illegible]

Integrated Curriculum Financial Planning



In partnership with

 Department
for Education

What ICFP can do:

- You can use ICFP in any school
- It will increase your awareness of:
 - How you spend your money
 - What you spend your money on
 - What factors have a significant impact on your spending
- You will have access to a range of comparable financial KPIs that link to the curriculum
- Calculate and analyse key ratios
- Allows you to make the money work for the curriculum rather than the other way around

[illegible]

 Department
for Education

What ICFP can do:

-

[illegible]

- You can use ICFP in any school
- It will increase your awareness of:
 - How you spend your money
 - What you spend your money on
 - What factors have a significant impact on your spending
- You will have access to a range of comparable financial KPIs that link to the curriculum
- Calculate and analyse key ratios
-  Allows you to make the money work for the curriculum rather than the other way around



- Overview
- The benefits of ICFP
- Getting started with ICFP
- Common ICFP steps
- ICFP tools
- Support
- Related resources



in partnership with

Department
for Education



**Key Metrics and their
Calculations**



Key Metrics and Ratios



1. Cost per lesson or teaching period
2. Teacher contact ratio
3. Average teacher cost
4. Pupil to teacher ratio (affordable and actual)
5. Leadership costs as a percentage of Total teaching costs
6. Management costs as a percentage of Total teaching costs
7. Expenditure per pupil



Key Metrics and Ratios



1. Cost per lesson or teaching period
2. Teacher contact ratio
3. Average teacher cost
4. Pupil to teacher ratio (affordable and actual)
5. Leadership costs as a percentage of Total teaching costs
6. Management costs as a percentage of Total teaching costs
7. Expenditure per pupil



Key Metrics and Ratios

Basic Information		Reference
a) Time Table Cycle	25	2
b) Total Teacher Periods per year	1,645	1
c) Average teaching Load (b/g)	18.0	2
d) No of Pupils	1,240.0	4A,7
e) BASIC reference level of Teacher Periods for Average Class Size =27 ((a x d)/27)	1,148.1	
f) Bonus number of teacher periods (b-e)	103.1	
g) Teaching FTE	58.0	3,4A
h) FTE Educational Support Staff Employed	16.0	
i) FTE Admin and Clerical Staff Employed	10.0	
j) FTE total of all other staff employed	4.0	
k) Total FTE for all staff (g+h+i+j)	88.0	
l) Teaching Staff Costs	£2,880,000	1,3,5,6
m) Education Support Staff Costs	£380,989	
n) Admin/Clerical Staff Costs	£350,000	
o) Other Staff Costs	£154,608	
p) Other revenue expenditure	£990,903	
q) Total Revenue Income	£4,837,800	
r) Total Revenue Expenditure ((l+m+n+o+p))	£4,756,500	7
s) Income available for Teachers (q-m-n-o-p)	£2,961,300	
t) proportion of revenue available for teaching (r / q x 100)	61.2%	4B
u) Per pupil Revenue (q / d)	3,901	4B
v) Leadership staff costs	£450,000	5,6
w) TLR Cost	£70,000	6



	Reference
Cost Per Lesson	£2,756 1
Teacher contact ratio (less than 1.0)	0.721 2
Curriculum Bonus	-9% 2
Average teacher cost (£)	£49,655 3
Pupil to teacher ratio (actual)	21.4 4A
Pupil to Teacher ratio (affordable)	20.8 4B
Pupil to adult ratio	14.1
Average class size	29.7
Teaching staff costs as a percentage of total revenue income	60%
Curriculum staff costs as a percentage of total revenue income	8%
Non curriculum staff costs as a percentage of total revenue income	10%
Total staff costs as a percentage of total revenue income	78%
Leadership cost as percentage of total teaching costs	16% 5
Management costs as a percentage of total teacher cost	18% 6
Income per Pupil	£3,901
Expenditure per Pupil	£3,836 7

1) Cost Per Lesson or Teaching Period

entrust
Inspiring Futures

in partnership with

Department
for Education

Total Teaching Staff Costs

Teaching Periods in year



1) Cost Per Lesson or Teaching Period

Basic Information		Reference
a) TimeTable Cycle	25	2
b) Total Teacher Periods per year	1,045	1
c) Average teaching Load (b/g)	18.0	2
d) No of Pupils	1,240.0	4A,7
e) BASIC reference level of Teacher Periods for Average Class Size =27 ((a x d)/27)	1,148.1	
f) Bonus number of teacher periods (b-e)	103.1	
g) Teaching FTE	58.0	3,4A
h) FTE Educational Support Staff Employed	16.0	
i) FTE Admin and Clerical Staff Employed	10.0	
j) FTE total of all other staff employed	4.0	
k) Total FTE for all staff (g+h+i+j)	88.0	
l) Teaching Staff Costs	£2,880,000	1,3,5,6
m) Education Support Staff Costs	£380,989	
n) Admin/Clerical Staff Costs	£350,000	
o) Other Staff Costs	£154,608	
p) Other revenue expenditure	£990,903	
q) Total Revenue Income	£4,837,800	
r) Total Revenue Expenditure ((m+n+o+p)	£4,756,500	7
s) Income available for Teachers (q-m-n-o-p)	£2,961,300	
t) proportion of revenue available for teaching (r / q x 100)	61.2%	4B
u) Per pupil Revenue (q / d)	3,901	4B
v) Leadership staff costs	£450,000	5,6
w) TLR Cost	£70,000	6

