National College
for Leadership of Schools
and Children's Services

Business and financial planning

Increasing Value for Money

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Inspiring leaders to
improve children's lives

The importance of data

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Why do you need data?

- Know your community
- Know their needs
- Know your strategy and priorities

What data is available?

- Performance, Achievements and Outcomes Review (PAOR)-formally SEF
- LA
- PCT and other organisations

Reflection

- Are you using all the data available to you?
- What other data sources could you explore

Effective use of resources

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- Monitoring
- Cost-effectiveness
- Planning the budget
- Evaluation
- Budget management as a reflective process

Measuring effort and effect

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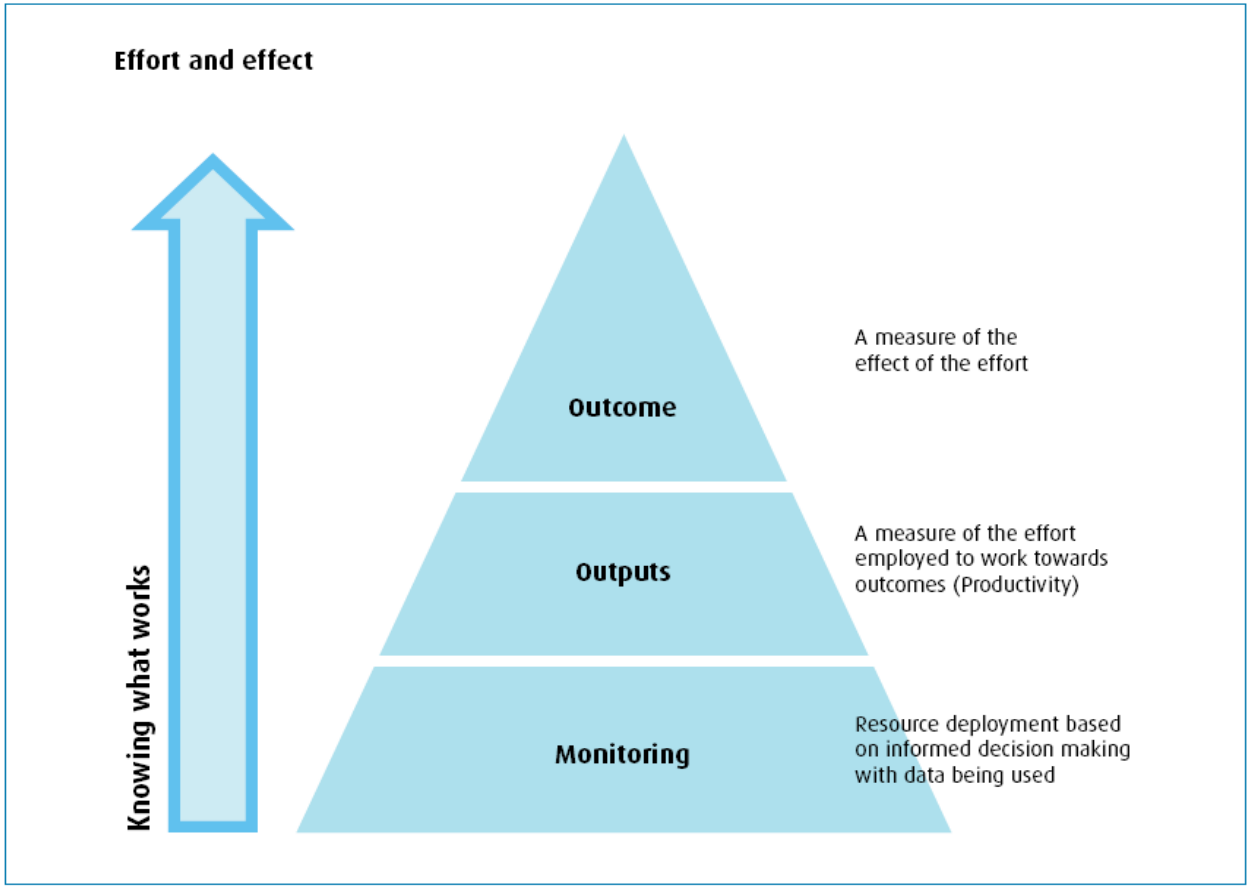

Source: Adapted from Myers and Barnes (2005).

