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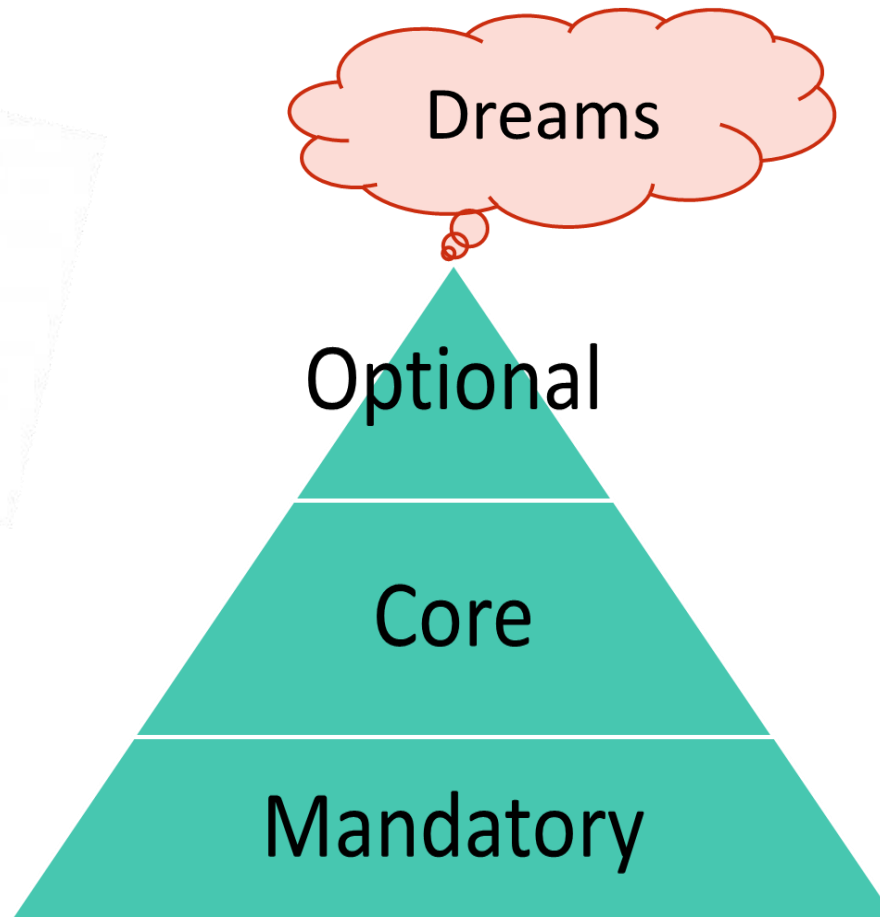
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An action plan to navigate future financial sustainability

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An action plan to navigate future financial sustainability



An action plan to navigate future financial sustainability

- A workshop based around anonymised information about two primary schools.
- 25 minutes with colleagues on your table
- Prepare a plan of suggested actions
- 15 minutes sharing plans and answering questions
- The session is about 40 minutes long.

