



# Holy Trinity

## C of E Primary School

# Governors' Annual Report

## 2021-2022

### Foreword

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Despite its own share of challenges, it was absolutely brilliant to see some semblance of life we knew as normal after nearly 2 years of upheaval! Children being back in school, with their teachers and friends, resuming extra-curricular activities and school trips has felt wonderful. The fact that the PGL and French trips and the Y6 School production went per plan was such an added relief.

This year has been a great reinforcement and a renewed appreciation of the bonds we share, with each other, with our school and with our local community.

As we continue to focus our efforts and energies not only to make up for some of the lost time, but also to strive to do better, I want to say a huge thank you to our children for their enthusiasm and determination to continue to learn; to families for their continued support; to the staff for keeping the focus and momentum; to all the governors for their input and wisdom; and particular a thanks to Mrs. Rickards and the rest of the Senior Leadership Team for their unrelenting ability to keeping things together and finding innovative approaches such that we continue to do what is best for our children and our families.

We wish you all a fantastic summer, and say fond farewells to those who move on from this great school community to their new secondary beginnings!

**Shipra Gupta and Camilla Wheeler-Bennet, Co-Chairs of Governors**

Whilst we have completed a year without another lockdown, this year has been equally challenging with continued disruption due to COVID. I would like to pay tribute to the staff, who have just got on with the task in hand, whatever that may have been. I would also 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.

We recognise the changing demographic within Wimbledon, and are conscious of the decline in pupil numbers across Merton, and the whole of London, as a result of families moving away from the area since the pandemic, the impact of Brexit resulting in fewer families moving in to the area, and the ever-increasing cost of living in Wimbledon. 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. 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**  
**July 2022**

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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 2022, 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  
Hinchley Wood High School  
Richard Challoner  
Graveney School  
Wimbledon College  
The Tiffin School  
Whitgift  
City of London Girls' School  
Wilson's School  
Emanuel School  
Surbiton High School  
Wimbledon High School  
King's College Wimbledon  
Notre Dame 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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In our Standards, Teaching and Learning Committee, Governors look at pupil progress and attainment and also regularly review the curriculum to make sure it is broad and balanced. This includes monitoring the progress of specific groups to make sure everyone is challenged and reaches their full potential.

We've discussed the ways in which staff are ensuring gaps in the curriculum have been covered and how they have supported children in their return to full-time, in-school teaching through innovative staff deployment, small group work and individual support. We reviewed the comprehensive Operation Boost (Catch-up) programme that the school have offered during the Summer holidays, before or after-school, in addition to the intervention programmes that run during the school day.

Some of the interventions run this year included:

- Phonics Club
- Writing group
- Reading comprehension
- 1:1 Reading (we link up with the Beanstalk charity for some of our 1:1 Reading)
- Handwriting
- Maths – basic number facts
- Pre-learning sessions – to go over key vocabulary prior to lessons
- Post-learning sessions – to consolidate learning from lessons
- Wordshark and Numbershark
- Dynamo maths
- Flash Academy – a new program for children with English as an Additional Language
- Specialist lessons for children with dyslexia

Curriculum development has continued throughout this time with staff ensuring a love of learning remains at the heart of what we do. In particular, we have had reports on the new science and computing curricula, as well as an update on the 2<sup>nd</sup> year of the history, geography, art and DT curricula. The school has trialled a new science curriculum (Developing Experts), which has a key focus of applying science learning to employment opportunities.

The school has been part of The Black Curriculum project, which has checked through the history and geography schemes of work and have offered further suggestions of how black history and geography can be further represented.

I'm sure all pupils and parents and carers can recognise and appreciate the commitment, dedication and efforts of all the staff over the academic year. The priority has been to re-establish classroom habits, learning skills and develop the children's stamina within the classroom. We are confident that this groundwork and the familiarity and security of the Holy Trinity learning environment will serve them well for their future assessments.

Due to COVID, there have been no formal end of key stage assessments since 2018-2019. This year, all of the end of key stage assessments resumed, together with the Year 1 Phonics Check and the new Year 4 Multiplication Times tables Check. Whilst the official data will not be validated until November/December 2022, the school is pleased with the outcomes, which look to be above the National data in Reading, Grammar/Spelling, Science and Maths, with the exception of KS2 writing. This will be a key focus in the next academic year.

