



Education & Skills
Funding Agency

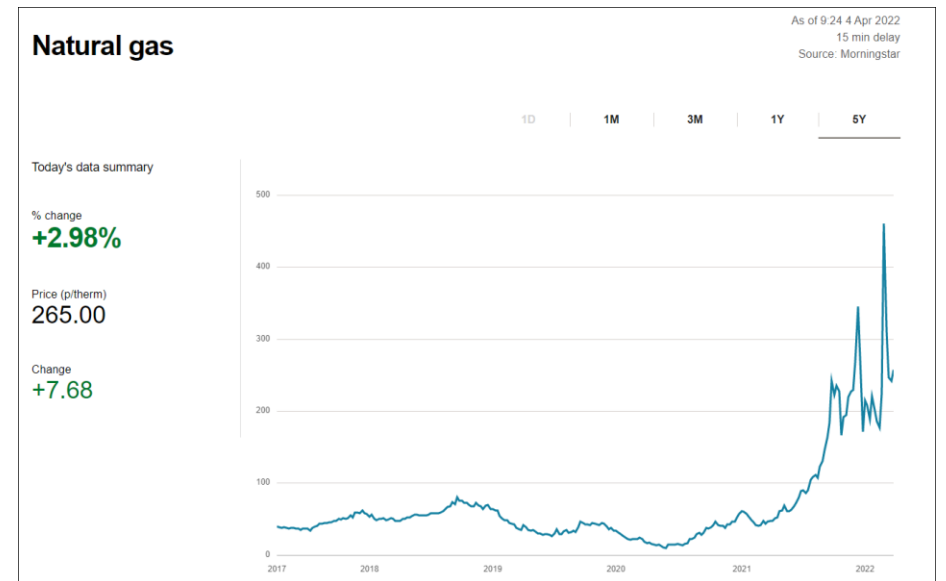
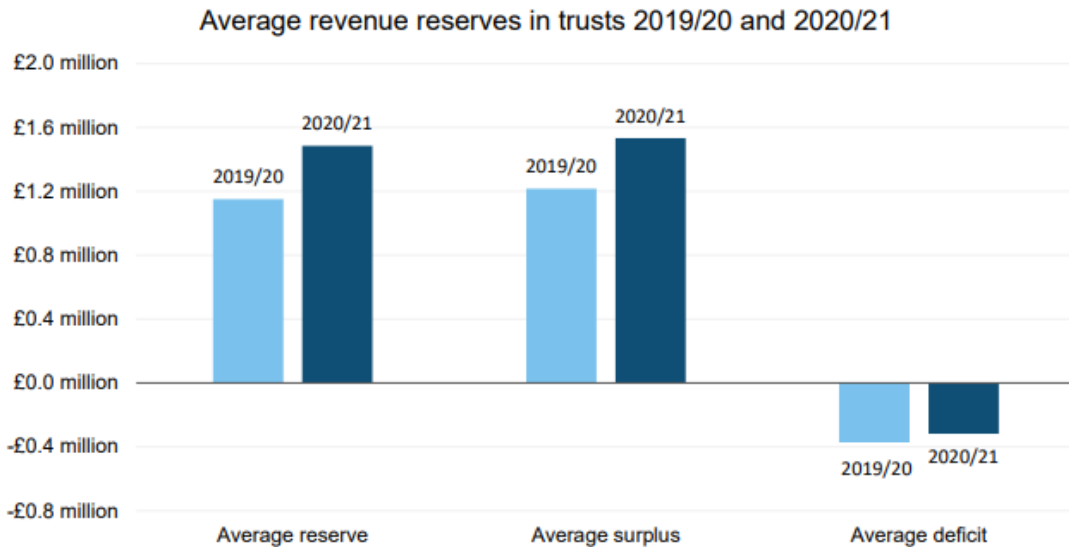
Excellent School Resource Management

Rachael Davies

SRM strategy and impact lead

Academy finances adapting to new challenges

- Since 2018 school funding has increased
- The pandemic led to changes in patterns of income and expenditure.
- Average school balances have grown, and most schools and trusts have low financial risk.
- There are still pockets of the sector facing significant financial difficulties.
- Potential new changes in patterns of expenditure linked to cost of living
(GetHelpBuyingForSchools@education.gov.uk).



