

# SCHOOLS FORUM MEETING AGENDA

**Tuesday 2 July 2024 at 13:30**

**via videoconferencing**


**Membership:** Tony Eginton (Chair), Phil Haigh (Chair of Sub-Groups), Shabana Aslam, Kate Needs, Kris O’Sullivan, Mel Penney, Carly Rissen, John Buckingham, Jim Edgecombe, Dan Cowling, Jenny Rigby, Harshinder Buttar, John Garner, Nicola Edwards, Nicola Kelly, Helen Manwaring, Liam McGillicuddy, Ben Spinks, Sudhi Pathak, Paul Chambers, Elaine Caffary, Naazish Haq, Jonathan Jacob.

**Shadow Reps/Observers:** Debbie Gilder, Eleesa Dowding, Jo Palmer, Graham Wells, Bryony Smith, PearlGreenwald.

**Officers:** Amy Episcopo, Sailesh Patel, Danny Doherty, Bharti Bhojan, Andy Evans, Dan Kennedy, Abi Preston, Michael Hawkins, Julie Kelly, Kate Boulter (Clerk), Philip Ryan

## AGENDA

	Item	Approx. time	Lead	Update
1	Welcome, apologies & opening comments.	13.30– 13.35	<b>Chair</b>	Oral
2	Any Other Urgent Business	13.35– 13.40	<b>Chair</b>	Oral
3	Minutes of meeting held on 21 May 2024	13.40– 13.45	<b>Chair</b>	Minutes
4	Matters arising from meeting on 21 May 2024	13.45– 13.50	<b>Chair</b>	Oral
5	Schools Forum Membership a) Membership update b) Terms of office expiring September 2024	13.50– 13.55	<b>Chair/ Clerk</b>	Oral
6	Feedback from sub-groups/working groups. a) High Needs Funding Group 11 June 2024	13.55– 14.05	<b>PH</b>	Draft Minutes
7	Items for Decision: a) De-delegation of the trade union facility time	14:05 – 14:15	<b>Chair</b>	Oral
8	Information Items a) Schools and Academy Balances 2023/24 b) School Forum Training – update c) Schools in Financial Difficulty – Draft Policy d) Admissions - Update	14.15 14.30 14.45 15.00	<b>DD</b> <b>NA</b> <b>DD / AP</b> <b>AP</b>	Report Report Report Report
9	For note–agenda items for next meeting as per forward plan	15.15– 15.20	<b>Chair</b>	Oral
10	AOB (if any)	15:20 – 15.30	<b>Chair</b>	Oral

	<p><b>London Borough of Hillingdon Schools Forum</b></p> <p><b>2 July 2024</b></p>
<p><b>Title</b></p>	<p><b>LBH Academy &amp; Maintained Schools Balances FY2023-24</b></p>
<p><b>Agenda Item</b></p>	<p><b>8a</b></p>
<p><b>Report by</b></p>	<p>Danny Doherty (Danny.Doherty@hillington.gov.uk)</p>
<p><b>Appendices</b></p>	<p>Appendix A - Trend 2018/19 to 2023/24 across Primary, Secondary &amp; Specials Appendix B – School Balances</p>
<p><b>Recommendation(s)</b></p>	<p>To Note the details of the report.</p>

**1. Introduction**

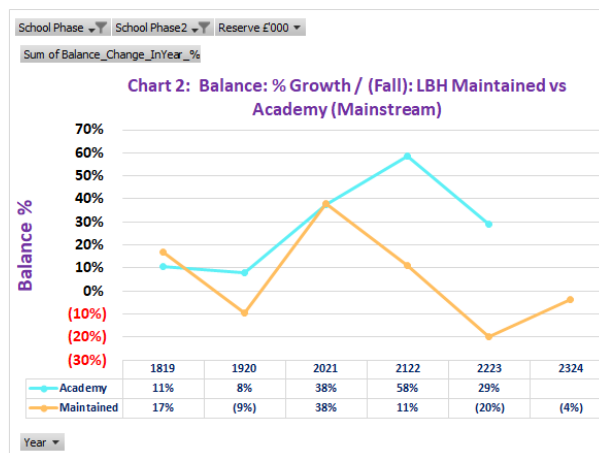
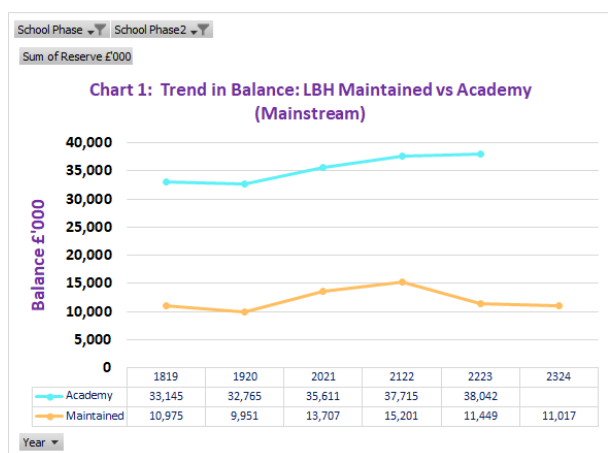
1.1. This report sets out the revenue balances held by Hillingdon schools at the end of the financial year (31 March 2024) for the authorities Maintained Schools and compares this with the balances held by the Academies within LBH at 31 August 2023.

**2. Recommendation**

2.1. To note the content of the report

**3. Maintained & Academy Schools Balances 2023/24**

3.1. For the year to 31st March 2024, total school balances for London Borough of Hillingdon’s (LBH) maintained schools dropped by 4% to £11.3m whilst academy balances to 31st August 2023 increased by 29% to £38.0m. This forms part of an increasing trend in recent years. Charts 1 & 2 below highlight and underlying reduction in the balance on Maintained Schools compared to a very healthy growth in the balances of the Academies. That said the charts do also indicate a slowing down in the rate of growth of Academy balances.



3.2. A detailed breakdown of the underlying trend in balances across Primary, Secondary and Specials is presented in Appendix A

- 3.3. In terms of the number of Schools in deficit there is a more positive position. While LBH shows 8 Maintained Schools with a deficit balance of £2.7m this compares well with the Academies which also have 8 Schools in deficit but with an over total of £5.8m.
- 3.4. In LBH a further three maintained schools moved into deficit balance positions as at March **2024** but with relatively small deficits.
- 3.5. The total deficit balance across all schools in Hillingdon is £8.5m.

**Table 1 – Maintained & Academy Balances 2023/24 (Academies - 31 Aug. '23)**

Ref	A	B	C	D	E	F	G	H	I	J
	Academy / Maintained	School Type	No.	Expenditure	Opening Balance	In-Year Balance	Cumulative Balance	Year-on- Year % Change	In-Year as % of Spend	Cumulative as % of Spend
				£'000	£,000	£'000	£'000	%	%	%
1	⊖ Academy	All Through	2	14,171	768	1,556	2,324	203%	11%	16%
2		Primary	24	76,979	11,735	(758)	10,977	-6%	-1%	14%
3		Secondary	21	136,027	16,679	7,339	24,018	44%	5%	18%
4	<b>Academy Total</b>		<b>47</b>	<b>227,177</b>	<b>29,182</b>	<b>8,137</b>	<b>37,319</b>	<b>28%</b>	<b>4%</b>	<b>16%</b>
5	⊖ Maintained	Nursery	1	1,238	261	(4)	257	-2%	0%	21%
6		Primary	45	121,778	10,576	(1,547)	9,028	-15%	-1%	7%
7		Secondary	2	21,917	(1,546)	(142)	(1,687)	9%	-1%	-8%
8		Special	2	16,514	2,419	1,257	3,676	52%	8%	22%
9	<b>Maintained Total</b>		<b>50</b>	<b>161,447</b>	<b>11,710</b>	<b>(436)</b>	<b>11,275</b>	<b>-4%</b>	<b>0%</b>	<b>7%</b>
10	<b>Grand Total</b>		<b>97</b>	<b>388,624</b>	<b>40,892</b>	<b>7,701</b>	<b>48,594</b>	<b>19%</b>	<b>2%</b>	<b>13%</b>

#### 4. LBH Maintained School Balances & Budgets (Outturn 2023/24)

- 4.1. Maintained schools ended the 2023/24 financial year with a cumulative closing surplus balance of £11.7m (£11.3m revenue and an additional capital balance of £0.4m, not included in the Table above).
- 4.2. A review of the balances identified eight schools which ended the year with a deficit balance of which 5 had licensed deficits. These schools all had applied for a licensed deficit at the start of the year having carried forward cumulative deficits from 2022/23. Of these, two were able to reduce the cumulative deficit with in-year surpluses.

