

HOLY TRINITY C of E PRIMARY SCHOOL

Effra Road, Wimbledon, London, SW19 8PW

info@holytrinity.merton.sch.uk

020 8542 1591

GROWING TOGETHER AS CHILDREN OF GOD



Holy Trinity
C of E Primary School

Governors' Annual Report

2025-2026



Foreword

As Co-Chairs of Governors, we are delighted to reflect on another successful year for our school. Guided by our Christian vision and values, we have continued to see our school flourish as a caring, inclusive, and aspirational community where every child is valued, encouraged, and supported to reach their God-given potential. We would like to express our sincere thanks to our Headteacher, senior leaders, staff, governors, pupils, parents, carers, and our wider community for their unwavering commitment and dedication. The strength of our school lies in the way we work together, serving one another with compassion, respect, hope, and love.

The Governing Board has continued to fulfil its strategic responsibilities effectively throughout the year. Our committees have worked exceptionally well together, providing both support and appropriate challenge to school leaders. Their reports reflect the school's current position accurately and demonstrate the careful monitoring of our key priorities. This collaborative approach has enabled governors to make informed decisions that are firmly rooted in our shared vision and commitment to providing the very best education for every child.

This year has also marked the beginning of an exciting new chapter as we embark on a soft partnership with **The Priory**. We believe this relationship will strengthen opportunities for collaboration, professional learning, and the sharing of expertise. Most importantly, we are confident that it will bring lasting benefits to our pupils, families, staff, and the wider community, reflecting our Christian commitment to working together for the common good.

A particular highlight of the year was our very positive SIAMS inspection. The inspection affirmed that our Christian vision is not simply a statement but is lived out each day through the relationships, care, curriculum, and opportunities we provide. It recognised the nurturing environment we have created, where every member of the school community is known, valued, and encouraged to flourish. We are immensely proud of this achievement, which reflects the dedication and faithfulness of everyone involved in the life of our school.

Governors have continued to monitor educational standards, safeguarding, pupil wellbeing, finance, leadership, and school improvement. We have been encouraged by the continued progress across these areas and by the determination of leaders and staff to provide the highest quality education while remaining true to our Christian foundation. It has been a year of growth, resilience, and continued improvement.

As Co-Chairs, we are extremely proud of how the school has continued to live out its Christian vision through both its achievements and its daily life. We have seen pupils grow in confidence and character, staff demonstrate exceptional dedication, and the whole school community work together with kindness, hope, and purpose.

Looking ahead, we do so with optimism and faith. While there will always be new opportunities and challenges, we are confident that the strong leadership, committed staff, supportive governors, and engaged community will continue to ensure that our school flourishes. Together, with God's guidance and our shared Christian vision at the heart of all we do, we look forward to another successful year. On behalf of the Governing Board, thank you to everyone who contributes so much to making our school such a special place to learn, grow, and flourish.

Natasha Grande, and Grace Walder Co-Chair of Governors

I am so proud to lead our school, with the unswerving support from the governors and our parent/carer community. Our recent SIAMS inspection highlighted the special community that we have, centred on encouraging all to grow as Children of God, and ensuring that all, both children and adults, flourish spiritually.

I am excited about the new opportunities that our partnership with The Priory will give to us at Holy Trinity, and to the promotion of church education in our community.

I would particularly like to thank our governors, who have, yet again, worked tirelessly for our school this year. I would also like to thank our dedicated staff team, for their commitment to making our school the best that it can be for the children God has entrusted to us.

Izzy Rickards, Headteacher

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School Leavers

Our Year 6 pupils were offered places at a wide range of secondary schools for September 2026, 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
Graveney School
Wimbledon College
Burntwood School
St Joseph's College
Tiffin's
Sutton Grammar
St Paul's Boys
St Paul's Girls
Wimbledon High School
Surbiton High School
Whitgift School
St John's Leatherhead
Kingston Grammar 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

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

During 2025–26, the Standards, Teaching and Learning Committee has provided purposeful, well-informed support and challenge as the school has continued to strengthen provision for all pupils. A particular strength of the year has been the quality of discussion around progress and attainment. Governors have appreciated the careful way leaders have interpreted data, recognising the story behind the figures and the needs of individual children, including those with SEND, Pupil Premium pupils, EAL learners and children joining the school mid-year. The committee was encouraged by the increasingly positive progress picture across several cohorts, while valuing the honest analysis of areas requiring further attention.

