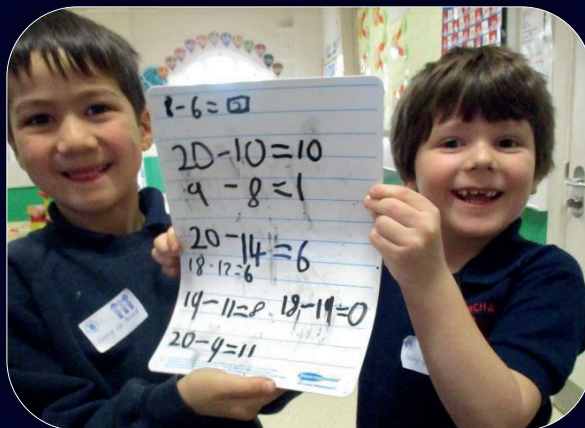


Christ Church and Holy Trinity

C of E Schools

Federation One Year On



Welcome from the Headteacher

We are pleased to present our review of the Christ Church and Holy Trinity Church of England Primary Schools Federation; one year on. I now lead two wonderful schools in the heart of Chelsea with a strong shared Christian ethos and values. Our aim is to provide a vibrant, meaningful, exciting, and happy learning experience for all our children.



Our first year of federation has passed quickly. Now seems the right moment to reflect on what we have achieved and look forward to what lies ahead in the coming year. We expected it to be a year of change and challenge but could never have predicted the scale of it.

During a year that has been dominated by the Covid-19 Pandemic, our decision making has been led by what we feel is best for the children in our schools. Our priority has been to ensure that children and families felt a sense of belonging and engagement in learning and school life, even when they were home schooling.

Ensuring that we prepared our Year 6 children for the next steps in their education was of the utmost importance as it was their last year with us. There were definite benefits to the children having contact with their Year 6 counterparts at their parallel school. Spending time with learners beyond their own class was both intriguing and challenging in equal measure. It was probably the most frustrating aspect of lockdown that we were forced to end this partnership work. This is an aspect of “two schools” life that we very much want to develop when the easing of the pandemic allows.

The way in which the demands of the year unfolded led to many difficulties for us to overcome but also there have been numerous positive unanticipated consequences. Working remotely with children and families meant that we had to really develop our communication channels for the two school communities. Communications needed to be effective for those that knew the leadership team very well and those that were less familiar with our ethos and ways of working. Our weekly films made during lockdown by staff and the clergy were receiving tens of thousands of hits a week, so they were definitely very effective in making contact with our families. Teachers worked collaboratively on all curriculum set for year groups aiming to make work creative, accessible and motivating. The hands-on support from the governors in all aspects of the work of the CCHT Federation has been instrumental in ensuring that it succeeded so well when faced with so many challenges, almost from the outset.

Ending the year with fourteen socially distanced outdoor class graduations was a real opportunity for children, parents, and staff to come together and celebrate all that we had achieved.

Avis Hawkins Head Teacher November 2020

A brief history of our Federation

Both Christ Church and Holy Trinity schools are Church of England primary schools in the heart of Chelsea, close not only in location but also in sharing the same Christian values. Both are rated as 'Outstanding' by Statutory Inspection of Anglican and Methodist Schools (SIAMS) in recognition of those values.

Forgiveness, Wisdom, Patience, Love, Peace, Generosity, Justice and Friendship are our core virtues.

Both are single form entry schools that have become progressively financially vulnerable.

Christ Church is an Ofsted rated 'Outstanding School' led by an extremely experienced staff team. Despite a consistently full roll of pupils it is increasingly difficult to provide the exceptional levels of teaching due to the limitations of the government's Single Funding Formula when combined with one form entry year groups. The demographic of our children reduces the eligible funding for free school meals (3%) and pupil premium (10%) which for many other schools brings essential revenue. Extremely high levels of pupil attainment naturally lead to a reduction in the availability of funding which can be directed at raising standards. And our exceptional levels of care for pupils with Special Needs of course brings increased demand for pupil enrolment which requires further investment in staffing and appropriate expenditure to meet those needs. A loyal, caring and experienced staff are essential for the continued success of any school, but long-term retention does of course bring increased costs to reward that career progression.