- 4.3. The table below summarises the school balances as a percentage of total revenue income. Analysis of the data in the table indicates that overall, the number with a balance above the recommended 8% (or 5% for secondary schools) is currently 40% compared to 48% in 2022/23.

**Table 2: School Balances as a Percentage of Annual Budget 2023/24**

Sector	Number of Schools in Deficit	Number with Balances < 5%	Number with Balance > 5% and < 8%	Number with Balances > 8% and < 20%	Number with Balances > 20%
Nursery	0	0	0	0	1
Primary	7	12	9	14	3
Secondary	1	1	0	0	0
Special	0	0	0	1	1
<b>Total</b>	<b>8</b>	<b>13</b>	<b>9</b>	<b>15</b>	<b>5</b>

- 4.4. The 2024/25 budgets for maintained schools will continue to be reviewed, with schools RAG-rated based on the risk framework criteria set out in the proposed policy for Schools in Financial Difficulty (referred to in the paper in item 8c).

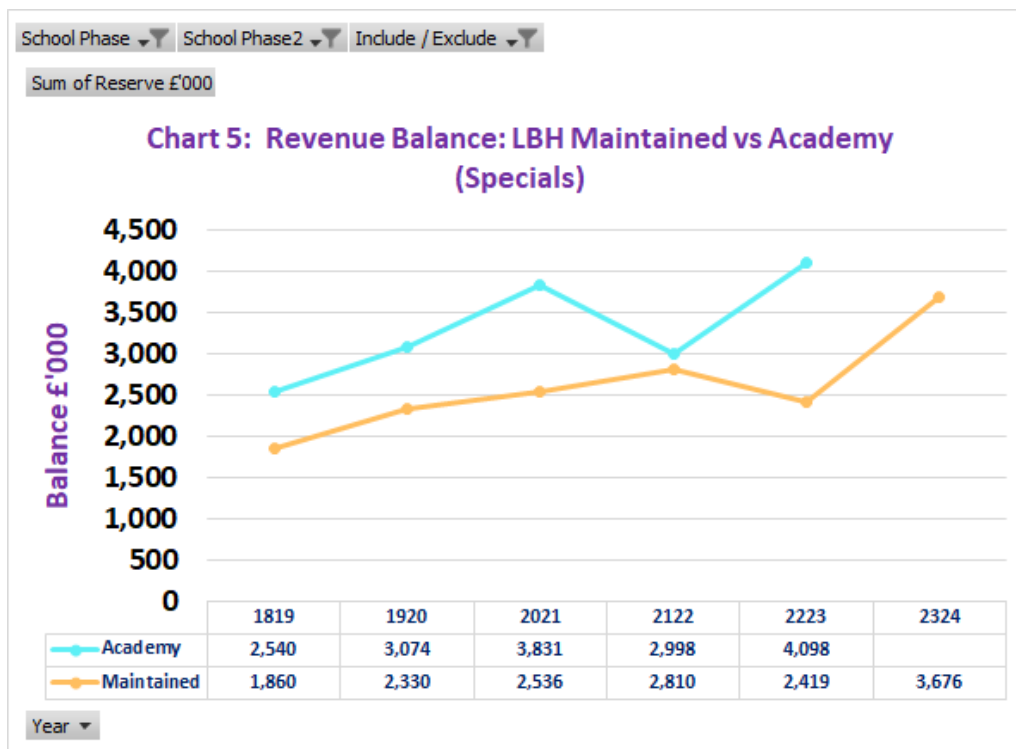
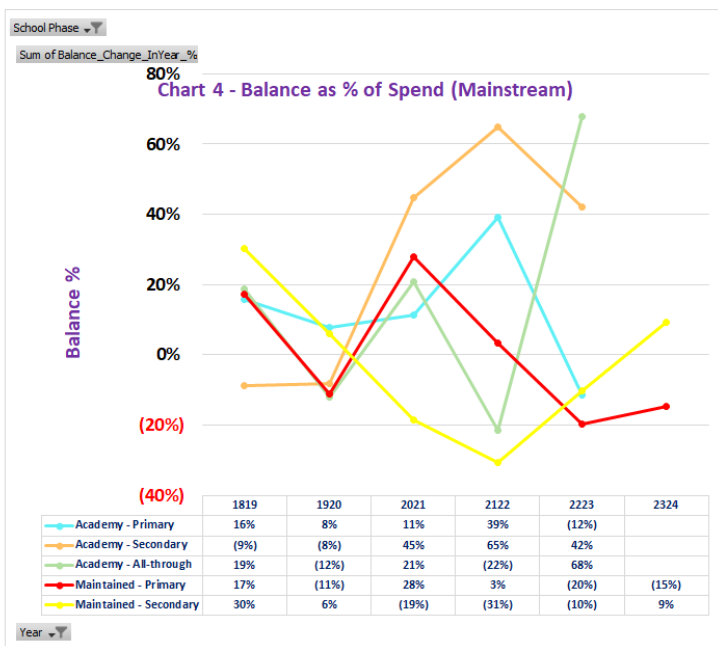
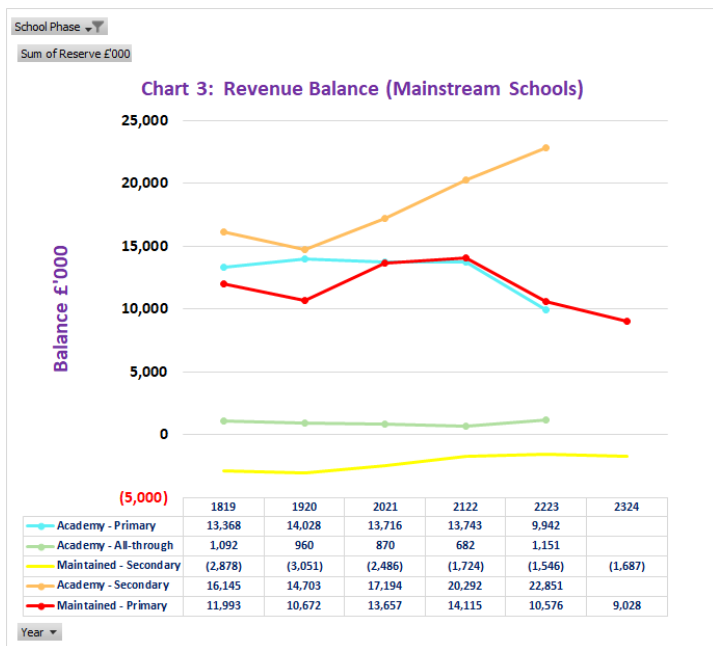
## 5. Conclusion

- 5.1. As the data shows, maintained schools are facing budgetary pressures with **42%** having to dip into their reserves to balance their budget in 2023/24. By contrast less than 34% of Academy's had to utilise balances to cover costs.
- 5.2. The table below summarises the school balances as a percentage of total revenue income. Analysis of the data in the table indicates that overall, the number with a balance above the recommended 8% (or 5% for secondary schools) is currently 40% compared to 48% in 2022/23.