Writing has emerged as a clear and constructive priority. The committee has welcomed the school's reflective approach: retaining the consistency and modelling offered by The Write Stuff, while thoughtfully creating more opportunities for independence, confidence and creativity. Governors were particularly pleased to hear about the impact of the renewed handwriting focus, including Magic Link support for selected Pupil Premium pupils, and the planned use of Golden Writing Books to celebrate and track independent writing more effectively.

Reading has also been explored in depth, with governors benefitting from presentations on the whole-class reading approach introduced in September 2025. The committee welcomed the way assessment is being used to identify gaps, inform support and deepen pupils' engagement with texts as the approach becomes embedded across the school.

The committee has also looked ahead with interest, including through excellent input from specialist personnel on the developing use of AI in teaching and learning. Governors have been impressed by the practical examples shared, from planning and personalised resources to creative classroom activities, and reassured by the balanced emphasis on safeguarding, online safety, accuracy and teacher oversight.

Alongside its curriculum and data work, the committee has maintained a strong governance rhythm through the review of key policies, including SEND, Early Career Teacher, Feedback, Pupil Premium, Early Years and Teaching and Learning documentation.

Overall, the committee has been encouraged by the professionalism, openness and ambition shown by staff and leaders. There is a strong sense of momentum going into next year, with clear priorities around writing, reading, curriculum development and ensuring every child is supported to make meaningful progress.

Children, Families and Community

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 discussed by governors and the Senior Leadership Team, and form the basis of our School Improvement Plan for the following academic year.

For 2025-2026 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 – including developing the Climate Action Plan
- 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 embedded their 'Race and Ethnicity Charter' for the school and have updated this.

The committee have considered how we review policies with an inclusion lens, to ensure all of our school community with a protected characteristic are fully included.

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.

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. 100% of responses from the Parent Survey indicate that their child/children feel safe at school.

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. Holy Trinity's attendance is well above National and Merton data. We have the lowest number of persistent absentees in all Merton schools.

Environment

From September 2025, all schools were required to have a Climate Action Plan, and a Sustainability Lead. Our school has these in place already, with the CFC Committee responsible for overseeing our sustainability work.

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

The Business Committee oversees the school's finances, personnel, data management, and premises. Our responsibilities include:

- Monitoring the budget to ensure it supports the School Improvement Plan and follows best value and good practice principles.
- Ensuring the school has the teaching, support, and operational staff needed to run effectively.
- Overseeing data protection, including data processes, staff responsibilities, and parent communication.
- Keeping the school buildings safe, suitable, and compliant.

In 2025–2026, a key objective remains the school's financial stability. As most government funding is spent on staffing, we must continue to increase income and control costs. Our main objectives are:

- i) manage costs effectively while protecting educational provision and maximising school-generated income.
- ii) maintain strong operational standards, including GDPR compliance, effective staffing, health and safety compliance, and essential building and equipment maintenance.

Other priorities were to develop the nursery wraparound care launched in September 2025 and promote the school in response to falling pupil numbers across Merton, Southwark, and wider London.

Financial Management

The school's fiscal year runs from April to March. Each year, we submit one-year and three-year budgets to the local authority.

We ended the year to 31 March 2026 with an in-year surplus of £53k, against a budgeted deficit of £216k. This excellent result reflects the finance team's efforts. Government funding did not cover all costs, so income from the Nursery, After School Club, and lettings remains vital. We continue to optimise resources and seek new lettings clients; please contact the School Business Manager if our premises meet your needs.

Our strong reputation continues to drive demand for places. We regularly review breakfast club, wraparound care, and activity club provision to meet parental needs. Nursery wraparound care launched in September 2025 in response to requests from our families to support their care needs.

