



Holy Trinity

C of E Primary School

Governors' Annual Report

2024-2025



Foreword

We have had a wonderful first year as Co-Chairs of the Governing Body. We want to extend our thanks to our governing body and welcome our new governors. We want to thank Izzy Rickards, the Senior Leadership team and all the staff for all of their hard work and support this year. Whenever we go into the school, the Holy Trinity ethos shines through in the love, support and care the children show to one another.

We are delighted to serve the Holy Trinity Community, the staff, the parents, and the children. This year the governors have attended training sessions for the Bishop's Certificate in Church School Governance 2024/ 2025, run by Southwark Diocesan Board of Education. Governors attended training sessions on topics such as the Curriculum, Equality, Diversity, Inclusion and Belonging, Collective Worship, School Buildings – Governors' Responsibilities and many more. The Bishop's Certificate allowed us to learn as much as possible about the unique importance of the role of a governing body in a Church of England school.

We hope you all have a fun, relaxing summer. We look forward to welcoming the children, parents, and community back in the Autumn term ready to enjoy another term of learning and joy at Holy Trinity School. We wish those well who are taking the next step on their educational journey to secondary schools and hope they will come back to visit our community.

Natasha Grande, and Grace Walder Co-Chair of Governors

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, families and staff team 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 reduce their Pupil Admission Number or even 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. 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

Our Year 6 pupils were offered places at a wide range of secondary schools for September 2025, 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
Wimbledon College
Burntwood School
Ashcroft Technology Academy
Harris Academy, Morden
Harris Academy, Wimbledon
Tiffin School (Boys)
The Tiffin Girls' School
Wilson's School
Wallington High School for Girls
City of London School
Hampton School
Highgate School
Kingston Grammar School
Reeds School
Sutton High 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

This year, the committee have continued to meet regularly.

Governors have been pleased to hear how the Write Stuff writing scheme has continued to positively impact the attainment in writing and continue to be grateful for the school's rigorous and unrelenting approach to identifying and addressing areas for improvement.

The spring writing data this year was particularly pleasing, the highest it has been for a number of years.

The focus next year continues to be on raising attainment in writing, whilst ensuring creativity is not dampened down. A new whole class approach to reading will also be rolled on in the Autumn term, led by Miss Davies and governors look forward to seeing this in action and its subsequent impact, which will be our focus in the Autumn term.

Under Ms Hann's leadership the PE and Sports premium has continued to have a great impact and raise the profile of PE across the school. More pupils than ever have represented the school in a sporting competition and the impact of the CPD particularly in teaching Dance and Gymnastics has been seen both in pupil progress and teacher confidence. The number of pupils engaging in sporting activities at lunchtime has also increased led by the school's PE coaches.

As a committee we have also spent time looking at the pupil attainment and progress data each term. We look at in depth pupil assessment and how staff use this to monitor pupil progress. When we look at the data, we compare data each term and look at identifying trends which the staff are addressing and putting interventions in place to close the gap.

The committee are always excited to see examples of the projects discussed when they attend the Governor Walk Around and see the curriculum focus for the children.

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 used to prepare the Parent Forum, giving parents/carers further opportunities to input into the life of the school.

For 2024-2025 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 Equality Charter' for the school which has been launched.

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. Attendance is still lower than pre-pandemic, but Holy Trinity's attendance is well above National and Merton data.

Environment

From September 2025, all schools will be 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 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 fiscal management complies with the best value, good practice ethos
- Ensuring the school has an effective team of teaching, support, and operational resources to maintain the effective operation of the school.
- Overseeing the 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 the learning environment are maintained and fit for purpose and underpinned by comprehensive policies and procedures to meet all applicable health and safety standards and legislation

In 2024-25 as always, our key objective was continued financial stability for the school. Most of the government funding received is spent on personnel, leaving a minimal remainder for capital and operational expenditure. It is imperative therefore we focus our efforts, supported by clear objectives, to increase income and minimise expenditures to maintain our financial strength. Our primary objectives include:

- i) effective cost management without compromising educational provision, and maximising school generated income.
- ii) uphold 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 fiscal year runs from April to March, unlike the academic year. Each year, we are obligated to submit a 1-year budget, and a 3-year budget to the local authority.

We ended our last fiscal year (ending 31st March 2025) with an overall in-year surplus of £27k (against a budgeted in-year deficit of £100k). This was a fantastic result and is testament to the efforts to the school's finance team. 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, upon which we are heavily reliant. We continuously seek to optimise the use of all available resources, and we are looking for new letting's clients, so please reach out to the School Business Manager should our premises meet your requirements.

The great reputation of our school allows us to benefit from high demand for pupil places for which we are entirely grateful, and we are constantly reviewing how we can meet parental needs in the provision of breakfast club, wraparound care, and activity clubs. One of key projects in 2024-2025 is the Nursery Wraparound Care provision. We are excited about the launch of this in September 2025 which broadens

our service offering, meets parental demand, and boosts school income simultaneously. This additional income is critical to support funding of additional Teaching Assistants to support the children's learning. We are very thankful that our parents continued to be exceptionally generous throughout the fiscal year.

- Contributing to the Governors Capital Fund enabling the previous replacement of our main astroturf area and other site-related projects such as our roofing and boilers.
- Contributing to Class Funds supporting the purchase of consumable items, classroom resources, in school workshops, and numerous offsite trips.
- Supporting HOTS initiatives i.e. School Disco and the infamous Quiz night, and the Summer Fair, releasing funding for well needed equipment such as outside play equipment, technology etc.