**Table 1 Maintained School Balances as % of Annual Budget**

Sector	Number of Schools in Deficit	Number with Balances < 2%	Number with Balances > 2% and < 8%	Number with Balances > 8% and < 20%	Number with Balances > 20%
Nursery	0	0	0	0	1
Primary	5	2	17	16	6
Secondary	1	0	1	1	0
Special	0	0	0	0	0
<b>Total</b>	<b>6</b>	<b>2</b>	<b>18</b>	<b>17</b>	<b>7</b>

### Appendix A – School Balances: Trend - 2018/19 to 2023/24 (Academies based on year to 31 August each year)




**Appendix B: School Balances 2023/24 (Academies to 31 August 2023)**

Academy or Maintained	School	School Phase	Spend	Balance b/f	In-Year Balance	Balance c/f	% Growth in Balance
			£'000	£'000	£'000	£'000	
Academy	Barnhill Community High School	Secondary	11,608	58	756	814	1303%
	Belmore Primary Academy	Primary	3,764	85	103	188	121%
	Bishop Ramsey Church of England School	Secondary	9,253	815	145	960	18%
	Bishopshalt School	Secondary	8,922	1,393	879	2,272	63%
	Brookside Primary School - Hayes	Primary	2,627	889	(499)	390	-56%
	Charville Academy	Primary	2,996	190	78	268	41%
	Coteford Junior School	Primary	2,403	51	16	67	31%
	Cowley St Laurence CofE Primary School	Primary	2,471	173	148	321	86%
	Cranford Park Academy	Primary	5,429	276	(27)	249	-10%
	De Salis Studio College	Secondary	1,308	(1,901)	(124)	(2,025)	-7%
	Field End Junior School	Primary	2,392	265	(222)	43	-84%
	Global Academy	Secondary	3,162	(445)	725	280	163%
	Grangewood School	Special	5,044	(186)	752	566	404%
	Guru Nanak Sikh Academy	All-through	9,924	686	465	1,151	68%
	Haydon School	Secondary	12,330	649	12	661	2%
	Hermitage Primary School	Primary	2,603	364	(8)	356	-2%
	Hewens College	Secondary	3,932	(1,301)	(152)	(1,453)	-12%
	Hewens Primary School	Primary	3,187	749	(1,086)	(337)	-145%
	Hillingdon Primary School	Primary	3,934	(189)	168	(21)	89%
	John Locke Academy	Primary	3,363	34	52	86	153%
	Lake Farm Park Academy	Primary	4,320	401	57	458	14%
	Laurel Lane Primary School	Primary	2,187	464	134	598	29%
	Moorcroft School	Special	5,083	439	408	847	93%
	Nanaksar Primary School	Primary	962	337	(82)	255	-24%
	Northwood School	Secondary	7,060	3,776	599	4,375	16%
	Park Academy West London	Secondary	5,245	(1,069)	1,069	0	100%
	Parkside Studio College	Secondary	801	(934)	(163)	(1,097)	-17%
	Pentland Field School	Special	4,247	82	1,091	1,173	1330%
	Pinkwell Primary School	Primary	4,205	(490)	(148)	(638)	-30%
	Queensmead School	Secondary	9,488	3,582	164	3,746	5%
	Rosedale College	Secondary	6,962	4,119	190	4,309	5%
	Rosedale Primary School - Hayes	Primary	2,697	5,600	367	5,967	7%
	Ruislip High School	Secondary	7,989	1,421	631	2,052	44%
	Ryefield Primary School	Primary	2,666	528	(99)	429	-19%
	St Martin's Church of England Primary School - West Drayton	Primary	2,406	(12)	24	12	200%
	St Matthew's CofE Primary School - West Drayton	Primary	2,588	698	(90)	608	-13%
	Swakeleys School for Girls	Secondary	9,388	2,154	310	2,464	14%
	The Douay Martyrs Catholic School	Secondary	9,791	1,079	543	1,622	50%
	The Harefield Academy - Uxbridge	Secondary	3,115	(91)	(63)	(154)	-700%
	The Pride Academy - West Drayton	Special	2,491	47	273	320	581%

Academy or Maintained	School	School Phase	Spend £'000	Balance b/f £'000	In-Year Balance £'000	Balance c/f £'000	% Growth in Balance
	The Skills Hub	Alternative provision	0	0	0	0	#DIV/0!
	The Skills Hub - Middlesex	Alternative provision	2,350	420	303	723	72%
	The Willows School - Hillingdon	Special	1,879	678	(209)	469	-31%
	UTC Heathrow	Secondary	1,905	(292)	376	84	129%
	Uxbridge High School	Secondary	9,054	2,421	349	2,770	14%
	Vyners School	Secondary	9,136	657	514	1,171	78%
	West Drayton Academy	Primary	3,995	330	(56)	274	-17%
	William Byrd Primary Academy	Primary	3,575	73	(151)	(78)	-207%
	Wood End Park Academy - Hayes	Primary	5,286	427	20	447	5%
Maintained	Botwell House	Primary	4,335	546	(109)	436	-20%
	Bourne	Primary	1,432	92	(45)	47	-49%
	BWI	Primary	2,085	(520)	192	(328)	37%
	Cherry Lane Primary	Primary	4,818	182	63	245	35%
	Colham Manor P	Primary	5,116	285	285	570	100%
	Coteford Infant	Primary	1,890	(9)	(82)	(91)	-916%
	Deanesfield	Primary	4,382	876	(143)	732	-16%
	Dr Triplet's CE	Primary	2,945	571	145	716	25%
	Field End Infant	Primary	2,373	213	(93)	120	-44%
	Frithwood	Primary	2,643	(17)	(46)	(63)	-264%
	Glebe	Primary	4,025	610	(188)	422	-31%
	Grange Park Infant	Primary	2,207	242	(124)	118	-51%
	Grange Park Junior	Primary	2,640	161	125	286	78%
	Harefield Infant	Primary	1,354	95	(24)	71	-25%
	Harefield Junior	Primary	1,765	206	27	233	13%
	Harlington	Secondary	11,284	804	(507)	298	-63%
	Harlyn	Primary	2,953	365	(82)	284	-22%
	Harmondsworth	Primary	1,667	68	(78)	(10)	-114%
	Hayes Park	Primary	4,501	424	(110)	314	-26%
	Heathrow	Primary	2,907	226	(25)	201	-11%
	Hedgewood	Special	7,864	1,129	1,074	2,203	95%
	Highfield	Primary	2,095	105	55	160	52%
	Hillside Infant	Primary	1,585	46	2	48	4%
	Hillside Junior	Primary	1,598	93	(16)	77	-18%
	Holy Trinity	Primary	1,388	(56)	64	8	114%
	Lady Bankes Primary	Primary	3,690	83	(109)	(26)	-131%
	McMillan Nursery	Nursery	1,238	261	(4)	257	-2%
	Meadow	Special	8,650	1,290	184	1,473	14%
	Minet Infant	Primary	2,979	580	(52)	528	-9%
	Minet Junior	Primary	3,095	932	266	1,198	29%
	Newnham Infant	Primary	2,007	125	(106)	19	-85%
	Newnham Junior	Primary	2,146	100	(56)	44	-56%
	Oak Farm Primary	Primary	3,899	25	(201)	(176)	-795%
	Oak Wood	Secondary	10,633	(2,350)	365	(1,985)	16%
	Rabbsfarm	Primary	4,563	429	(424)	5	-99%
	Ruislip Gardens	Primary	2,725	436	114	551	26%
	Sacred Heart RC	Primary	3,660	177	(29)	148	-17%
	St Andrew's CE	Primary	1,515	210	57	267	27%
	St Bernadette RC	Primary	2,763	34	(19)	16	-55%

Academy or Maintained	School	School Phase	Spend £'000	Balance b/f £'000	In-Year Balance £'000	Balance c/f £'000	% Growth in Balance
	St Catherine RC	Primary	1,629	87	5	91	6%
	St Mary's RC	Primary	1,625	95	42	137	44%
	St Swithun Wells RC	Primary	1,509	(14)	(78)	(93)	-542%
	The Breakspear	Primary	3,615	229	86	315	38%
	Warrender	Primary	2,288	233	62	294	27%
	Whitehall Infant	Primary	2,421	248	(175)	73	-71%
	Whitehall Junior	Primary	2,735	420	16	436	4%
	Whiteheath Infant	Primary	1,947	237	(36)	201	-15%
	Whiteheath Junior	Primary	2,062	147	(105)	42	-72%
	Yeading Infant	Primary	2,990	829	(607)	222	-73%
	Yeading Junior	Primary	3,213	133	10	143	7%



	<b>London Borough of Hillingdon Schools Forum 2 July 2024</b>
<b>Title</b>	<b>Training for Schools Forum, Heads &amp; Bursars and Service</b>
<b>Agenda Item</b>	<b>8(b)</b>
<b>Report by</b>	Danny Doherty
<b>Appendices</b>	N/A
<b>Recommendation(s)</b>	To Note the details of the report.