### Children, Families and Community

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The Children, Families and Community committee (CFC) has a wide-ranging remit, essentially taking responsibility for all areas which are not in ST&L, Business or Faith committees.

This year, like the previous academic year, has been challenging for families and the school, with the ongoing prevalence of COVID, and the impact of the cost of living crisis on our families. 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 2021-2022 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 has been a key focus of the CFC and has been included as a standing item on the agenda. The committee has heard reports from the school on their involvement in the Race, Identity and Leadership Project, run by Integrity Coaching. This has challenged the school to engage in school-wide dialogue that will inform and support ethical leadership and embed best race equality practice

Policies are being reviewed through a Diversity and Inclusion lens. The curriculum has been reviewed by The Black Curriculum, to ensure that black history, geography, art, science and literature is embedded within the curriculum.

Governors have been involved in the headteacher's Diversity Think Tank – an opportunity for parents/carers of all races to come together to openly discuss race, and how the school can adopt/change practices to work towards becoming anti-racist. One of the outcomes of the Think Tank was for the school to review its recruitment for new staff, to ensure that the advertisement was welcoming to all. This work will continue to be a focus next year.

The Parent Forum, organized by the CFC Committee, focused on diversity and inclusion as one of its main topics. The ideas generated by the parents/carers will be fed into the School Improvement Plan for 2022-2023, as there is more to be done in this space.

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

This year, as in the previous 2 years, the mental health and wellbeing of the whole school community has been of paramount importance. 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 TAMHS worker and the Educational Wellbeing Practitioners.

School retained the Gold Healthy School Award, in recognition of its work in this area.

# HOLY TRINITY C of E PRIMARY SCHOOL

**GROWING TOGETHER AS CHILDREN OF GOD**

Holy Trinity continues to take part in the Trailblazer Project which provides interventions targeting well-being and mental health in schools nationally. This project is being externally and formally evaluated. The TAMHS provision has been able to offer has continued this year.

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.

## **Admissions**

We received 219 applications for Reception, with 83 of these ranking Holy Trinity as their choice school 27 sibling places were offered. The family accepting a non-sibling open place offer who live furthest from the school live approximately 243m from school.

Nursery received 42 on time applications for 36 places, including 18 siblings.

## **Attendance and Punctuality**

Attendance is reported at every Full Governing Body. Due to the continued high prevalence of COVID this year, attendance has been lower than pre-COVID, but is still far higher than national statistics. Attendance will be an area of focus in 2022-2023.

## **Environment**

The school achieved the Eco-schools Green Flag Award.

## **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 best value good practice
- Ensuring the school has an effective and high-quality staff
- Overseeing implementation of all aspects of the school's data protection 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 2021-22, our key objective was continued Financial Stability for the School and with the objectives set out from last year. These included i) effective cost management without compromising educational provision, and maximizing school generated income opportunities through extending rich and diverse educational and extracurricular experience for pupils, and ii) operational standards – meeting all GDPR requirements for Data Management, optimal staff structure and high positive engagement, school's compliance with Health & Safety legislation and building/equipment upkeep and adjustments as needed.

#### Financial Management

The school financial year runs from April to March, unlike the academic year. We ended our last financial year (ending 31st March 2022) with an overall in-year surplus of £77k (against a budgeted in-year deficit of £41k). Although we were unable to cover our costs through the government funding we received, we were fortunate to successfully generate funds through our Nursery, After School Club and Lettings programme, without which we would not be able to run our school as we do. Our surplus has enabled us to fund an additional Teaching Assistant and staff to support our children with Special Educational Needs over the coming year.

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

- continuing to provide kitchen roll and soap to reduce the costs of our Covid-19 cleaning regime
- contributing to the Governors Capital Fund enabling the refurbishment of our playground toilets and other premises-related projects
- contributing to Class Funds supporting the purchase of consumable items, classroom resources, in-school workshops and off-site trips
- supporting HOTS initiatives, releasing funding for the librarian's salary, a new piano, improvements to our Quiet Garden and Wild Garden and IT equipment amongst other things, and of course the wonderful new books for our classroom book corners

At the end of the financial year 2021-22 the school's reserves stood at around £344,00.

