



# Holy Trinity

## C of E Primary School

# Governors' Annual Report

## 2023-2024



### Foreword

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It has been a real pleasure, privilege and honour to serve our School community as the Chair of the Governing Board these last few years. I am so proud of our pupils, teachers & staff members, and our parents & carers for fostering an environment full of learning, love, respect, empathy and inclusion. We know that these cannot be taken for granted and the School community, under the nurturing leadership of our Headteacher, Izzy Rickards and Senior Leadership Team, will continue to uphold these values and aspire to do even better where we can.

I am delighted to formally pass on my responsibilities to our new Co-Chairs, Natasha Grande and Grace Walder, who have already been in role since April 2024 supporting and guiding the School over the Summer term, and especially through the Ofsted inspection. I will continue to sit on the Governing Board until the end of the calendar year 2024 to ensure as smooth a transition as a possible. Thank you to our entire community for all the support and feedback provided towards helping us being the School we are!

**Shipra Gupta, Chairs of Governors until April 2024**

It is an honour to be asked to be Co-Chair of the Governing Body with Grace Walder. We want to extend our thanks to the outgoing Chair, Shipra, for all of the guidance and support she continues to give us, as well as to Izzy Rickards, the Senior Leadership team and all of the staff.

We are delighted to be part of the Holy Trinity Community and to be serving the staff, the parents, and the children. The recent Ofsted inspection presented us with the opportunity to demonstrate the Holy Trinity ethos and community to the inspectors, as well as our excellent staff and pupils. There was hard work, grace, and confidence, as well as so much support in the community for the staff. We are grateful to Izzy, the staff and the governing body for their hard work.

The summer is for rest and relaxation for everyone. We look forward to welcoming the children, parents and community back in the Autumn term. We know that any challenges we face, we will face together and will be ready to enjoy another term of learning and joy at Holy Trinity School. We extend our farewells to those who are taking the next step on their educational journey to join excellent secondary schools and we know their time at Trinity will have prepared them well for their futures.

**Natasha Grande, Co-Chair of Governors from April 2024**

We continue to be grateful to God for the privilege we have in working with so many families and others in the community. I would like to thank our Governors and families for their incredible support, generosity and encouragement. The Holy Trinity community continues to show God's love through word and action, in so many different ways.

The changing demographic within Wimbledon continues to impact pupil numbers in Merton, with similar patterns across many London boroughs, with some schools having to close as the decline in pupil numbers means that they are not financially viable. We are mindful of the challenges that this decline in numbers will cause us and our neighbouring schools.

I would particularly like to thank our governors, who have worked tirelessly for our school this year. Shipra Gupta has served us so well as our Chair of Governors, stepping down from this role in the Spring. I am so thankful for her, and for Natasha Grande and Grace Walder, who have taken over the mantle. Many of our governors are new, and they have embraced their role and ensured that they have quickly become familiar with their responsibilities.

I remain proud to be leading our school community as we Grow together as children of God.

**Izzy Rickards, Headteacher**

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## School Leavers

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Our Year 6 pupils were offered places at a wide range of secondary schools for September 2024, reflecting their individual personalities. As ever this is a combination of our local comprehensive schools, grammar schools, and the independent sector:

Ricards' Lodge  
Rutlish School  
St Cecilia's Church of England Secondary School  
Ursuline High School  
Ashcroft Technology Academy  
Harris Academy Wimbledon  
Graveney School  
Wimbledon College  
The Tiffin School  
Wilson's School  
Wallington County Grammar School  
Emanuel School  
Epsom College  
Sutton High School  
Surbiton High School  
Putney High School  
King's College Wimbledon  
Notre Dame School  
Woldingham School

We are very proud of the achievements of our Year 6 children, and contribution they have made to the school. We wish them every success in their new schools. We look forward to keeping in touch with our alumni in the coming years and hope they will help us to build closer links with local secondary schools and to share information about secondary school options with our current pupils and parents.