Evaluating efficiency

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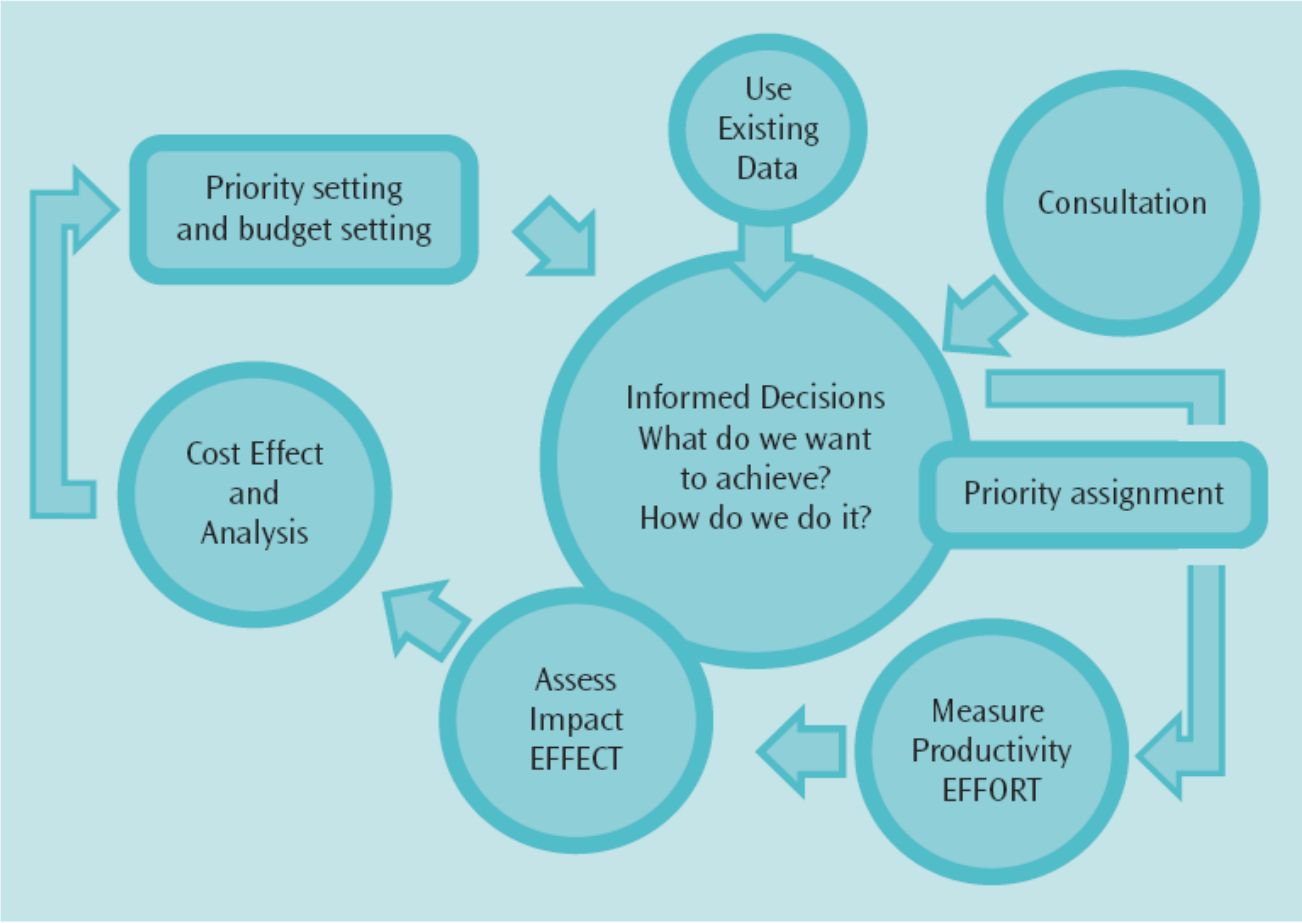
- Value for Money
- Quality
- Local priorities
- Measuring outcomes

The planning cycle



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