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Inspiring Futures

Integrated Curriculum Financial Planning

ICFP During Times of Uncertainty

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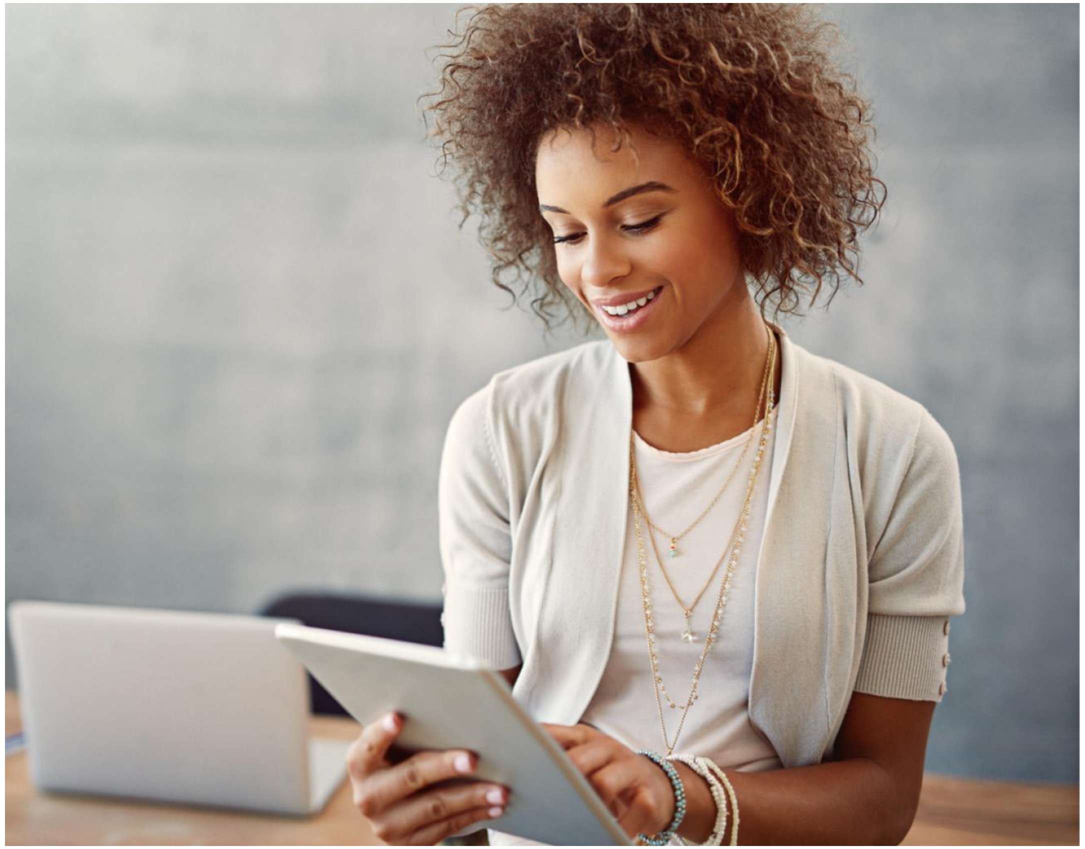
Welcome and Introduction

- DfE SRM short courses
- Your trainer
- Entrust overview
- How the session will work – resource pack
- Aims of the session



www.educationspace.co.uk/SRM/

Learning Outcomes

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Department for Education

- ICFP Overview
- Understand how ICFP can help with uncertain times
- Impact of Scenario Planning in ICFP
- Using ICFP to navigate this current changing climate

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ICFP during times of uncertainty

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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

Integrated Curriculum Financial Planning

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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

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Adapting to changes

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Uncertain factors

- Funding Levels
- Inflation
- Staffing
- Loss of Pupil Numbers
- Rapid growth
- Business income
- Global pandemic

