

Funding & Developing a Vitality Plan

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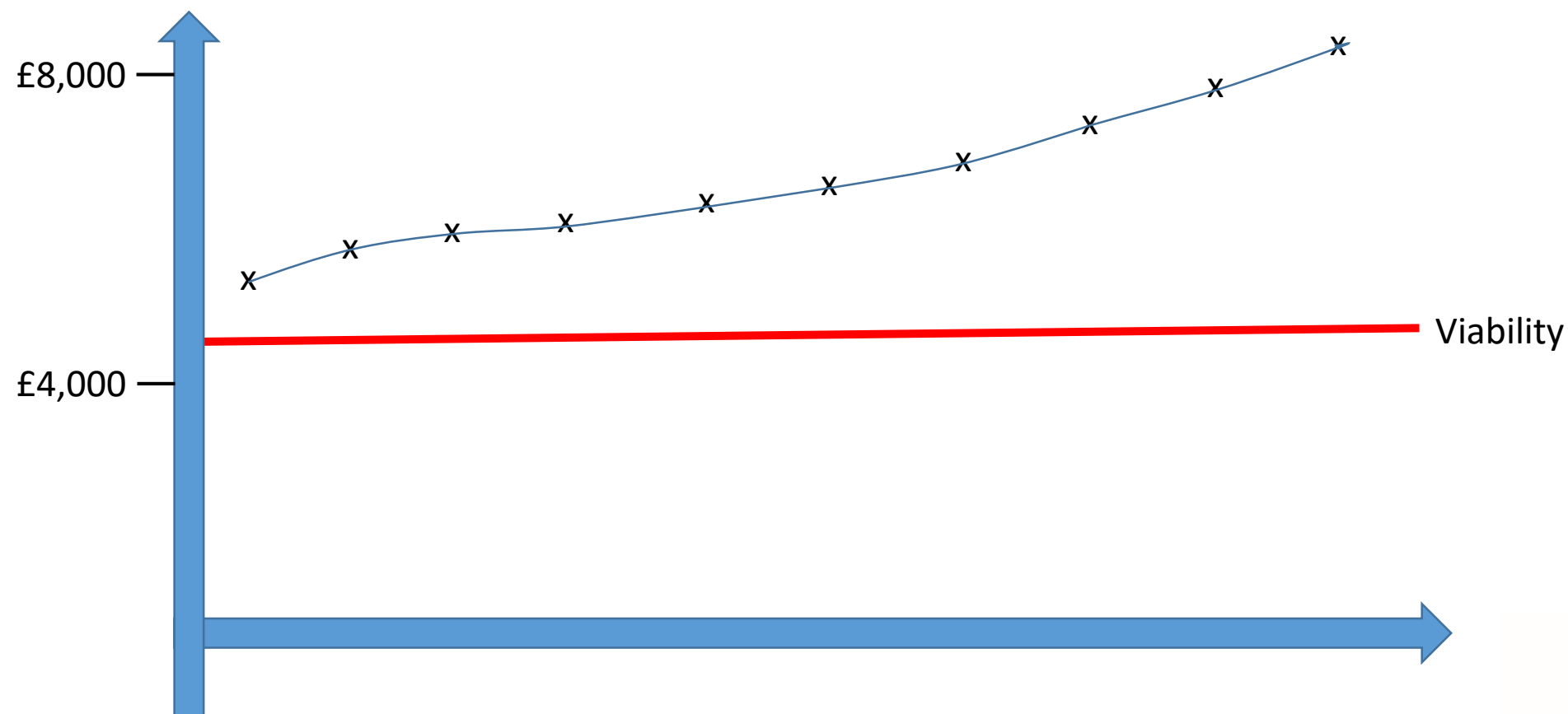
Objectives

- Appreciate the funding landscape and timeframes
- What we need from SBM's and NASBM's response
- Know what 'going concern' is and what auditors look for
- Understand the national funding formula components
- Look a real life example of a Vitality Plan