Cost Per Lesson	£2,756	Reference
Teacher contact ratio (less than 1.0)	0.721	2
Curriculum Bonus	-9%	
Average teacher cost (£)	£49,655	3
Pupil to teacher ratio (actual)	21.4	4A
Pupil to Teacher ratio (affordable)	20.8	4B
Pupil to adult ratio	14.1	
Average class size	29.7	
Teaching staff costs as a percentage of total revenue income	60%	
Curriculum staff costs as a percentage of total revenue income	8%	
Non curriculum staff costs as a percentage of total revenue income	10%	
Total staff costs as a percentage of total revenue income	78%	
Leadership cost as percentage of total teaching costs	16%	5
Management costs as a percentage of total teacher cost	18%	6
Income per Pupil	£3,901	
Expenditure per Pupil	£3,836	7



2) Teacher Contact Ratio

$$\frac{\text{Average Teaching Load}}{\text{Timetable Cycle}}$$



entrust
Inspiring Futures

in partnership with

Department
for Education



2) Teacher Contact Ratio

Basic Information	Reference
a) TimeTable Cycle	25 2
b) Total Teacher Periods per year	(1,045) 1
c) Average teaching Load (b/g)	18.0 2
d) No of Pupils	1,240.0 4A,7
e) BASIC reference level of Teacher Periods for Average Class Size <27 ((a x d)/27)	1,148.1
f) Bonus number of teacher periods (b-e)	103.1
g) Teaching FTE	58.0 3,4A
h) FTE Educational Support Staff Employed	16.0
i) FTE Admin and Clerical Staff Employed	10.0
j) FTE total of all other staff employed	4.0
k) Total FTE for all staff (g+h+i+j)	88.0
l) Teaching Staff Costs	£2,880,000 1,3,5,6
m) Education Support Staff Costs	£380,989
n) Admin/Clerical Staff Costs	£350,000
o) Other Staff Costs	£154,608
p) Other revenue expenditure	£990,903
q) Total Revenue Income	£4,837,800
r) Total Revenue Expenditure ((h+m+n+o+p)	£4,756,500 7
s) Income available for Teachers (q-m-n-o-p)	£2,961,300
t) proportion of revenue available for teaching (r / q x 100)	61.2% 4B
u) Per pupil Revenue (q / d)	3,901 4B
v) Leadership staff costs	£450,000 5,6
w) TLR Cost	£70,000 6

	Reference
Cost Per Lesson	£2,756 1
Teacher contact ratio (less than 1.0)	0.721 2
Curriculum Bonus	9%
Average teacher cost (£)	£49,655 3
Pupil to teacher ratio (actual)	21.4 4A
Pupil to Teacher ratio (affordable)	20.8 4B
Pupil to adult ratio	14.1
Average class size	29.7
Teaching staff costs as a percentage of total revenue income	60%
Curriculum staff costs as a percentage of total revenue income	8%
Non curriculum staff costs as a percentage of total revenue income	10%
Total staff costs as a percentage of total revenue income	78%
Leadership cost as percentage of total teaching costs	16% 5
Management costs as a percentage of total teacher cost	18% 6
Income per Pupil	£3,901
Expenditure per Pupil	£3,836 7



2) Teacher Contact Ratio

Basic Information	Reference
a) Time Table Cycle	25 2
b) Total Teacher Periods per year	(1,045) 1
c) Average teaching Load (b/g)	18.0 2
d) No of Pupils	1,240.0 4A,7
e) BASIC reference level of Teacher Periods for Average Class Size <27 ((a x d)/27)	1,148.1
f) Bonus number of teacher periods (b-e)	103.1
g) Teaching FTE	58.0 3,4A
h) FTE Educational Support Staff Employed	16.0
i) FTE Admin and Clerical Staff Employed	10.0
j) FTE total of all other staff employed	4.0
k) Total FTE for all staff (g+h+i+j)	88.0
l) Teaching Staff Costs	£2,880,000 1,3,5,6
m) Education Support Staff Costs	£380,989
n) Admin/Clerical Staff Costs	£350,000
o) Other Staff Costs	£154,608
p) Other revenue expenditure	£990,903
q) Total Revenue Income	£4,837,800
r) Total Revenue Expenditure ((h+m+n+o+p)	£4,756,500 7
s) Income available for Teachers (q-m-n-o-p)	£2,961,300
t) proportion of revenue available for teaching (r / q x 100)	61.2% 4B
u) Per pupil Revenue (q / d)	3,901 4B
v) Leadership staff costs	£450,000 5,6
w) TLR Cost	£70,000 6

	Reference
Cost Per Lesson	£2,756 1
Teacher contact ratio (less than 1.0)	0.721 2
Curriculum Bonus	9% 3
Average teacher cost (£)	£49,655 4A
Pupil to teacher ratio (actual)	20.8 4B
Pupil to Teacher ratio (affordable)	14.1
Average class size	29.7
Teaching staff costs as a percentage of total revenue income	60%
Curriculum staff costs as a percentage of total revenue income	8%
Non curriculum staff costs as a percentage of total revenue income	10%
Total staff costs as a percentage of total revenue income	78%
Leadership cost as percentage of total teaching costs	16% 5
Management costs as a percentage of total teacher cost	18% 6
Income per Pupil	£3,901 7
Expenditure per Pupil	£3,836 7



