

Deficit Reduction Strategies proposed May 2018 - Jun 2019		Budget Presented Date					
	Strategy status	Nov '18		Rationale for decisions made to remove from forecast scenario post Nov'18	Jun' 19 status		
		Scope	Cumulative differential to 18/19		Scope	Cumulative differential to 18/19	
							Key points for Management Attention
Increase lettings income	Partially implemented		18/19 FY forecast = £155k 19/20: 0 20/21: +31k 21/22: +40k 22/23: +50k			18/19 FY forecast = £147k (reduced to swimming pool closure) 19/20: 0 20/21: + 8k 21/22: +18k 22/23: +33k	Rate of incremental lettings tapered in March '19 budget vs. Nov '18 due to likely delay in sports hall opening New opportunity - potential non VAT letting of £12k+ per year not included in forecast - awaiting confirmation of commitment from Sep '19
Reduce subject offering in KS5 where student group <15 Block 6th form timetable Increase class sizes in 6th form	Partially implemented	Proposal to remove the following subjects from KS5 offering: Art German French Government & Politics Italian Latin Music RS Russian Spanish Theatre Studies	19/20 + 200k	Key subjects retained as affects offering to external students and ability to attract external candidates / retain existing, and essential to ethos of the school Opportunity to block teach in subjects such as music were not viable due to timetable constraints	Removal of the following subjects from KS5, plus increased class sizes to reduce teaching load: Russian Removal of Mandarin as curriculum offering	Cost avoidance of 1 NQT despite expansion (PAN 150 rolling through & 180 PAN) until 20/21, with additional NQT deferred to 21/22	Original estimates believed to be over-stated as can only be realised on full teacher savings (without associated costs) or change to part time hours
Restrict KS5 students to 3 A levels	Excessive Risk			Inconsistent with other grammar school offering - deemed to be uncompetitive in attracting top talent.			
Increase teacher contact time from 42 hours per fortnight	Opportunity		19/20 +70k (of the 200k)	Proposal to be revisited - would require union involvement and staff negotiation. Concern regarding staff well being and impact on retention	Increase in contact time from base of 42h per fortnight to 43	Potential to defer NQT hiring until 21/22 Removal of 1 NQT budgeted in 20/21 (33k) Removal of 1 additional NQT budgeted in 21/22 (35.5k)	Issue raised at JCC meeting - concern re impact on staff morale and wellbeing due to increased workload Risk of impact to quality of teaching due to increased likelihood of shared classes
Change in SLT structure (i.e. NCH retirement)	Fully implemented		Part of the 200k saving			Provided to Governors	
Support staff savings	Fully implemented				Removal of lunchtime assistant role - converted to replace support staff leaver Process efficiencies and reallocation of workload to reduce one support staff role by 2/3 from 19/20 (remaining 1/3 outsourced)	18/19 +17k 19/20 +14k	Ongoing strategy to review roles and responsibilities / streamline through natural attrition
Increase Y10 intake from 5 to 10 students	Fully implemented					20/21 + 24k 21/22 +74k 22/23 + 99k	Ongoing increment to budget dependent on AWPUs annually. Funding agreement and admissions policy will need to change
Opportunities for utility cost reduction	Opportunity				Current swimming pool estimate is c.£15k spend pa on utilities. Highly likely to be underestimated. Potential to save c. 30% with swimming pool cover. Plant upgrade, etc. would yield additional benefit Replacement windows will yield energy savings. Additional opportunities to be identified.	10% challenge on 18/19 baseline +11k per annum	Utility costs currently £110k per year. Potential swimming pool upgrade would realise benefits Replacement windows should realise benefits in 19/20 costs
Increase in 6th form numbers	Opportunity				Increment of Y12 to 165 in 2020 and 170 in 2021 (currently 160 target)	20/21 + 19k 21/22 + 38k	Current budget assumption is 160 students from 2020. With increase in Y10 admissions, this could stretch to 165 in 2020 and 170 in 2021 This needs to be balanced however with no degradation of standard accepted & toughened entrance criteria for subjects such as physics and maths

INDICATIVE 4 year forecast		2018-19	2019-20	2020-21	2021-22	2022-23	Notes
Forecast Presented Feb-19	In Year Surplus / (Deficit)	-123,906	24,400	-115,938	-143,709	Not presented	
	Surplus / (Deficit) b/f	-123,906	-123,906	-99,506	-215,446		
	Cumulative Surplus / Deficit	-123,906	-99,506	-215,444	-359,154		
Changes since Feb'19	Staffing costs	35,763	-22,638	-4,000	-7,679		
	Addition back of Asset Mgmt Plan funding as Capital funding spent on urgent projects in 2018-19		-30,000				
	Minor variations	60	427				
	Reduction of IT management budget		20,000				
Revised forecast without reduction strategies	In Year Surplus / (Deficit)	-88,083	-7,811	-119,938	-151,388	-97,055	
	Surplus / (Deficit) b/f	-88,083	-88,083	-95,894	-215,832	-367,220	
	Cumulative Surplus / Deficit	-88,083	-95,894	-215,832	-367,220	-464,275	
Reduction strategies	Ongoing Y10 admissions of +10 from Sep '19			24,116	74,730	99,640	Lagged funding
	Assumption of full pension funding for 19/20 only		30,000				Indication from Government that full funding can be applied for for 19/20 only. Current automatic funding expected to be £110k (of £180k cost) - original budget assumption £150k 19-20 and 20-21 only
	Incremental 6th form numbers				19,251	38,502	Assumption currently 160 from 2020. 165 from 2020, 170 2021
	Increase contact time to 43 hours			33,000	35,500		Cost avoidance of NQT until 2022-3
	Utility cost challenge			11,000	11,000	11,000	10% reduction on 2018/9 baseline utility costs
Revised forecast with reduction strategies	In Year Surplus / (Deficit)	-88,083	22,189	-51,822	-10,907	52,087	
	Surplus / (Deficit) b/f	-88,083	-88,083	-65,894	-117,716	-128,623	
	Cumulative Surplus / Deficit	-88,083	-65,894	-117,716	-128,623	-76,536	

NB Figures include ongoing £40k contingency.

2018-19 budget is estimated as ongoing staff changes and utility bills not finalised.

Potential letting of £12k+ per year not included. Awaiting confirmation of letting from September 2019