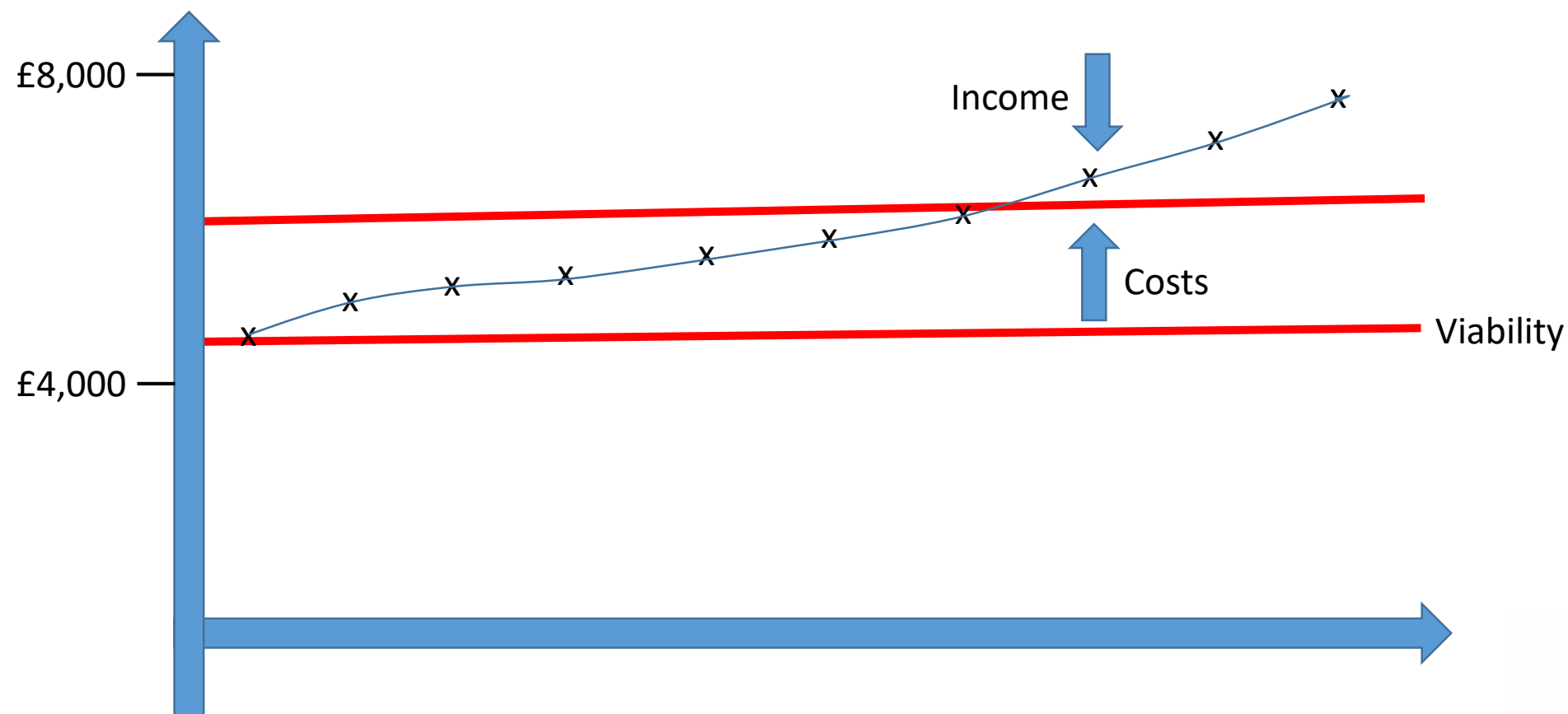


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Per pupil income - 2010

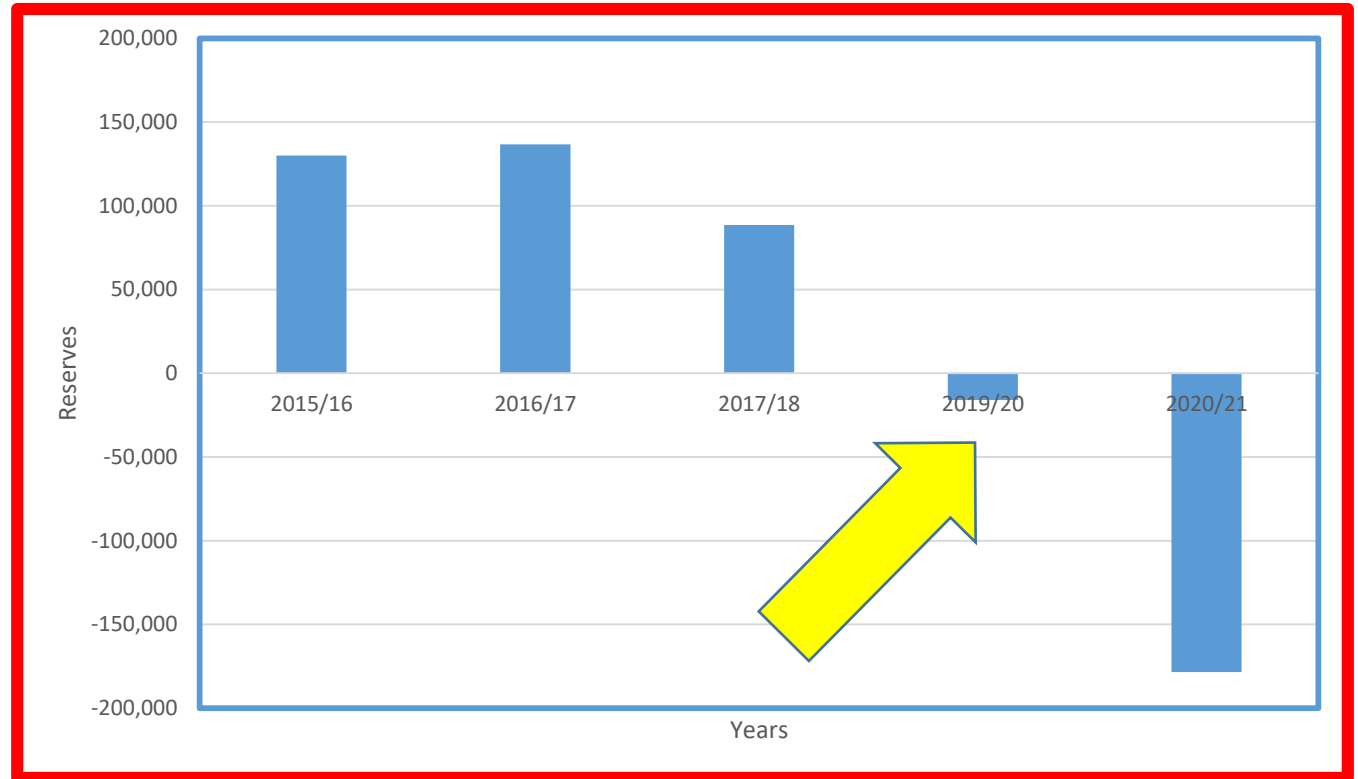


Per pupil income - 2016



The Head In The Sand Academy

- Unfunded cost pressures between 8% – 12%
- Primary School with £2m budget
- 2015/16 £60k surplus & now has £130k reserves
- Impact of 2.75% cost increase per year



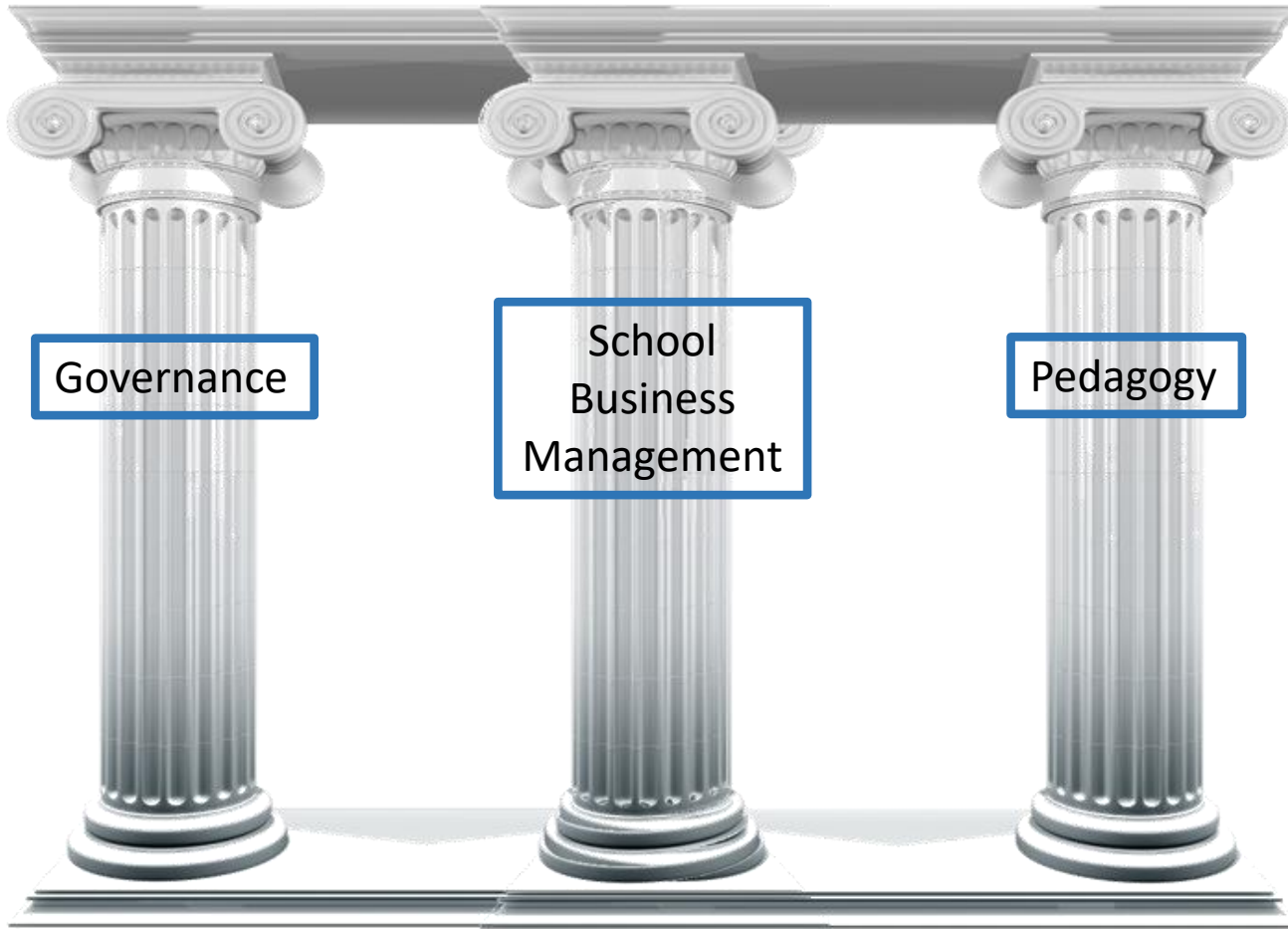
Planning Timeline

School Planning Timeline																									
	Academic Year 2015												Academic Year 2016												Academic Year 2017
Admin Timeline	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Plan curriculum offer			AY2016												AY2017										
Draft timetable				AY2016	AY2016											AY2017	AY2017								
Check room availability & suitability against BB103					AY2016												AY2017								
Agree provisional timetable					AY2016												AY2017								
Set up options					AY2016												AY2017								
Advertise GCSE options						AY2016												AY2017							
Publish GCSE options							AY2016												AY2017						
Lower School Time Line																									
Print Lower School Prospectus									AY2017												AY2018				
Year 5 Open Evening										AY2017												AY2018			
11+ Entry tests	AY2016													AY2017											AY2018
Year 6 Offers go out							AY2016												AY2017						
Year 7 Start														AY2016											AY2017
6th Form Time Line																									
Print 6th Form Prospectus		AY2016													AY2017										
6th Form Open Evening			AY2016													AY2017									
Process 6th Form Applications				AY2016													AY2017								
6th Form Offers Go Out						AY2016												AY2017							
6th Forms start														AY2016											AY2017
Staffing Time Line																									
Recruitment of teachers					AY2016	AY2016	AY2016	AY2016	AY2016								AY2017	AY2017	AY2017	AY2017	AY2017				
Keep watching brief for potential staff leavers	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Deadline for staff to hand in notice										AY2016											AY2017				
Adjust part time staff hours											AY2016											AY2017			
Issue final timetable												AY2016											AY2017		
Funding & Finance Timeline																									
School Census Day for funding allocations		AY2016													AY2017										
Funding Allocations						AY2016												AY2017							
Submit CIF Bids				X												X									
CIF Bid Allocations							X											X							
Update 3 year forecast based on predicted pupils & staffing			X			X				X					X			X				X			
Submit Budget Forecast Return											AY2017												AY2018		



18 months are needed!