2) Teacher Contact Ratio

Basic Information	Reference
a) Time Table Cycle	25
b) Total Teacher Periods per year	(1,045)
c) Average teaching Load (b/g)	18.0
d) No of Pupils	1,240.0
e) BASIC reference level of Teacher Periods for Average Class Size <27 ((a x d)/27)	1,148.1
f) Bonus number of teacher periods (b-e)	103.1
g) Teaching FTE	58.0
h) FTE Educational Support Staff Employed	16.0
i) FTE Admin and Clerical Staff Employed	10.0
j) FTE total of all other staff employed	4.0
k) Total FTE for all staff (g+h+i+j)	88.0
l) Teaching Staff Costs	£2,880,000
m) Education Support Staff Costs	£380,989
n) Admin/Clerical Staff Costs	£350,000
o) Other Staff Costs	£154,608
p) Other revenue expenditure	£990,903
q) Total Revenue Income	£4,837,800
r) Total Revenue Expenditure ((h+m+n+o+p))	£4,756,500
s) Income available for Teachers (q-m-n-o-p)	£2,961,300
t) proportion of revenue available for teaching (r / q x 100)	61.2%
u) Per pupil Revenue (q / d)	3,901
v) Leadership staff costs	£450,000
w) TLR Cost	£70,000

	Reference
Cost Per Lesson	£2,756
Teacher contact ratio (less than 1.0)	0.721
Curriculum Bonus	9%
Average teacher cost (£)	£49,655
Pupil to teacher ratio (actual)	21.4
Pupil to Teacher ratio (affordable)	20.8
Pupil to adult ratio	14.1
Average class size	29.7
Teaching staff costs as a percentage of total revenue income	60%
Curriculum staff costs as a percentage of total revenue income	8%
Non curriculum staff costs as a percentage of total revenue income	10%
Total staff costs as a percentage of total revenue income	78%
Leadership cost as percentage of total teaching costs	16%
Management costs as a percentage of total teacher cost	18%
Income per Pupil	£3,901
Expenditure per Pupil	£3,836



3) Average Teacher Cost

Total Teaching Staff Costs

Teaching Staff FTE





entrust

Inspiring Futures

In partnership with


Department
for Education

3) Average Teacher Cost

Basic Information		Reference
a) TimeTable Cycle	25	2
b) Total Teacher Periods per year	1,045	1
c) Average teaching Load (b/g)	18.0	2
d) No of Pupils	1,240.0	4A,7
e) BASIC reference level of Teacher Periods for Average Class Size =27 ((a x d)/27)	1,148.1	
f) Bonus number of teacher periods (b-e)	103.1	
g) Teaching FTE	58.0	3,4A
h) FTE Educational Support Staff Employed	16.0	
i) FTE Admin and Clerical Staff Employed	10.0	
j) FTE total of all other staff employed	4.0	
k) Total FTE for all staff (g+h+i+j)	88.0	
l) Teaching Staff Costs	£2,880,000	1,3,5,6
m) Education Support Staff Costs	£380,989	
n) Admin/Clerical Staff Costs	£350,000	
o) Other Staff Costs	£154,608	
p) Other revenue expenditure	£990,903	
q) Total Revenue Income	£4,837,800	
r) Total Revenue Expenditure ((h+m+n+o+p)	£4,756,500	7
s) Income available for Teachers (q-m-n-o-p)	£2,961,300	
t) proportion of revenue available for teaching (r / q x 100)	61.2%	4B
u) Per pupil Revenue (q / d)	3,901	4B
v) Leadership staff costs	£450,000	5,6
w) TLR Cost	£70,000	6

		Reference
Cost Per Lesson	£2,756	1
Teacher contact ratio (less than 1.0)	0.721	2
Curriculum Bonus	-9%	
Average teacher cost (£)	£49,055	3
Pupil to teacher ratio (actual)	21.4	4A
Pupil to Teacher ratio (affordable)	20.8	4B
Pupil to adult ratio	14.1	
Average class size	29.7	
Teaching staff costs as a percentage of total revenue income	60%	
Curriculum staff costs as a percentage of total revenue income	8%	
Non curriculum staff costs as a percentage of total revenue income	10%	
Total staff costs as a percentage of total revenue income	78%	
Leadership cost as percentage of total teaching costs	16%	5
Management costs as a percentage of total teacher cost	18%	6
Income per Pupil	£3,901	
Expenditure per Pupil	£3,836	7