## Committee Reports

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Each of our committees has reported against their objectives and has used the outcomes from this year to inform next year's strategic priorities. The following pages summarise the work of each committee over the past year:

- Standards, Teaching and Learning Committee
- Children, Families and Community Committee
- Business Committee
- Faith Team

## Standards, Teaching and Learning

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This year, the committee have continued to meet twice each term. During our meeting each term, we have delved in to the school's teaching and learning, linked to the annual development plan and taking a closer look at the new initiatives being introduced in the school.

We have been pleased to hear about how the new phonics scheme has been embedded through a rigorous programme of staff training and monitoring. Greater consistency and structure have improved the children's phonological awareness and overall experience across all year groups.

The Write Stuff writing scheme has had a marked improvement on the attainment of children with EAL and SEN, with examples shown of their progress. The next stage of development is to enhance the provision for the more able children over the coming year.

More recently, Mrs Moran presented to the governors about the school's work on attachment and developmental trauma and how staff have been trained to support children in the school. The governors are grateful for the school's perceptive and forward-thinking support of pupils in their care. Governors were thrilled to see examples of the projects discussed when they attended the Governor Walk Around. They saw thorough scaffolding for writing and the new feedback policy in action, seeing 'Think for Pink' and 'Green for Go'.

In our second meeting each term, we have looked at pupil data in detail. Under Ms Hamm's guidance and through discussion, we've been able to develop the committee and governing body's understanding of pupil assessment and how staff use this to monitor pupil progress. As a committee, we felt it was valuable to look at pupil data for different groups, for example comparing classes, genders, entry point and other groups to better understand the structure of the school. We have compared data each term and identified trends which the staff are addressing and putting interventions in place to 'close the gap'; it has been pleasing to see the impact as the year has progressed.

## Children, Families and Community

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The Children, Families and Community committee (CFC) has a wide-ranging remit.

One key activity undertaken annually by CFC is to survey the school community (pupils, parents/carers and staff) anonymously in the Spring. The results of the Parent Survey are then used to prepare the Parent Forum, giving parents/carers further opportunities to input into the life of the school.

For 2023-2024 the committee had the following key objectives:

1. To promote diversity and inclusion in our school community
2. To ensure the health and wellbeing of the school community

The following areas also fall under the remit of the CFC Committee:

- Safeguarding (all committees)
- Behaviour
- Admissions
- Attendance and punctuality
- Environment
- Supporting pupils with medical conditions

### To promote diversity and inclusion in our school community

This continues to be a key focus of the CFC and has been included as a standing item on the agenda. Policies are being reviewed through a Diversity and Inclusion lens.

The school has a Diversity and Inclusion action plan which is distributed to the FGB. This includes items such as curriculum, recruitment, collective worship etc. The Junior Leadership team have put together a 'Race and Equality Charter' for the school which has been launched.

### To ensure the health and well-being of all pupils & staff

The Friday Bulletin has continued to include tips and messages about healthy lifestyle, wellbeing seminars, transition workshops as well as signposting families to the support offered by the Mental Health in Schools Team and the Educational Wellbeing Practitioners.

Holy Trinity continues to be pivotal in the Trailblazer Project which provides interventions targeting well-being and mental health in schools nationally. This year the project has included an art therapist at Holy Trinity for select pupils. Another successful programme for pupils has been 'Kick mentoring' which is a sport based mentoring programme.

The Headteacher's existing "open door policy" with respect to raising concerns was clearly emphasised to the parent/carer community in the weekly Bulletin.

The governors have continued to support the wellbeing of the staff. They agreed to financially support Staff Absence Insurance, using the company that offers a wide range of health benefits for staff, including physiotherapy, counselling and a private GP service. Staff are appreciative of this, and have benefitted from these services.

Other aspects of the work of the CFC Committee:

### **Safeguarding**

Safeguarding is discussed at each CFC meeting throughout the year and governors receive anonymised reports on incidents and any concerns raised about pupils at each CFC and at each Full Governing Body meeting. The safeguarding policy is reviewed annually and updated in a timely way following any changes in policy or guidance issued by DfE. Our governing body has a Lead Governor for Safeguarding who liaises regularly with the Designated Safeguarding lead. All staff and governors have annual safeguarding training. Some governors are also trained in Safer Recruitment to support the staff team in avoiding making inappropriate appointments.