System Leadership

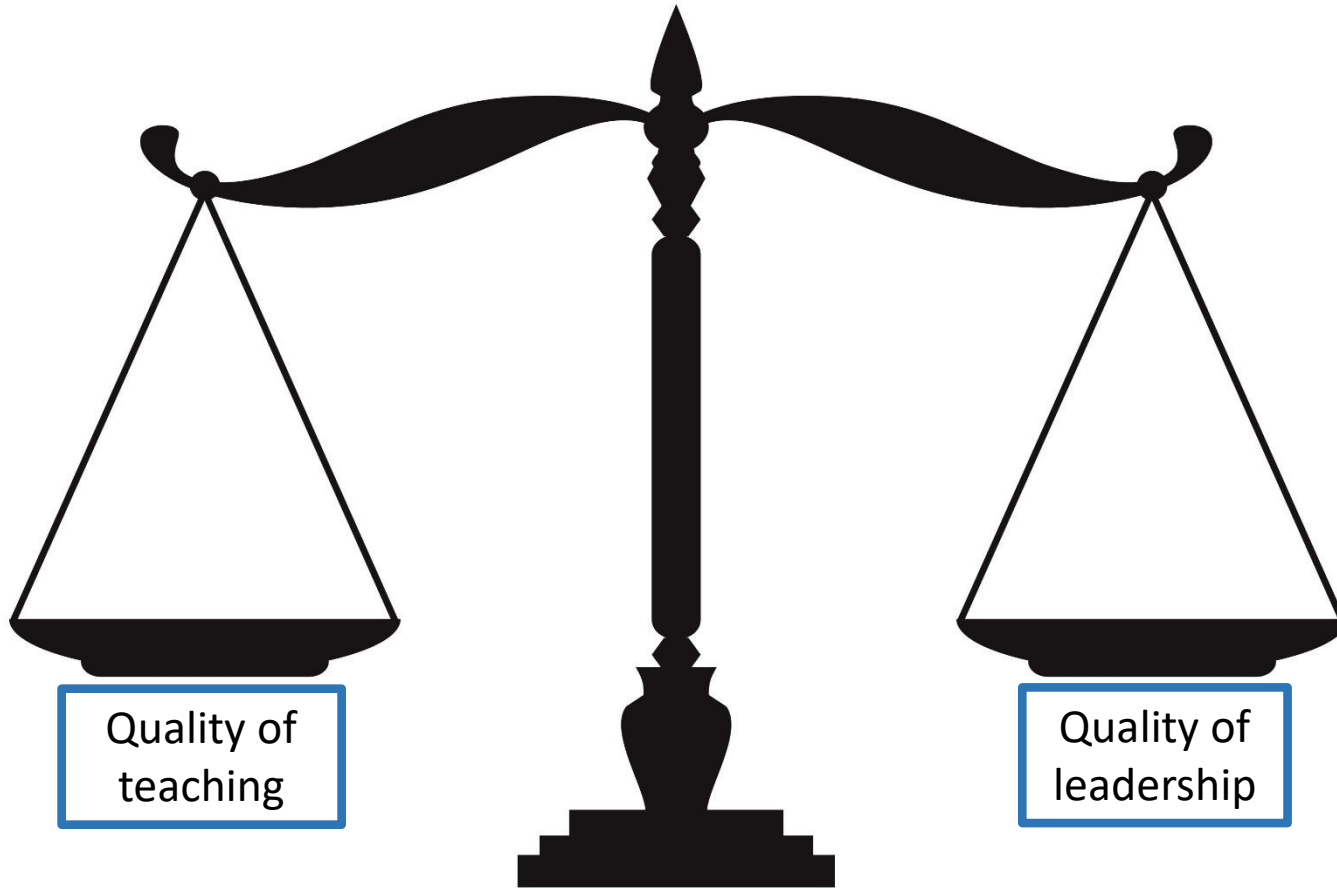


- All three pillars are needed
- Need to grow SBM capacity, capability, recognition & status
- Must be visionary about the bigger picture



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Quality focus



Quality of leadership
in ***every*** discipline



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Professionalism – sequence of 7 Steps

1. Job becomes full-time occupation
2. A training school is established
3. A programme of study is established
4. A professional association is established locally
5. A professional association is established nationally
6. A licence to practise is established
7. A code of ethics is established

Wilensky, 1964



NASBM Response

- Clearly articulated professional standards
- A qualifications and CPD framework that is underpinned by the standards
- Clear career pathway opportunities
- Mapping skills, competencies and experience to appropriate roles
- Improving leadership behaviour
- Appropriate levels of validated professional membership



The right people

NASBM Professional Standards:

- By the sector, for the sector
- Recruitment
- Performance Management
- CPD

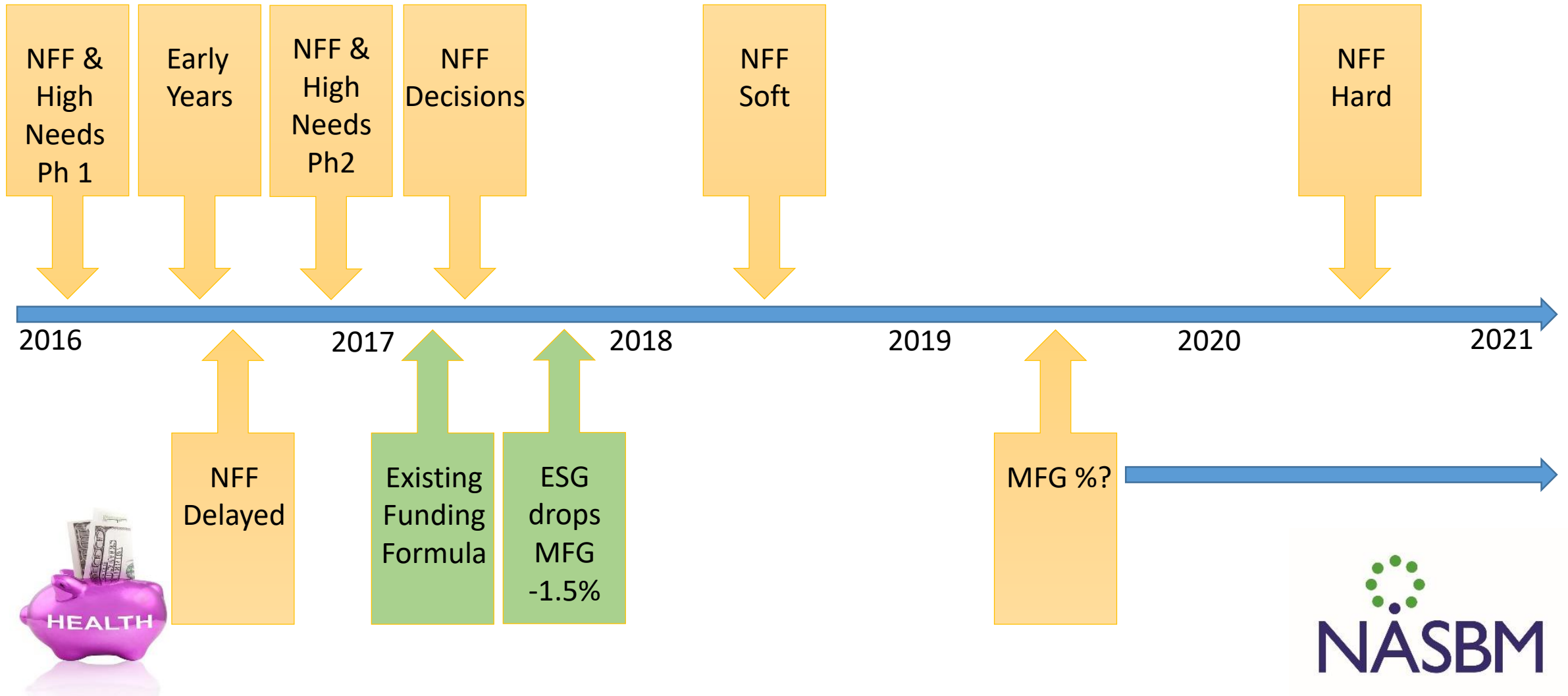
NASBM Support:

- Advice Centre
- Associate Practitioners
- Fellows
- Training

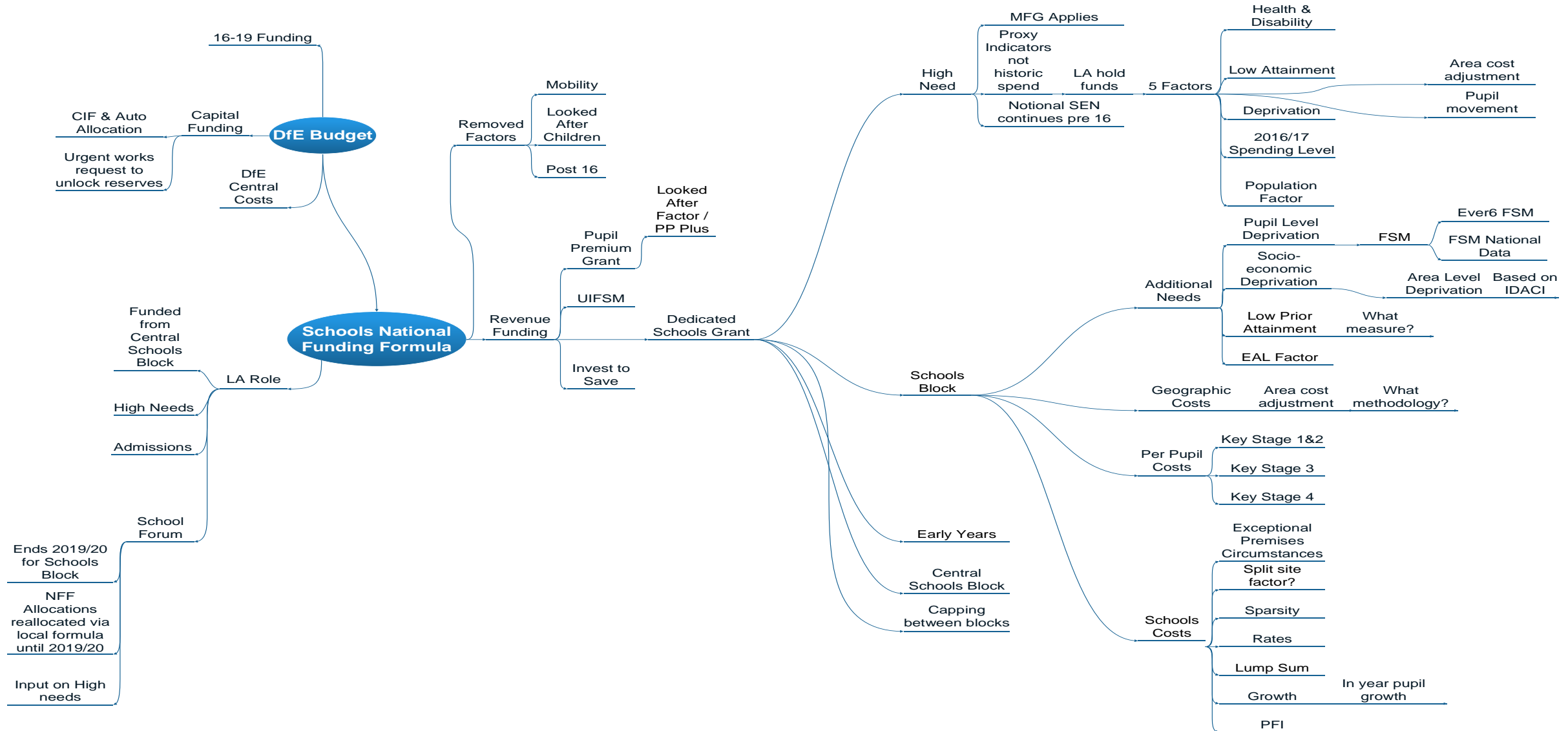


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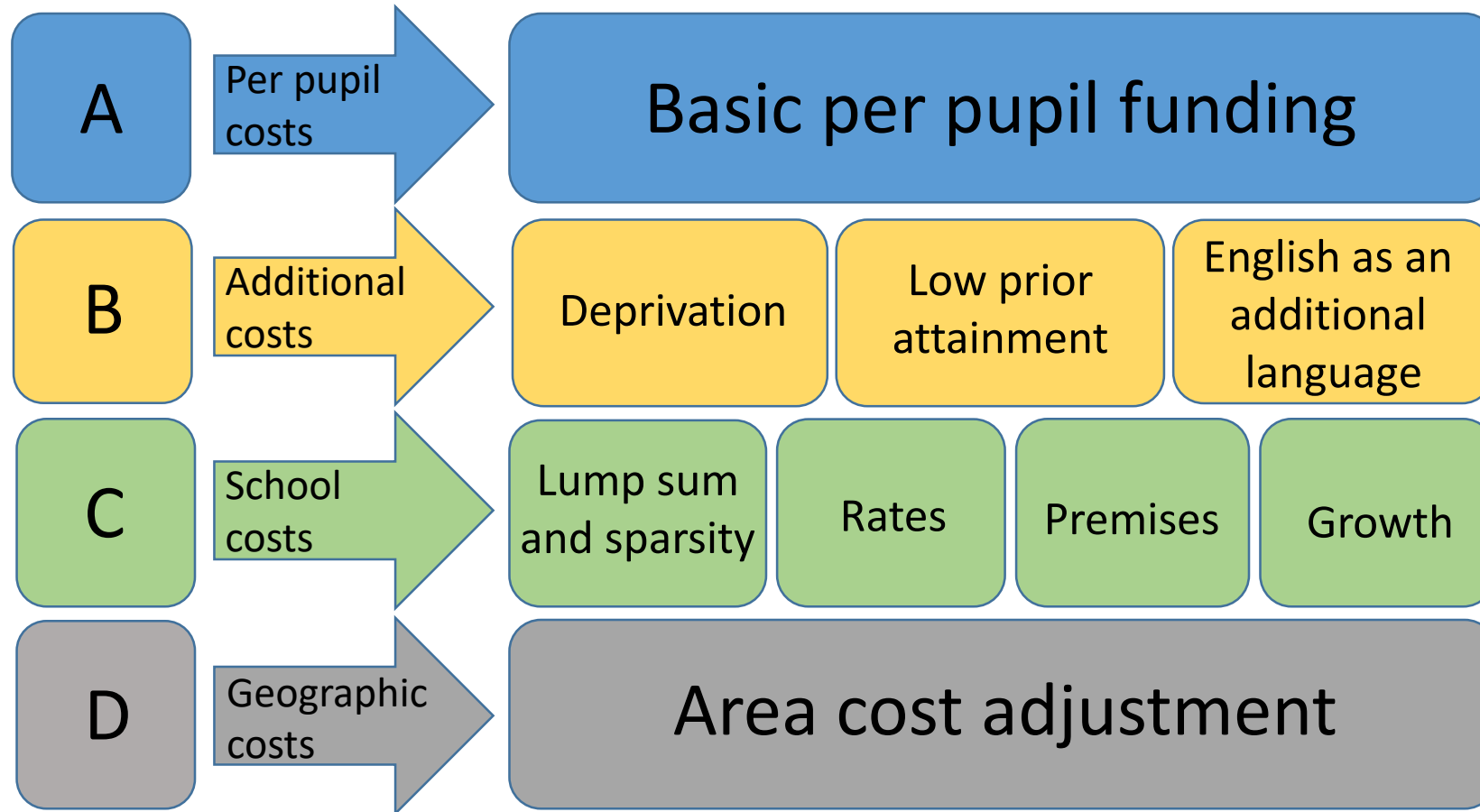
Funding Time Line



The Funding System



NFF Principles



NFF Principles

- What we expect:
 - 4 Blocks that are capped
 - '*Should*' make forecasting easier – amount per factor
 - Deprivation will include Pupil Premium
 - Pupil factors c. 80%
- The issues:
 - Area cost adjustment?
 - MFG?
 - Rates?
 - Central Schools Block needs to be tight
- But.....don't expect too much