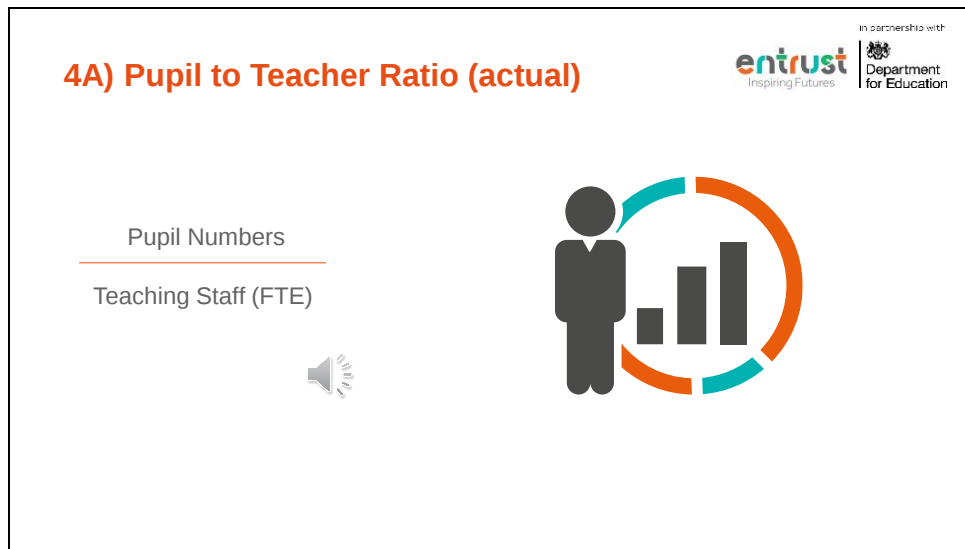


3) Average Teacher Cost

Basic Information		Reference
a) TimeTable Cycle	25	2
b) Total Teacher Periods per year	1,045	1
c) Average teaching Load (b/g)	18.0	2
d) No of Pupils	1,240.0	4A,7
e) BASIC reference level of Teacher Periods for Average Class Size =27 ((a x d)/27)	1,148.1	
f) Bonus number of teacher periods (b-e)	103.1	
g) Teaching FTE	58.0	3,4A
h) FTE Educational Support Staff Employed	16.0	
i) FTE Admin and Clerical Staff Employed	10.0	
j) FTE total of all other staff employed	4.0	
k) Total FTE for all staff (g+h+i+j)	88.0	
l) Teaching Staff Costs	£2,880,000	1,3,5,6
m) Education Support Staff Costs	£380,989	
n) Admin/Clerical Staff Costs	£350,000	
o) Other Staff Costs	£154,608	
p) Other revenue expenditure	£990,903	
q) Total Revenue Income	£4,837,800	
r) Total Revenue Expenditure ((h+m+n+o+p)	£4,756,500	7
s) Income available for Teachers (q-m-n-o-p)	£2,961,300	
t) proportion of revenue available for teaching (r / q x 100)	61.2%	4B
u) Per pupil Revenue (q / d)	3,901	4B
v) Leadership staff costs	£450,000	5,6
w) TLR Cost	£70,000	6

		Reference
Cost Per Lesson	£2,756	1
Teacher contact ratio (less than 1.0)	0.721	2
Curriculum Bonus	-9%	
Average teacher cost (£)	£49,055	3
Pupil to teacher ratio (actual)	21.4	4A
Pupil to Teacher ratio (affordable)	20.8	4B
Pupil to adult ratio	14.1	
Average class size	29.7	
Teaching staff costs as a percentage of total revenue income	60%	
Curriculum staff costs as a percentage of total revenue income	8%	
Non curriculum staff costs as a percentage of total revenue income	10%	
Total staff costs as a percentage of total revenue income	78%	
Leadership cost as percentage of total teaching costs	16%	5
Management costs as a percentage of total teacher cost	18%	6
Income per Pupil	£3,901	
Expenditure per Pupil	£3,836	7





4A) Pupil to Teacher Ratio (actual)

Basic Information		Reference
a) TimeTable Cycle	25	2
b) Total Teacher Periods per year	1,045	1
c) Average teaching Load (b/g)	18.0	2
d) No of Pupils	1,240.0	4A,7
e) BASIC reference level of Teacher Periods for Average Class Size =27 ((a x d)/27)	1,148.1	
f) Bonus number of teacher periods (b-e)	103.1	
g) Teaching FTE	38.0	3,4A
h) FTE Educational Support Staff Employed	16.0	
i) FTE Admin and Clerical Staff Employed	10.0	
j) FTE total of all other staff employed	4.0	
k) Total FTE for all staff (g+h+i+j)	88.0	
l) Teaching Staff Costs	£2,880,000	1,3,5,6
m) Education Support Staff Costs	£380,989	
n) Admin/Clerical Staff Costs	£350,000	
o) Other Staff Costs	£154,608	
p) Other revenue expenditure	£990,903	
q) Total Revenue Income	£4,837,800	
r) Total Revenue Expenditure ((l+m+n+o+p)	£4,756,500	7
s) Income available for Teachers (q-m-n-o-p)	£2,961,300	
t) proportion of revenue available for teaching (r / q x 100)	61.2%	4B
u) Per pupil Revenue (q / d)	3,901	4B
v) Leadership staff costs	£450,000	5,6
w) TLR Cost	£70,000	6

	Reference
Cost Per Lesson	£2,756 1
Teacher contact ratio (less than 1.0)	0.721 2
Curriculum Bonus	-9% 2
Average teacher cost (£)	£49,655 3
Pupil to teacher ratio (actual)	21.4 4A
Pupil to Teacher ratio (affordable)	20.8 4B
Pupil to adult ratio	14.1
Average class size	29.7
Teaching staff costs as a percentage of total revenue income	60%
Curriculum staff costs as a percentage of total revenue income	8%
Non curriculum staff costs as a percentage of total revenue income	10%
Total staff costs as a percentage of total revenue income	78%
Leadership costs as a percentage of total teaching costs	16%
Management costs as a percentage of total teacher cost	18%
Income per Pupil	£3,901 5
Expenditure per Pupil	£3,836 6



4B) Pupil to Teacher Ratio (affordable)

