

Services for schools

School bursarial service

Sample Budget Strategy Document
3 financial years 2017-18 to 2019-20

Ealing council



Ealing

www.ealing.gov.uk

One page summary

School Name:	School A		
Author:	Ealing SEND Transport Team		
Circulation List:	Governing body, SLT, SBM LA where a licensed deficit or loan is anticipated.		
Date:	28-4-2017		
Version:	2017/18 v3		
Review Dates:	At budget setting late spring/early summer, reviewed Autumn term. Also by exception where additional material updates are needed. October 2017 April 2018 – add 2020/21 October 2018 April 2019 – add 2021/22 October 2019 Etc...		
Purpose:	Costing may need to include external SQL report writing if system specialist not available. More time for Management and Performance Officer.		
Summary:	2017/18 – Anticipated to remain on budget using £50k of carried forward surplus 2018/19 – Anticipated to remain on budget following action to manage an anticipated deficit of £125k. 2019/20 – Anticipated to remain on budget		
Key risks:	Numbers on roll – housing development reducing NOR 2017-2019 while in build phase Levels of deprivation – reduced FSM number reducing pupil premium Ofsted due 2017-2018 self eval Good????		
Role	Name:	Signature:	Date:
Head			
Governing body Lead			

Schools Bursarial Service 2017-18

Purpose of the document

Aims

- Raise awareness
- Open discussion
- Agree actions and next steps

Content

High level summary with a board set of scenarios:

- School Development Plan objectives
- Contextual information, such as historic and current position financial and non-financial
- Risk
- Summaries scenarios and the impact, what action the school would need to take
- Record the assumptions, approach and process taken
- Agree most likely scenario
- Benchmarking
- Agree actions and next steps

School Development Plan Objectives

Insert key targets.

Identify the resourcing required to deliver and then sustain them. Ensure these feed into the forecasting.

Contextual information

E.g. Good ofsted, balance budget with less than 8% surplus for last 3 years. Stable NOR. Teaching and learning targets

Risk

Analysis of risk carried out with governors and reviewed periodically identifies the key strengths weaknesses, opportunities and treats to the school both financially and non financial.

Strengths (sustained)	Action	Review	Weaknesses (controlled and strengthened)	Action	Review
Opportunities	Action	Review	Threats (controlled and or planned for/ resilience)	Action	Review

Schools Bursarial Service 2017-18

Financial planning and scenario planning

- 3 year forecast, highlighting variance to budget and balance levels

Forecast Budget position	2016/17 Outturn	2017/18 Budget	2017/18 Forecast	2018/19 Forecast	2019/20 Forecast
Expenditure					
Income					
Total					
Budget Share					
Variance to budget					
Balance brought forward					
Closing Balance					

- Describe reasons for key variations between years,
- Underpinning assumptions, rational, risks to the assumptions, approach and process taken
- Summaries any additional scenarios and the impact, what action the school would need to take
- Agree most likely scenario
- School improvement plan priorities and the relative cost of options
- List of contracts key with costs and renewal dates, likely impact

Benchmarking

Used to prompt discussion, evidence decision making or assumptions, use as a basis for challenge, present as charts benchmark against different groups.

e.g.

- Staff pay as percentage of total expenditure
- Average teacher cost
- Pupil to teacher ratio (PTR)
- Class sizes
- Teacher contact ratio
- Proportion of budget spent on the leadership team
- Spend per pupil for non-pay expenditure lines compared to similar schools

Recovery planning/Management actions

Link to financial planning and scenario planning

- Planning and prevention
- Short to medium term
- Quick wins, and longer term planning
- difficult decisions laying out options
- Value for money and outcomes based commissioning (Staff and Supplies and Services)
- Prioritising resources
- Covers income and expenditure

Ensure it is clear what the priorities are

Areas for further clarification

Approval and authorisation

Who is doing what and by when?

Could insert a project plan

Could link to the bursarial work plan

SAMPLE

Appendix 1 SBS 2017-18 work plan

School name:					
Level 1		Level 2		Level 3	
Budget creation		Budget monitoring		Assistance with interviews	
Finance support		3 year budget planning with regular reviews		Report writing	
Year - End		Strategic Level Advice		Governing body meeting attendance	
Short term -emergency cover		Cash flow management and monitoring		Recovery planning	
Sing – school information networking group		Additional capacity for operational support on level one package		Training	
Telephone/email support				Additional capacity for operational support on level two package	
Remote access					
Work Plan and Key Priorities 2017/18:					
Term 1				Visits:	
Term 2				Visits:	
Term 3				Visits:	
Schools Bursarial Support Officer					
Name:		Signed:		Date:	
Head or Schools Business Manager:					
		Signed:		Date:	