Holy Trinity is an Ofsted rated 'Good School' that has become extremely vulnerable financially and prior to federation had been operating with a reduced roll of children and required regular leadership and financial support from the local authority to function. Avis Hawkins had been appointed as an Advisory and then Executive Headteacher on a part time basis to help Holy Trinity in the year prior to federation. It was not felt that this arrangement was sustainable and effective in the long term, so she asked the governors of both schools to review the different options that might be available going forwards. Looking at the options and taking advice from RBKC and the London Diocesan Board for Schools (LDBS), it was decided that a hard federation might provide opportunities for both schools to thrive.



Avis Hawkins was excited at the challenge of leading the two schools with a collegiate team across the two sites. She felt very strongly that the two schools needed to work in partnership on every aspect of school life, in order for the federation to work effectively. A shared vision, ethos and logo was integral to the plan for her. Without this it would be hard to raise standards and aspirations at Holy Trinity while making the savings that would benefit both schools educationally and financially. The Leadership Team would need to lead both schools and so the ethos and vision for learning very much needed to be shared.

Following an extensive consultation with all stakeholders, the Governing Bodies at both schools voted unanimously to join a hard federation in June 2019 to take effect in September 2019. This meant that the schools would have one Governing Body and Head Teacher driving the educational direction of the schools. Each school would however maintain their individual status, budget, and admission criteria.

The process of forming a Federation was greatly helped by the excellent relationships that already existed between the parish churches to which the schools belonged: St. Luke and Christ Church, Chelsea and Holy Trinity and St. Saviour, Upper Chelsea. It was agreed that in the new Governing Board there would be equal representation of church governor places from the two parishes and that together these would hold a majority in order to safeguard the Federation's Christian identity.

The Christ Church and Holy Trinity Church of England Primary Schools Federation came into existence with a shared reconstituted Governing Body on 1st September 2019.



Governance

"A week may be a long time in politics, but a year in the life of a school is our best measure for change, for stability, for growth, for success. And what a year this has been. By the professionalism and creativity of all our staff, the loyalty of our parents, the leadership of our Head and her team, the Governors proudly believe that our children have learnt and grown, both in school and via home-learning, more positively than we could ever have dreamed. And that's the reason for our Federation."

Reverend Brian Leathard, Chair of Governors, November 2020.

"A Church of England School and a Parish Church are indispensable partners in a relationship rich in reciprocity. A school can help a church extend its outreach into the local community, keep it focused on the spiritual needs of young people and model new ways of learning for clergy and congregations alike. A church can help its school to remain rooted in a Christian vision, defend its commitment to a broad curriculum and 'life in all fullness' and be a reliable source of encouragement and pastoral care in challenging times. This symbiosis is a daily experience in the life of our federation and we are all the better for it."

Fr. Nicholas Wheeler, November 2020.

Throughout the consultation process a cross school governor group met regularly to explore the different ways the two schools might work together and to analyse the consultation feedback and review the pros and cons of the different options. These governors were tasked with carefully evaluating the implications for the school that they were representing.

When the Governing Bodies voted unanimously to federate, a new shadow governing body was set up to be representative of both schools' previous Governing Bodies and it was tasked with supporting the smooth transition to a newly reconstituted and elected federated governing body.

The 'Shadow Board' was led by the Christ Church Rector Brian Leathard and he skillfully steered the body through the formal process of appointing and electing all the appropriate governors who would be fully representative of the newly constituted Federated Governing Body. He was supported and advised through this transition process by the LDBS, RBKC and by Lorraine Mitchell, the very experienced Clerk who had provided governance and constitutional support to both schools.



The reconstitution of the Governing Bodies into a federated body involved elections of all representative bodies and created a Federated Body of eighteen governors including the Head Teacher and an elected staff governor. All the Shadow governors from the two schools were elected to the new team. This continuity has been a real strength of the governance as there is now embedded within the board an experienced core with a deep knowledge of the history of the schools. This has been further complemented with the election of new governors with a clear aspiration for the future of the two schools.

“The Governors showed commitment from the outset to building a united federation, whilst ensuring the individual characteristics of each school continued to be celebrated with a framework of governance that promoted equity across the two schools.

Without exception, each governor has brought a strong sense of vision that has underpinned their practice, operating within ethical and compliant governance. The knowledge and expertise of each governor has informed the workings of the committees and link governors to provide an effective structure to monitor and deliver on the three core functions of governance. While our journey has facilitated the growth of the federation from strength to strength, the drive for good governance and the support for the school is unwavering despite the challenges of national funding frameworks and Covid-19 disruptions.”