Average Teacher Cost

(Per Pupil Revenue x Proportion of revenue available for teaching)





entrust

Inspiring Futures

in partnership with



Department for Education

4B) Pupil to Teacher Ratio (affordable)

entrust
Inspiring Futures

in partnership with
 Department
for Education

Basic Information	Reference
a) TimeTable Cycle	25
b) Total Teacher Periods per year	1,045
c) Average teaching Load (b/g)	18.0
d) No of Pupils	1,240.0
e) BASIC reference level of Teacher Periods for Average Class Size =27 ((a x d)/27)	1,148.1
f) Bonus number of teacher periods (b-e)	103.1
g) Teaching FTE	58.0
h) FTE Educational Support Staff Employed	16.0
i) FTE Admin and Clerical Staff Employed	10.0
j) FTE total of all other staff employed	4.0
k) Total FTE for all staff (g+h+i+j)	88.0
l) Teaching Staff Costs	£2,880,000
m) Education Support Staff Costs	£380,989
n) Admin/Clerical Staff Costs	£350,000
o) Other Staff Costs	£154,608
p) Other revenue expenditure	£990,903
q) Total Revenue Income	£4,837,800
r) Total Revenue Expenditure (l+m+n+o+p)	£4,756,500
s) Income available for Teachers (q-m-n-o-p)	£2,961,300
t) proportion of revenue available for teaching (r / q x 100)	61.2%
u) Per pupil Revenue (q / d)	3,901
v) Leadership staff costs	£450,000
w) TLR Cost	£70,000

	Reference
Cost Per Lesson	£2,756
Teacher contact ratio (less than 1.0)	0.721
Curriculum Bonus	-9%
Average teacher cost (£)	£49,653
Pupil to teacher ratio (actual)	21.4
Pupil to Teacher ratio (affordable)	20.8
Pupil to adult ratio	14.1
Average class size	29.7
Teaching staff costs as a percentage of total revenue income	60%
Curriculum staff costs as a percentage of total revenue income	8%
Non curriculum staff costs as a percentage of total revenue income	10%
Total staff costs as a percentage of total revenue income	78%
Leadership cost as percentage of total teaching costs	16%
Management costs as a percentage of total teacher cost	18%
Income per Pupil	£3,901
Expenditure per Pupil	£3,836



4B) Pupil to Teacher Ratio (affordable)



Basic Information	Reference
a) Time Table Cycle	25 2
b) Total Teacher Periods per year	1,045 1
c) Average teaching Load (b/g)	18.0 2
d) No of Pupils	1,240.0 4A, 7
e) BASIC reference level of Teacher Periods for Average Class Size =27 (a x d/27)	1,148.1
f) Bonus number of teacher periods (b-e)	103.1
g) Teaching FTE	58.0 3,4A
h) FTE Education Support Staff Employed	16.0
i) FTE Admin and Clerical Staff Employed	10.0
j) FTE total of all other staff employed	4.0
k) Total FTE for all staff (g+h+i+j)	88.0
l) Teaching Staff Costs	£2,880,000 1,3,5,6
m) Education Support Staff Costs	£380,989
n) Admin/Clerical Staff Costs	£350,000
o) Other Staff Costs	£154,608
p) Other revenue expenditure	£990,903
q) Total Revenue Income	£4,837,800
r) Total Revenue Expenditure (l+m+n+o+p)	£4,756,500 7
s) Income available for Teachers (q-m-n-o-p)	£2,961,300
t) proportion of revenue available for teaching (s / q x 100)	61.2% 4B
u) Per pupil Revenue (q / d)	3.901 4B
v) Leadership staff costs	£450,000 5,6
w) TLR Cost	£700,000

[illegible]

4B) Pupil to Teacher Ratio (affordable)

Basic Information		Reference
a) TimeTable Cycle	25	2
b) Total Teacher Periods per year	1,045	1
c) Average teaching Load (b/g)	18.0	2
d) No of Pupils	1,240.0	4A,7
e) BASIC reference level of Teacher Periods for Average Class Size =27 ((a x d)/27)	1,148.1	
f) Bonus number of teacher periods (b-e)	103.1	
g) Teaching FTE	58.0	3,4A
h) FTE Educational Support Staff Employed	16.0	
i) FTE Admin and Clerical Staff Employed	10.0	
j) FTE total of all other staff employed	4.0	
k) Total FTE for all staff (g+h+i+j)	88.0	
l) Teaching Staff Costs	£2,880,000	1,3,5,6
m) Education Support Staff Costs	£380,989	
n) Admin/Clerical Staff Costs	£350,000	
o) Other Staff Costs	£154,608	
p) Other revenue expenditure	£990,903	
q) Total Revenue Income	£4,837,800	
r) Total Revenue Expenditure ((h+m+n+o+p))	£4,756,500	7
s) Income available for Teachers (q-m-n-o-p)	£2,961,300	
t) proportion of revenue available for teaching (r / q x 100)	61.2%	4B
u) Per pupil Revenue (q / d)	3,901	4B
v) Leadership staff costs	£450,000	5,6
w) TLR Cost	£70,000	6

		Reference
Cost Per Lesson	£2,756	1
Teacher contact ratio (less than 1.0)	0.721	2
Curriculum Bonus	9%	
Average teacher cost (£)	£49,655	3
Pupil to teacher ratio (actual)	21.4	4A
Pupil to Teacher ratio (affordable)	< 20.8	4B
Pupil to adult ratio	14.1	
Average class size	29.7	
Teaching staff costs as a percentage of total revenue income	60%	
Curriculum staff costs as a percentage of total revenue income	8%	
Non curriculum staff costs as a percentage of total revenue income	10%	
Total staff costs as a percentage of total revenue income	78%	
Leadership cost as percentage of total teaching costs	16%	5
Management costs as a percentage of total teacher cost	18%	6
Income per Pupil	£3,901	
Expenditure per Pupil	£3,836	7