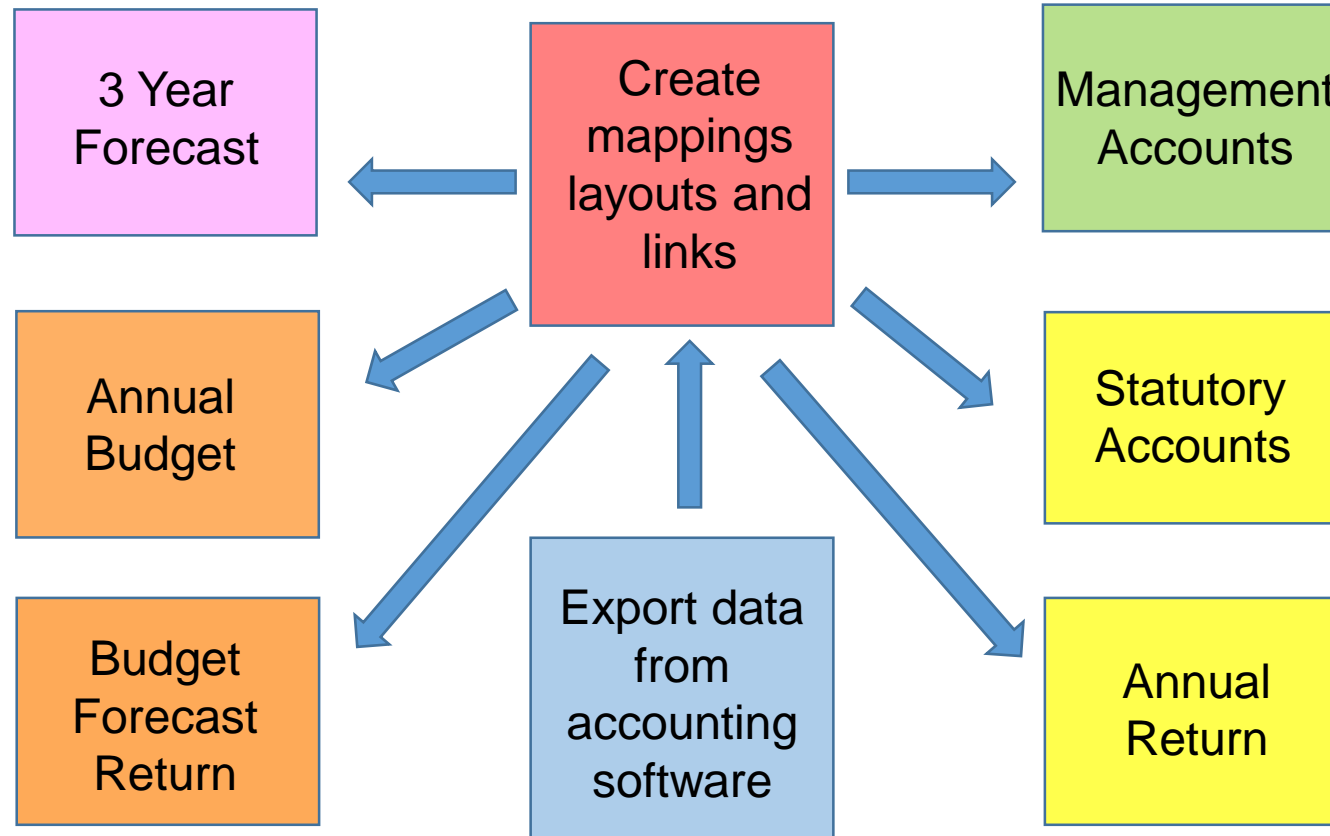
NFF Weightings



Crunching the numbers



The theory behind reporting



Mappings

	A	B	C	D	E	F	J	K	L	M	N	O
1	Account	Description	Type	Financials	Notes	ManAccs	Budget Return					
2	0101-01	Teaching Costs	Expense	Teaching and educational support staff costs	Teaching and educational support staff costs	Teaching Staff	Teaching staff					
3	0102-01	Supply	Expense	Teaching and educational support staff costs	Teaching and educational support staff costs	Supply Teachers	Supply/Agency Teaching staff					
4	0105-01	Language Tutors	Expense	Teaching and educational support staff costs	Teaching and educational support staff costs	Teaching Staff	Teaching staff					
5	0106-01	Lang Coll Training Costs	Expense	Teaching and educational support staff costs	Teaching and educational support staff costs	Teaching Staff	Teaching staff					
6	0107-01	Supply (Agency)	Expense	Teaching and educational support staff costs	Teaching and educational support staff costs	Supply Teachers (Agency)	Supply/Agency Teaching staff					
7	0107-90	Supply (Agency)	Asset	Debtors	Trade debtors	HMRC VAT						
8	0110-01	Language Assistants	Expense	Teaching and educational support staff costs	Teaching and educational support staff costs	Educational Support Staff	Educational support					
9	0111-01	Technical Assistants	Expense	Teaching and educational support staff costs	Teaching and educational support staff costs	Educational Support Staff	Educational support					
10	0112-01	Foreign Language Assistants	Expense	Teaching and educational support staff costs	Teaching and educational support staff costs	Educational Support Staff	Educational support					
11	0113-01	Technical overtime	Expense	Teaching and educational support staff costs	Teaching and educational support staff costs	Educational Support Staff	Educational support					
12	0115-01	Invigilators	Expense	Teaching and educational support staff costs	Teaching and educational support staff costs	Educational Support Staff	Educational support					
13	0117-01	LSA Overtime	Expense	Teaching and educational support staff costs	Teaching and educational support staff costs	Educational Support Staff	Educational support					
14	0118-01	Learning Support Assistants	Expense	Teaching and educational support staff costs	Teaching and educational support staff costs	Educational Support Staff	Educational support					
15	0121-01	Facilities Staff	Expense	Academy's educational operations	Support staff costs	Support Staff	Other staff					
16	0122-01	Facilities Staff Overtime	Expense	Academy's educational operations	Support staff costs	Support Staff	Other staff					
17	0123-01	Cleaners	Expense	Academy's educational operations	Support staff costs	Support Staff	Other staff					
18	0130-01	Admin/Clerical Staff	Expense	Academy's educational operations	Support staff costs	Support Staff	Other staff					
19	0131-01	Admin/Clerical Overtime	Expense	Academy's educational operations	Support staff costs	Support Staff	Other staff					
20	0150-01	Midday Supervisors	Expense	Teaching and educational support staff costs	Teaching and educational support staff costs	Educational Support Staff	Educational support					
21	0152-01	Pension Deficit	Expense	Academy's educational operations	Support staff costs	LGPS Pension Deficit Cost	Indirect employee expenses					
22	0155-01	Duty Meals	Expense	Academy's educational operations	Catering	Hospitality	Indirect employee expenses					
23	0155-90	Duty Meals	Asset	Debtors	Trade debtors	HMRC VAT						
24	0160-01	Recruitment Advertising	Expense	Academy's educational operations	Recruitment and support	Recruitment and support	Indirect employee expenses					
25	0160-90	Recruitment Advertising	Asset	Debtors	Trade debtors	HMRC VAT						
26	0161-01	Interview Expenses	Expense	Academy's educational operations	Recruitment and support	Recruitment and support	Indirect employee expenses					
27	0161-90	Interview Expenses	Asset	Debtors	Trade debtors	HMRC VAT						
28	0162-01	Relocation	Expense	Academy's educational operations	Recruitment and support	Recruitment and support	Indirect employee expenses					
29	0162-90	Relocation	Asset	Debtors	Trade debtors	HMRC VAT						
30	0201-01	Building Repairs & Maintenance	Expense	Academy's educational operations	Maintenance of Premises and Equipment	Maintenance of Premises and Equipment	Maintenance and services					
31	0201-90	Building Repairs & Maintenance	Asset	Debtors	Trade debtors	HMRC VAT						
32	0202-01	Improvements & Alterations	Expense	Academy's educational operations	Maintenance of Premises and Equipment	Maintenance of Premises and Equipment	Maintenance and services					
33	0202-90	Improvements & Alterations	Asset	Debtors	Trade debtors	HMRC VAT						
34	0203-01	Redecoration	Expense	Academy's educational operations	Maintenance of Premises and Equipment	Maintenance of Premises and Equipment	Maintenance and services					
35	0203-90	Redecoration	Asset	Debtors	Trade debtors	HMRC VAT						
36	0204-01	Plant & Machinery Rep & Maint	Expense	Academy's educational operations	Maintenance of Premises and Equipment	Maintenance of Premises and Equipment	Maintenance and services					
37	0204-90	Plant & Machinery Rep & Maint	Asset	Debtors	Trade debtors	HMRC VAT						
38	0205-01	Alarm/CCTV Maintenance	Expense	Academy's educational operations	Security and Transport	Security and Transport	Maintenance and services					
39	0205-90	Alarm/CCTV Maintenance	Asset	Debtors	Trade debtors	HMRC VAT						
40	0215-01	Premises Materials/Supplies	Expense	Academy's educational operations	Maintenance of Premises and Equipment	Maintenance of Premises and Equipment	Maintenance and services					
41	0215-90	Premises Materials/Supplies	Asset	Debtors	Trade debtors	HMRC VAT						
42	0230-01	Grounds Equipment	Expense	Academy's educational operations	Maintenance of Premises and Equipment	Maintenance of Premises and Equipment	Maintenance and services					
43	0230-90	Grounds Equipment	Asset	Debtors	Trade debtors	HMRC VAT						
44	0231-01	Grounds Materials & Supplies	Expense	Academy's educational operations	Maintenance of Premises and Equipment	Maintenance of Premises and Equipment	Maintenance and services					
45	0231-90	Grounds Materials & Supplies	Asset	Debtors	Trade debtors	HMRC VAT						
46	0232-01	Grounds Contract	Expense	Academy's educational operations	Maintenance of Premises and Equipment	Maintenance of Premises and Equipment	Maintenance and services					
47	0232-90	Grounds Contract	Asset	Debtors	Trade debtors	HMRC VAT						
48	0233-01	Lettings Expenditure	Expense	Academy's educational operations	Other Support Costs	Other Support Costs	Other Premises					
49	0233-90	Lettings Expenditure	Asset	Debtors	Trade debtors	HMRC VAT						
50	0301-01	Cleaning Materials	Expense	Academy's educational operations	Cleaning	Cleaning	Other Premises					
51	0301-90	Cleaning Materials	Asset	Debtors	Trade debtors	HMRC VAT						
52	0302-01	Contract Cleaning	Expense	Academy's educational operations	Cleaning	Cleaning	Other Premises					
53	0302-90	Contract Cleaning	Asset	Debtors	Trade debtors	HMRC VAT						