### **Behaviour**

The CFC committee has, as usual, continued to hold the school to account with respect to managing pupil behaviour and regularly viewed and discussed data regarding pupil behaviour. The school survey allowed us to ask the views of pupils, staff and parents/carers about behaviour management and the extent to which pupils feel safe.

### **Attendance and Punctuality**

Attendance is reported at every Full Governing Body. Attendance is still lower than pre-pandemic, but Holy Trinity's attendance is well above National and Merton data.

### **Environment**

This will be a priority area in the next academic year.

### **Supporting pupils with medical conditions**

The CFC continue to monitor the Medical Conditions' Policy to ensure the safety of all of our pupils who have medical condition. School has rigorous systems in place to ensure that medications for pupils are in date, available and clearly accessible by staff who need to administer them.



### Business Committee

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The Business Committee is responsible for the school's finances, personnel, data management and premises, and is tasked with:

- Monitoring the budget, ensuring that it fulfils the needs of the school as set out in the School Improvement Plan (SIP), and that the school's financial management complies with the best value, good practice ethos.
- Ensuring the school has effective and high-quality staff
- Overseeing implementation of all aspects of the school's data protections policy, including data management processes, staff roles and parent communication
- Ensuring that the school's buildings, and learning environment are maintained and fit for purpose and that effective procedures and policies are in place to meet all applicable health and safety standards and legislation

In 2023-24, our key objective was continued Financial Stability for the School guided by the objectives set out from the previous year. These included i) effective cost management without compromising educational provision, and maximising school generated income ii) operational standards – meeting all GDPR requirements for Data Management, maintain an optimal staffing model with high positive engagement, ensuring the school's compliance with Health and Safety legislation, and undertake building and equipment maintenance as need arises.

### Financial Management

The school's financial year runs from April to March, unlike the academic year. We ended our last financial year (ending 31<sup>st</sup> March 2024) with an overall in-year surplus of £57k (against a budgeted in-year deficit of £79.5k). Although we were unable to cover all our costs through the government funding we received, we continued to boost our financial stability by successfully generating funds through our Nursery, After School Club and Lettings program, which we are heavily reliant upon. Thankfully, the great reputation of our school allows us to benefit from high demand for pupil places and an equally strong demand for quality wrap around support services that we can provide. Our surplus has enabled us to continue to fund additional Teaching Assistants to support the children.

We are very thankful that our parents continued to be exceptionally generous throughout the financial year:

- Contributing to the Governors Capital Fund enabling the scheduled replacement of the MUGA and the refurbishment of the Year 1 block.
- Contributing to Class Funds supporting the purchase of consumable items, classroom resources, in-school workshops, and many offsite trips
- Supporting HOTS initiatives i.e. School Disco and the infamous parents Quiz, releasing funding for the replacement of the outside play equipment including the Trim Trail, the Reception Play area, the librarian's salary, amongst other things

At the end of the financial year 2023-2024 the school's reserves stood at around £446k.

The budget for 2024-2025 has been agreed by governors and has been set at a deficit to draw down by approximately £99k on the available reserves. However, this is a worst-case estimation, which we typically reduce and mitigate each year.

We were very sad to see the departure of Sam Joiner, the long-standing School Business Manager, who alongside Laura Fairhurst diligently manages the school finances proficiently. However, we welcome Laura Evershed, the new SBM and have every confidence she will succeed in her new role. As always, the Business Committee continues to work closely with the new School Business Management team to focus on income generation and cost management to mitigate the financial risks as much as possible.

### Personnel

In the current financial year (2023-2024) our total payroll costs are estimated to represent 75% of expenditure, and supporting the school in recruiting, developing, and retaining its high-quality staff is one of the most important roles of the Governing Body, and the Business Committee in particular. The governors monitor the schools staffing regularly, receiving updates from the School Business Manager at each Business Committee meeting, and ensuring that the school has the resources to achieve the objectives set out in the School Improvement Plan (SIP). As well as teachers, there are a large number of support staff that make an important contribution to Holy Trinity success.

