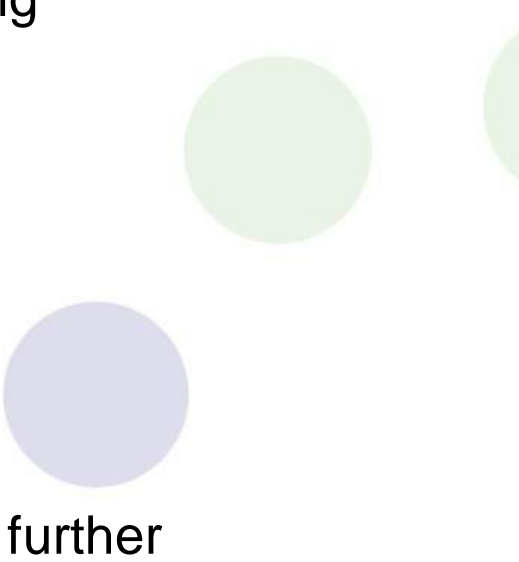

Sweating your Assets

Jill McCall FNASBM

School Business Director

Associate Practitioner,
NASBM

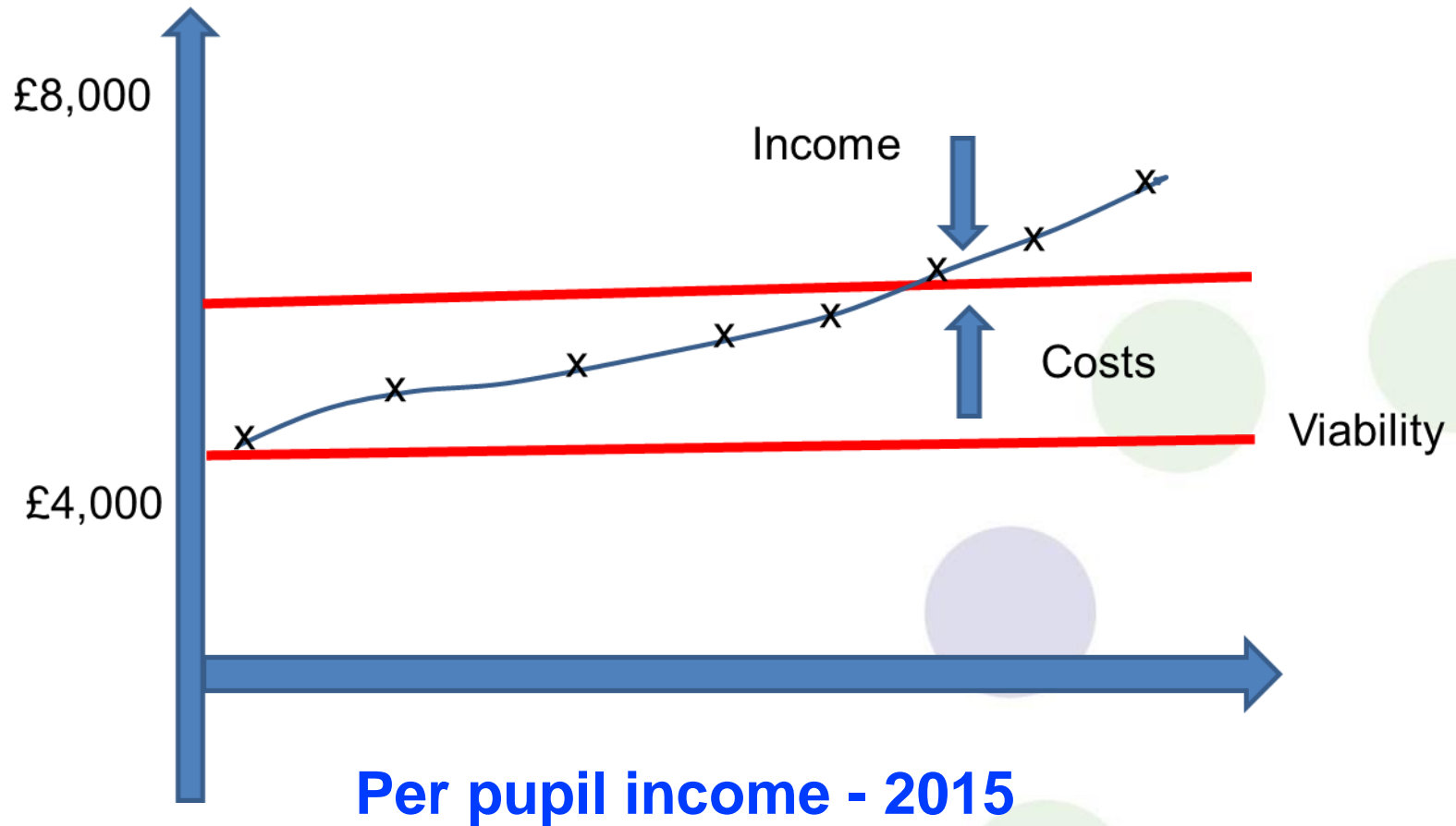
WORKSHOP OBJECTIVES

- To set the context
 - Rising costs vs reduced funding
 - To identify our assets and how we can use them more effectively
 - To look at efficiency in an educational setting
 - To look how efficiencies can be made
 - strategic finance
 - value for money strategy
 - cost effective staffing structures
 - better use of resources
 - smarter procurement
 - Summary of top tips for making budgets go further
- 

Context – A Perfect Storm

- Budget changes for 16/17
 - Minimum funding values remain the same
 - Additional funding values remain the same
 - For academies ESG reducing to £77 per pupil from 1.9.16
- Teachers' costs up by 3.3% this year
 - Support staff costs up by 2.4% this year
 - Pay rises from September 2016 will not be funded
 - Employers NI for Teachers go up by 3.4% April 2016
 - Policy decisions to align FE and school funding streams

The squeeze



So what can we do..

- Schools are businesses and need to be led and managed in the same way
- The SBM role is there to challenge, to innovate and to improve
- Know your school
- Financial management vs business management
- Sweat your assets

Assets...

- Reputation
- Pupils
- Staff
- Skills
- IT
- Facilities
- £££



- ✓ Resourceful
- ✓ Imaginative
- ✓ Brave
- ✓ Strategic
- ✓ Tough
- ✓ Proactive
- ✓ Focused

Reputation

- Major contributor to success and stability