An action plan to navigate future financial sustainability

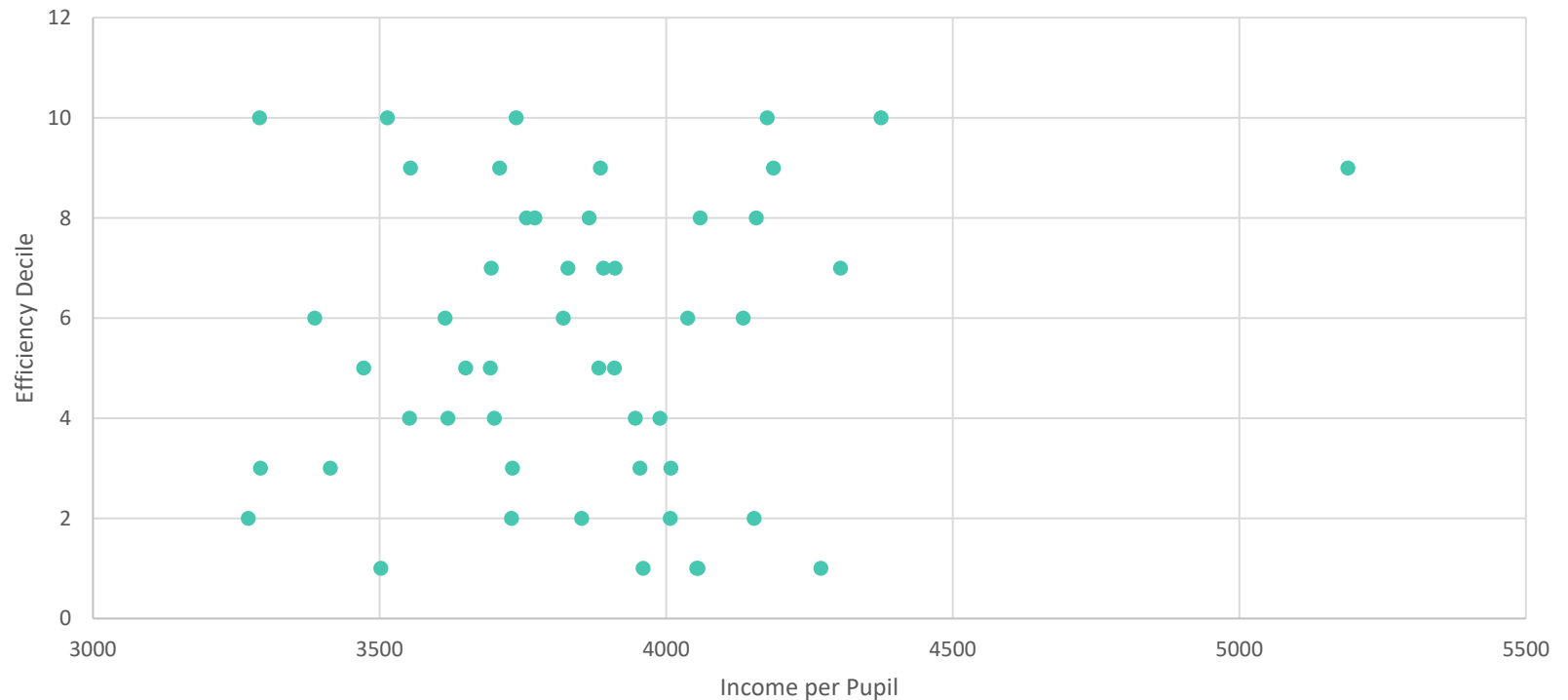
In the pack:

A brief introduction to each school and some of the plans and ideas they have as well as immediate issues they face.

1. General School Information including absence data
2. Pupil Progress data for each school
3. CFR budget information for the next 3 years
4. KPIs for both schools
5. School block information
6. Workforce Data
7. School Benchmarking data
8. DfE Efficiency Matrix
9. PESTLE & SWOT tools

DfE Efficiency Matrix

School A Efficiency decile (8) where 1 = most efficient



PESTLE Analysis (External)

		Beneficial	Limiting
P	Political		
E	Economic		
S	Social		
T	Technology		
L	Legal		
E	Environmental		

SWOT Analysis (Internal)

Strengths	Weaknesses
Opportunities	Threats



Where to focus effort

- Largest fixed cost = staff
- 80% + is unsustainable = reduce
- Semi Fixed Costs = contracts
- Instigate regular reviews and robust procurement
- Variable costs = the rest!

Do they all support the SDP?

DfE Guidance

- <https://www.gov.uk/guidance/schools-financial-efficiency-top-10-planning-checks-for-governors>
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- <https://www.gov.uk/guidance/schools-financial-efficiency-strategic-financial-planning>
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- <https://www.gov.uk/guidance/improving-financial-efficiency-with-curriculum-planning>
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- <https://schools-financial-benchmarking.service.gov.uk>



School Resource Management Checklist

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

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

Governor questions to answer

1. Staff pay as % 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 leadership team
7. 3 to 5 year budget projections
8. Spend per pupil for non pay expenditure compared to similar schools
9. School improvement plan priorities and the relative cost of options
10. List of contracts with costs and renewal dates