All teaching staff have had appraisal, with objectives focusing on the achievements of pupils (with particular emphasis on our more vulnerable pupils), contributions to the whole school, and personal development. Two teachers will be leaving Holy Trinity at the end of the academic year to pursue roles aligned with their preferred teaching career paths. We are delighted to welcome a new teaching staff member to join our team. We wish everyone best wishes and good luck in their new endeavors.

Once again, due to a very focused financial management, Holy Trinity has not had to make some of the difficult staffing decisions that other local schools have faced, but we are pleased to be able to continue to provide specialist Music, French and P.E. teaching to allow children to benefit from a breadth of subjects to enjoy. We continue to participate in local borough sports tournaments, helping pupils to build competitive resilience and understand the importance of sportsmanship and the taking part in events.

In 2023-24, the teaching unions supported the public sector disputes resulting in teacher strikes which unfortunately may not yet be fully concluded. Therefore, we cannot conclude the assessment of the financial impact to school finances or determine if it's a positive outcome to the school's financial management and forecasting. It goes without saying, during any strike action, we try our utmost to provide a stable as possible learning environment, with minimal disruption as possible.

### Data Management

Implementation of the school's data protection policy, and the journey to GDPR compliance continues to be on track, and progress is reported to Full Governors each half term. We can report, thankfully we have not been subject to any data breaches or cyber incidents in 2023-2024.

### Premises and Health and Safety

Our Health and Safety link governor continued to carry out termly onsite H&S reviews and reported back to the Business Committee. All of the outside play equipment has been replaced including the Astroturf, the MUGA, the Trim Trail, the Reception boat and the Nursery Climbing Volcano. This investment supports the children's overall well-being and safety whilst at school. In addition, Year 1 block has also undergone a complete refurbishment including new flooring, interior décor, lighting, furniture and toilets.

# HOLY TRINITY C of E PRIMARY SCHOOL



**GROWING TOGETHER AS CHILDREN OF GOD**

As a Voluntary Aided school, we receive all our costs for staff and resources from the London Borough of Merton (ultimately from central government) but not all our capital costs. 10% of all building maintenance work must be paid for by the Governors Capital Fund, which for large projects can be a significant amount of money, together with a contribution of the Southwark Diocesan Board of Education for the costs of their support. The refurb of the Yr.I block is a prime example of this. The only source of income for the Governing Body is through donations from parents, as noted when your child joined the school. We are fully sympathetic to the cost-of-living crisis and the constraints on family finances. In light of this the Business Committee decided to hold the costs of the Class Funds and the Governors Funds at £25 each per term. As always, Class Funds and Governors are optional, and we encourage families to contribute more or less than this as you feel able. With regards After School Club, we know so many families are reliant on this service, so Governors debated at length the fees for 2024-25. We have imposed a small increase, but also extended the finish time to 6pm, offering an increased service provision and value.

We are delighted the children will continue to be eligible for a free lunch which continues to support families to save where possible.

Thank you all again for your continued support, as we cannot achieve what we do without you.

## Faith Team

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The Faith Team, together with the Growing Together in Spirit Team (children's Faith Team) endeavour to promote our school vision.

### Growing Together as Children of God

#### At Holy Trinity C of E Primary School:

- we want our pupils to grow in confidence, independence, resilience and knowledge, so that all achieve their full potential and develop a life-long love of learning and of the world around us.
- we work together with families, community and church to model positive relationships, supporting each other and acknowledging that we are stronger when we work together.
- we are growing together as children of God, strengthening our faith, secure in the knowledge we are unique, loved and cherished.

Through the Faith Team and the Growing Together in Spirit Team, the school has continued to work at collating and updating evidence for our SIAMS School Evaluation Form, under the following strands:

- Vision and Leadership
- Wisdom, knowledge and skills
- Character Development: Hope, Aspiration and Courageous Advocacy
- Community and Living Well Together
- Dignity and Respect
- The impact of collective worship
- The effectiveness of religious education

We received training on the new SIAMS Framework, which came into force in September 2023. We await our next SIAMS inspection, which, we have been informed, will not be in the next academic year.

Collective Worship is planned collaboratively with The Priory Primary School, Father Mark Eminson and Father Simon Asquith. All Saints Primary School are also invited to plan worship with us each term.

