



Holy Trinity CE Primary School

Northwood

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Executive Headteacher: Reverend Daniel Norris MBA NPQH
Co- Heads of School: Mrs. Sally Roscoe and Mrs. Clare Rodenas

"Living and Learning in the Family of God"

FAO: Greg Watson
Link Officer - Schools Finance Team
London Borough of Hillingdon

29th May 2018

Application for Deficit Licence - Budget 2018 – 21

Holy Trinity is a popular and vastly oversubscribed school that has been rated good by Ofsted (2017) and outstanding by SIAMS (2015). For many years we have held an excellent reputation and have sought to make a contribution to the wider school system in Hillingdon and beyond. In the last two years we have seen a dramatic reduction in funding which is not enabling us to keep pace with increases in costs which also includes rises in staff pension and national insurance contributions. Governors and leaders have sought to address this funding gap and have had to make significant changes that we believe negatively impact on the quality of education that our school provides for the children it serves.

Our financial benchmarking indicates that compared to similar schools there are no areas of expenditure that are dissimilar. We are however one of the lowest funded schools in Hillingdon, we are small and we receive significantly less pupil premium funding than other schools, despite the fact that we are experiencing an increasing level of need in our community.

Despite our school's many successes we are struggling to recruit and retain staff. The severe shortage of teachers in the local area, coupled with our current financial position make it impossible for us to be competitive and thus staff do not choose us or decide to leave us as other schools are able to offer them salary progression and additional support in the classroom to improve work life balance. In anticipation of the teacher recruitment crisis Holy Trinity School became a Lead School to offer the School Direct Programme in the local area and train our own teachers. However, in recent years, the national funding has been removed for this programme and due to our current financial position, we are no longer able to afford to train teachers. Unless a candidate is willing to take a year without a salary and pay for their own training costs we cannot take them on. This has prevented many high-quality career changers from joining our programme. We have candidates but we cannot afford to train them. If we have no other option we can be forced to use an agency which exacerbates our financial position.

We believe that seeking to make further reductions in expenditure will compromise the safety of our pupils and therefore with regret are required to submit this application for a license to set a deficit budget.

In order to seek to return our school finances to balance we have:

- Reduced the number of support staff we have supporting children in the classroom. We now only have an additional staff member in the Nursery and Reception classes to meet the statutory ratio and in the Year 1 class to aid transition with those children who need to continue with the EYFS curriculum. We have some additional support in the Year 6 classroom in the mornings to support children in core subjects. All other TA posts relate to pupils who have statutory provision with an EHCP. This means that some classes do not have any additional support and we are therefore



unable to offer the interventions that have been recommended to support our children. Our staff are paid on the lowest scales of the NJC scale (which has been subject to living wage increases) and this inability to value them as we would wish and their performance deserves has led to challenges in recruitment and retention.

- Removed the Reading Recovery Teacher post. We are no longer able to deliver the reading recovery programme for those pupils who need it in Year 1 with our qualified and experienced reading recovery teacher now teaches a class full time.
- Covered statutory planning and preparation time for teachers with an unqualified teacher, nursery nurse or HLTA which is more economic than using qualified teachers.
- Not replaced a senior leader who is leaving the school at the end of this academic year thus increasing the workload burden of other senior leaders and reducing the school's capacity for emergency internal cover. The school's current leadership structure is less costly than a standard Headteacher and Deputy Headteacher.
- Reduced the time of the Executive Headteacher from 2.5 days per week to 2 days per week. Our Executive Headteacher has now been undertaking other income generating work for the last 7 years.
- Ceased providing any stationery items to children who are now required to bring their own.
- A shared Business Manager with our partner school for 2 days per week (previously full time) who is renegotiating our contracts to ensure we have the most favourable terms due to our partnership.

We have also sought to increase our income in the following ways:

- We have increased fees to parents for breakfast and after school club to ensure we can meet the increasing costs of staffing and generate additional income
- Supported the PTFA to generate income to purchase books and IT equipment so that these can be removed from the school budget
- All extra-curricular clubs are now chargeable to parents so that they generate income
- We are now actively seeking to let our premises on all occasions when this is economically advantageous to do so.
- Senior leaders and governors are making grant applications to charitable bodies

A recent example of the challenges we face as a small school is the decision by the Council to close the school's library service. Holy Trinity School has previously relied heavily on this service to provide a circulation of quality texts to our children and this service made a highly significant contribution to the stock of books in our school library. We simply cannot afford to purchase the number of books that this service enabled our children to benefit from.

Holy Trinity School is extremely grateful to the council officers who have supported us in the challenging preparation of the enclosed budget and for confirming that there is nothing that governors and leaders could be doing to improve our situation that we are not already in the process of doing. We are therefore seeking that our budget plan be approved and that the challenging issues that we are facing be raised at the highest level in order that the predicted deterioration of our position might be improved and not worsened by policy decisions.