Covid

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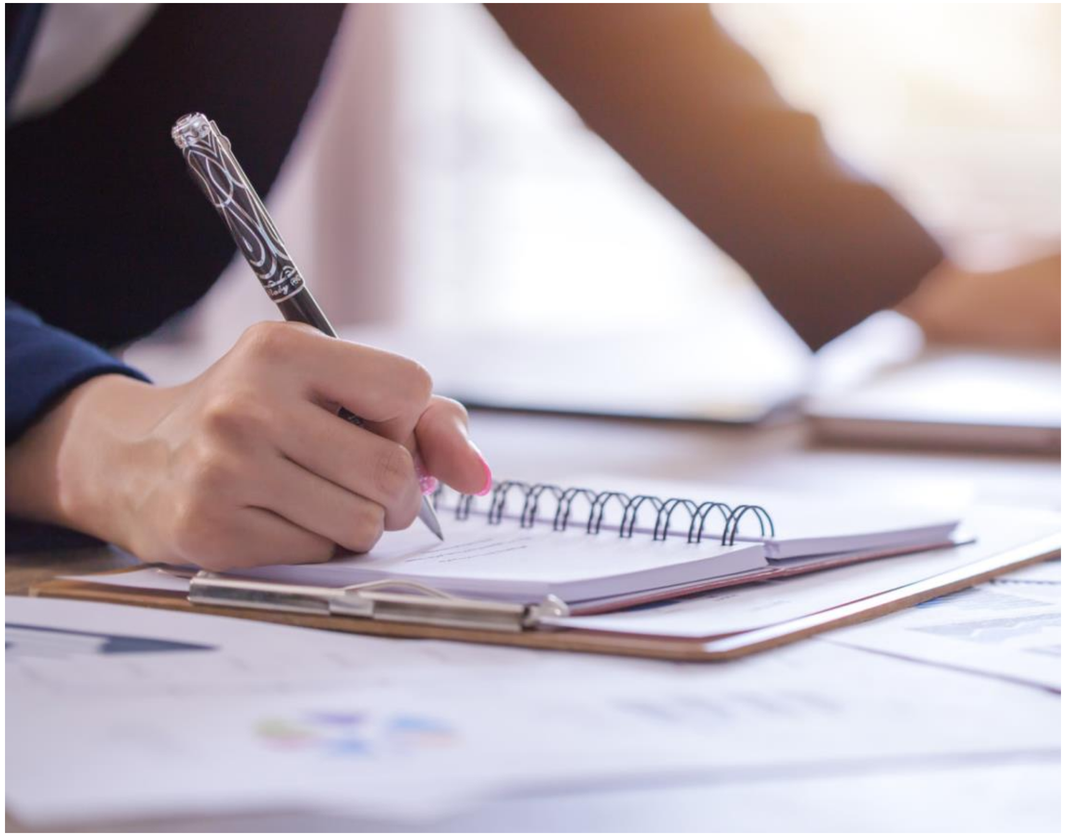
What extra funding has been made available:

- Coronavirus Job Retention Scheme
- Catch-up Premium
- Extraordinary Costs
- Staff absence funding
- Support with technology

What are the restrictions on that income?



Review of Additional Costs

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- Supply
- Staff overtime/goodwill
- Cleaning
- PPE
- Catering/FSM
- ICT
- Subscriptions
- Utilities

Reduction in business income

Any others?

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Scenario example

Scenario – Loss of Business Income

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Existing Scenario – ICFP already completed

Curriculum impact for the PLANNED academic year based on different numbers of Teachers				
	With IN YEAR FTE	With CUMULATIVE FTE	With FINANCE FTE	User input FTE (Test Value)
FTE Teachers	61.2	61.4	61.0	60.0
PTR	16.34	16.29	16.39	16.67
Average class size for target teacher contact ratio	20.95	20.88	21.02	21.37
Teacher period budget (tp) at target teacher contact ratio	1193	1197	1189	1170
Relative bonus (ONLY APPLICABLE IF THE SCHOOL IS AN 11 to 16 SCHOOL) SEE NOTE LINKED TO CELL	28.9%	29.3%	28.5%	26.4%
Financial Impact of FTE value on IN YEAR BALANCE shown as a possible reserve (positive) or deficit (negative)	£0	-£10,000	£9,792	£58,752
Financial Impact of FTE value on CUMULATIVE BALANCE shown as a possible reserve (positive) or deficit (negative)	£10,000	£0	£19,792	£68,752