## 1. Update On Plan

- 1.1. This update is to set out a Framework as the structure and platform for the Finance training with Schools Forum members which it is proposed to arrange for the start of the new term in September. This can be brought forward to August if members wish.
- 1.2. The framework for the Schools Forum training is set out in Appendix A which I propose to talk through at the School Forum meeting and get your input and feedback. The remainder of this paper is as presented to the last meeting.

## 2. Training for Schools Forum – Alternative Approach

- 2.1. The paper sets out findings from:
  - (1) The search for an external training provider
  - (2) Outlines an alternative internal approach
  - (3) Plan to extend the training for Schools Forum to training for School Heads and Bursars and developing an Induction and annual refresher programme.

## 3. External Provider Search

- 3.1. We have worked with FAME and looked at a number of other potential external providers and also the approach taken in other authorities.
- 3.2. It is clear from the search that an established, effective, and assured ‘off-the-shelf’ training programme that will meet the SF requirement is not available.
- 3.3. The most effective option going forward is to develop a tailored programme. This has brought the review ‘full circle’ to the most effective solution being to develop and roll out the training internally. This is based on a combination of the extent of delay to date, a lack of evidence or confidence of an external solution and the likely scale of additional time and cost to commission.
- 3.4. Within the Education Service, School Improvement and Finance Business Partnering and School Finance teams we have the internal experience, service and financial expertise and local knowledge to develop the programme without any further delay and avoid incurring significant costs which do not provide the outcome.

## 4. Proposal and Plan to Develop and Roll Out an Internal Training Programme

SF 2 JULy 2024 – Item 8(b) Training for Schools Forum

4.1. Develop the Training pack internally including:

- (1) Schools Forum Members
- (2) Head Teachers & Bursars
- (3) Induction Pack
- (4) Finance Handbook

4.1.1. Schools Forum Members – propose an online workshop of 1.5 hours to get input tailor the pack

4.1.2. Head Teachers and Bursars – propose to get input from HT and Bursars at Bursars quarterly meeting (20 June)

4.2. The teams supporting the development and roll-out will be made up of:

- (1) Sponsor – Abi Preston, Director of Education
- (2) Finance – Head of Finance, Finance Business Partner Team and Schools Finance Team
- (3) Education, SEND and School Improvement Teams

4.3. Timeline:

- (1) Develop the pack – June
- (2) Schools Forum – August / September
- (3) Head Teachers & Bursars - July

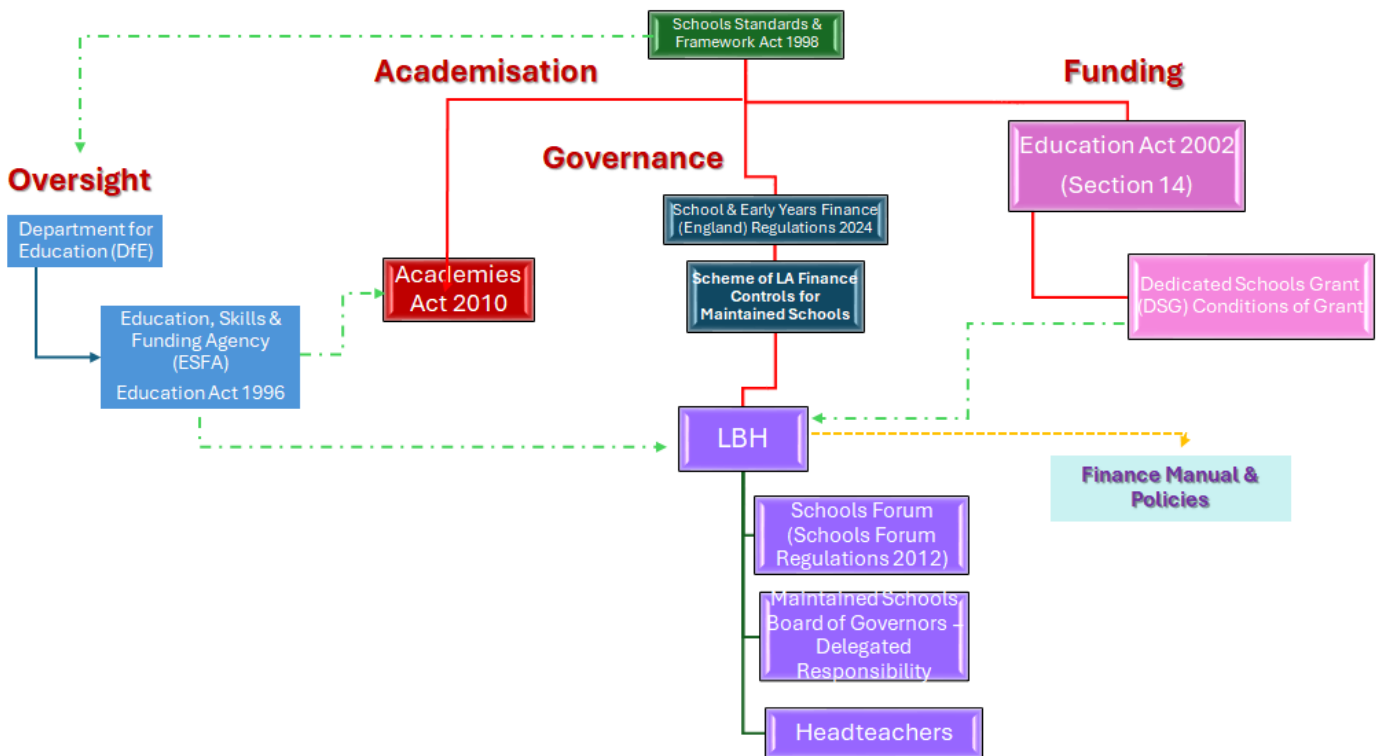
## Appendix A – Framework and Structure for Schools Forum Members Finance Training:

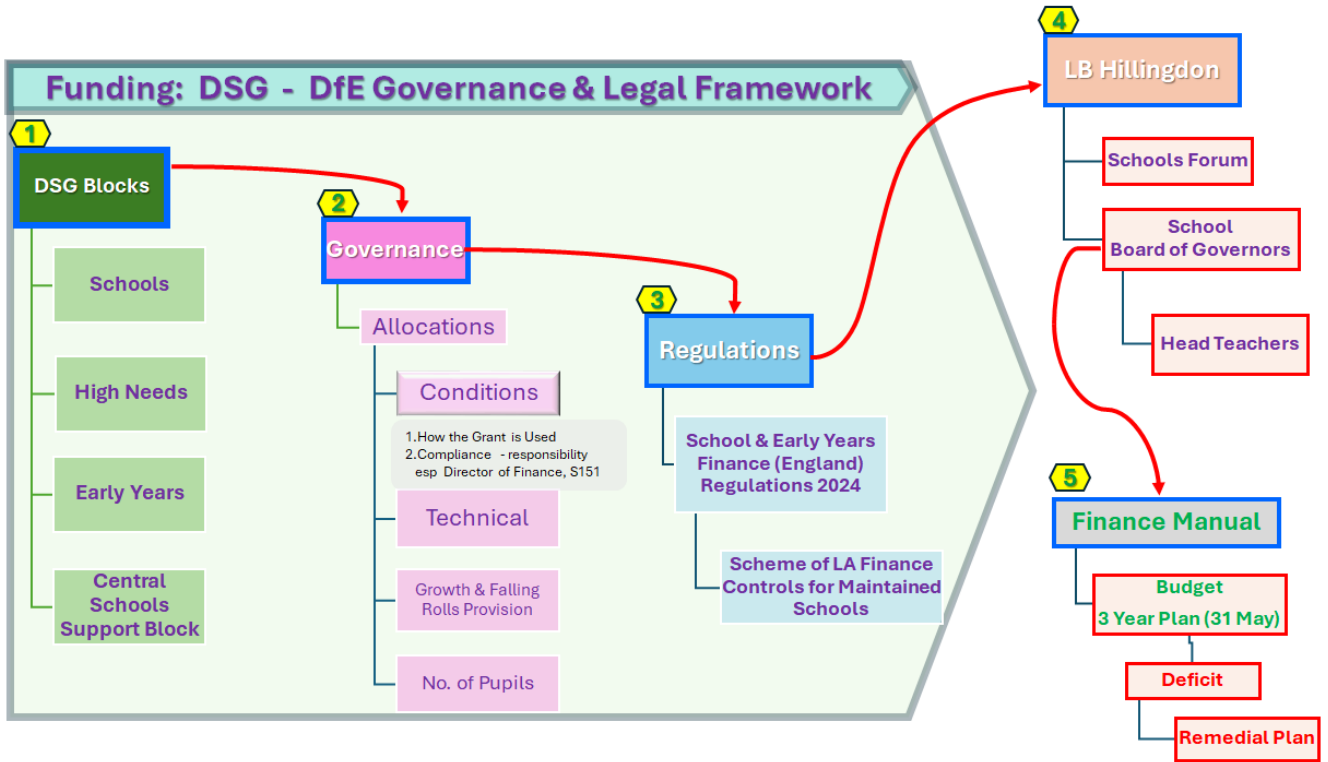
The Framework is structured around:

1. Financial: Law & Governance
2. Funding: DSG - DfE Governance & Legal Framework
3. Annual Cycle

I propose to use the 3 slides below to talk through the plan, structure and content and get Members input and feedback


# Financial Law & Governance





## Annual Cycle



	<p><b>London Borough of Hillingdon</b>  <b>Schools Forum</b>  <b>2 July 2024</b></p>
<p><b>Title</b></p>	<p><b>Schools in Financial Difficulty: Introducing Draft Policy</b></p>
<p><b>Agenda Item</b></p>	<p><b>8(c)</b></p>
<p><b>Report by</b></p>	<p>Danny Doherty</p>
<p><b>Appendices</b></p>	<p>N/A</p>
<p><b>Recommendation(s)</b></p>	<p>Policy for Consultation: Feedback by 24 July 2024</p>

## 1. Schools in Financial Difficulty: Introducing Draft Policy

- 1.1. The paper presents a new draft Policy, Supporting Schools in Financial Difficulty which it is proposed to introduce following consultation with Schools Forum and subject to Cabinet Member approval.
- 1.2. The proposed Policy is set out in Draft in the attached paper and School Forum views and feedback are requested before end of the summer term on 24 July.



## Policy on Supporting Schools in Financial Difficulty

July 2024

### 1. Purpose

- 1.1. The Policy is being implemented to provide greater clarity on the financial responsibility of the Board of Governors and Heads of our maintained Schools. It is being introduced to address gaps in practice which have emerged in recent years and in a climate where schools are facing the combined challenge of spiraling costs and falling rolls.
- 1.2. The aim is to support schools to operate within a balanced budget on a sustainable basis. The priority for the Policy is therefore to establish a clear and effective framework for how we support those schools which are either in deficit or falling into deficit to recover.
- 1.3. The delegated Budget responsibility of the authority and the schools are set out in the School Standards and Framework Act 1998 and Education & Inspection Act 2006.

### 2. Deficit

- 2.1. Schools are permitted to set a deficit budget if they meet certain conditions. This is termed a licensed deficit. The conditions of a licensed deficit are set out in the Scheme for Financing Schools (the legal contract the Council has with schools).
- 2.2. The conditions of a licensed deficit include a requirement to have a robust plan to repay it within three years. This will be closely monitored and reviewed by the Council during the period of the deficit.
- 2.3. If the conditions are not met by the school, the Council has the power to issue a Notice of Concern, which ultimately could lead to the removal of a school's delegation.

### 3. Risk Oversight, Monitoring & Management Framework:

- 3.1. The diagram below sets out the detail of the arrangements for the Finance and Education Improvement Teams to support the Governing Board and Headteachers to jointly oversee, monitor and support with the preparation, management and delivery of Deficit Recovery Plans. The framework arranges Schools by risk and significance of deficit based on those with a:
  - (1) Surplus (**Green**) and no risk
  - (2) Reducing surplus trend to deficit (**Amber**)
  - (3) Reducing deficit and trend to surplus (**Blue**)
  - (4) Deficit which is significant and on-going over more than 1 year (**Red**)
- 3.2. The framework sets out 9 risk scenarios providing the platform for how the authority will oversee, monitor and support. Each scenario details the steps which are required working jointly to monitor the Budget and review where a school is in deficit or going into deficit. The details of how this will operate to reduce, remove and prevent a deficit is set out in the next section.

**4 Went into Deficit in 2023/24:**

- (1) Review with School Improvement and Finance team
- (2) Jointly prepare a recovery plan
- (3) Recovery Plan to be reviewed and signed-off by Director of Education
- (4) Submitted for approval by Cabinet in Autumn term
- (5) Termly review with Schools Improvement and Schools Finance team
- (6) Monthly reporting to Schools Finance to monitor deficit & progress on recovery
- (7) Continue to provide standard Quarterly financial returns to Schools Finance team

**5 Budget Plan for 2024/25 takes School into Deficit:**

- (1) Notify the Schools Finance team
- (2) Review with School Improvement & Finance teams & jointly prepare Recovery Plan
- (3) Recovery Plan to be reviewed and signed-off by Director of Education
- (4) Submitted for approval by Cabinet in Autumn term
- (5) Termly review with Schools Improvement and Schools Finance team
- (6) Monthly reporting to Schools Finance to monitor deficit and progress on recovery
- (7) Continue to provide standard Quarterly financial returns to Schools Finance team

**6 School goes into Deficit during 2024/25:**

- (1) Notify the Schools Finance team
- (2) Review with School Improvement & Finance teams & jointly prepare Recovery Plan
- (3) Recovery Plan to be reviewed and signed-off by Director of Education
- (4) Submitted for approval by Cabinet in Autumn term
- (5) Monthly reporting to Schools Finance to monitor deficit and progress on recovery
- (6) Continue to provide standard Quarterly financial returns to Schools Finance team