Consolidated Trial Balance

A	B	C	D	E	F	G	H	I	J	K	L	M
Ledger Code	Description	Actual 2012	Comitmen	Budget 12/13	Source	Typ	Financials	Notes	ManAccs	Actual 2011/12	Full Year Budget 2012/13	
0101-01	Teaching Costs	3,286,954.90	DR	0.00	3,246,932.00	Public	Expense Teaching and educational support staff costs	Teaching and educational support staff costs	Teaching Staff	3,285,002.13	3,246,932.00	
0102-01	Supply	11,911.84	DR	0.00	13,000.00	Public	Expense Teaching and educational support staff costs	Teaching and educational support staff costs	Supply Teacher	8,169.12	13,000.00	
0105-01	Lang. Self Tutors	7,777.55	DR	0.00	0.00	Public	Expense Teaching and educational support staff costs	Teaching and educational support staff costs	Teaching Staff	4,595.18	0.00	
0106-01	Lang. Teaching Costs	0.00	0.00	0.00	0.00	Public	Expense Teaching and educational support staff costs	Teaching and educational support staff costs	Teaching Staff	0.00	0.00	
0107-01	Supply (Agency)	4,805.00	DR	0.00	10,000.00	Public	Expense Teaching and educational support staff costs	Teaching and educational support staff costs	Supply Teacher (Agency)	10,745.30	10,000.00	
0107-90	Supply (Agency)	183.40	DR	0.00	0.00	Public	Asset Debtors	Trade debtors	HMRC VAT	-19,813.00	0.00	
0110-01	Lang. Assistants	0.00	DR	0.00	0.00	Public	Expense Teaching and educational support staff costs	Teaching and educational support staff costs	Educational Support Staff	2,204.39	0.00	
0111-01	Technicians	3,333.12	DR	0.00	209,769.00	Public	Expense Teaching and educational support staff costs	Teaching and educational support staff costs	Educational Support Staff	207,299.00	209,769.00	
0112-01	Foreign Language Assistants	1,916.43	DR	0.00	24,243.00	Public	Expense Teaching and educational support staff costs	Teaching and educational support staff costs	Educational Support Staff	12,850.18	24,243.00	
0113-01	Technicians Overtime	6,807.68	DR	0.00	2,000.00	Public	Expense Teaching and educational support staff costs	Teaching and educational support staff costs	Educational Support Staff	1,705.00	2,000.00	
0115-01	Invigilators	9,057.42	DR	0.00	7,000.00	Public	Expense Teaching and educational support staff costs	Teaching and educational support staff costs	Educational Support Staff	5,811.79	7,000.00	
0117-01	LSA Overtime	0.00	0.00	0.00	0.00	Public	Expense Teaching and educational support staff costs	Teaching and educational support staff costs	Educational Support Staff	0.00	0.00	
0118-01	Learning Support Assistants	29,806.48	DR	0.00	29,308.00	Public	Expense Teaching and educational support staff costs	Teaching and educational support staff costs	Educational Support Staff	27,934.28	29,308.00	
0121-01	Facilities Staff	158,217.00	DR	0.00	168,838.00	Public	Expense Academy's educational operations	Support staff costs	Support Staff	145,861.75	168,838.00	
0122-01	Facilities Staff Overtime	13,769.57	DR	0.00	10,000.00	Public	Expense Academy's educational operations	Support staff costs	Support Staff	12,523.22	10,000.00	
0123-01	Cleaners	62,325.52	DR	0.00	71,173.00	Public	Expense Academy's educational operations	Support staff costs	Support Staff	55,188.47	71,173.00	
0130-01	Admin/Clerical Staff	481,272.58	DR	0.00	446,522.00	Public	Expense Academy's educational operations	Support staff costs	Support Staff	404,324.04	446,522.00	
0131-01	Admin/Clerical Overtime	3,983.29	DR	0.00	5,000.00	Public	Expense Academy's educational operations	Support staff costs	Support Staff	4,595.96	5,000.00	
0150-01	Midday Supervisors	9,924.02	DR	0.00	10,500.00	Public	Expense Teaching and educational support staff costs	Teaching and educational support staff costs	Educational Support Staff	7,295.52	10,500.00	
0152-01	Pension Deficit	54,120.39	0.00	0.00	39,519.00	Public	Expense Academy's educational operations	Support staff costs	LGPS Pension Deficit Cost	939.16	39,519.00	
0155-01	Duty Meals	7,693.75	DR	0.00	6,500.00	Public	Expense Academy's educational operations	Catering	Hospitality	6,050.62	0.00	
0155-90	Duty Meals	0.00	0.00	0.00	0.00	Public	Asset Debtors	Trade debtors	HMRC VAT	0.00	6,500.00	
0160-01	Recruitment Advertising	20,650.12	DR	0.00	7,500.00	Public	Expense Academy's educational operations	Recruitment and support	Recruitment and support	9,653.92	7,500.00	
0160-90	Recruitment Advertising	522.65	DR	0.00	0.00	Public	Asset Debtors	Trade debtors	HMRC VAT	0.00	0.00	
0161-01	Interview Expenses	398.40	0.00	0.00	500.00	Public	Expense Academy's educational operations	Recruitment and support	Recruitment and support	121.93	500.00	
0161-90	Interview Expenses	0.00	0.00	0.00	0.00	Public	Asset Debtors	Trade debtors	HMRC VAT	0.00	0.00	
0162-01	Relocation	0.00	0.00	0.00	2,000.00	Public	Expense Academy's educational operations	Recruitment and support	Recruitment and support	1,123.00	2,000.00	
0162-90	Relocation	0.00	0.00	0.00	0.00	Public	Asset Debtors	Trade debtors	HMRC VAT	0.00	0.00	
0201-01	Building Repairs & Maintenance	-22,057.27	DR	0.00	30,000.00	Public	Expense Academy's educational operations	Maintenance of Premises and Equipment	Maintenance of Premises and Equipment	74,978.38	30,000.00	
0201-90	Building Repairs & Maintenance	8,493.91	DR	0.00	0.00	Public	Asset Debtors	Trade debtors	HMRC VAT	-1,335.82	0.00	
0202-01	Improvements & Alterations	48,902.82	DR	0.00	2,600.00	Public	Expense Academy's educational operations	Maintenance of Premises and Equipment	Maintenance of Premises and Equipment	60,737.88	2,600.00	
0202-90	Improvements & Alterations	4,387.05	CR	0.00	0.00	Public	Asset Debtors	Trade debtors	HMRC VAT	-929.75	0.00	
0203-01	Redecoration	3,524.10	DR	0.00	5,000.00	Public	Expense Academy's educational operations	Maintenance of Premises and Equipment	Maintenance of Premises and Equipment	5,043.99	5,000.00	
0203-90	Redecoration	34.54	DR	0.00	0.00	Public	Asset Debtors	Trade debtors	HMRC VAT	0.00	0.00	
0204-01	Plant & Machinery Rep & Maint	9,144.99	DR	0.00	4,000.00	Public	Expense Academy's educational operations	Maintenance of Premises and Equipment	Maintenance of Premises and Equipment	10,783.78	4,000.00	
0204-90	Plant & Machinery Rep & Maint	-1,256.59	DR	0.00	0.00	Public	Asset Debtors	Trade debtors	HMRC VAT	1,849.27	0.00	
0205-01	Alarm/CCTV Maintenance	10,827.80	DR	0.00	3,500.00	Public	Expense Academy's educational operations	Security and Transport	Security and Transport	11,690.14	3,500.00	
0205-90	Alarm/CCTV Maintenance	2,560.60	DR	0.00	0.00	Public	Asset Debtors	Trade debtors	HMRC VAT	0.00	0.00	
0215-01	Premises Materials/Supplies	6,556.89	DR	0.00	15,000.00	Public	Expense Academy's educational operations	Maintenance of Premises and Equipment	Maintenance of Premises and Equipment	7,624.24	15,000.00	
0215-90	Premises Materials/Supplies	92.67	DR	0.00	0.00	Public	Asset Debtors	Trade debtors	HMRC VAT	39.31	0.00	
0230-01	Grounds Equipment	1,664.20	DR	0.00	1,500.00	Public	Expense Academy's educational operations	Maintenance of Premises and Equipment	Maintenance of Premises and Equipment	1,970.27	1,500.00	
0230-90	Grounds Equipment	183.38	DR	0.00	0.00	Public	Asset Debtors	Trade debtors	HMRC VAT	76.00	0.00	
0231-01	Grounds Materials & Supplies	2,241.04	DR	0.00	2,500.00	Public	Expense Academy's educational operations	Maintenance of Premises and Equipment	Maintenance of Premises and Equipment	3,182.11	2,500.00	
0231-90	Grounds Materials & Supplies	68.29	DR	0.00	0.00	Public	Asset Debtors	Trade debtors	HMRC VAT	200.73	0.00	
0232-01	Grounds Contract	2,485.45	DR	0.00	3,000.00	Public	Expense Academy's educational operations	Maintenance of Premises and Equipment	Maintenance of Premises and Equipment	2,711.40	3,000.00	
0232-90	Grounds Contract	0.00	DR	0.00	0.00	Public	Asset Debtors	Trade debtors	HMRC VAT	0.00	0.00	
0233-01	Lettings Expenditure	529.32	DR	0.00	300.00	Public	Expense Academy's educational operations	Other Support Costs	Other Support Costs	366.00	300.00	
0233-90	Lettings Expenditure	0.00	0.00	0.00	0.00	Public	Asset Debtors	Trade debtors	HMRC VAT	0.00	0.00	
0301-01	Cleaning Materials	8,784.33	DR	0.00	5,000.00	Public	Expense Academy's educational operations	Cleaning	Cleaning	5,645.71	5,000.00	
0301-90	Cleaning Materials	77.15	DR	0.00	0.00	Public	Asset Debtors	Trade debtors	HMRC VAT	138.38	0.00	
0302-01	Contract Cleaning	0.00	0.00	0.00	0.00	Public	Expense Academy's educational operations	Cleaning	Cleaning	19,813.00	0.00	
0302-90	Contract Cleaning	0.00	0.00	0.00	0.00	Public	Asset Debtors	Trade debtors	HMRC VAT	0.00	0.00	
0303-01	Contract Cleaning	0.00	0.00	0.00	0.00	Public	Asset Debtors	Trade debtors	HMRC VAT	0.00	0.00	
0303-90	Contract Cleaning	0.00	0.00	0.00	0.00	Public	Asset Debtors	Trade debtors	HMRC VAT	0.00	0.00	
0304-01	Contract Cleaning	0.00	0.00	0.00	0.00	Public	Asset Debtors	Trade debtors	HMRC VAT	0.00	0.00	
0304-90	Contract Cleaning	0.00	0.00	0.00	0.00	Public	Asset Debtors	Trade debtors	HMRC VAT	0.00	0.00	
0305-01	Contract Cleaning	0.00	0.00	0.00	0.00	Public	Asset Debtors	Trade debtors	HMRC VAT	0.00	0.00	
0305-90	Contract Cleaning	0.00	0.00	0.00	0.00	Public	Asset Debtors	Trade debtors	HMRC VAT	0.00	0.00	
0306-01	Contract Cleaning	0.00	0.00	0.00	0.00	Public	Asset Debtors	Trade debtors	HMRC VAT	0.00	0.00	
0306-90	Contract Cleaning	0.00	0.00	0.00	0.00	Public	Asset Debtors	Trade debtors	HMRC VAT	0.00	0.00	
0307-01	Contract Cleaning	0.00	0.00	0.00	0.00	Public	Asset Debtors	Trade debtors	HMRC VAT	0.00	0.00	
0307-90	Contract Cleaning	0.00	0.00	0.00	0.00	Public	Asset Debtors	Trade debtors	HMRC VAT	0.00	0.00	
0308-01	Contract Cleaning	0.00	0.00	0.00	0.00	Public	Asset Debtors	Trade debtors	HMRC VAT	0.00	0.00	
0308-90	Contract Cleaning	0.00	0.00	0.00	0.00	Public	Asset Debtors	Trade debtors	HMRC VAT	0.00	0.00	
0309-01	Contract Cleaning	0.00	0.00	0.00	0.00	Public	Asset Debtors	Trade debtors	HMRC VAT	0.00	0.00	
0309-90	Contract Cleaning	0.00	0.00	0.00	0.00	Public	Asset Debtors	Trade debtors	HMRC VAT	0.00	0.00	
0310-01	Contract Cleaning	0.00	0.00	0.00	0.00	Public	Asset Debtors	Trade debtors	HMRC VAT	0.00	0.00	
0310-90	Contract Cleaning	0.00	0.00	0.00	0.00	Public	Asset Debtors	Trade debtors	HMRC VAT	0.00	0.00	
0311-01	Contract Cleaning	0.00	0.00	0.00	0.00	Public	Asset Debtors	Trade debtors	HMRC VAT	0.00	0.00	
0311-90	Contract Cleaning	0.00	0.00	0.00	0.00	Public	Asset Debtors	Trade debtors	HMRC VAT	0.00	0.00	
0312-01	Contract Cleaning	0.00	0.00	0.00	0.00	Public	Asset Debtors	Trade debtors	HMRC VAT	0.00	0.00	
0312-90	Contract Cleaning	0.00	0.00	0.00	0.00	Public	Asset Debtors	Trade debtors	HMRC VAT	0.00	0.00	
0313-01	Contract Cleaning	0.00	0.00	0.00	0.00	Public	Asset Debtors	Trade debtors	HMRC VAT	0.00	0.00	
0313-90	Contract Cleaning	0.00	0.00	0.00	0.00	Public	Asset Debtors	Trade debtors	HMRC VAT	0.00	0.00	
0314-01	Contract Cleaning	0.00	0.00	0.00	0.00	Public	Asset Debtors	Trade debtors	HMRC VAT	0.00	0.00	
0314-90	Contract Cleaning	0.00	0.00	0.00	0.00	Public	Asset Debtors	Trade debtors	HMRC VAT	0.00	0.00	
0315-01	Contract Cleaning	0.00	0.00	0.00	0.00	Public	Asset Debtors	Trade debtors	HMRC VAT	0.00	0.00	
0315-90	Contract Cleaning	0.00	0.00	0.00	0.00	Public	Asset Debtors	Trade debtors	HMRC VAT	0.00	0.00	
0316-01	Contract Cleaning	0.00	0.00	0.00	0.00	Public	Asset Debtors	Trade debtors	HMRC VAT	0.00	0.00	
0316-90	Contract Cleaning	0.00	0.00	0.00	0.00	Public	Asset Debtors	Trade debtors	HMRC VAT	0.00	0.00	
0317-01	Contract Cleaning	0.00	0.00	0.00	0.00	Public	Asset Debtors	Trade debtors	HMRC VAT	0.00	0.00	
0317-90	Contract Cleaning	0.00	0.00	0.00	0.00	Public	Asset Debtors	Trade debtors	HMRC VAT	0.00	0.00	
0318-01	Contract Cleaning	0.00	0.00	0.00	0.00	Public	Asset Debtors	Trade debtors	HMRC VAT	0.00	0.00	
0318-90	Contract Cleaning	0.00	0.00	0.00	0.00	Public	Asset Debtors	Trade debtors	HMRC VAT	0.00	0.00	
0319-01	Contract Cleaning	0.00	0.00	0.00	0.00	Public	Asset Debtors	Trade debtors	HMRC VAT	0.00	0.00	
0319-90	Contract Cleaning	0.00	0.00	0.00	0.00	Public	Asset Debtors	Trade debtors	HMRC VAT	0.00	0.00	
0320-01	Contract Cleaning	0.00	0.00	0.00	0.00	Public	Asset Debtors	Trade debtors	HMRC VAT	0.00	0.00	
0320-90	Contract Cleaning	0.00	0.00	0.00	0.00	Public	Asset Debtors	Trade debtors	HMRC VAT	0.00	0.00	
0321-01	Contract Cleaning	0.00	0.00	0.00	0.00	Public	Asset Debtors	Trade debtors	HMRC VAT	0.00	0.00	
0321-90	Contract Cleaning	0.00	0.00	0.00	0.00	Public	Asset Debtors	Trade debtors	HMRC VAT	0.00	0.00	
0322-01	Contract Cleaning	0.00	0.00	0.00	0.00	Public	Asset Debtors	Trade debtors	HMRC VAT	0.00	0.00	
0322-90	Contract Cleaning	0.00	0.00	0.00	0.00	Public	Asset Debtors	Trade debtors	HMRC VAT	0.00	0.00	
0323-01	Contract Cleaning	0.00	0.00	0.00	0.00	Public	Asset Debtors	Trade debtors	HMRC VAT	0.00	0.00	
0323-90	Contract Cleaning	0.00	0.00	0.00	0.00	Public	Asset Debtors	Trade debtors	HMRC VAT	0.00	0.00	
0324-01	Contract Cleaning	0.00	0.00	0.00	0.00	Public	Asset Debtors	Trade debtors	HMRC VAT	0.00	0.00	
0324-90	Contract Cleaning	0.00	0.00	0.00	0.00	Public	Asset Debtors	Trade debtors	HMRC VAT	0.00	0.00	
0325-01	Contract Cleaning	0.00	0.00	0.00	0.00	Public	Asset Debtors	Trade debtors	HMRC VAT	0.00	0.00	
0325-90	Contract Cleaning	0.00	0.00	0.00	0.00	Public	Asset Debtors	Trade debtors	HMRC VAT	0.00	0.00	
0326-01	Contract Cleaning	0.00	0.00	0.00	0.00	Public	Asset Debtors	Trade debtors	HMRC VAT	0.00	0.00	
0326-90	Contract Cleaning	0.00	0.00	0.00	0.00	Public	Asset Debtors	Trade debtors	HMRC VAT	0.00	0.00	
0327-01	Contract Cleaning	0.00	0.00	0.00	0.00	Public	Asset Debtors	Trade debtors	HMRC VAT	0.00	0.00	
0327-90	Contract Cleaning	0.00	0.00	0.00	0.00	Public	Asset Debtors	Trade debtors	HMRC VAT	0.00	0.00	
0328-01	Contract Cleaning	0.00	0.00	0.00	0.00	Public	Asset Debtors	Trade debtors	HMRC VAT	0.00	0.00	
0328-90	Contract Cleaning	0.00	0.00	0.00	0.00	Public	Asset Debtors	Trade debtors	HMRC VAT	0.00	0.00	
0329-01	Contract Cleaning	0.00	0.00	0.00	0.00	Public	Asset Debtors	Trade debtors	HMRC VAT	0.00	0.00	
03												

