

# More

## Engaging with parents in the state sector

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# Engaging with parents in the state sector

- St Olave's Grammar School
- What distinguishes the school
- Financial challenges
- Revenue funding
- Capital funding
- Parental support
- Ensuring Excellence – the message
- Ensuring Excellence – the campaign
- Ensuring Excellence – the outcomes
- Outstanding challenges and opportunities
- Additional initiatives to address financial challenges

# St Olave's Grammar School - 1561





# St Olave's Grammar School - 1969



# St Olave's Grammar School

- St Olave's relocated to Orpington in 1969
- London Borough of Bromley with geographic catchment area
- Selective entrance based on 11+ examination
- Boys only ages 11 to 18
- School built for 630 pupils (7 Year Groups x 90 pupils)

# St Olave's Grammar School

- St Olave's in 2017 - Maintained school but with no geographic catchment area
- Entry into Year 7 by two stage selective test based (school's own examination)
  - Over 1,200 candidates at stage one for 128 places
  - Top 450 invited to stage two
  - 128 pupils in Year 7 in 2016 from 96 different feeder schools
- Additional external mixed intake into Year 12 also by examination and GCSE grades
- Current role 1,056
  - Years 7 to 11 – 620 all male
  - Years 12 and 13 - 252 male / 184 female

# Current pupil profile at St Olave's

- Demographics of new Year 7 in September 2016
  - 40% - Asian Chinese / Indian / Bangladeshi
  - 35% - Afro-Caribbean
  - 20% - Caucasian
  - 5% - Other
- Whole School demographics in September 2016 (approx)
  - 38% - Asian Chinese / Indian / Bangladeshi
  - 32% - Afro-Caribbean
  - 25% - Caucasian
  - 5% - Other
- Increasing (but still comparatively very low) proportion qualify for Free School Meals

# Why do people want to come to St Olave's?

- Academic achievement
  - A Levels results A\* - B consistently 93% to 95%
  - GCSE results A\* - A consistently 85% - 89%
- Oxbridge / Medical School
  - 2015 – 56 offers / 54 achieved
  - 2016 – 66 offers / 64 achieved
  - 2017 – 73 offers
  - 96% Russell Group Universities
- It's free!



# So what's the problem?

- A very positive, bright and rosy picture of a successful school but.....
- What about the money?
- Reduction of 17% in cash terms from Government revenue funding since 2010
- Unfunded increases in employment costs:
  - Pension contributions
  - National Insurance
  - Apprenticeship Levy
- Loss of access to any significant capital funding programme – only source of potential capital is by competitive bidding process (18 – 24 months in advance)

# So what's the problem?

- Cut 17% in Government revenue funding since 2010 (far more in real terms with inflation)
- Removal of Specialist Status Funding
- Local Authority targeting “primary bulge”
- EFA reallocating “fixed pot” so there are losers to offset the winners
- Grammar Schools hit particularly hard by focus on funding vocational qualifications for young people aged 16+ at expense of providers offering only academic studies
- Government capital funding targeted at Free Schools and Academies to “encourage conversion”
- Capital grant of £20,000 - £25,000 pa for all repairs and maintenance on estate of 24 acres with buildings predominantly 45 years old

# Management objectives and actions

- Headmaster's absolute priority to preserve academic standards
- Cut support staff
- Reduce senior leadership team
- Teaching staff profile – replace expensive leavers with cheaper employees
  - Less experienced / lower grade
  - Training programmes
  - Unqualified
- Abandon potential new capital projects
- Cut back on building and infrastructure maintenance
- Generate alternative sources of income

# Why target parents?

- “Warm feeling” and vested interest in supporting the school
- Many already providing “help” in some sense
- Existing channels of communication
- Significant number taking advantage of “free” state education who would otherwise be paying fees in the independent sector



# Historical parental support

- Parents' Association
- Capital appeals – swimming pool conversion to sports/drama hall
- School Voluntary Fund
  - “Pound-a-day” scheme
  - £30 per month (rate unchanged for more than 10 years)
  - Around 40% of parents giving
- Rebrand to increase income
  - Participation
  - Value of contributions

# Ensuring Excellence

- Set up new campaign with dedicated team of parents who had seen the benefits that their own sons had derived from St Olave's
  - Academic
  - Co-curricular
  - Pastoral
- Keen to help the school preserve this offer
- Understood what was at risk from cuts in funding
- Recognised benefit of peer group communication

# Ensuring Excellence - Presentations

- Invited parents/carers of every pupil to an evening presentation
- Headmaster
  - Overall message and threat
  - Focus on preserving the school's academic priorities and achievement
  - "Free education" achieving much better academic results than top independent schools
- Business Manager – the financial facts, forecast figures and potential impact
- Parents – Year 13 – what the school had done for their sons
- Parent – Year 10 – what the school meant to the family
- Pupil – Year 12 – what he had derived and hoped to achieve in final year
- Pupil - Year 8 – what he felt after his first year at the school
- Donation / standing order / Gift Aid forms at the ready

# Ensuring Excellence – Follow up

- Telephone campaign – team of parent volunteers
- Called every pupil's home contact over sequence of evenings
- Information as to whether parents were already contributing
- Worked from prepared script
- Blunt message about the impact of past and future funding cuts
- Potential impact on the Olavian offer
- Please sign up to make (or increase) a regular contribution to support the school
- If you are unable to give money can you offer “time and talents”
- If you are unwilling to do either – tell us and “we won't bother you again”



# Ensuring Excellence – Response

- Vast majority were receptive to the message
- Undoubtedly responded to the communication coming from fellow parents than simply being lectured by the school directly
- Greater understanding of the whole Olavian offer beyond academic education
- Additional benefit of making people feel more engaged with the school
- Small number of individual approaches to provide more substantial support

# Ensuring Excellence – Outcomes

- Participation rate boosted very significantly from 40% to 70%
- Annual financial benefit increased from £120,000 to £250,000
- Continued to maintain momentum and embed culture
- Particular target group Year 7
- Challenges of Year 12
- Volunteer helpers

# Current participation rates

Year Group	Number of pupils	Giving %	Unable %	Pledged but not paying %	No response %
Year 7	128	77	14	7	2
Year 8	128	71	19	5	5
Year 9	128	68	21	7	4
Year 10	120	59	22	17	3
Year 11	116	49	27	21	3
Year 12	223	57	20	10	13
Year 13	213	60	21	8	11
Total	1,056	61	20	11	7

# Expected donations 2016/17

Year Group	Regular donations (£)	Single Donations (£)
Year 7	39,510	3,440
Year 8	36,690	2,850
Year 9	41,515	775
Year 10	31,445	800
Year 11	20,002	1,470
Year 12	52,690	8,420
Year 13	52,075	3,155
Total	273,927	20,910



# The future

- Cannot be complacent and assume sustainability
  - Review amount of “standard” contribution
  - Alternative forms of support – “time and talents”
  - Volunteers
- Continue to push messages very hard at new intakes to Year 7 and Year 12
- Alumni
- Additional campaigns for capital projects
  - Foundations
  - Educational charities
  - Governing bodies (eg Sport England, Eton Fives Association)
  - Corporate sponsorship