At the end of the fiscal year 2024-2025 the school's reserves stood at around £473k. Whilst this reserve seems abundant, the forecasts depict a less optimistic outlook. The agreed budget for 2025-2026 has been set at a deficit to draw down by approximately £216k on the available reserves. Government initiatives, both local and national can put a strain on our resources i.e. the planned Free Breakfast Club rollout, and whilst we await further announcements, we need to factor in allowances to accommodate such changes. Another example is the obligation for schools to update their Nursery delivery model to ensure a fully funded 30-hour funded option is available, which results in adjustments both operationally and financially to meet these demands. We must stress the £216K deficit is a worst-case estimation, which we typically reduce and mitigate each year, however it is likely we will incur some level of deficit, but we remain cautiously optimistic.

The 3-year budget forecasts is a combination of a bottoms up exercise on historical spend and estimates based on high level assumptions around public sector pay scales, energy costs etc. Unsurprisingly, these assumptions lead to a budgeted true deficit of £80,362 by the end of 2026-27 and £508,176 by the end of 2027-28. Therefore, we need to continue to apply the same level of rigor to ensure we can mitigate the depletion of our reserves as much as possible.

Personnel

In the current financial year (2024-2025) our total payroll costs are estimated to represent 80% 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, to ensure we strike the right balance between cost management, whilst remaining competitive against our peers to attract and retain talent.

Sadly, we will be bidding farewell to one Teaching Assistant who is relocating overseas, and we are thankful for her support throughout the years in her various roles, and we wish her best wishes for her family's future.

Once again, due to cautious fiscal management, Holy Trinity has not had to make some of the difficult staffing decisions that other local schools have faced. We are proud we continue to provide specialist Music, French, and P.E. teaching to allow children to benefit from a breadth of subjects to enjoy. Our attendance and successes at local borough sports tournaments is on the rise, providing all pupils an environment to build competitive resilience, and experience the importance of sportsmanship. We strive to offer sport for all abilities.

Premises and Health and Safety

Healthy and Safety is a key priority for us, and it is imperative we ensure our premises are maintained to keep all pupils and staff safe. As a Voluntary Aided school, we receive all our costs for staff and resources from the London Borough of Merton (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 only source of income for the Governing Body is through donations from parents to the Governors Fund. We are fully sympathetic to the cost-of-living crisis and the constraints on family finances. Considering this the Business Committee decided to continue 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. Our Health and Safety link governor continued to conduct termly onsite H&S reviews and reported back to the Business Committee. Business Committee review any key initiatives related to premises, prioritise, and seek ways to ensure we have the necessary funds for the maintenance.

In 2023-2024 the school benefitted from several capital projects, so 2024-2025 has been lighter from a refurbishment perspective. Last year the children's outdoor play equipment was renewed, and we are pleased to observe the children enjoying the new play equipment. Whilst we do not want to wish away the summer holidays, in the Autumn term, we cannot wait for the reveal of the Quiet Garden (funded by the generosity of HOTS) to promote pupil wellbeing, and the very long-awaited Autumn switch on of our heat pumps to keep us warm this winter.

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 are thankful to report we have not been subject to any data breaches or cyber incidents in 2024-2025 and will continue to invest in robust services to protect us from unwanted incidents or attacks.

We look forward to serving the school community in the next academic year and trust we will continue to make the right and informed decisions for the school. Thank you all again for your continued support, as we cannot 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 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 have received SIAMS training, through the Bishop's Certificate, and are preparing for our next SIAMS inspection, which will be during the 2025-2026 academic year.

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 2024-25 Budget: £60,210

Current Pupil Premium Profile:

Year Group	Number
Nursery	0
Reception	1
Year 1	2
Year 2	7
Year 3	3
Year 4	8
Year 5	8
Year 6	9
Total	38

Pupil Premium Type	Number
Free School Meals	31
Child Looked After	5
FSM and CLA	2
Total	38

Other sub groups	Number
Boy	21
Girl	17
EAL	12
SEN	13

Pupil Premium Priorities for Financial Year 2024-25:

Pupil Premium Priority	Action	Expenditure
To narrow the attainment gap between disadvantaged and non-disadvantaged in phonics by the end of Year 2. Increase the percentage of disadvantaged pupils achieving ARE in Reading and Writing at the end of KS1 so in line with their peers.	Provision of Teaching Assistants across the school Regular 1:1 reading sessions	£49,493
For all disadvantaged pupils to make or exceed nationally expected progress rates in maths through the school embedding teaching for mastery across all years from Reception to Year 6.	Focused support in lessons Targeted interventions	

HOLY TRINITY C of E PRIMARY SCHOOL

GROWING TOGETHER AS CHILDREN OF GOD

To narrow the attainment gap between disadvantaged in-year admissions and all non-disadvantaged pupils in reading, writing and maths.	Phonics Training for all staff Continue with the NELI programme for communication and language support	
To develop a language rich school community – improving access to the English language for all families.	Beanstalk Reading Intervention	£1,320
To achieve and sustain improved wellbeing for all pupils in our school, particularly our disadvantaged pupils.	ELSA Therapy Extra-curricular clubs Uniform Music Lessons Residential Trips Miscellaneous	£871.50 £900 £4943.10 £1045.60 £1012 £1462 £278.90
Additional Priority – increased nurture support for our most vulnerable pupils	Access to learning mentors Termly use of Boxall Profile to identify needs Twice weekly nurture class KICK mentoring scheme	£4830
	Total	£66,150

Priorities for Next Financial Year, 2025-26:

- 1) Ensure highest quality interventions are being delivered and impact measured.
- 2) Run regular sessions on how to support your child at home, targeting our disadvantaged families and providing resources for home.
- 3) Increased opportunities for music, sports, and other experiences.
- 4) Establishing the PP Passport, which outlines a pupil's needs and provision given

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 (approximately £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 Playground Tarmac Works and other minor works.

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 2024-2025

- 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
- The Bishop's Certificate