Holy Trinity - CFR Report

Income

CFR	Details	2018 - 19	2019 - 20	2020 - 21
I01	Funds Delegated by the LA	933,498	955,771	962,860
I02	Funding for Sixth Form Students	0	0	0
I03	SEN Funding	29,500	29,500	29,500
I04	Funding for Minority Ethnic Pupils	0	0	0
I05	Pupil Premium	47,700	45,400	43,100
I06	Other Government Grants	0	0	0
I07	Other Grants and Payments	0	0	0
I08	Income from Facilities & Services	121,196	123,674	125,132
I09	Income from Catering	0	0	0
I10	Supply Teacher Insurance Claims	0	0	0
I11	Other Insurance Claims	0	0	0
I12	Contributions to Educational Visits	0	0	0
I13	Donations and/or Voluntary Funds	7,500	7,500	7,500
I15	Pupil Ext Sch Funding and/or Grants	0	0	0
I16	Community Focused Funding and/or Grants	0	0	0
I17	Community Focused Facilities Income	0	0	0
I18	Additional Grant for Schools	49,671	49,671	49,671
I19	New Income Code	0	0	0
Total Income Revenue		1,189,065	1,211,516	1,217,763

Expenditure

CFR	Details	2018 - 19	2019 - 20	2020 - 21
E01	Teaching Staff	565,070	627,903	649,201
E02	Supply Teaching Staff	3,000	3,000	3,060
E03	Education Support Staff	227,328	233,779	231,236
E04	Premises Staff	30,287	32,595	33,201
E05	Administrative Staff	75,667	80,389	82,742
E06	Catering Staff	0	0	0
E07	Other Staff	23,060	33,747	34,432
E08	Indirect Employee Expenses	2,486	2,536	2,586
E09	Development and Training	5,000	5,100	5,202
E10	Supply Teacher Insurance	8,500	8,670	8,843
E11	Other Staff Related Insurance	2,500	2,550	2,601
E12	Building Maintenance and Improvement	5,000	5,100	5,202
E13	Grounds Maintenance and Improvement	2,000	2,040	2,081
E14	Cleaning and Caretaking	18,413	18,781	19,157
E15	Water and Sewerage	3,200	3,264	3,329
E16	Energy	11,324	11,550	11,781
E17	Rates	2,466	2,515	2,566
E18	Other Occupation Costs	16,860	17,197	17,541
E19	Learning Resources (not ICT)	42,257	42,736	43,225
E20	ICT Learning Resources	11,000	6,000	6,120
E21	Exam Fees	0	0	0

E22	Administrative Supplies	7,988	8,148	8,311
E23	Other Insurance Costs	6,825	7,102	7,244
E24	Special Facilities	0	0	0
E25	Catering Supplies	35,401	36,109	36,831
E26	Agency Supply Teaching Staff	27,950	2,000	2,040
E27	Bought in Prof Services - Curric	27,700	28,254	28,819
E28	Bought in Prof Services - Other	27,000	30,220	30,824
E29	Loan Interest	600	0	0
E30	Revenue Contributions to Capital	0	0	0
E31	Community Focused School Staff	0	0	0
E32	Community Focused School Costs	0	0	0
Total Expenditure Revenue		1,188,882	1,251,285	1,278,175

In Year Surplus / (Deficit)	183	(39,769)	(60,412)
Surplus / (Deficit) Brought Fwd	(54,467)	(54,284)	(94,053)
Cumulative Surplus / (Deficit) C/Fwd	(54,284)	(94,053)	(154,465)

Capital Income				
CFR	Details	2018 - 19	2019 - 20	2020 - 21
CI01	Capital Income	0	0	0
CI03	Voluntary or Private income	0	0	0
CI04	Direct revenue financing (revenue contributio	0	0	0
Total Capital Income		0	0	0

Capital Expenditure				
CFR	Details	2018 - 19	2019 - 20	2020 - 21
CE01	Acquisition of Land and Existing Buildings	0	0	0
CE02	New Construction Conversion and Renovati	0	0	0
CE03	Vehicles, Plant, Equipment and Machinery	0	0	0
CE04	Information and Communication Technology	0	0	0
Total Capital Expenditure		0	0	0

In Year Surplus / (Deficit)	0	0	0
Surplus / (Deficit) Brought Fwd	0	0	0
Cumulative Surplus / (Deficit) C/Fwd	0	0	0

DECLARATIONS

This budget was/will be* considered by the Governing

Body at their meeting on:

Date: _____

Delete as Appropriate

Rev'd D R Norris ~ Executive Headteacher: _____

Date: _____

Mark Dunning ~ Chair of Governors: _____

Date: _____