Scenario – Loss of Business Income

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Based on this information

Projected finance data and calculations for the PLANNED academic year	
Estimated available revenue for the PLANNED academic year (Excluding carry forward or deficit)	£5,100,000
Percentage change in revenue from KNOWN year (above) to PLANNED year	2.00%
Estimated minimum spend on everything except teacher costs for the PLANNED academic year(Could include a planned reserve)	£2,100,000
Percentage change in minimum spend on everything except teacher costs from KNOWN year (above) to PLANNED year	0.00%
In year revenue available for teaching costs	£3,000,000
Average teacher cost copied from the KNOWN ACADEMIC YEAR above	£48,000
Estimated percentage change in average teacher cost from the KNOWN ACADEMIC YEAR to the PLANNED ACADEMIC YEAR (enter reduction as -ve)	2.0
Estimated average teacher cost for the PLANNED ACADEMIC YEAR	£48,960
Estimated number of affordable teachers (FTE) in PLANNED ACADEMIC YEAR in a balanced in year budget (rounded down to 1 dp) (CALLED IN YEAR FTE)	61.2
Carry forward or deficit (shown as negative) from known to PLANNED ACADEMIC YEAR copied from above	£10,000
Change in the number of FTE teachers implied by carry forward or deficit required for no carry forward from PLANNED ACADEMIC YEAR (SHOWN to 1dp)	0.2
Approximate FTE teachers required in the PLANNED ACADEMIC YEAR for approximate zero cumulative balance at the end of that year (CALLED CUMULATIVE FTE)	61.4
Proposed number of teachers to be employed in the PLANNED ACADEMIC YEAR (A user decision guided by the information above) (CALLED FINANCE FTE)	61.0

Curriculum data for the PLANNED academic year	
Total estimated pupils on roll at September of the PLANNED ACADEMIC YEAR	1,000
Target teacher contact ratio for the PLANNED ACADEMIC YEAR	0.780
Timetable cycle for the PLANNED ACADEMIC YEAR	25
Average teacher load for the PLANNED ACADEMIC YEAR	19.50

What if…

Less revenue due to loss of business income?

Scenario – Loss of Business Income

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Projected finance data and calculations for the PLANNED academic year	
Estimated available revenue for the PLANNED academic year (Excluding carry forward or deficit)	£4,950,000

Curriculum impact for the PLANNED academic year based on different numbers of Teachers	With IN YEAR FTE	With CUMULATIVE FTE	With FINANCE FTE	User input FTE (Test Value)
FTE Teachers	58.2	58.4	61.0	60.0
PTR	17.18	17.12	16.39	16.67
Average class size for target teacher contact ratio	22.03	21.95	21.02	21.37
Teacher period budget (tp) at target teacher contact ratio	1134	1138	1189	1170
Relative bonus (ONLY APPLICABLE IF THE SCHOOL IS AN 11 to 16 SCHOOL) SEE NOTE LINKED TO CELL	22.6%	23.0%	28.5%	26.4%
Financial Impact of FTE value on IN YEAR BALANCE shown as a possible reserve (positive) or deficit (negative)	£0	-£10,000	-£137,088	-£88,128
Financial Impact of FTE value on CUMULATIVE BALANCE shown as a possible reserve (positive) or deficit (negative)	£10,000	£0	-£127,088	-£78,128

Maybe the pay freeze will help?

Scenario – Loss of Business Income

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Estimated percentage change in average teacher cost from the KNOWN ACADEMIC YEAR to the PLANNED ACADEMIC YEAR (enter reduction as -ve)	0.0

Curriculum impact for the PLANNED academic year based on different numbers of Teachers				
	With IN YEAR FTE	With CUMULATIVE FTE	With FINANCE FTE	User input FTE (Test Value)
FTE Teachers	59.3	59.5	61.0	60.0
PTR	16.86	16.80	16.39	16.67
Average class size for target teacher contact ratio	21.62	21.54	21.02	21.37
Teacher period budget (tp) at target teacher contact ratio	1156	1160	1189	1170
Relative bonus (ONLY APPLICABLE IF THE SCHOOL IS AN 11 to 16 SCHOOL) SEE NOTE LINKED TO CELL	24.9%	25.3%	28.5%	26.4%
Financial Impact of FTE value on IN YEAR BALANCE shown as a possible reserve (positive) or deficit (negative)	£0	-£10,000	-£81,600	-£33,600
Financial Impact of FTE value on CUMULATIVE BALANCE shown as a possible reserve (positive) or deficit (negative)	£10,000	£0	-£71,600	-£23,600

Not quite…Two teachers are leaving…maybe we don't replace them?