5) Leadership Costs as a Percentage of Total Teacher Costs

$$\frac{\text{Leadership (SLT) Costs}}{\text{Total Teaching Costs}}$$



entrust
Inspiring Futures

in partnership with

Department
for Education

5) Leadership Costs as a Percentage of Total Teacher Costs

Basic Information		Reference
a) TimeTable Cycle	25	2
b) Total Teacher Periods per year	1,045	1
c) Average teaching Load (b/g)	18.0	2
d) No of Pupils	1,240.0	4A, 7
e) BASIC reference level of Teacher Periods for Average Class Size =27 ((a x d)/27)	1,148.1	
f) Bonus number of teacher periods (b-e)	103.1	
g) Teaching FTE	58.0	3, 4A
h) FTE Educational Support Staff Employed	16.0	
i) FTE Admin and Clerical Staff Employed	10.0	
j) FTE total of all other staff employed	4.0	
k) Total FTE for all staff (g+h+i+j)	88.0	
l) Teaching Staff Costs	£2,880,000	1, 3, 5, 6
m) Education Support Staff Costs	£380,989	
n) Admin/Clerical Staff Costs	£350,000	
o) Other Staff Costs	£154,608	
p) Other revenue expenditure	£990,909	
q) Total Revenue Income	£4,837,800	
r) Total Revenue Expenditure (l+m+n+o+p)	£4,756,500	7
s) Income available for Teachers (q-m-n-o-p)	£2,961,300	
t) proportion of revenue available for teaching (r / q x 100)	61.2%	4B
u) Per pupil Revenue (q / d)	3,901	4B
v) Leadership staff costs	£450,000	5, 6
w) TLR Cost	£70,000	6

		Reference
Cost Per Lesson	£2,756	1
Teacher contact ratio (less than 1.0)	0.721	2
Curriculum Bonus	-9%	
Average teacher cost (£)	£49,655	3
Pupil to teacher ratio (actual)	21.4	4A
Pupil to Teacher ratio (affordable)	20.8	4B
Pupil to adult ratio	14.1	
Average class size	29.7	
Teaching staff costs as a percentage of total revenue income	60%	
Curriculum staff costs as a percentage of total revenue income	8%	
Non curriculum staff costs as a percentage of total revenue income	10%	
Total staff costs as a percentage of total revenue income	78%	
Leadership cost as percentage of total teaching costs	16%	5
Management costs as a percentage of total teacher cost	18%	6
Income per Pupil	£3,901	
Expenditure per Pupil	£3,836	7

6) Management Costs as a Percentage of Total Teacher Costs

entrust
Inspiring Futures

in partnership with

Department
for Education

$$\frac{(\text{Leadership (SLT) Costs} + \text{TLR Costs})}{\text{Total Teaching Costs}}$$

Total Teaching Costs



6) Management Costs as a Percentage of Total Teacher Costs

Basic Information		Reference
a) Time Table Cycle	25	2
b) Total Teacher Periods per year	1,045	1
c) Average teaching Load (b/g)	18.0	2
d) No of Pupils	1,240.0	4A, 7
e) BASIC reference level of Teacher Periods for Average Class Size ~27 ((a x d)/27)	1,148.1	
f) Bonus number of teacher periods (b-e)	103.1	
g) Teaching FTE	58.0	3, 4A
h) FTE Educational Support Staff Employed	16.0	
i) FTE Admin and Clerical Staff Employed	10.0	
j) FTE total of all other staff employed	4.0	
k) Total FTE for all staff (g+h+i+j)	88.0	
l) Teaching Staff Costs	£2,880,000	1, 3, 5, 6
m) Education Support Staff Costs	£380,989	
n) Admin/Clerical Staff Costs	£350,000	
o) Other Staff Costs	£154,608	
p) Other revenue expenditure	£990,903	
q) Total Revenue Income	£4,837,800	
r) Total Revenue Expenditure (l+m+n+o+p)	£4,756,500	7
s) Income available for Teachers (q-m-n-o-p)	£2,961,300	
t) proportion of revenue available for teaching (r / q x 100)	61.2%	4B
u) Per pupil Revenue (q / d)	3,901	4B
v) Leadership staff costs	£450,000	5, 6
w) TLR Cost	£70,000	6

		Reference
Cost Per Lesson	£2,756	1
Teacher contact ratio (less than 1.0)	0.721	2
Curriculum Bonus	-9%	
Average teacher cost (£)	£49,655	3
Pupil to teacher ratio (actual)	21.4	4A
Pupil to Teacher ratio (affordable)	20.8	4B
Pupil to adult ratio	14.1	
Average class size	29.7	
Teaching staff costs as a percentage of total revenue income	60%	
Curriculum staff costs as a percentage of total revenue income	8%	
Non curriculum staff costs as a percentage of total revenue income	10%	
Total staff costs as a percentage of total revenue income	78%	
Leadership cost as percentage of total teaching costs	16%	5
Management costs as a percentage of total teacher cost	18%	6
Income per Pupil	£3,901	
Expenditure per Pupil	£3,836	7