Management Accounts – Pay Costs

EXPENSE ANALYSIS STATEMENT - P7: Period to 31st of March 2016

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PAY COSTS STATEMENT

ACTUAL 2014/15 £		2015/16 YTD			Full Year		
		ACTUAL £	BUDGET £	VARIANCE £	PREDICTED OUTTURN £	BUDGET £	VARIANCE £
3,200,232	Teaching Staff	1,986,869	2,013,475	26,606	3,451,672	3,451,672	-
8,822	Language College	4,758	3,500	(1,258)	6,000	6,000	-
3,209,055	Sub Total - Teaching Staff	1,991,627	2,016,975	25,349	3,457,672	3,457,672	-
29,052	Teaching Assistants	2,340	24,511	2,171	2,019	42,019	-
22,091	Foreign Language Assistants	6,340	12,950	(3,390)	2,200	22,200	-
215,253	Technicians	9,956	121,473	61,518	23,240	208,240	-
11,324	Exam Invigilators	5,760	2,917	(2,843)	5,000	5,000	-
0	Library Staff	17,982	0	(17,982)	0	0	-
12,968	Supply Teachers / Cover Supervisors	12,688	5,833	(6,855)	10,000	10,000	-
9,182	Midday Supervisors	5,143	6,125	982	10,500	10,500	-
299,870	Sub Total - Educational Support Staff	140,209	173,809	33,601	297,959	297,959	-
217,301	Facilities Staff	128,126	132,609	4,482	227,329	227,329	-
72,662	Cleaners	40,783	48,700	7,917	83,485	83,485	-
289,964	Sub Total - Facilities Staff	168,909	181,308	12,399	310,814	310,814	-
0	ICT Staff	52,031	0	(52,031)	0	0	-
551,310	Finance Staff	90,265	288,727	198,462	494,960	494,960	-
0	Admin Staff	170,332	0	(170,332)	0	0	-
551,310	Sub Total - Admin Staff	312,627	288,727	(23,900)	494,960	494,960	-
16,990	Supply Teachers (Agency)	8,984	4,667	(4,317)	8,000	8,000	-
0	Support Staff - Agency	0	0	0	0	0	-
16,990	Sub Total - Agency Staff	8,984	4,667	(4,317)	8,000	8,000	-
39,643	LGPS Pension Deficit Cost	23,636	23,427	(209)	40,161	40,161	-
(49,000)	(Gain) / Loss on LGPS	0	0	0	0	0	-
(9,357)	Sub Total - Other Staff	23,636	23,427	(209)	40,161	40,161	-
4,357,831	TOTAL PAY	2,645,991	2,688,914	42,922	4,609,566	4,609,566	-



How do I make it all work?

