

School Budgets Work Programme

Start Well Scrutiny Committee

14/09/26



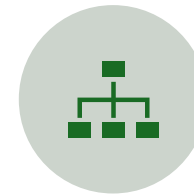
Workstreams



Workstream 1:
Support and
Monitoring



Workstream 2:
Benchmarking and
Data



Workstream 3:
Training and
Development



Workstream 4:
Procurement and
Commissioning



Workstream 5:
School Organisation



Workstream 6:
Inclusion Review



Workstream 1

Support and Monitoring

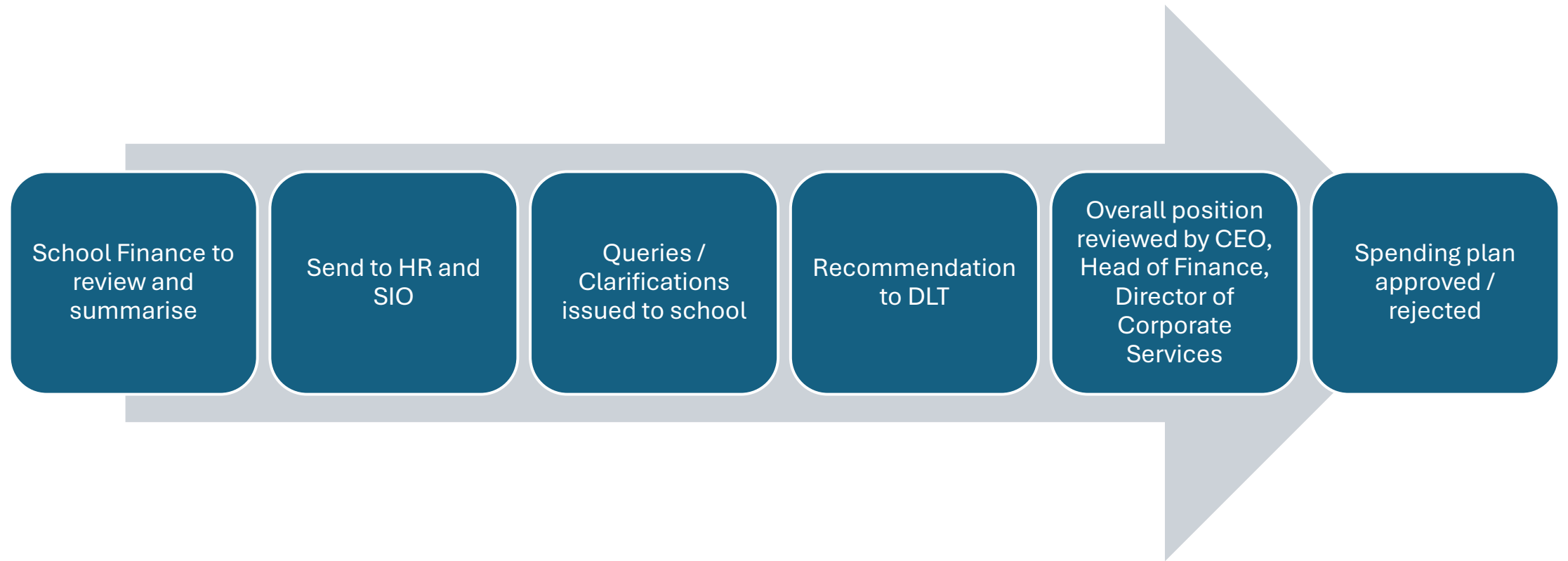


Support and Monitoring

- New Deficit Post appointed to monitor recovery plans to increase resource
- Reviewed support and monitoring arrangements to reflect Estyn's Thematic Review.
- Multi-discipline support approach (HR Advisor, Finance Officer, School Improvement Officer)



Recovery plan review process



Recovery plan review process – Update

- All recovery plans and budgets reviewed
- Approach communicated to Headteachers
- Response to recovery plans and budgets issued w/c 13 July
- 30/53 approved – subject to monitoring (including schools that do not require a recovery plan)
- 23/53 not approved



Triggers for Intervention

Recovery plan submitted which does not balance in-year deficit within year 1.