Lorraine Mitchell Clerk to the Governors at Christ Church and Holy Trinity Primary Schools and subsequently Christ Church and Holy Trinity Federation November 2020.



Benefits of Federation - Two Schools, One Journey

"From the perspective of the LDBS, we are delighted with the continuing progress of the Federation between Christ Church School and Holy Trinity School. There is no doubt that the Federation has generated much energy in both schools, and we have seen stronger leadership, curriculum coverage and classroom teaching at Holy Trinity which is really taking the school forward on its journey. In addition, we have seen that Christ Church has continued to provide an excellent education for the children in its care. We are delighted that these two schools in Kensington continue to grow and flourish in all respects despite the challenges presented at the current times! I am just very much looking forward to visit in person to see first-hand the impact of everyone's work in terms of governance, leadership and teaching.

Our thanks go Avis Hawkins for her inspirational and strategic leadership and the excellent work / contribution of Governors and all staff across both schools'

Graham Marriner Senior Advisor at LDBS November 2020.

Each school preserves its historic location and continues to operate separate admission policies and school budgets and will continue to receive their own Ofsted and SIAMS inspections. Each school is fully supported by its own Parish Church community to further its core Christian ethos.

- Avis Hawkins is our Federation Headteacher and leads a versatile Senior Leadership Team drawn from the most experienced key staff across both schools. This teamwork in both schools allows both to maintain core standards and develop the systems and strategies to drive excellence in the Federation.
- There has been retention of specialist staff for music, drama, PE, Spanish and art due to the extension of their roles and responsibilities.
- A single Governing Board for the Federation reinforces the oversight and helps encourage the continued pursuit of excellence with one clear direction and vision.



- A single high-quality school meal provision sourced and prepared in house with fine, healthy ingredients and a varied seasonal menu.
- A single well-maintained Federation website and communication strategy uniting both schools.
- A new Federation logo and shared school uniform to help develop a sense of belonging to the schools and the extended federation.
- Security for the futures of both institutions created by close school to school support, shared practices and working.

What Federation brings our staff

- Staff continue to be employed on the same conditions of service with defined roles at each school.
- Opportunities for professional development and career progression are now greater given the increased flexibility that Federation brings.
- More opportunities exist for advancement to senior leadership roles, and excellent retention levels will be consolidated.
- Sense of comradeship and support developed by close weekly working relationships with teachers and their counterparts at each school.
- The increased size of the Federation brings added lustre to the appeal of both schools in our efforts to recruit and retain staff.
- The common approach to teaching and learning, along with a single system of target setting, assessment, moderating teaching and learning and tracking pupil progress is embedded across both schools.
- Shared policies and procedures streamline our efficiency.
- Best practice can quickly be established across the federation and this will refine and enhance our ability to continually develop and approve our systems.



A little of the staff feedback in July 2020:

'Great management team, clear instructions, great organisation'

Miss Martin Reception Class Teacher Holy Trinity for 3 years.

'There was a significant improvement in behaviour in my class. Both children and staff have developed positive relationships'

Miss Moros Year 6 Class Teacher at Holy Trinity for 2 years.

'I can see an improvement right across the school'

Mrs. Martin-Cayol Learning Support Assistant at Holy Trinity for 27 years.

'We are such a good team. Most of us have been at the school a long time. We wouldn't want to work anywhere else'

Mrs. Barratt Learning support Assistant for 18 years.

'I love being part of the team at Christ Church and feel that I am given lots of opportunities to develop professionally. Very supportive work environment. I really appreciate the little touches, such as postcards with praise after observations.'

Miss. Gaskill Reception Class Teacher at Christ Church for 2 years.

Key Benefits for Children

'Having previously worked as an LSA at Christ Church, I started working at Holy Trinity when we became a Federation. It makes me proud and happy to see all of the children being offered the same opportunities and encouragement.'

Mrs. Smart LSA at Holy Trinity and Christ Church for 3 years.

'The imagination once ignited, can never be extinguished, and as a Drama Teacher at both schools I aim to capture then expand and ultimately explore and develop every pupils potential.....from movement and silence to the language of Shakespeare'

Rowan Tolley- Drama Teacher at Christ Church and now Holy Trinity 15 years.