- Do you know how your school is perceived by the local community?
- Are you always oversubscribed? If not, why not?
- Do you have a marketing strategy and marketing plan?

Marketing

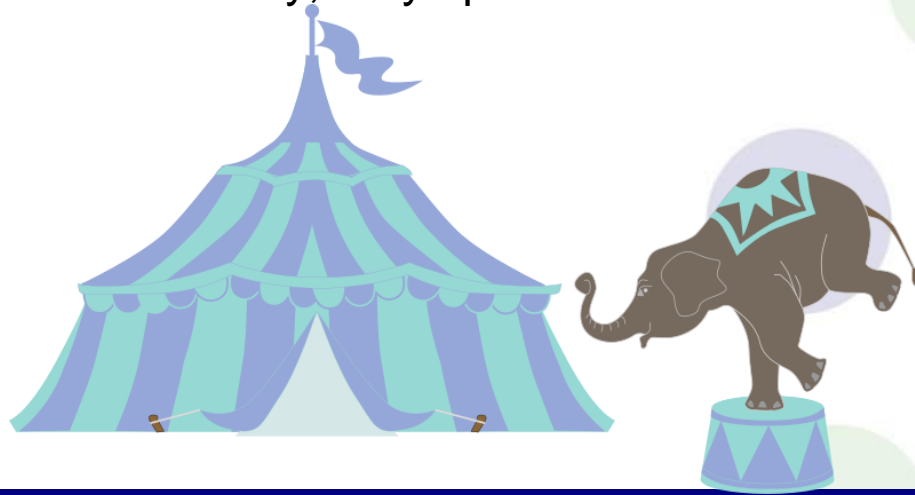
- What do we mean by marketing?

“Defining, managing and enhancing the reputation of your school amongst pupils, parents, staff and the community in order to achieve recruitment, retention and fundraising targets”

- Driven by customer need
- Brand=reputation
- Chartered Institute of Marketing

Management of Opportunity

“.... if the circus is coming to town and you paint a sign saying 'Circus Coming to the Fairground Saturday', that's advertising. If you put the sign on the back of an elephant and walk it into town, that's promotion. If the elephant walks through the mayor's flower bed, that's publicity. And if you get the mayor to laugh about it, that's public relations.” If the town's citizens go the circus, you show them the many entertainment booths, explain how much fun they'll have spending money at the booths, answer their questions and ultimately, they spend a lot at the circus, that's sales



Marketing

- PR/Media management
- Social media
- Branding
- Print and design
- Email, web and telephone communication
- Market research
- Fundraising
- Alumni

Efficiency

‘Productive use of resources – the degree to which something is done well without wasted resources’

- Why are we doing this?
- Is there a better way of doing this?
- What is the outcome of our actions?
- Did we achieve our goal?
- What did we learn?