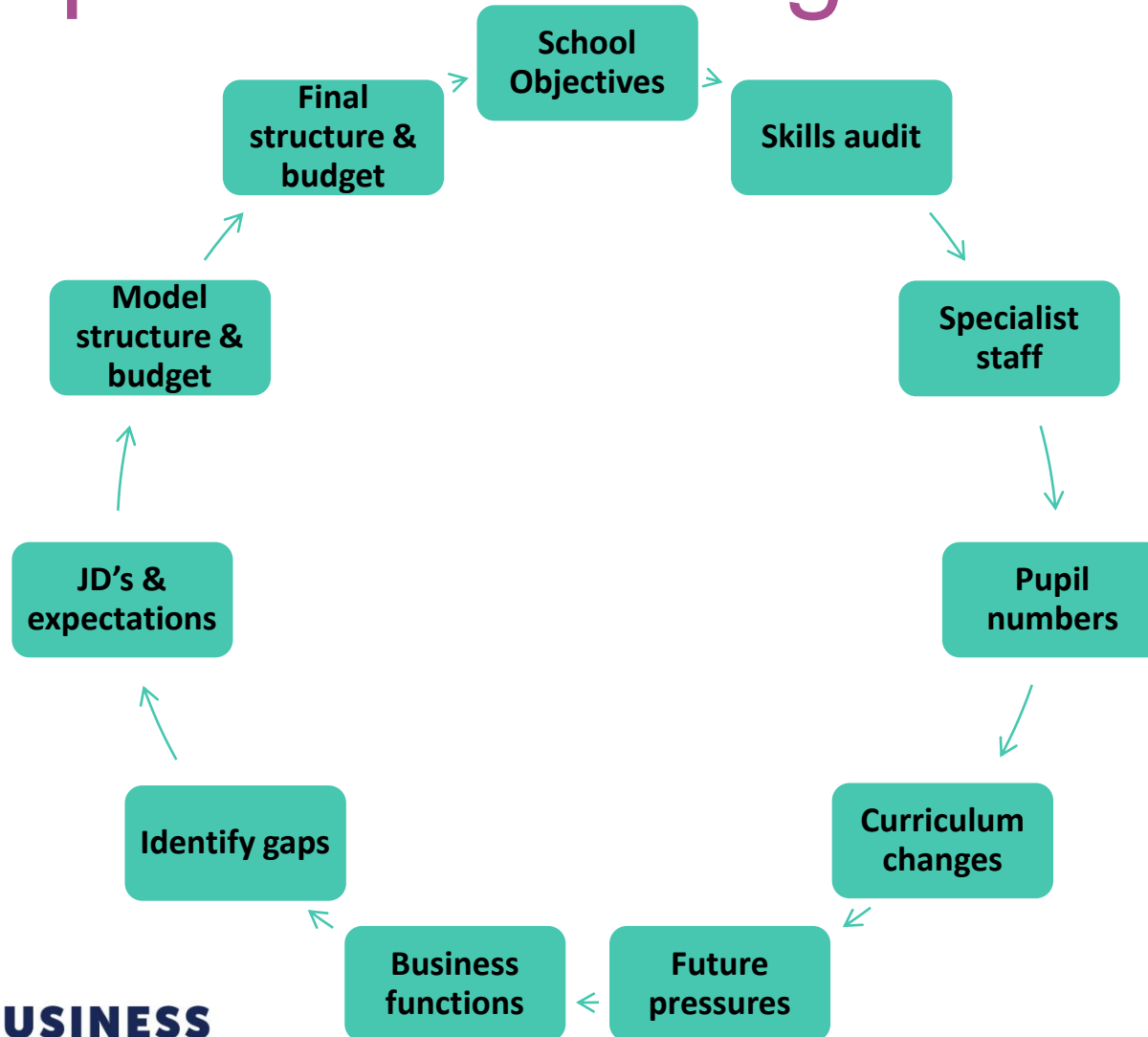
Source: DfE

Staffing Structures

- Regular, rigorous and objective review process
- Schools have the right mix of staff to meet objectives.
- Staff are deployed in the most effective and efficient way.
- Schools have the right appraisal policies in place.