7) Expenditure Per Pupil

Revenue Expenditure

Pupil Numbers





entrust

Inspiring Futures

In partnership with


Department
for Education

7) Expenditure Per Pupil

Basic Information		Reference
a) TimeTable Cycle	25	2
b) Total Teacher Periods per year	1,045	1
c) Average teaching Load (b/g)	18.0	2
d) No of Pupils	1,240.0	4A, 7
e) BASIC reference level of Teacher Periods for Average Class Size =27 ((a x d)/27)	1,148.1	
f) Bonus number of teacher periods (b-e)	103.1	
g) Teaching FTE	58.0	3, 4A
h) FTE Educational Support Staff Employed	16.0	
i) FTE Admin and Clerical Staff Employed	10.0	
j) FTE total of all other staff employed	4.0	
k) Total FTE for all staff (g+h+i+j)	88.0	
l) Teaching Staff Costs	£2,880,000	1, 3, 5, 6
m) Education Support Staff Costs	£380,989	
n) Admin/Clerical Staff Costs	£350,000	
o) Other Staff Costs	£154,608	
p) Other revenue expenditure	£990,903	
q) Total Revenue Income	£4,837,800	
r) Total Revenue Expenditure ((l+m+n+o+p))	£4,756,500	7
s) Income available for Teachers (q-m-n-o-p)	£2,961,300	
t) proportion of revenue available for teaching (r / q x 100)	61.2%	4B
u) Per pupil Revenue (q / d)	3,901	4B
v) Leadership staff costs	£450,000	5, 6
w) TLR Cost	£70,000	6

		Reference
Cost Per Lesson	£2,756	1
Teacher contact ratio (less than 1.0)	0.721	2
Curriculum Bonus	-9%	
Average teacher cost (£)	£49,655	3
Pupil to teacher ratio (actual)	21.4	4A
Pupil to Teacher ratio (affordable)	20.8	4B
Pupil to adult ratio	14.1	
Average class size	29.7	
Teaching staff costs as a percentage of total revenue income	60%	
Curriculum staff costs as a percentage of total revenue income	8%	
Non curriculum staff costs as a percentage of total revenue income	10%	
Total staff costs as a percentage of total revenue income	78%	
Leadership cost as percentage of total teaching costs	16%	5
Management costs as a percentage of total teacher cost	18%	6
Income per Pupil	£3,901	
Expenditure per Pupil	£3,836	7



Other Metrics and Ratios



- Curriculum Bonus/Headroom
- Pupil to Adult Ratio
- Average class size
- Teaching Staff Costs as a percentage of Total Revenue Income
- Curriculum Staff Costs as a percentage of Total Revenue Income
- Non-Curriculum Staff Costs as a percentage of Total Revenue Income
- Total Staff Costs as a percentage of Total Revenue Income
- Income per Pupil



Key Metrics and Ratios



entrust
Inspiring Futures

in partnership with
Department
for Education

Basic Information		Reference
a) TimeTable Cycle	25	2
b) Total Teacher Periods per year	1,045	1
c) Average teaching Load (b/g)	18.0	2
d) No of Pupils	1,240.0	4A,7
e) BASIC reference level of Teacher Periods for Average Class Size =27 ((a x d)/27)	1,148.1	
f) Bonus number of teacher periods (b-e)	103.1	
g) Teaching FTE	58.0	3,4A
h) FTE Educational Support Staff Employed	16.0	
i) FTE Admin and Clerical Staff Employed	10.0	
j) FTE total of all other staff employed	4.0	
k) Total FTE for all staff (g+h+i+j)	88.0	
l) Teaching Staff Costs	£2,880,000	1,3,5,6
m) Education Support Staff Costs	£380,969	
n) Admin/Clerical Staff Costs	£350,000	
o) Other Staff Costs	£154,608	
p) Other revenue expenditure	£990,903	
q) Total Revenue Income	£4,837,800	
r) Total Revenue Expenditure ((h+m+n+o+p))	£4,756,500	7
s) Income available for Teachers (q-m-n-o-p)	£2,961,300	
t) proportion of revenue available for teaching (r / q x 100)	61.2%	4B
u) Per pupil Revenue (q / d)	3,901	4B
v) Leadership staff costs	£450,000	5,6
w) TLR Cost	£70,000	6

	Reference
Cost Per Lesson	£2,756 1
Teacher contact ratio (less than 1.0)	0.721 2
Curriculum Bonus	-9%
Average teacher cost (£)	£49,655 3
Pupil to teacher ratio (actual)	21.4 4A
Pupil to Teacher ratio (affordable)	20.8 4B
Pupil to adult ratio	14.1
Average class size	29.7
Teaching staff costs as a percentage of total revenue income	60%
Curriculum staff costs as a percentage of total revenue income	8%
Non curriculum staff costs as a percentage of total revenue income	10%
Total staff costs as a percentage of total revenue income	78%
Leadership costs as percentage of total teaching costs	16% 5
Management costs as a percentage of total teacher cost	18% 6
Income per Pupil	£3,901
Expenditure per Pupil	£3,836 7