££££

- Strategic financial planning
- Workforce planning
- Procurement
 - Contract management
 - Whole school value for money
- Effective use of facilities/resources/IT
- Sharing best practice
- Benchmarking

£££ (2)

- Good financial management
- Robust internal controls
- Risk management
- Business continuity planning
- Excellent leadership and management

Strategic finance

- 3 or 5 year budgets a MUST
- Turn your budget setting process on its head
 - The blank sheet approach
 - Bottom up budgets
- Curriculum changes
- Staffing needs – SEN
- NOR – be realistic



Strategic finance (2)

- Premises improvements
- Software to enable scenario planning
- Formal annual cycle
- Look at your KPI's
- Your budget is a living document – update it when changes happen
- **MONITOR REGULARLY**

Workforce planning

- Size of SLT – is it effective use of money?
- Staffing – are your teachers used effectively?
- Timetabling – in house or external consultant?
- Can you share expertise?
- Does your support staff structure effectively support the teaching and learning?
- Have you ever considered having a development plan for your support services?
- Think about the teachers as your clients – if they were purchasing services would they buy back next year?

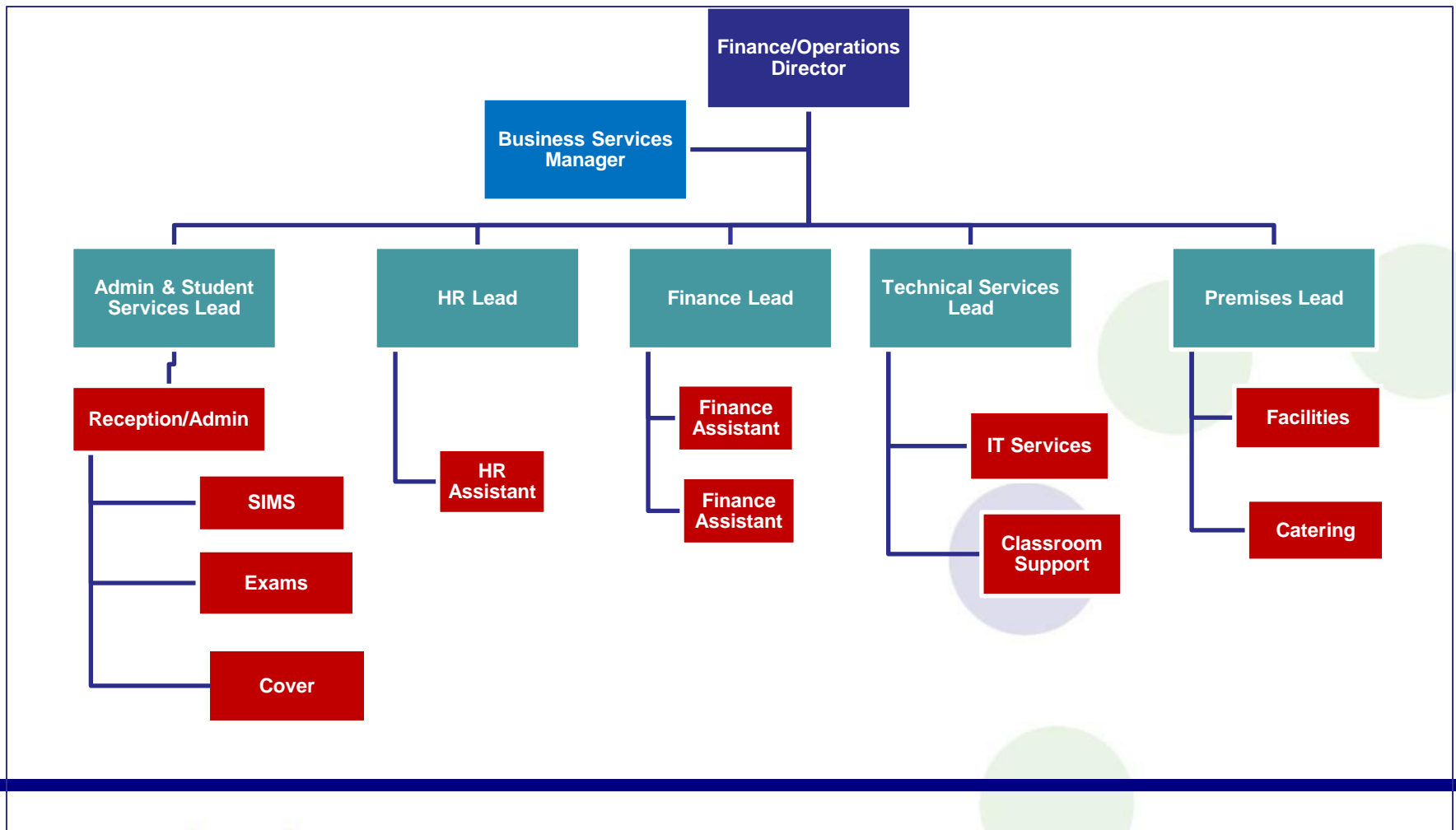
Staffing structures

- To get the most out of one of your greatest assets you must have an effective support staff structure
- Think about lines of management control
- Are there one or two key members of staff who you rely on too much what happens when they are off sick?
- Are there clear career paths to incentivize staff ?
- Are your job descriptions too detailed? Are roles interchangeable?
- Do performance management processes look at personal competencies and behaviours as well as targets?

Effective staffing structures

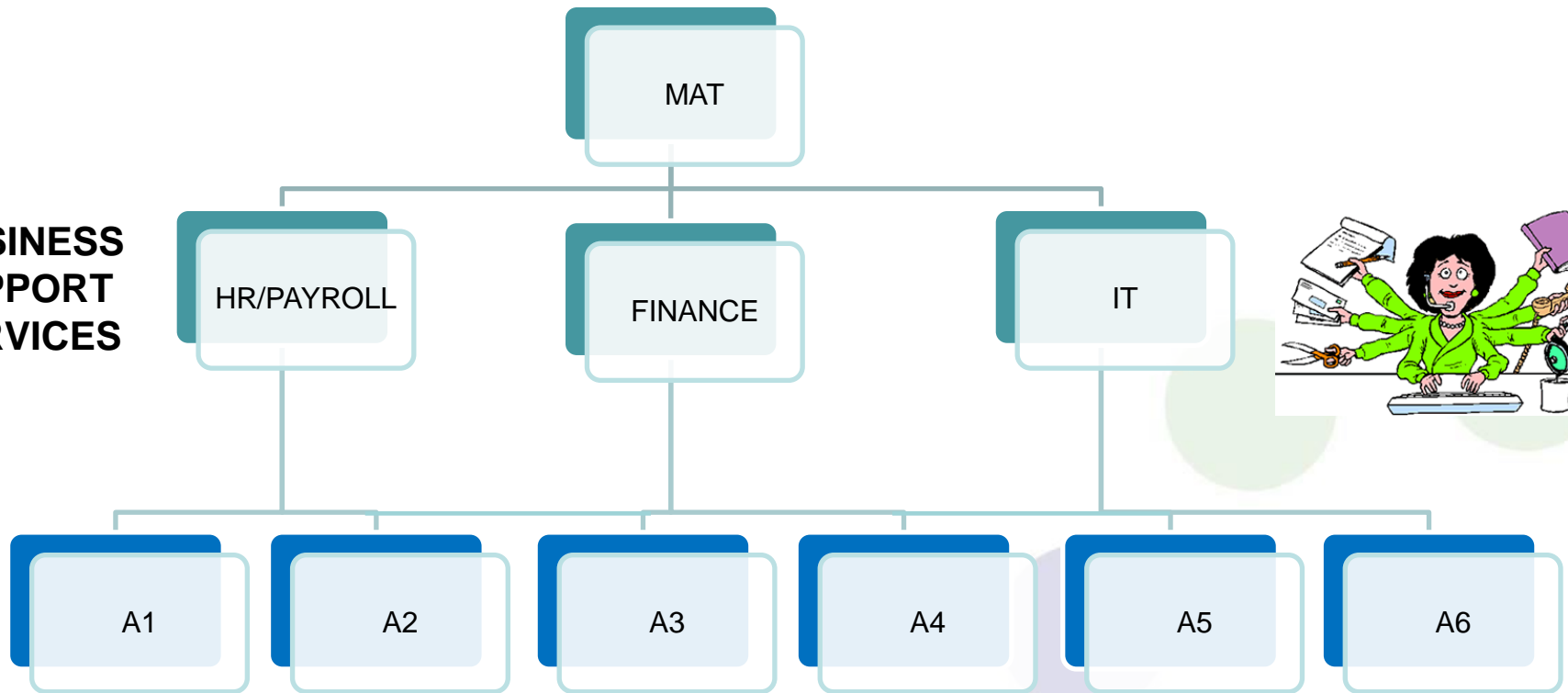
- Use experienced and highly paid staff fully
- Clear and effective TLR structure
- Take advantage of natural wastage
- Manage back office costs down - centralisation
- Clear lines of management control
- Clear succession planning
- Invest in talent – you want them to stay
- Generic job descriptions
- Flexible = cost effective
- Supported by robust policies