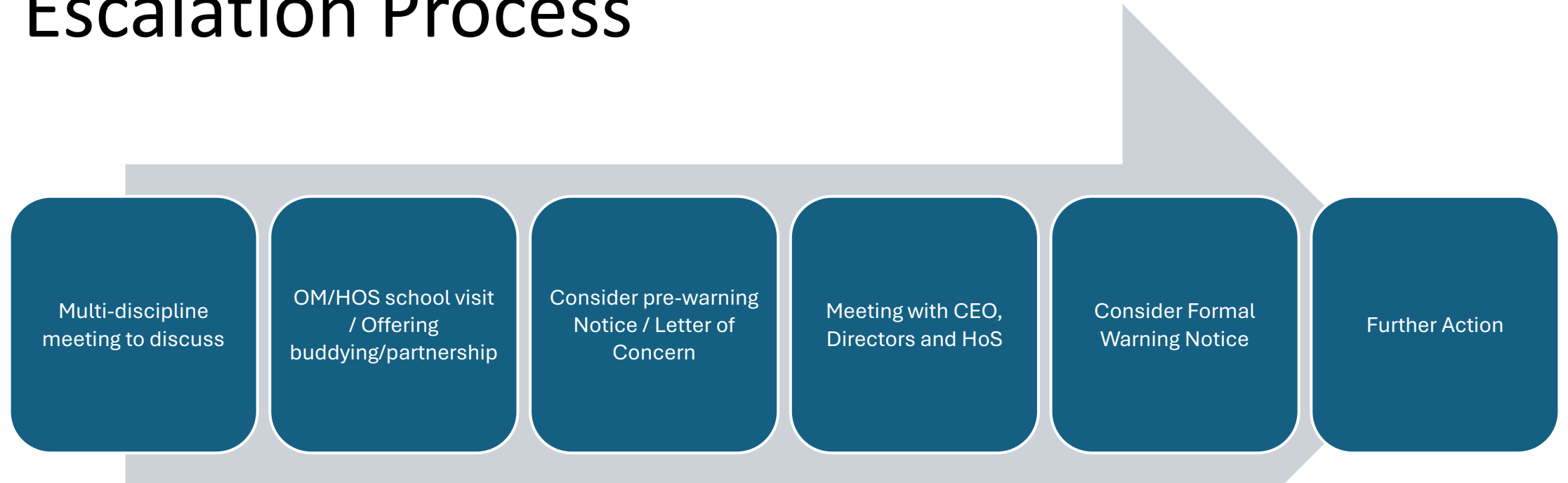
Recovery plan submitted but insufficient detail to provide assurance that aims will be achieved.

Recovery plan submitted but does not balance overall budget eradicating any historical deficits within reasonable timeframe.

Recovery plan approved but not being delivered.



Escalation Process



At each stage, the school is asked to update their spending / recovery plan and re-submit. This can be approved to prevent further action or not approved and escalation continues.



Impact

	November 2025 Start Well	March 2026 Start Well	March 2026 Budget Allocations	July 2026 Following Review of Recovery Plans	Current position
2025/26	-£15.3M	-£13.4M	-£13.4M	-£10.9M	-£10.9M
2026/27	-£30.3M	-£27.2M	-£23.2M	-£16.3M	-£14.6M
2027/28	-£45.9M	-£41.2M	-£32.9M	-£20.9M	-£18.0M
2028/29			-£43.9M	-£25.6M	-£21.2M

March 2026 – now

- £22.7M reduction in projected deficit position in March 2029.
- In-year deficit reducing:
 - 2025/26 -£6.7M
 - 2026/27 -£3.7M
 - 2027/28 -£3.4M
 - 2028/29 -£3.2M



Next Steps

- Continue to work with schools with unapproved recovery plans
- Multi-discipline meetings
- Review resubmissions and additional information
- Commence formal termly monitoring
- Weekly internal monitoring



Workstream 2

Benchmarking & Data



Benchmarking & Data

- Former Headteacher appointed to review secondary schools and secondary school collaboration via Budget Forum.
- Benchmarking budget information across all schools.
- Working with other LAs.
- Case studies and opportunities being compiled.



Workstream 3

Training & Development



Training and Development

- Review training and development currently offered – seek views from stakeholders.
- Identify areas to strengthen training and development, particularly for governors, senior leadership and business managers.
- Review approach to induction of new starters.
- Partnering / Buddying



Workstream 4

Procurement & Commissioning



Procurement and Commissioning

- Work already underway and more than £150k savings delivered to date.

Waste

Photocopying / Printing

Telephony

Amazon / Purchasing

Agency

Letting / Bookings



Workstreams 5 & 6

School Organisation and Inclusion



Development of Future Model

- Inclusion Strategy
- Review of Special School Funding Formula
- Develop requirements for future ALN provision
- Updated population projections
- LDP Developments
- Growth in Welsh-medium and WESP delivery
- Backlog repairs and maintenance
- Sustainable Communities for Learning Programme
- Decarbonisation