We are incredibly grateful for parents' continued generosity throughout the year.

- Contributions to the Governors Capital Fund supports planned summer redecoration works in Reception Year 2, Year 3, both halls and our foyer areas.
- Class Fund contributions funded resources, workshops, consumables, and offsite trips across all year groups.
- Support for HOTS events, including school discos and the Summer Fair – all of which helped to fund essential equipment such as the recent Windows 11 computer upgrade project.

To support parents, Class Funds have remained at £25 since 2021.

At the end of 2025–2026, reserves were approximately £526k. The 2026–2027 budget includes a prudent worst-case deficit of around £211k, to be funded from reserves. As government initiatives can create additional cost and logistical pressures, we continue to budget cautiously. The Children's Bill proposal to

limit branded uniform items to three may slightly reduce school-generated income, but we support measures that help ease financial pressure on families. While the forecast deficit is cautious, our past performance gives us reason to remain cautiously optimistic.

The three-year budget combines historical spend with assumptions on public sector pay, energy costs, and other pressures. It forecasts deficits of £70k by 2027–2028 and £531k by 2028–2029, so we must maintain strong financial discipline to protect reserves.

Personnel

In 2025–2026, payroll remained over 80% of expenditure. Supporting the recruitment, development, and retention of high-quality staff is a key responsibility of the Governing Body and Business Committee.

Governors regularly review staffing to balance cost control with competitiveness.

Thanks to careful fiscal management, Holy Trinity has avoided the difficult staffing decisions faced by some local schools. We continue to offer specialist Music, French, and P.E. teaching, giving children access to a broad curriculum. Participation and success in local sports tournaments continues to grow, helping pupils build resilience and sportsmanship. We aim to offer sport for all abilities. We sadly said goodbye to Coach Bailey but are delighted that Coach Stan has settled brilliantly into the role and is popular with the children. Unfortunately, Government will no longer be providing Sports Premium funding, so we are exploring options to continue to provide the sports provision as we recognise the multifaceted benefits for child development and enjoyment.

As we look ahead to the Soft Partnership with The Priory, we welcome the opportunity to benefit from their grounds and host greater sports events if feasible and broaden the specialist subjects to a greater reach of children.

Premises and Health and Safety

Health and Safety remains a priority. As a Voluntary Aided school, we receive funding for staff and resources from the London Borough of Merton, but not all capital costs. The Governors Capital Fund, supported by parent donations, contributes 10% of building maintenance costs, with larger projects jointly funded by the Southwark Diocesan Board of Education. Recognising cost-of-living pressures, the Business Committee kept Governors Funds at £25 per term for 2026–2027. These contributions remain optional, and families may give more or less as they are able. The Health and Safety link governor continued termly onsite reviews, reporting back to the Business Committee, which prioritises premises work and funding needs.

Following several capital projects in 2023–2024, refurbishment activity was lighter in 2025–2026. It has been wonderful to see children enjoy the Quiet Garden, which also provided welcome shade at the Summer Fair.

The new heat pumps performed well over Winter 2025, delivering a £15k energy saving compared with the previous year. We are also exploring longer-term sustainable investments, including solar panels and air conditioning, to support a comfortable and efficient school environment.

From September 2026, the school community will benefit from summer redecoration works and a fully repaired roof for the wet weather season.

Data Management

Implementation of the school's data protection policy and progress towards GDPR compliance remain on track, with updates reported to Full Governors each half term. We are pleased to report no data breaches

or cyber incidents in 2025–2026 and will continue investing in robust protection. Although Derek Crabtree will no longer provide Data Protection Officer services, we are confident the replacement provision will maintain our data security.

We look forward to serving the school community next year and continuing to make informed decisions in the school's best interests. Thank you for your continued support; we could not achieve what we do without you.

Faith Team

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 continued to work at collating and updating evidence for our SIAMS School Evaluation Form, under the following themes in the Inspection Questions:

IQ1: How does the school's theologically rooted Christian vision enable pupils and adults to flourish?