Support staff structures

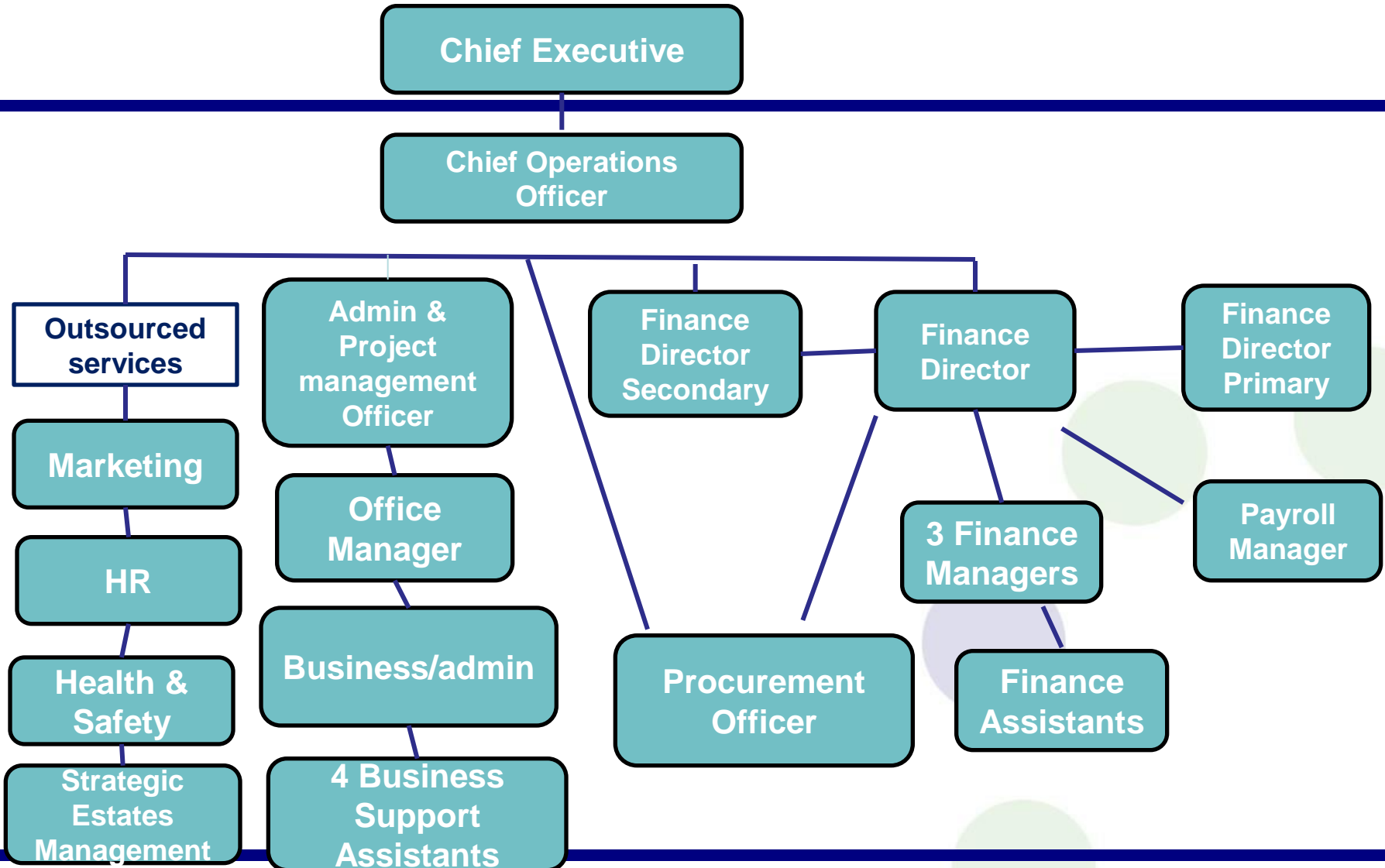


Multi Academy Trusts

**BUSINESS
SUPPORT
SERVICES**



Example Business Finance & Admin Larger MAT



Procurement

- Contract management
 - List of all contracts and review dates
- Clear specifications linked to clear outcome
- Research – know your market
- Call in the experts when you need to
- Collaborate – MAT context
- Value for money strategy
- Get tough – negotiate hard
- Review