* Academy trust revenue reserves 2020 to 2021 (2022)

What we know about academies that are managing their resources well

Similar characteristics amongst our strongest and most financially effective schools and trusts:

- Robust leadership and challenge
- Access to skilled staff with capability across school business functions
- Effective and efficient deployment of staff
- A strong central core/service offer
- Investment in systems and processes
- Strategic financial planning over a longer term (3-5 years)
- Adapting policies to fit the setting
- Able to clearly demonstrate how efficiencies are being reinvested



In cases where financial management has gone wrong

A range of issues can contribute to financial difficulties, but the following features can often be present:

- Lack of foresight / strategic planning.
- Poor governance and oversight
- Lack of response to issues raised by external reviews
- School Business Leaders and teams do not have the right knowledge and / or lack capacity
- Poor procurement planning and execution
- Inefficient curriculum plans with ICFP seen as ‘another return’, rather offering benefits
- Not making best use of teaching workforce, in particular TAs.
- Key metrics out of line with benchmarks, and the school are unaware.



Schools Resource Management overview

Available Resources

The School Resource Management collection [gov.uk page](#) contains links to all of the support and tools the department currently has on offer.

- [Case Studies](#)
- [Guidance for governors](#)

- [Buying for Schools](#)
- [Risk Protection Arrangement](#)

- [Agency Supply Framework](#)
- [Integrated Financial Curriculum Planning \(ICFP\) guidance](#)
- [Teaching Vacancies](#)

- [Schools' Financial Benchmarking Tool](#)
- [View My Financial Insights](#)
- [Understanding your data: a guide for school governors and academy trustees](#)

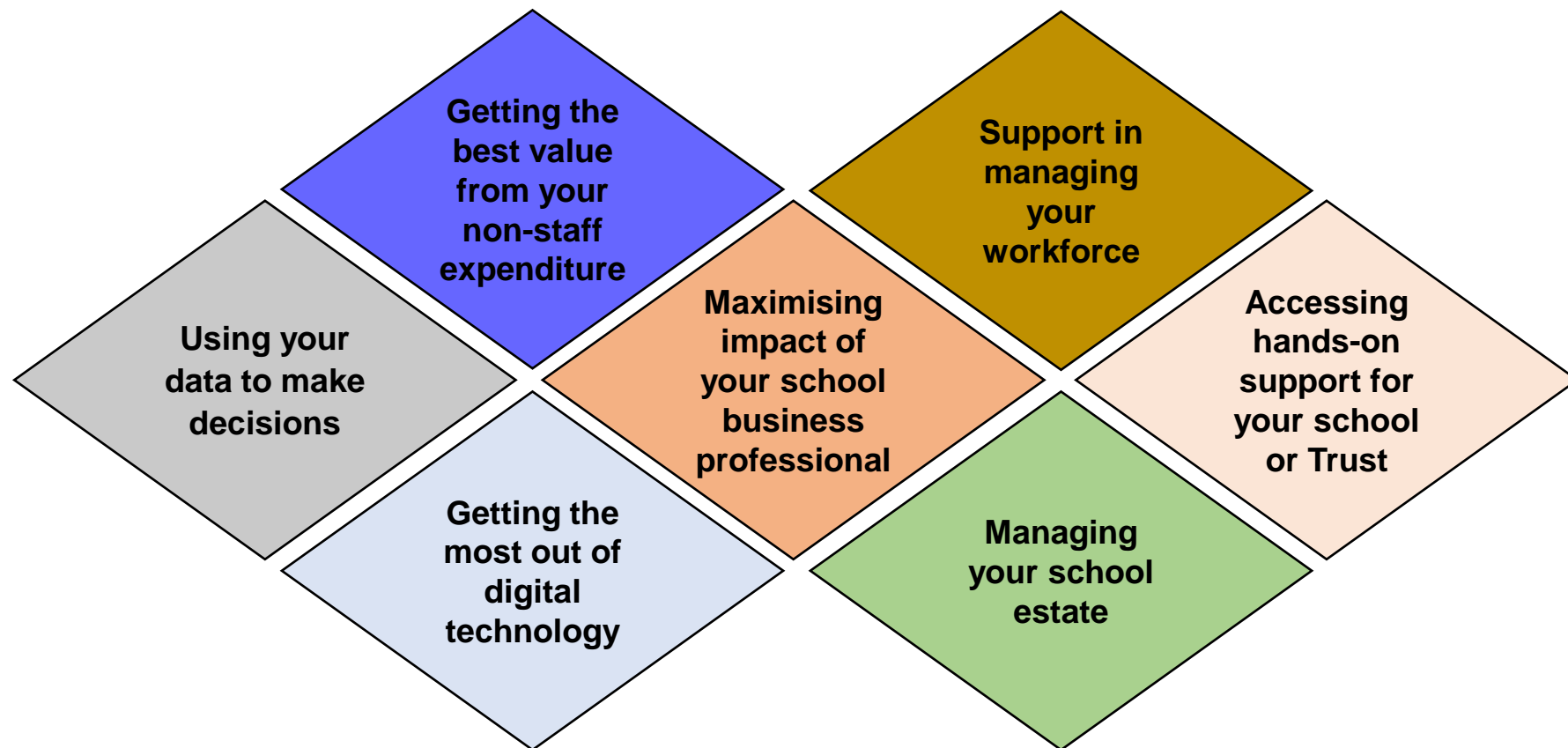
- [School Business Professionals \(SBP\) training & support](#)