Teaching costs in the management accounts

=SUMIF(TB!\$K:\$K,Expenses!\$C9,TB!C:C)

Or put it another way:

- Go to the TB and in column K find the same name as in Expenses C9
- Then give me the sum from the TB column C anywhere that says Teaching Costs in column K

What are academy auditors looking for?

- What is FRS3 Going concern and where is it?
- Auditors are looking closely at the level of reserves
- Competency of CFO
- Good financial management and controls
- Management accounts with cash flow forecast and balance sheet with monthly depreciation, accruals and predicted outturn
- Auditors will be looking for a 3-5 year forecast
- What impact does your forecast have on your reserves each year?



Budget / Forecast presentation – summary

INCOME AND EXPENDITURE STATEMENT - Forecast as at November 2013 Page 3

ACTUAL 2012/13 £		Next Period			Future Periods		
		2013/14 BUDGET £	2014/15 FORECAST £	VARIANCE	2015/16 FORECAST £	2016/17 FORECAST £	VARIANCE to 2013/14 £
	INCOME						
5,308,742	Operating Income	5,102,000				259,742	(230,721)
943,693	Other Income						-
6,252,435	Total Income						(230,721)
	EXPENDITURE						
4,370,674	Pay					4,635,360	(226,645)
1,634,803	Non Pay				(35,597)	1,339,729	(76,360)
6,005,477	Total Expenditure				(221,565)	5,975,089	(303,005)
246,958	OPERATING SURPLUS/(DEFICIT)				(456,363)	(403,527)	(586,562)
	- FRS 17				-	-	-
	- Prior Year Adjustments				-	-	-
(149,585)	Capital Expenditure from GAG transfer to Fixed Asset Fund		(149,585)		(149,585)	(149,585)	-
(45,067)	Transfer from Fixed Asset Fund for depreciation of Fixed Assets		(45,067)		(45,067)	(45,067)	-
52,306	RETAINED EARNINGS SURPLUS/(DEFICIT)	(247,488)	(365,315)	(117,827)	(651,015)	(403,527)	(781,214)

SHSB Vitality Plan



- 3 year forecast outcome November 2013 = significant deficits
- Forecast 'live document' and updated for each Finance Committee
- SLT asked for blue sky ideas for cost reduction and income generation
- Timetable & teaching staff utilisation data updated
- Ideas collated and then discussed in turn
- Recommendation to EFGB with a simplified financial summary to expand pupil numbers et c



Vitality Plan Considerations - Income

- Consultancy work – funds should be remitted to school
- Ofsted Inspectors – keep your friends close, inspectors closer
- Sponsorship
- Increase pupil numbers
- *Costing staff time = salary plus on costs / available working days + contribution to overheads*
- *Needs to be passive*



Vitality Plan Considerations – Expenditure

- Pay costs
 - Support staff reduction by area
 - Reducing timetabled teaching periods
 - Reducing pastoral staff
 - Reducing SLT
 - Use of cover supervisors
- Non pay costs
 - Remove General Studies
 - Grass cutting contract
 - Snow blower
 - Insurance
 - Already using centralised printing
 - Making use of consortiums & energy broker
 - Use community pay back teams



Vitality Plan Considerations – Outcomes

- Reduction in contact time Y12 & Y13
- Removal of General Studies
- Increase form size Y7 and increase Y12
- No major projects for Premises Team or ICT Team
- Income Generation Group
- Joined Risk Protection Arrangement
- Lobbying of Ministers & Officials, MPs, EFA CEO
- *Pupil Outcomes are the first priority*



Presenting Your Vitality Plan

3 Year Forecast Summary For FGB

With Increase In Pupil Numbers	2014/15 BUDGET £	2015/16 FORECAST £	2016/17 FORECAST £	2017/18 FORECAST £	Without Increase In Pupil Numbers	2014/15 BUDGET £	2015/16 FORECAST £	2016/17 FORECAST £	2017/18 FORECAST £
INCOME					INCOME				
Operating Income	4,955,528	5,161,328	5,432,611	5,527,215	Operating Income	4,955,528	5,161,328	5,097,765	5,064,099
Other Income	858,324	682,168	682,168	682,168	Other Income	858,324	682,168	682,168	682,168
Total Income	5,813,852	5,843,496	6,114,779	6,209,383	Total Income	5,813,852	5,843,496	5,779,933	5,746,267
EXPENDITURE					EXPENDITURE				
Pay	4,279,820	4,586,038	4,649,009	4,739,981	Pay	4,279,820	4,454,779	4,516,410	4,600,967
Non Pay	1,629,354	1,463,113	1,485,253	1,505,642	Non Pay	1,629,354	1,463,113	1,485,253	1,505,642
Total Expenditure	5,909,174	6,049,151	6,134,262	6,245,623	Total Expenditure	5,909,174	5,917,892	6,001,663	6,106,609
OPERATING SURPLUS/(DEFICIT)	(95,322)	(205,655)	(19,483)	(36,240)	OPERATING SURPLUS/(DEFICIT)	(95,322)	(74,396)	(221,730)	(360,342)
Pupil Numbers Prior October									
Lower School	745	778	810	840		745	778	778	778
Sixth Form	314	353	400	400		314	353	353	353
Total pupil numbers	1059	1131	1210	1240		1059	1131	1131	1131
Included in Income									
Sixth Form Transitional Protection	64,038	0	0	0		64,038	0	0	0
Sixth Form Formula Protection	37,679	37,679	0	0		37,679	37,679	0	0
4th A & AS all Grade B and above x 120	0	0	0	48,000		0	0	0	48,000
Extra Sixth Form Students compared to 13/14	0	156,000	344,000	344,000	Remove extra Sixth Form Students	0	156,000	(188,000)	(188,000)
Extra Year 7 pupils compared to 13/14	0	153,714	300,560	428,830	Remove extra Year 7 pupils	0	153,714	(146,846)	(275,116)

Included in Expenditure

Cost of Living at 1% for both teachers and support staff
Performance Related Pay - rises assumed to be taken when eligible

... Policies Glossary Forecast Header Forecast Commentary Forecast Summary ForecastIncome ForecastExpenditure Forecast Assumptions **Forecast FGB** Forecast EFGB



Things to try if you are in trouble

- Communicate with staff, governors, parents and friends – aids understanding
- Collaboration and joint procurement – can you go to market together
- Framework agreements and energy broker – stay compliant and save £'s
- Centralised printing – change in working practices
- Cloud based computing – greater resilience & less infrastructure & reduced staffing
- Bring your own browser – reduces your inventory
- Helpdesks – visibility of workloads
- CIF bids – get the experts in
- SLT – can it be reduced
- Income generation – squeeze the pips



Things to try if you are in trouble

- Expansion – pupils = cash
- Check your sixth form hours v funded hours – are you subsidising sixth form?
- Income tariff – know how much you are charging for staff
- Catering review – is it making a return
- Spend analysis – procurement specialists offer it
- In house Premises/Maintenance Team – cheaper than contractors
- Get the staff utilisation tight – see case study
- Cover supervisors – costs less than supply teachers & better outcomes
- One computer per teacher – reduce your inventory
- Paperless possibilities – Electronic Document Management Systems
- Lettings review – are you sweating the assets



Things to try if you are in trouble

- Staff culture
 - Valued & appreciated – how often do you say thank you
 - Team spirit – do you have one
 - Absence – can you drive it down
 - Cover – is there a Dunkirk spirit
 - Non specialist subject areas – is it accepted practice
 - Retention – online and refer a friend
 - Performance Management – is it robust
 - The Napoleon theory – focus on your attackers
- Make some 'noise' – lobbying and campaigning can help



Current Efficiency Projects

- Need to manage perceptions
- Ideas coming from staff
- New finance system
 - Email remittances & statements
 - On line budget holder reports
 - E-procurement
- Using Wisepay to book and pay
 - Language College
 - Music Lessons
 - Trips
 - Events e.g. School Concerts
- Developing online application forms
- It is relentless!



Objectives

- ✓ Appreciate the funding landscape and timeframes
- ✓ What we need from SBM's and NASBM's response
- ✓ Know what 'going concern' is and what auditors look for
- ✓ Understand the national funding formula components
- ✓ Look a real life example of a Vitality Plan



Impartial, Authoritative, Collaborative, Sector led, Responsive

Feedback



Impartial, Authoritative, Collaborative, Sector led, Responsive

Questions



Impartial, Authoritative, Collaborative, Sector led, Responsive