Income generation

- Rather than focus on cutting costs think about ways to increase income
- Investments
- Resources
- Fundraising
- Grants and Bids
- Sponsorship

Fundraising/Grants & Bids

- Focus
- Use all available sources of help
- Set aside time
- Professional bid writing

Resources

- Use your assets to their full advantage
- As well as sharing expertise can you sell the expertise you have?
- What kind of services could be selling?

Business opportunities

- Catering
- IT
- Premises
- SBM
- Local businesses
- Teaching school
- Nursery

IT

- Does your IT really work for you?
- Is it cost effective?
- IT support

BUY IN

VS

IN HOUSE

- How IT literate are your staff?
- Print management
- Security

Facilities

- Know your market
- Be realistic
- Market
- Conflict of interest
- Health and Safety
- Creative collaboration

Collaboration

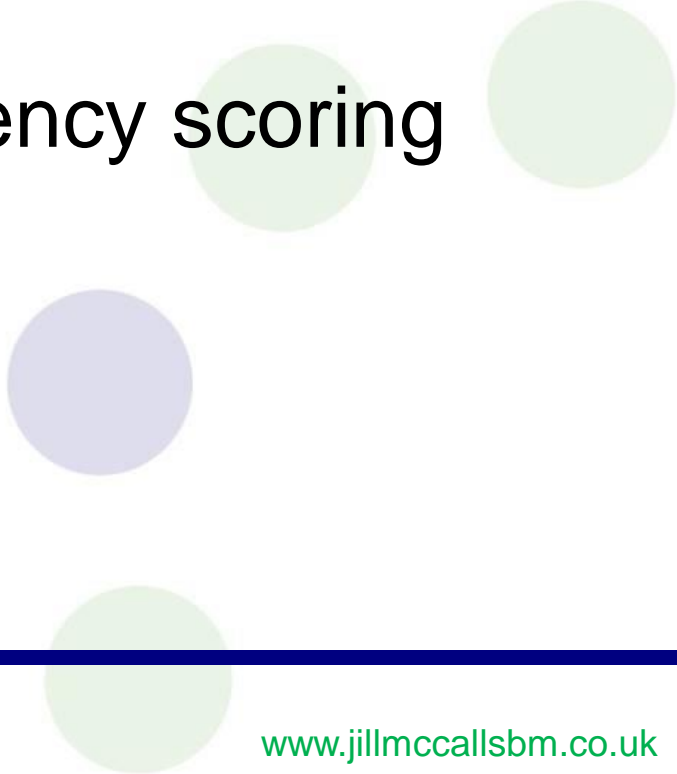
- Support staff
- Teaching and learning opportunities
- Facilities
- Contracts

Value for money strategy

‘The simple principle that is applied to all of our work is ‘to make the best use of the resources we have available in order to achieve the desired output and maximise the benefit achieved from that output’

- Have a clear, formal strategy document setting out objectives, responsibilities, approach and reporting
- Publish it, live and breathe it, lead by example

Efficiency toolkit

- DfE toolkit available which looks at various areas of efficiency
 - Videos and information
 - Benchmark data and efficiency scoring
- 

Top tips

- Ensure your NOR – increase income
- Retain your staff – investment
- Re-think how you set the budget
- Use 3 or 5 year budget plans
- Know your school
- Get the right people on the bus
- Collaborate/centralize



Top tips (2)

- Procure wisely
- Good financial management
- Accountability of budget holders
- Train budget holders, SLT, Trustees
- Benchmark – internally & externally
- Network
- Use your IT effectively/creatively

Top Tips (3)

- Monitor and review
- Keep up to date with education policy and funding changes
- Don't be afraid to challenge and change
- The landscape is changing and we must adapt
- Pupils at the heart of everything we aim to achieve

Further help and information

DfE Efficiency toolkit

<https://www.gov.uk/government/collections/schools-financial-health-and-efficiency>

CIM <http://www.cim.org.uk>

NASBM <http://www.nasbm.co.uk>

FASNA <http://www.fasna.org.uk/>

Buyways <http://www.buyways.co.uk/>

Pebble <https://www.mypebble.co.uk>

Questions?



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