Scenario – Loss of Business Income

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Curriculum impact for the PLANNED academic year based on different numbers of Teachers				
	With IN YEAR FTE	With CUMULATIVE FTE	With FINANCE FTE	User input FTE (Test Value)
FTE Teachers	59.3	59.5	61.0	59.0
PTR	16.86	16.80	16.39	16.95
Average class size for target teacher contact ratio	21.62	21.54	21.02	21.73
Teacher period budget (tp) at target teacher contact ratio	1156	1160	1189	1150
Relative bonus (ONLY APPLICABLE IF THE SCHOOL IS AN 11 to 16 SCHOOL) SEE NOTE LINKED TO CELL	24.9%	25.3%	28.5%	24.3%
Financial Impact of FTE value on IN YEAR BALANCE shown as a possible reserve (positive) or deficit (negative)	£0	-£10,000	-£81,600	£14,400
Financial Impact of FTE value on CUMULATIVE BALANCE shown as a possible reserve (positive) or deficit (negative)	£10,000	£0	-£71,600	£24,400

That's affordable…but are we happy with other factors?

Scenario – Change in pupil numbers

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SUMMARY STATISTICS (Example potential KPI and benchmark values)			
Per Pupil Revenue (in Year)	£3,905	£3,905	£3,905
Average Teacher Cost	£44,000	£44,000	£44,000
In year balance as a percentage of in year revenue	0.43	0.43	0.43
Cumulative balance as a percentage of the in year revenue	0.43	0.85	1.28
Pupil to teacher ratio (This is the number of pupils on roll divided by the number of teachers employed)	24.70588	24.70588	24.70588
Teacher contact ratio	0.782	0.782	0.782
Average Class Size (Pupil to teacher ratio in timetable) for PTR and Contact ratio on previous two lines	31.58	31.58	31.58
Average Class Size (Pupil to teacher ratio in timetable) on DEPLOYMENT SHEETS (see comment attached to cell)	31.58	31.58	31.58
Pupil to teaching staff ratio in timetable (includes teacher role staff)	25.93	25.93	25.93
Average size of a teaching group (i.e classes into which pupils are organised)	30.00	30.00	30.00
Proportion of in year revenue spent on teaching staff	46%	46%	46%
Proportion of in year revenue available for teaching in a balanced budget if all other costs are fixed	46.0%	46.0%	46.0%
PTR value in a balanced budget based on in year revenue	24.5	24.5	24.5
AFFORDABLE FTE TEACHERS in a balanced budget (Shown to 1 decimal place)	17.2	17.2	17.2
FTE TEACHERS EMPLOYED	17.0	17.0	17.0
Teachers employed to Ed support staff ratio	1.4	1.4	1.4
All staff to admin staff ratio	13.0	13.0	13.0
Pupil to Ed support staff ratio	35.0	35.0	35.0
Pupil to adult ratio	10.8	10.8	10.8
Proportion of revenue spent on staff costs	69.1%	69.1%	69.1%

Scenario – Change in pupil numbers

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PUPIL ROLL BY YEAR GROUP ESTIMATES			
Reception	60	45	45
Year 1	60	60	45
Year 2	60	60	60
Year 3	60	60	60
Year 4	60	60	60
Year 5	60	60	60
Year 6	60	60	60
(Check for sense line) Totals	420	405	390

REVENUE SUMMARY			
Total in year revenue (exclude any carry forward or deficit)	£1,640,000	£1,640,000	£1,640,000

REVENUE SUMMARY			
Total in year revenue (exclude any carry forward or deficit)	£1,640,000	£1,580,000	£1,520,000