**1 High level of Deficit with:**

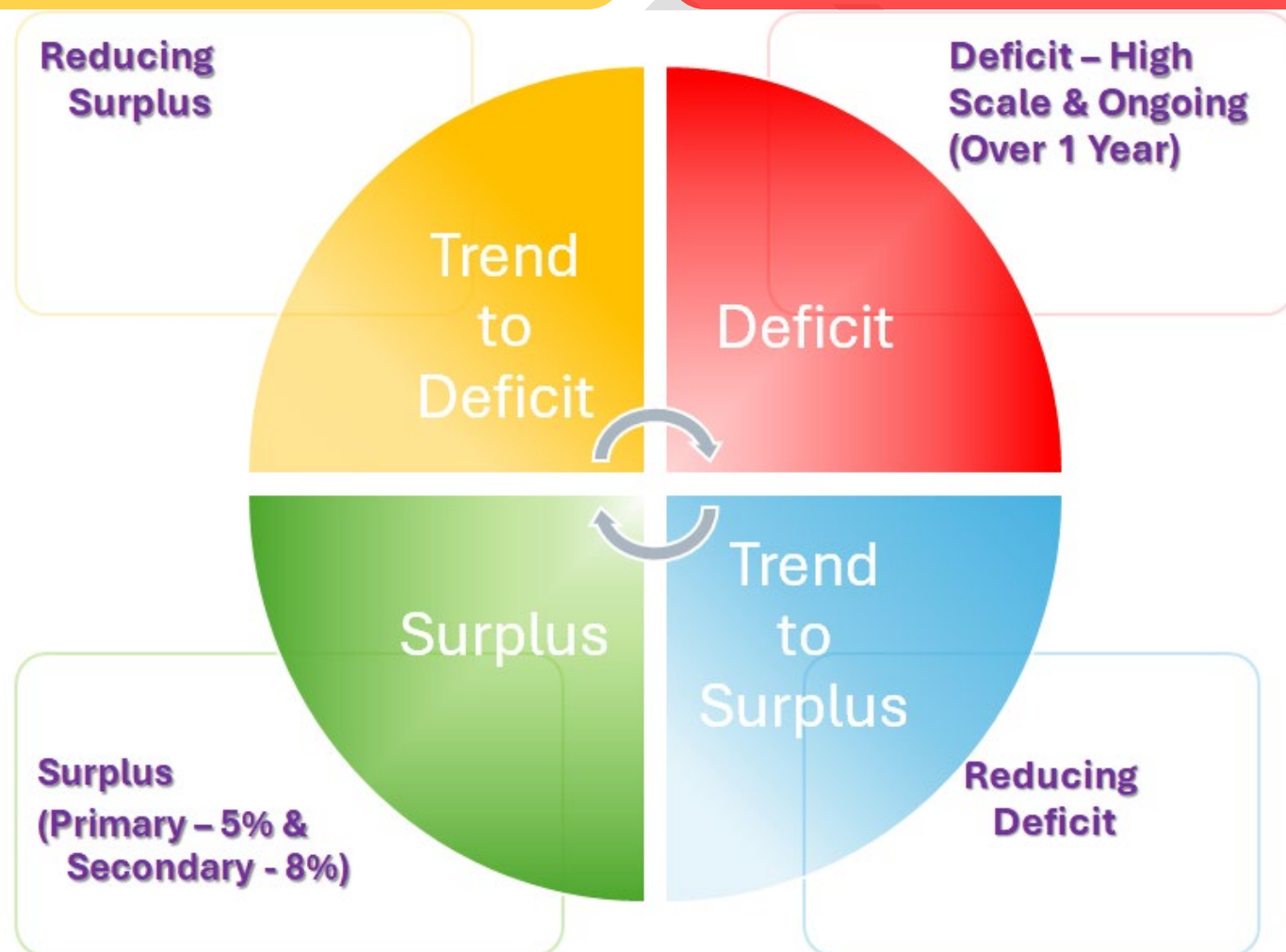
- (1) Recovery Plan in place and delivering substantial year-on-year recovery.
- (2) Ongoing review with School Improvement & Finance teams.
- (3) Require licensed deficit to be approved by Cabinet in Autumn term
- (4) Termly review with Head of Schools Improvement and Head of Finance
- (5) Monthly reporting to Schools Finance to monitor deficit & progress on recovery
- (6) Continue to provide standard Quarterly financial returns to Schools Finance team

**2 Increasing level of Deficit in-year**

- (1) Notify Schools Finance team
- (2) Review with School Improvement & Finance teams & jointly prepare Recovery Plan
- (3) Recovery Plan to be reviewed and signed-off by Director of Education
- (4) Submitted for approval by Cabinet in Autumn term
- (5) Termly review with Head of Schools Improvement and Head of Finance
- (6) Monthly reporting to Schools Finance to monitor deficit & progress on recovery
- (7) Continue to provide standard Quarterly financial returns to Schools Finance team

**3 Plan an Increased Deficit in the Budget for 2024/25:**

- (1) Notify the Schools Finance team
- (2) Review with School Improvement & Finance teams & jointly prepare Recovery Plan
- (3) Recovery Plan to be reviewed and signed-off by Director of Education
- (4) Submitted for approval by Cabinet in Autumn term
- (5) Termly review with Head of Schools Improvement and Head of Finance
- (6) Monthly reporting to Schools Finance to monitor deficit & progress on recovery
- (7) Continue to provide standard Quarterly financial returns to Schools Finance team



**7 School with surplus:**

- (1) Surplus b/f, Budget Plan for surplus in 24/25 and remains in surplus in -year
- (2) Normal quarterly financial returns provided to Schools Finance team

**8 Low level of Deficit or one-off Historic / Legacy Deficit with:**

- (1) Recovery Plan in place and delivering year-on-year recovery indicating balanced Budget within 3 year Plan cycle
- (2) One-off Legacy Deficit kept on monitor and in consideration for any one-off funding for Schools in Financial Difficulty
- (3) Ongoing review with School Improvement & Finance teams.
- (4) Require licensed deficit to be approved by Cabinet in Autumn term
- (5) Monthly reporting to Schools Finance to monitor deficit & progress on recovery
- (6) Continue to provide standard Quarterly financial returns to Schools Finance team

**9 Budget Plan for 2024/25 shows a year-end surplus -**

- (1) Notify Schools Finance team
- (2) Review with School Improvement & Finance teams & jointly prepare Recovery Plan
- (3) Recovery Plan to be reviewed and signed-off by Director of Education
- (4) Submitted for approval of licenced deficit by Cabinet in Autumn term
- (6) Monthly reporting to Schools Finance to monitor deficit & progress on recovery
- (7) Continue to provide standard Quarterly financial returns to Schools Finance team

## 4. Strategy to Support Schools in Reducing / Eliminating or Avoiding a Deficit

Support/requirements for schools setting a deficit budget:

4.1. As set out in the framework all schools planning to set a deficit must:

- (1) Notify the Schools Finance team of the deficit
- (2) Arrange to undertake a joint review with the Schools Improvement and Finance team to undertake a line-by-line check of resources, costs and variance analysis, benchmarking comparison and highlight the underlying drivers for any remaining deficit
- (3) Where a deficit remains, the review will move on to prepare a joint Recovery Plan and timescale to restore a balanced budget
- (4) Schools to submit the Recovery Plan to the Director of Education for review and sign-off in readiness to present to Cabinet during the Autumn term for approval of a licensed deficit
- (5) Each school receives a letter from the Head of Education and Head of Finance by the end of the summer term agreeing in principle their licensed deficit, setting out the conditions to adhere to whilst in deficit, and highlighting any concerns or further work required.
- (6) For those schools in the High Scale & Ongoing Risk category (**Red**) the Heads of Finance and Education Improvement will arrange to undertake a face-to-face review of the Recovery Plan with the Headteacher and Governing Board on a termly basis. The purpose is to review, challenge, and advise on the deficit recovery plan and progress in closing the gap and restoring a balanced position as soon as possible. The first termly meeting will be arranged before the end of October.
- (7) For those schools falling into the Reducing Surplus risk category with a 'Trend to Deficit (**Amber**)' the Finance Business Partner and Education Improvement team will arrange to meet on a termly basis and undertake a similar support, review and challenge approach as outlined in item 6 above.
- (8) In support of the Recovery Plan provide monthly monitoring reports to the Schools Finance team highlighting progress together with any issues or challenges.
- (9) In addition, the school will continue to submit the standard Quarterly Finance returns to the Schools Finance team and submit the 3-Year Budget Plan by 31 May.

4.2. Support for all schools:

- 4.2.1. Regular communication about school funding and school budgets will be provided to school leaders via weekly briefings and from the Schools Forum.
- 4.2.2. Regular separate finance training courses for Governors, Headteachers, and school finance staff are run throughout the year.
- 4.2.3. All schools buying the accountancy service are provided with budget planning and monitoring tools. These are available to purchase for schools not buying back. As part of a viable recovery plan, any school with a deficit will be required to purchase this service as part of a comprehensive system of support.
- 4.2.4. Facilitate workshops for groups of schools on specific savings strategies, such as for alternative staffing structures.
- 4.2.5. Support the reorganizing of small and/or unviable schools. For example, help set up Multi Academy Trusts, amalgamation (where appropriate), review admission numbers in schools and support schools with discussing options.