Best practice staffing structures



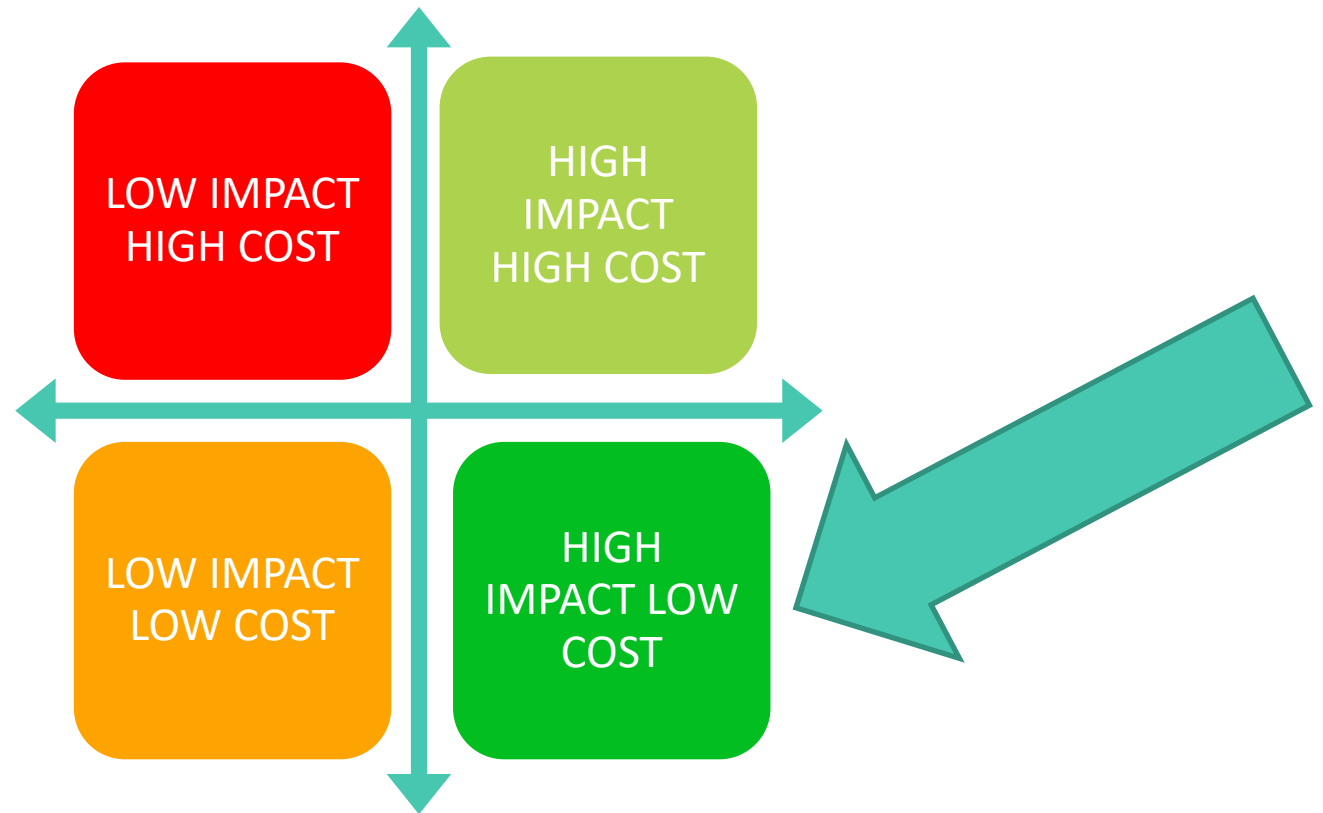
Staffing Structures – Key Questions

- Is the school plan based on clear vision for delivering school improvement?
- Does it address pupil needs and pupil outcomes?
 - Pupil Premium
 - Specialist Teachers
 - Resources/staff to target improvement
 - Skills of staff
 - Performance management
- Does it consider future planning?
 - Pupil numbers
 - Threats from other schools
 - Federation
 - Multi Academy Trusts

SMART CONTRACT MANAGEMENT

S	SPECIFIC	<p>What does the setting want?</p> <p>What is non negotiable?</p> <p>What would be nice to have?</p> <p>Has the setting prepared a specification?</p>	<p>What about safeguarding/H&S?</p> <p>Is there any historic data to review?</p> <p>Are there any KPI's?</p> <p>Is it off the shelf or bespoke?</p>
M	MEASURABLE	<p>What will it cost?</p> <p>When will the setting pay?</p> <p>Are there any unknown extras?</p> <p>Is there an SLA?</p>	<p>Are there minimum/maximum usage clauses?</p> <p>Can the price increase? Is this limited or open ended?</p>
A	ASSIGNABLE	<p>Who is doing the work?</p> <p>Who manages the delivery?</p> <p>What happens to equipment on termination? Who pays?</p>	<p>What happens if the main party cant carry out the work/service or provide the product?</p>
R	REALISTIC	<p>Are the T&C's understandable?</p> <p>Is it what you want?</p> <p>Is what is offered realistic or too good to be true?</p>	<p>Is the contract length reasonable? (Especially for technology)</p> <p>How are complaints dealt with?</p>
T	TIMEBOUND	<p>Does the contract set out response times? Timescales for delivery?</p>	<p>How long are you tied in?</p> <p>What is the notice period? – Beware rolling contracts</p>

Income generation priorities



Efficiency

- **Know your strengths and weaknesses**
- Information Sources and Analysis:
 - Schools financial value standard
 - Schools benchmarking website
 - Schools financial efficiency: metric tool
 - Ofsted assessment
 - Internal audit report
 - Process review
 - Skills audit
 - Staffing structure

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