Scenario – Change in pupil numbers

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SUMMARY STATISTICS (Example potential KPI and benchmark values)	2021 (Before)	2022 (Before)	2021 (After)	2022 (After)
Per Pupil Revenue (in Year)	£3,905	£3,905	£3,903	£3,902
Average Teacher Cost	£44,000	£44,000	£44,000	£44,000
In year balance as a percentage of in year revenue	0.43	0.43	-3.35	-7.43
Cumulative balance as a percentage of the in year revenue	0.85	1.28	-2.91	-10.46
Pupil to teacher ratio (This is the number of pupils on roll divided by the number of teachers employed)	24.71	24.71	23.82	22.94
Teacher contact ratio	0.782	0.782	0.782	0.782
Average Class Size (Pupil to teacher ratio in timetable) for PTR and Contact ratio on previous two lines	31.58	31.58	30.45	29.32
Average Class Size (Pupil to teacher ratio in timetable) on DEPLOYMENT SHEETS (see comment attached	31.58	31.58	30.45	29.32
Pupil to teaching staff ratio in timetable (includes teacher role staff)	25.93	25.93	25.00	24.07
Average size of a teaching group (i.e classes into which pupils are organised)	30.00	30.00	28.93	27.86
Proportion of in year revenue spent on teaching staff	46%	46%	47%	49%
Proportion of in year revenue available for teaching in a balanced budget if all other costs are fixed	46.0%	46.0%	44.0%	41.8%
PTR value in a balanced budget based on in year revenue	24.5	24.5	25.6	27.0
AFFORDABLE FTE TEACHERS in a balanced budget (Shown to 1 decimal place)	17.2	17.2	15.8	14.4
FTE TEACHERS EMPLOYED	17.0	17.0	17.0	17.0
Teachers employed to Ed support staff ratio	1.4	1.4	1.4	1.4
All staff to admin staff ratio	13.0	13.0	13.0	13.0
Pupil to Ed support staff ratio	35.0	35.0	33.8	32.5
Pupil to adult ratio	10.8	10.8	10.4	10.0
Proportion of revenue spent on staff costs	69.1%	69.1%	71.7%	74.5%

Scenario – Sudden Staff Absences

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Curriculum impact for the PLANNED academic year based on different numbers of Teachers				
	With IN YEAR FTE	With CUMULATIVE FTE	With FINANCE FTE	User input FTE (Test Value)
FTE Teachers	18.0	18.2	18.0	17.5
PTR	22.78	22.58	22.78	23.43
Average class size for target teacher contact ratio	29.20	28.95	29.20	30.04
Teacher period budget (tp) at target teacher contact ratio	140	141	140	136
Financial Impact of FTE value on IN YEAR BALANCE shown as a possible reserve (positive) or deficit (negative)	£0	-£7,000	£0	£22,440
Financial Impact of FTE value on CUMULATIVE BALANCE shown as a possible reserve (positive) or deficit (negative)	£7,000	£0	£7,000	£29,440

Curriculum impact for the PLANNED academic year based on different numbers of Teachers	
	User input FTE (Test Value)
FTE Teachers	15.0
PTR	27.33
Average class size for target teacher contact ratio	35.04
Teacher period budget (tp) at target teacher contact ratio	117
Financial Impact of FTE value on IN YEAR BALANCE shown as a possible reserve (positive) or deficit (negative)	£134,640
Financial Impact of FTE value on CUMULATIVE BALANCE shown as a possible reserve (positive) or deficit (negative)	£141,640

Scenario – Sudden Staff Absences

Modelling Contact

Cycle length in periods	10		Contact	Non-Contact			Reference values			CALCULATIONS				
Staff by roll (Part time staff listed in categories lower down)	Headcount	FTE	Teaching Load	PPA	MGT	Other	Employed cycle periods per FTE	Check total	PPA %	Timetable contribution	PPA Total	MGT Total	Other Total	Employed Cycle Periods
FULL TIME TEACHERS														
Headteacher	1	1	0	1	9	0	10	10	n/a	0	1	9	0	10
Deputy Headteacher	1	1	1	1	8	0	10	10	100.0%	1	1	8	0	10
Assistant headteacher	1	1	4	1	5	0	10	10	25.0%	4	1	5	0	10
Full time classroom teachers	15	15	9	1	0	0	10	10	11.1%	135	15	0	0	150
Totals	18	18								140	18	22	0	180
Average teaching load	7.8													
Contact Ratio	0.78													
Percentage of employed cycle time in different categories														
Timetable contact time	77.8%													
PPA time	10.0%													
Management time	12.2%													
Other non contact time	0.0%													