## **5. Intervention for schools not meeting their deficit recovery plan.**

- 5.1. The trigger points for intervention are as follows:
  - 5.1.1. A school's deficit has grown (either by the end of the financial year or the following year's budget).
  - 5.1.2. The deficit repayment period increases.
  - 5.1.3. The monitoring meetings identify an unrealistic or high-risk deficit recovery plan without any contingency plans.
  - 5.1.4. The monitoring process identifies that the school is not adhering to its recovery plan and the deficit will potentially grow.
- 5.2. A "task force" will review the school's budget and staffing structure and determine options to repay the deficit and make recommendations. The task force will consist of Heads of Finance & School Improvement, Place Planning, Finance Business Partnering and education teams together with DfE / ESFA recommended School Resource Management Advisers (SRMAs) where appropriate. SRMAs are accredited sector experts who will complement and supplement the School, Finance and Education Improvement teams providing peer-to-peer advice on using revenue and capital resources to deliver the best possible educational outcomes for pupils.
- 5.3. If a school does not follow the recommendations made by the task force (or determine their own realistic alternative), the "notice of concern" route will be followed. More details on the process of intervention are in Appendix A.

## **6. Management of the Strategy**

- 6.1. The Director of Education & SEND and the Head of Finance will review the financial position of maintained schools across the Borough termly to discuss latest projections, measures to lower deficits and wider financial positions of schools.
- 6.2. School budgets will form part of the quarterly financial reporting to Cabinet.

## **7. Appendices**

- 5.1 Appendix A – Process for Intervention

## Appendix A



### Process for Intervention

#### Background

The aim of the strategy to support schools in financial difficulty is to reduce the number of schools in or at risk of being in deficit, and the cost of this activity should reduce in future years, as and when schools become more effective in identifying efficiency, better value savings opportunities to ensure a sustainable and balanced budget.

In the event that a school does not put in place and implement a robust deficit recovery plan or take on recommendations made in the support meetings, the strategy sets out trigger points for intervention and what this intervention will consist of – namely a task force to work on the school's deficit recovery. As this would be in addition to the previous support meetings, this cost should not be borne by the local authority but by the respective school.

This note sets out the legal position and sets out in more detail the process for this element of the strategy.

#### Delegation and Charging Schools

Part 2 of the School Standards and Framework Act 1998 requires local authorities to provide maintained schools with a delegated budget share and gives the governing body of each school delegated responsibility in managing their school's budget share.

The Act requires local authorities to produce a Scheme for Financing Schools which deals with all matters connected to financial delegation, and which complies with current school finance regulations.

The strategy identifies clear trigger points when intervention by the authority becomes necessary to support schools in deficit or going into deficit to establish a remedial action plan that will deliver a balanced budget. This will require a task force to work with the school to achieve the recovery. Where a school in financial difficulty refuses to engage, fails to deliver the recovery plan or plans to overspend or remain in deficit, the authority may take the decision to withdraw the delegated responsibility and implement arrangements to directly manage the school budget through a task force.

The direct costs of the intervention support will be charged to the school particularly where schools delay engagement and/or defer taking remedial action which puts the school further into deficit. The plan of work and the costs will be agreed with the school where it continues to have delegated responsibility for their budget.

The process for intervention and possible removal of delegated responsibility are set out below.

#### The Route to Removing Delegation

A Local Authority may issue a warning notice to Governors if there is a breakdown in the way a maintained school is managed or governed and is likely to adversely affect standards of pupils' performance. This includes a failure to oversee the financial performance of the school and make sure money is well spent – one of the core strategic roles of a Governing Body. The notice must set out:

1. The matters on which the concerns are based.
2. The action which the Governing Body is required to take to address the concerns raised.

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3. The period within which the Governing Body must comply or secure compliance with that action.
4. The action which the LA is considering under one or more of Sections 63 to 69 of the Education and Inspection Act 2006 or otherwise if the Governing Body does not take the required action.
5. A copy of the warning notice is to be sent to the head teacher and if applicable the diocese or foundation, and a copy to the relevant RSC and to Ofsted. The local authority is expected to work with their RSC to discuss where they judge that a warning notice is necessary.

The powers of intervention if the school does not comply with the warning notice are set out in Sections 63 to 66 of the 2006 Act as follows:

- Section 63 – requires the Governing Body to enter a particular arrangement. e.g. to enter a contract for specified services of an advisory nature with a specified person.
- Section 64 – power to appoint additional Governors.
- Section 65 – power to appoint Interim Executive Board
- Section 66 – enables a local authority to suspend the governing body's right to a delegated budget.

Schedule 15 to the SSFA provides another route for removal of financial delegation. The LA may suspend a school's right to a delegated budget where a school's governing body has persistently or substantially breached a requirement or restriction relating to its delegated budget, has not managed its budget share satisfactorily or has not managed satisfactorily its expenditure or sums received in the exercise of its power to provide community facilities and services under section 27 of the Education Act 2002. The notice must specify the grounds for the suspension and the LA must give the notice to the governing body and give the head teacher a copy of the notice at the same time. The LA is required to review the suspension within a certain period (or may do so earlier if it wishes).

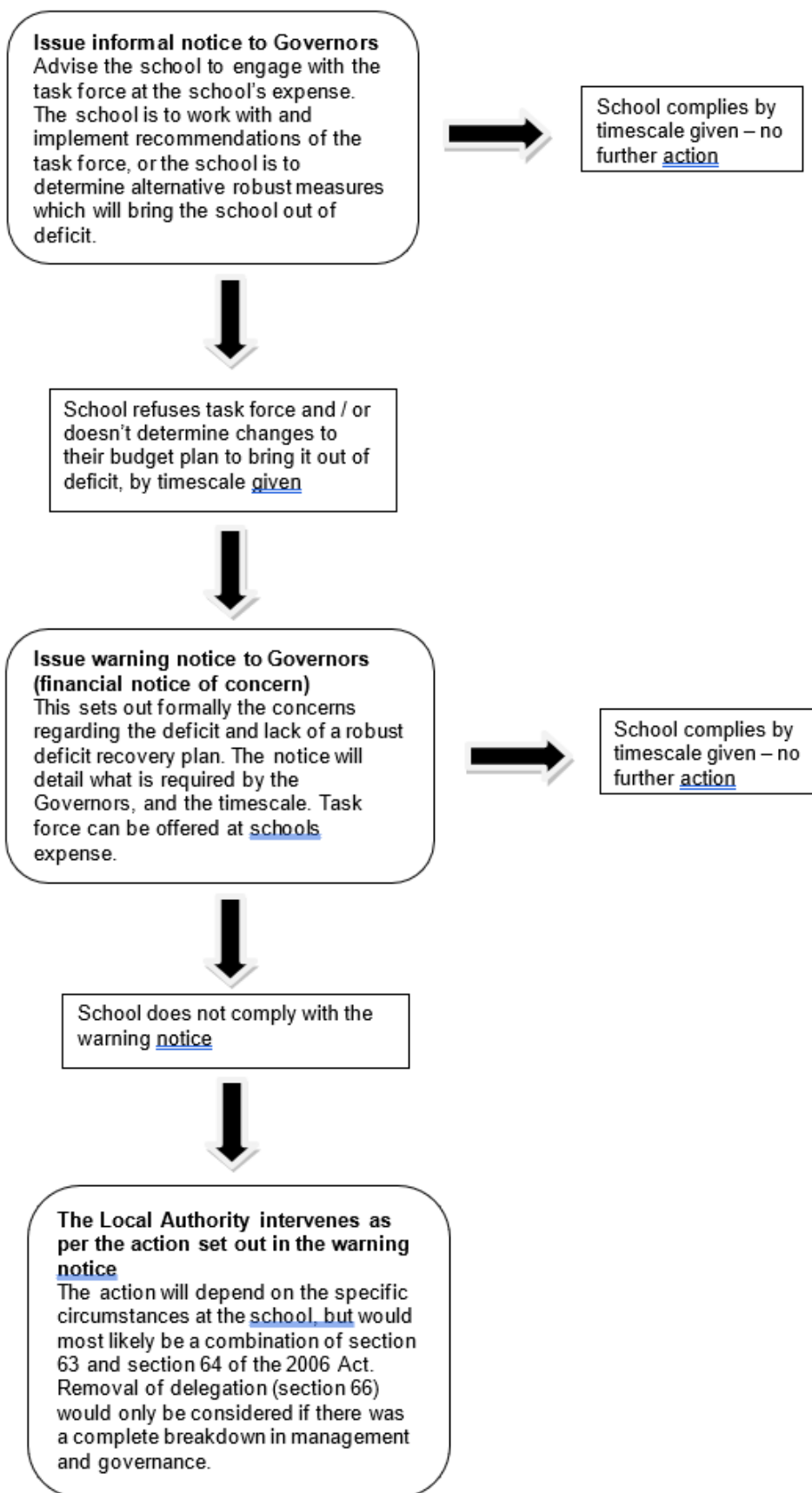
### **Strategy for Schools in Deficit - Intervention Process**


In the unlikely event that a school does not engage with recovery of their deficit (following the initial review and support meeting) and meets one of the trigger points set out in the strategy, the process set out in the flow chart below is to be followed, which complies with the latest regulations.