The budget for 2022-23 has been agreed by governors and has been set at a deficit to draw down by approximately £41,000 on the available reserves. In keeping with the evolving needs of the school, this has involved an increased allocation towards part time support roles like that of a Teaching Assistant and

Learning Support Assistant and on Staff Absence Insurance. These are added on with a flexibility that we can change/reverse these if need be.

The Business Committee continue to work closely with the School Business Management team, to focus on income generation and cost management to mitigate against this risk as much as possible.

### Personnel

In the current financial year (2022-23), our total payroll costs will represent 81% 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 school's 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's success.

All teaching staff have had appraisals, with objectives focusing on the achievement of pupils (with particular emphasis on our more vulnerable pupils), contributions to the whole school, and personal development.

3 teachers will be leaving Holy Trinity at the end of the academic year due to relocation, and we are pleased to have recruited 3 excellent new teachers to join the team in September.

Once again, due to a very focused financial management, not only Holy Trinity has not had to make some of the difficult staffing decisions that other local schools have faced, but also agreed to add some additional part time support staff given the increasing need for these at the school.

### 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.

### Premises and Health & Safety

Our Health and Safety link governor continued to carry out half termly Health and Safety reviews and reported back to Business Committee.

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 of our capital costs. 10% of all building maintenance work has to be paid for by the Governors' Capital Fund, which for large projects can be a significant amount of money, together with a contribution to the Southwark Diocesan Board of Education for the cost of their support. The only source of income for the Governing Body is through donations from parents, as noted when your child joined the school. This year, due to the challenging financial circumstances experienced by many families, the governors have chosen to hold constant the requested £24 per pupil per term, but are encouraging families to contribute more or less than this as you feel able. We are reliant on your kind generosity to ensure that our school continues to be a safe and inspiring place to learn and to benefit all our pupils.

### 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.

Whilst the Faith Team have not met regularly this academic year, 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

Riana Gouws, from the Southwark Diocesan Board of Education, visited the school in May 2021 for our mid-term SIAMS Review. She was impressed by the evidence for each strand, and wholeheartedly agreed with our 'Excellent' self-assessment.

Our Collective Worship plan is shared with The Priory and All Saints. The headteacher has visited All Saints to deliver worship on The Trinity.

### Pupil Premium Report

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The number of pupils eligible for Pupil Premium funding at the end of the financial year was 46. 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 2021-22, we received £62,205 in funding, the combined total of government Pupil Premium funding.

The Senior Leadership Team have used 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 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;
- Use of the Third Space Learning programme to deliver 1:1 maths tuition;
- 1:1 tutoring and small group tuition;
- signing up to the 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;
- providing Play Therapy sessions;
- providing sessions with our TAMHS worker;
- participation in the ELSA programme to help build self-esteem and confidence and breakdown any barriers to learning;
- support with the purchase of uniform;

Quality First Teaching, Early Intervention and 1:1 Tuition continue to be our most successful strategies for closing the gap of attainment. We structured a learning programme for our PP pupils, in-line with our Catch-Up Funding programme, which focused on in class support, after school group tuition sessions and regular reading opportunities and activities. We are committed to continuing this programme on into autumn term 2022 and ensuring that all pupils are accessing the highest quality teaching and learning.

## 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.

The current academic year has not seen the Governors Fund called upon to cover the cost of additional works to the school following completion of the key capital project to refurbish the playground toilet facilities. This is as a result of two additional key projects identified for action during the year being delayed due to difficulties with contractor availability and reliability of quotes for works. As such, both projects will now fall for consideration in the new academic year alongside additional maintenance works arising.

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 2021-2022

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Governors undertook a variety of training sessions in 2021-2022, the majority of which were held online during the pandemic:

- Special Educational Needs and Disability
- Safeguarding
- Safer Recruitment
- Diversity and Inclusion
- Prevent and British Values
- Induction/ Welcome to Governance (for new Governors)
- Primary Curriculum
- Merton & Sutton Clerk's Briefings
- Merton Chairs' Briefings