IQ2: How does the curriculum reflect the school's theologically rooted Christian vision?

IQ3: How is collective worship enabling pupils and adults to flourish spiritually?

IQ4: How does the school's theologically rooted Christian vision create a culture in which pupils and adults are treated well?

IQ5: How does the school's theologically rooted Christian vision create an active culture of justice and responsibility?

IQ6: Is the religious education curriculum effective? (*With reference to the Church of England's statement of entitlement for religious education*).

IQ7: What is the quality of religious education in voluntary aided and former voluntary aided schools, and in former voluntary controlled schools in which denominational religious education is taught?

We are delighted that we had our SIAMS inspection on 26th June 2026 and with the report.

Collective Worship continues to be planned collaboratively with The Priory Primary School, Father Mark Eminson and All Saints Primary School, each term.

Pupil Premium Report

FY 2025-26 Actual: £64,660

Current Pupil Premium Profile:

Year Group	Number
Nursery	3
Reception	3
Year 1	4
Year 2	3
Year 3	5
Year 4	7
Year 5	9
Year 6	6
Total	40

Pupil Premium Type	Number
Free School Meals	40
Child Looked After	4
FSM and CLA	4
Total	40

Other sub groups	Number
Boy	30
Girl	20
EAL	18
SEND	18

Pupil Premium Priorities for Financial Year 2025-26:

Pupil Premium Priority	Action	Expenditure
1. Attainment of Pupils All pupils with the capacity to achieve/exceed ARE statistically closer to achieving this year on year.	Provision of Teaching Assistants across the school	£53,582
2. Barriers to Learning To develop the enjoyment of reading and comprehension skills of existing pupils and in-year admissions	Regular 1:1 reading sessions	
	Focused support in lessons	

Phonics Screening scores will match local and National To improve oral language skills and vocabulary among disadvantaged pupils.	Targeted interventions	£2,940
3. Pupil Mobility The attainment gap between disadvantaged in-year admissions and all non-disadvantaged pupils in reading, writing and maths narrow year on year,	Pre and Post teaching sessions	
	Magic Link Handwriting Tuition	
	Mastering Number training for all staff	
	Continued Phonics Training for all staff	
	Continue with the NELI programme for communication and language support	£750
4. Pupil Well-Being To achieve and sustain improved wellbeing for all pupils in our school, particularly our disadvantaged pupils. Improved access to extracurricular school clubs for PP children to develop their self-esteem, individual skills and provide enrichment opportunities. Additional support offered to families to support child provision during the school holidays through the HAF scheme.	Beanstalk Reading Intervention	
	ELSA	£85
	Nurture Class	£735
	Extra-curricular clubs	£3,305
	Uniform	£878
	Music Lessons	£1,500
	Residential Trips	£885
	Restorative Practice training for all staff	£0
	Total	£64,660

Priorities for Next Financial Year, 2026-27:

- 1) Establishing 'Focus Five' as an initiative to target and track attainment of PP pupils;
- 2) Embed Oracy across the curriculum in all year groups;
- 3) Embed the PP Passport, which outlines a pupil's needs and provision given;
- 4) Ensure robust systems are in place to measure impact of interventions;
- 5) Continue to increase opportunities for music, sports, and other experiences.

Report from the Treasurer

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 (circa £11,000 per year), cover the first 10% of capital works where funding is approved with the Diocese and to provide additional money for adhoc school improvements.

Recognising the challenge that many in our school community face in current economic circumstances with seemingly endless rising costs and a resulting squeeze on finances, we are incredibly grateful for the continued generous support of so many of our Holy Trinity families.

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.

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 you all for your continued support as we look forward to the new academic year.

Governor training undertaken in 2025-2026

- Welcome to Governance, Effective Governance
- Safeguarding
- SEND
- Health and Safety
- Religious Education
- SIAMS
- Equality, Diversity and Inclusion
- Admission's Policies
- Merton & Sutton Clerk's Briefings
- Merton Chairs' Briefings
- The Curriculum
- Collective Worship
- Safer Recruitment