The timescale given at each stage will need to be carefully considered in each case, to ensure the school has reasonable time to put in place the actions, but that no time is lost in being able to recover the deficit before it spirals out of control. It is suggested that this should be no more than two months.

The power(s) used if the final stage is reached will be determined with respect to the circumstances at the school, and after discussion with the DfE – which may include removal of delegation.

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	<b>London Borough of Hillingdon</b> <b>Schools Forum</b> <b>2 July 2024</b>
<b>Title</b>	<b>Schools Admissions Update</b>
<b>Agenda Item</b>	<b>8d</b>
<b>Report by</b>	Laura Baldry – School Admissions Manager
<b>Recommendation</b>	That Schools Forum note the updates in this report on the admissions offers for September 2024.

Please see below tables for the current position on admissions for primary and secondary schools across the borough for September 2024. We are continuing to make offers on a fortnightly basis until the end of the school term. Following this, further offers will be made as and when places become available.

The admissions team are regularly chasing outstanding offers, children that are still due to apply and processing any late applications we receive.

The admissions and place planning teams are regularly meeting to review primary numbers and monitor offers made.

### Primary School Allocations to June 2024:

*The below data is accurate as of the last round of offers made on the 7<sup>th</sup> June 2024.*

Infant/Primary Schools	PAN	Current Offers	Vacancies	% vacancies in each PPA
Harefield Infant School	60	41	19	31.67%
<b>PPA 1 total</b>	<b>60</b>	<b>41</b>	<b>19</b>	
Frithwood Primary School	60	58	2	13.33%
Harlyn Primary School	60	51	9	
Hillside Infant School	60	54	6	
Holy Trinity CofE Primary School	30	19	11	
<b>PPA 2 total</b>	<b>210</b>	<b>182</b>	<b>28</b>	
Bishop Winnington-Ingram CofE Primary School	30	30	0	8.33%
Coteford Infant School	60	59	1	
Warrender Primary School	60	60	0	
Whiteheath Infant and Nursery School	90	71	19	
<b>PPA 3</b>	<b>240</b>	<b>220</b>	<b>20</b>	
Glebe Primary School	90	66	24	20.56%
The Breakspeare School	90	77	13	

<b>PPA 4</b>	<b>180</b>	<b>143</b>	<b>37</b>	
Bourne Primary School	30	30	0	<b>10.88%</b>
Deanesfield Primary School	90	90	0	
Field End Infant School	90	90	0	
Lady Bankes Primary	90	65	25	
Newnham Infant and Nursery School	90	89	1	
Ruislip Gardens Primary School	60	28	32	
Sacred Heart Catholic Primary School	90	88	2	
St Swithun Wells' Catholic Primary School	30	28	2	
<b>PPA 5</b>	<b>570</b>	<b>508</b>	<b>62</b>	
Cowley St Laurence CE Primary School	60	60	0	<b>12.82%</b>
Hermitage Primary School	60	48	12	
John Locke Academy	90	90	0	
St Andrew's CofE Primary School	30	24	6	
St Mary's Catholic Primary School	30	31	-1	
Whitehall Infant School	120	87	33	
<b>PPA 6</b>	<b>390</b>	<b>340</b>	<b>50</b>	
Highfield Primary School	60	39	21	<b>10.00%</b>
Hillingdon Primary School	90	90	0	
Oak Farm Primary	90	85	5	
Ryefield Primary School	60	51	9	
St Bernadette Catholic Primary School	60	59	1	
<b>PPA 7</b>	<b>360</b>	<b>324</b>	<b>36</b>	
Charville Academy	60	58	2	<b>14.00%</b>
Grange Park Infant and Nursery School	90	79	11	
Hayes Park School	90	74	16	
Hewens Primary School	60	47	13	
<b>PPA 8</b>	<b>300</b>	<b>258</b>	<b>42</b>	
Belmore Primary Academy	90	71	19	<b>14.81%</b>
Brookside Primary School	60	39	21	
Yeading Infant and Nursery School	120	120	0	
<b>PPA 9</b>	<b>270</b>	<b>230</b>	<b>40</b>	
Colham Manor Primary School	90	62	28	<b>12.92%</b>
Rabbsfarm Primary School	90	90	0	
St Matthew's CofE Primary School	60	57	3	
<b>PPA 10</b>	<b>240</b>	<b>209</b>	<b>31</b>	
Botwell House Catholic Primary School	90	90	0	<b>20.28%</b>
Dr Triplett's CofE Primary School	60	52	8	
Guru Nanak Sikh Academy	60	60	0	
Lake Farm Park Academy	90	90	0	
Minet Nursery and Infant School	120	107	13	
Nanaksar Primary School	120	28	92	
Rosedale Primary School	60	48	12	
Wood End Park Academy	120	99	21	
<b>PPA 11</b>	<b>720</b>	<b>574</b>	<b>146</b>	
Cranford Park Academy	120	120	0	<b>14.67%</b>

Pinkwell Primary School	90	70	20	
William Byrd Academy	90	66	24	
<b>PPA 12</b>	<b>300</b>	<b>256</b>	<b>44</b>	
Harmondsworth Primary School	30	30	0	<b>6.67%</b>
Heathrow Primary School	60	54	6	
<b>PPA 13</b>	<b>90</b>	<b>84</b>	<b>6</b>	
Cherry Lane Primary School	90	81	9	<b>23.03%</b>
Laurel Lane Primary School	60	29	31	
St Catherine Catholic Primary School	30	30	0	
St Martin's Church of England Primary School	60	24	36	
West Drayton Academy	90	90	0	
<b>PPA 14</b>	<b>330</b>	<b>254</b>	<b>76</b>	
<b>TOTAL</b>	<b>4260</b>	<b>3623</b>	<b>637</b>	<b>14.95%</b>

## Secondary School Allocations to June 2024:

The below data is accurate as of the last round of offers made on the 21st June 2024.

Secondary Schools	PAN	Bulge Class	Current Offers	Vacancies	% vacancies in each school
Bishops Ramsey	186	0	186	0	0.00%
Harefield	90	0	43	47	52.22%
Haydon	300	0	167	133	44.33%
Northwood	180	0	180	0	0.00%
Queensmead	240	0	240	0	0.00%
Ruislip	210	0	210	0	0.00%
The Douay Martyrs	240	0	240	0	0.00%
Vyners	240	0	240	0	0.00%
<b>North</b>	<b>1686</b>	<b>0</b>	<b>1506</b>	<b>180</b>	<b>10.68%</b>
Barnhill	240	0	240	0	0.00%
Bishopshalt	186	0	186	0	0.00%
GNSA (60 in year 6)	120	30	150	0	0.00%
Harlington	240	0	240	0	0.00%
Hewens	120	0	48	72	60.00%
Oak Wood	240	0	228	12	5.00%
Park Academy	180	0	164	16	8.89%
Rosedale	180	20	200	0	0.00%
Swakeleys	240	0	240	0	0.00%
Uxbridge	230	10	241	-1	-0.42%
<b>South</b>	<b>1976</b>	<b>60</b>	<b>1937</b>	<b>99</b>	<b>4.86%</b>
<b>Total*</b>	<b>3662</b>	<b>60</b>	<b>3443</b>	<b>279</b>	<b>7.50%</b>

\*Total PAN + 60 bulge 3722