- [SRMA programme](#)
- [CFO Mentoring programme](#)

- [EdTech Demonstrator Programme](#)

- [Good Estate Management for Schools guidance](#)

The Schools Resource Management programme aims to help schools and trusts secure the best value from their expenditure, so they can re-invest it back into improving outcomes for pupils.



Department
for Education



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The School Resource Management Summit:

Achieving best value, now and in the future



When: Wednesday 15th June



Where: London - QEII Centre Westminster



Who: The event is open to anyone who has an interest in resource management, including: SBPs, CEOs, CFOs, MATs, SATs, LAs, LAMS, Governors, etc.



Why: This event will be the flagship launch platform for our SRM strategy relaunch in spring 2022. It is a good opportunity for us to raise awareness of the refreshed SRM strategy and new SBP Strategy within the sector, ensuring schools and trusts know what support is available to embed resource management as a core activity.



What's on the agenda:

The full-day event will run from 09:30 – 16:30 and include:

- Speeches from ministers and key policy leads
- Targeted 'thematic' presentations (e.g., capability, procurement, etc)
- Networking opportunities

Excellent SRM in practice



Purley Oaks Primary School

Purley Oaks Primary School, Nursery and Children's Centre is a LA maintained school in Croydon. Insurance was sold as a traded service each year via the LA as part of the wider Croydon Council policy.

Though it would have been easier to renew the existing cover from Croydon Council, due to the time invested to explore the RPA and address the challenges the change presented, it was overall time well spent.

Immediate savings have been made with a reduction from £38 per pupil to £18 – a saving of £20 per pupil. In total, the overall cost of insurance for 2020/21 is just over £12k. Had the school opted to stay with the LA cover, this cost would have been almost £25k.

Wales High School Academy

Wales High School Academy previously spent a considerable amount on recruitment, but now spend between £1000 and £2000 a year. The school previously used a package that cost around £1000 per advert.

Wales High School Academy describe the key benefits of using Teaching Vacancies is the **ease of use** and **how quickly it is to upload the roles**. The service is very easy to use, and the **school could employ another teacher with the money saved**.

River Learning Trust

River Learning Trust has grown rapidly over the last six years. In 2018, our three-year projection for the trust showed that we would be looking at a sharp reduction of the overall reserves, leading to a substantial deficit, in some schools, by the third year.

We introduced the ICFP process to all schools and **used the Schools Financial Benchmarking self-assessment dashboard** to review each of the school's budgets for the following year to highlight systemic overspending. We also **ensured that all governors are trained to understand ICFP and be able to use the benchmarking site**.

This measures and other aspects of our plan to put into place a culture of financial efficiency across our schools **has enabled us to go from a projected £400k deficit to a £400k surplus in two years**.

SBP Training webinars - **4000** participants enrolled with over **10,000** sessions delivered.

EdTech Demonstrator Programme

"The support that we have received from Britannia Education Trust has been **vital**. We would not have been **able to offer the children of Heron Hill the high standard of education** that we did during the pandemic, without their **expertise and advice**." *Ian Murphy, Interim Headteacher - Heron Hill Primary School*

Case study

Two Hackney schools set to save £1.5 million over 3 years

Two Hackney schools set to save £1.5 million over 3 years after working with an ESFA school resource management adviser (SRMA)

From: [Education and Skills Funding Agency](#)

Published 1 March 2022



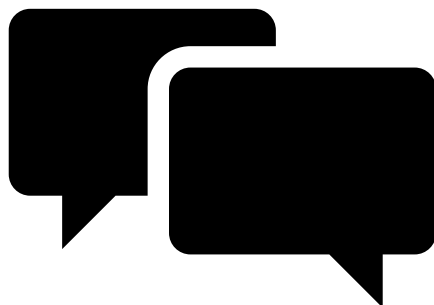
Pupils at Our Lady's High School

Hackney London Borough Council has 62 maintained schools: 2 nurseries; 52 primaries; 4 secondaries; 3 community special schools; 1 pupil referral unit.