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Scenario – Sudden Staff Absences

Modelling Contact – based on loss of 3 FTEs

Cycle length in periods	10		Contact	Non-Contact			Reference values			CALCULATIONS				
Staff by roll (Part time staff listed in categories lower down)	Headcount	FTE	Teaching Load	PPA	MGT	Other	Employed cycle periods per FTE	Check total	PPA %	Timetable contribution	PPA Total	MGT Total	Other Total	Employed Cycle Periods
FULL TIME TEACHERS														
Headteacher	1	1	3	1	6	0	10	10	33.3%	3	1	6	0	10
Deputy Headteacher	1	1	5	1	4	0	10	10	20.0%	5	1	4	0	10
Assistant headteacher	1	1	7	1	2	0	10	10	14.3%	7	1	2	0	10
Full time classroom teachers	12	12	9	1	0	0	10	10	11.1%	108	12	0	0	120
Totals	15	15								123	15	12	0	150

Average teaching load	8.2
Contact Ratio	0.82
Percentage of employed cycle time in different categories	
Timetable contact time	82.0%
PPA time	10.0%
Management time	8.0%
Other non contact time	0.0%

Adjusted teaching time of Leadership
Is this acceptable?
What more do we need to do?

Original summary with 18 FTE teachers

Average teaching load	7.8
Contact Ratio	0.78
Percentage of employed cycle time in different categories	
Timetable contact time	77.8%
PPA time	10.0%
Management time	12.2%
Other non contact time	0.0%

Non-Financial Impact

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- Pupil Welfare
- Staff Welfare
- Educational Standards > Pupil Numbers

Sensitivity

SUMMARY STATISTICS (Example potential KPI and benchmark values)			
Per Pupil Revenue (in Year)	£4,891	£4,891	£4,891
Average Teacher Cost	£49,138	£49,138	£49,138
In year balance as a percentage of in year revenue	0.22	0.22	0.22
Cumulative balance as a percentage of the in year revenue	0.22	0.44	0.67
Pupil to teacher ratio (This is the number of pupils on roll divided by the number of teachers employed)	15.86207	15.86207	15.86207
Teacher contact ratio	0.78	0.78	0.78
Average Class Size for PTR and Contact ratio on previous two lines	20.43	20.41	20.41
Average Class Size on DEPLOYMENT SHEETS (see comment attached to cell)	20.43	20.43	20.43
Proportion of in year revenue spent on teaching staff	63%	63%	63%
Proportion of in year revenue available for teaching in a balanced budget if all other costs are fixed	63.6%	63.6%	63.6%
PTR value in a balanced budget based on in year revenue	15.8	15.8	15.8
AFFORDABLE FTE TEACHERS in a balanced budget (Shown to 1 decimal place)	58.2	58.2	58.2
FTE TEACHERS EMPLOYED	58.0	58.0	58.0
Teachers employed to Ed support staff ratio	4.1	4.1	4.1
All staff to admin staff ratio	8.6	8.6	8.6
Pupil to Ed support staff ratio	65.7	65.7	65.7
Pupil to adult ratio	10.7	10.7	10.7
Proportion of revenue spent on staff costs	78.9%	78.9%	78.9%
Curriculum BONUS as a percentage of BASIC for 11 to 16 section of curriculum only (Relative Curriculum Bonus)	15.3%	15.3%	15.3%
Curriculum BONUS as a percentage of BASIC for 11 to 16 section of curriculum only (Relative Curriculum Bonus)	8.9%	8.9%	8.9%

POLL

Learning Outcomes

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- ICFP Overview
- Understand how ICFP can help with uncertain times
- Impact of Scenario Planning in ICFP
- Using ICFP to navigate this current changing climate

Conclusion

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/

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Question & Answer Session