### Pupil Premium Report

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The number of pupils eligible for Pupil Premium funding at the end of the financial year was 49. This number is the combined total of those eligible for the Early Years Premium, Free School Meals, Ever 6 (previously Free School Meals) and previously Looked After Children. For the financial year 2023-24, we received £73,129 in funding, the combined total of government Pupil Premium funding.

The Senior Leadership Team continue to use research conducted by the Education Endowment Fund to inform the use of the Pupil Premium below:

- Use data to identify gaps and to make them visible, pinpoint pupils at risk of underperforming and challenge those whose progress needs to accelerate (pupil attainment and progress tracking, pupil progress meetings and carefully structured interventions)
- Take time to understand the needs of each pupil, know what works best for vulnerable and disadvantaged pupils and apply it consistently and relentlessly (this ethos is stretched throughout our whole school) Evaluate, celebrate and share success
- Recognise and unlock potential, including identification of high attaining pupils eligible for Pupil Premium Intervene early and effectively, track progress and change approaches where necessary (early intervention and tracking in place)
- Focus on transition, one-to-one/small group tuition and progressive development of language and literacy skills (Early Years support & Read, Write Inc. applied across Early Years Foundation Stage and Key Stage One; 1:1 tuition and team teaching in KS2)
- Search out the most effective ways of engaging parents and families, and listen to pupils and engage them in sustained dialogue about learning

Our Pupil Premium Strategy is available on our website, which gives further detailed information about how the grant is spent and the desired impact. Here is a summary of how the funding has been used to provide the following interventions and resources:

- TA support in class at group and 1:1 level
- Early language interventions
- Use of the Coram Beanstalk Reading Scheme to provide regular 1:1 reading support
- Use of Fabulous Folders, which are sent home with extra reinforcement activities for the children to complete
- Participation in the ELSA programme to help build self-esteem and confidence and breakdown any barriers to learning
- Nurture and Learning Mentor support
- Support with the purchase of uniform
- Support with residential visits
- Support with enrichment activities

Quality First Teaching, Early Intervention and 1:1 or Small group Tuition continue to be our most successful strategies for closing the gap of attainment.

## Report from the Treasurer

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Holy Trinity is a Voluntary Aided (VA) school and as such, our key capital projects are funded through the Southwark Diocese, subject to a minimum of 10% of the cost of all capital works being funded by the Governors.

The sole source of income to the Governors Fund is parental contribution, either directly via ParentMail or through matched funding (employer and/or payroll giving). In line with other VA schools, we ask parents to contribute to the Governors Fund across the course of each academic year, with funds relied upon to pay our subscription to the Diocese (averaging £9,000 per year), cover the first 10% of capital works where funding is approved with the Diocese and to provide additional money for ad hoc school improvements.

Recognising the continuing challenge that so many families in our school community are facing in trying to balance the economic impact both post pandemic as well as from recent world events and the resulting squeeze on finances, we are incredibly grateful for the continued generous support of so many parents.

The option of including Gift Aid to contributions made through ParentMail increases the level of assistance which can be offered by parents to the growth of the Governors Fund so if you are a UK taxpayer, please do ensure you select this option as it is extremely beneficial (at no extra cost to yourself) towards the upkeep of the school.

This year parent contributions have enabled the refurbishment of the Year 1 block, including the roof. We have also replaced the circular sink unit in our main toilets. Whilst these items are not very glamorous, they are essential for the safe operation of our school.

Every contribution to the Governors Fund makes a difference by assisting in the provision of well-maintained school premises and grounds for the safety, security and wellbeing of all Holy Trinity pupils and staff and the Governors would take this opportunity to thank everyone in our school community for their continued support as we look forward to the new academic year.

## Governor training undertaken in 2023-2024

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- Special Educational Needs and Disability
- Safeguarding
- Health and Safety
- Religious Education
- SIAMS
- Ofsted
- Equality, Diversity and Inclusion
- Admission's Policies
- IDSR
- Gender Based Violence
- Merton & Sutton Clerk's Briefings
- Merton Chairs' Briefings