In October 2020, they took up the offer of an SRMA deployment for 2 schools:

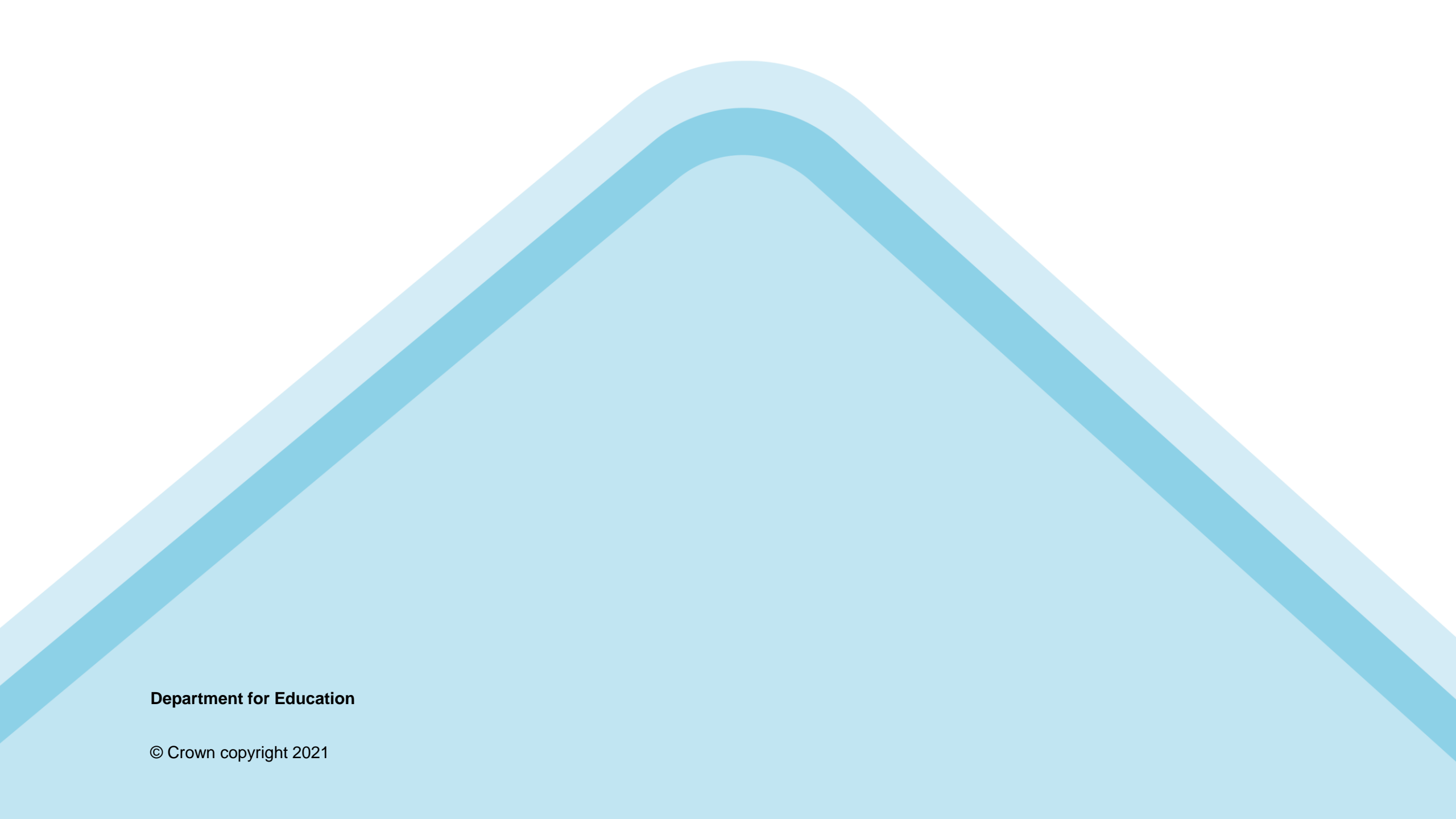
Oldhill School and Children Centre (previously called Tyssen Primary School) is a 3 to 11 mixed community school with a capacity of 420 and 350 pupils on roll (October '20). The school and children centre reported a cumulative deficit of £536,211 in 2019-20.

Our Lady's High School is an 11-19 Catholic secondary school. It reported a deficit of £225,572 at the end of 2019-20.



You can find out more and access the full Excellent School Resource Management range of tools at:
<https://www.gov.uk/government/collections/schools-financial-health-and-efficiency>

If you have any questions or anything you would like to feedback to the team, then please contact:
Portfolio.SRM@education.gov.uk



Department for Education

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