Key Metrics and Ratios



Basic Information		Reference
a) TimeTable Cycle	25	2
b) Total Teacher Periods per year	1,045	1
c) Average teaching Load (b/g)	18.0	2
d) No of Pupils	1,240.0	4A,7
e) BASIC reference level of Teacher Periods for Average Class Size =27 ((a x d)/27)	1,148.1	
f) Bonus number of teacher periods (b-e)	103.1	
g) Teaching FTE	58.0	3,4A
h) FTE Educational Support Staff Employed	16.0	
i) FTE Admin and Clerical Staff Employed	10.0	
j) FTE total of all other staff employed	4.0	
k) Total FTE for all staff (g+h+i+j)	88.0	
l) Teaching Staff Costs	£2,880,000	1,3,5,6
m) Education Support Staff Costs	£380,969	
n) Admin/Clerical Staff Costs	£350,000	
o) Other Staff Costs	£154,608	
p) Other revenue expenditure	£990,903	
q) Total Revenue Income	£4,837,800	
r) Total Revenue Expenditure ((h+m+n+o+p))	£4,756,500	7
s) Income available for Teachers (q-m-n-o-p)	£2,961,300	
t) proportion of revenue available for teaching (r / q x 100)	61.2%	4B
u) Per pupil Revenue (q / d)	3,901	4B
v) Leadership staff costs	£450,000	5,6
w) TLR Cost	£70,000	6

	Reference
Cost Per Lesson	£2,756 1
Teacher contact ratio (less than 1.0)	0.721 2
Curriculum Bonus	-9%
Average teacher cost (£)	£49,655 3
Pupil to teacher ratio (actual)	21.4 4A
Pupil to Teacher ratio (affordable)	20.8 4B
Pupil to adult ratio	14.1
Average class size	29.7
Teaching staff costs as a percentage of total revenue income	60%
Curriculum staff costs as a percentage of total revenue income	8%
Non curriculum staff costs as a percentage of total revenue income	10%
Total staff costs as a percentage of total revenue income	78%
Leadership costs as percentage of total teaching costs	16% 5
Management costs as a percentage of total teacher cost	18% 6
Income per Pupil	£3,901
Expenditure per Pupil	£3,836 7

Key Metrics and Ratios



entrust
Inspiring Futures

in partnership with
Department
for Education

Basic Information		Reference
a) TimeTable Cycle	25	2
b) Total Teacher Periods per year	1,045	1
c) Average teaching Load (b/g)	18.0	2
d) No of Pupils	1,240.0	4A,7
e) BASIC reference level of Teacher Periods for Average Class Size =27 ((a x d)/27)	1,148.1	
f) Bonus number of teacher periods (b-e)	103.1	
g) Teaching FTE	58.0	3,4A
h) FTE Educational Support Staff Employed	16.0	
i) FTE Admin and Clerical Staff Employed	10.0	
j) FTE total of all other staff employed	4.0	
k) Total FTE for all staff (g+h+i+j)	88.0	
l) Teaching Staff Costs	£2,880,000	1,3,5,6
m) Education Support Staff Costs	£380,969	
n) Admin/Clerical Staff Costs	£350,000	
o) Other Staff Costs	£154,608	
p) Other revenue expenditure	£990,903	
q) Total Revenue Income	£4,837,800	
r) Total Revenue Expenditure ((h+m+n+o+p))	£4,756,500	7
s) Income available for Teachers (q-m-n-o-p)	£2,961,300	
t) proportion of revenue available for teaching (r / q x 100)	61.2%	4B
u) Per pupil Revenue (q / d)	3,901	4B
v) Leadership staff costs	£450,000	5,6
w) TLR Cost	£70,000	6

	Reference
Cost Per Lesson	£2,756 1
Teacher contact ratio (less than 1.0)	0.721 2
Curriculum Bonus	-9%
Average teacher cost (£)	£49,655 3
Pupil to teacher ratio (actual)	21.4 4A
Pupil to Teacher ratio (affordable)	20.8 4B
Pupil to adult ratio	14.1
Average class size	29.7
Teaching staff costs as a percentage of total revenue income	60%
Curriculum staff costs as a percentage of total revenue income	8%
Non curriculum staff costs as a percentage of total revenue income	10%
Total staff costs as a percentage of total revenue income	78%
Leadership costs as percentage of total teaching costs	16% 5
Management costs as a percentage of total teacher cost	18% 6
Income per Pupil	£3,901
Expenditure per Pupil	£3,836 7

Examples of Success

entrust
Inspiring Futures

In partnership with

**Department
for Education**

1200 Pupil Secondary School

- Used ICFP to plan for a new curriculum that was affordable.

£147,000 per year

- Departments merged with regard to heads/deputy heads.

£35,000 per year

- TLR Review
- Further reduction in less popular GCSE & A level subjects.

£111,000 per year

Videos on website

[illegible]

Examples of Success



1200 Pupil Secondary School

- Used ICFP to plan for a new curriculum that was affordable.

£147,000 per year

- Departments merged with regard to heads/deputy heads.

£35,000 per year

- TLR Review
- Further reduction in less popular GCSE & A level subjects.

£111,000 per year

Videos on website

[illegible]

Learning Outcomes

-  ICFP Intro
-  What metrics will you need
-  What do the metrics mean
-  How do I calculate the metrics





in partnership with
 Department
for Education



Conclusion



in partnership with

Department
for Education

Other School Resource Management webinars:

 Introduction to Procurement

 Joined-up Leadership for Effective SRM

 Introduction to Benchmarking

 ICFP Key Metrics Deep Dive

 ICFP During Times of Uncertainty

 ICFP Using DfE Tools



Feedback



Resource Pack

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



Questions To:

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



in partnership with