- Consistent high-quality teaching and learning for all pupils as best practice is quickly mirrored across both schools.
- High expectations of good behaviour both inside and outside the classroom.
- Flexibility of staffing across both schools reduces reliance on external supply teaching and reinforces consistency
- Very high expectations of attendance and its benefits.

- Federation has improved the attendance levels at Holy Trinity, and we will continue to strive to match those exceptional levels achieved consistently at Christ Church.
- Shared curriculum and staff training, and support encourages each teacher to continually refine their expertise by working closely and regularly with their year group partner from the other school.
- A combined programme of exceptional enrichment activities, continually monitored for quality, broadens the reach of the curriculum and is now mirrored across each school.
- A full range of combined community activities of school fundraising events, sports days, musical and dramatic performances and church celebrations is planned for when the easing of restrictions allow.
- Further plans to increase the shared learning, shared sports and shared enrichment opportunities provided by the Federation are in development and are a strategic priority to help reinforce our children's social development.
- Each school day, every pupil experiences a creative curriculum, which has been embedded within the core curriculum. Art/Music/Dance and Drama supports the whole learner on a journey of self-assurance, self-esteem, self-control, and a maturity of attitude and behaviour. These skills based, whole class sessions encourage individual as well as group participation, that open a desire for expression and discovery and create an impetus for discussion and decision-making.
- From Reception through to Year 6, as each child develops confidence, they will take part in many performances during their school life, in the Classroom, in the School Halls and via various multi media platforms.



A little of the children's feedback in November 2020:

Q: What do you especially enjoy IN school?

I enjoy learning, PE, drama, art and music. (HT Y5)

I really enjoy my break times so that I can hang out with my friends. (CC Y4)

Q: What 3 things make you feel happy at school?

I enjoy friends and playtime and I like being educated. (HT Y5)

My friends make me happy and teachers that help me learn. (CC Y4)

Q: What makes you sad at school?

I don't like it when there are dramas and people fight and argue. People never really have big fights, but there is often drama. (HT Y5)

I feel sad when I get hurt at play. (CC Y4)

Q: Who would you talk to if you feel sad at school?

I would talk to my friends (listed a few). (HT Y5)

I would talk to my teachers. (CC Y4)

Q: Is there anything you would like to do that you aren't at the moment?

I would like to mix bubbles and also go on more school trips – I also miss hugging. (HT Y5)

I would like to do Judo and I would also like to play with children in other year groups, like Y1 and Y6 and Reception. (CC Y4)

Q: Tell us 3 things you like about CC/HT before the federation?

I didn't like anything before the federation, apart from the puddings at lunchtime. (HT Y5)

It feels the same now as before. (CC Y4)

Q: What 3 things do you like about it now?

There are more things now. We have a new uniform which is much brighter and quite unique and that makes us stand out. The only problem is that it is the same as Christ Church, and we are NOT Christ Church, we are Holy Trinity. (HT Y5)

When I was I the lockdown creche I had a chance to make new friends. I think the school has become more popular and there is a greater population which means we get more money, and my parents get charged less. (CCY Y4)

Q: Are there any things about the school that are much better?

Yes! The headteacher is so much better. The old head never came to see us and when we asked to see her, she would put us in her diary but never come! We also get badges for things like times tables and the community has grown. The budget has also got bigger and we don't just get more stuff now, but it's also really good quality stuff. (HT Y5).

It doesn't feel different. (CC Y4)

Key Benefits to Parents and our Community

“Over many years – my children and grandchildren were/are pupils - I have come to value Christ Church more and more as I’ve watched it evolve into an excellent school under remarkable leadership. It is a school imbued with a feeling of kindness towards others.”

Serena Barrow, long standing friend of the School.

- Each school and its Church share the vision, Christian ethos and approach to learning which are the foundation of our successful community.
- Highly experienced Headteacher and Senior Leadership Team which can be recruited and retained due to the enhanced status of the Federation. Historically a financially vulnerable school would be unable to attract or afford the caliber of candidates that can be accessed through the federation model.
- Excellent ongoing relationship with RBKC and LDBS in further supporting their investment in our successful Federation.
- Single curriculum map.
- Exceptional Arts, Drama and Music provision with highly experienced specialist teachers.
- Dedicated SEN Team.
- High quality school meals cooked from scratch in-house with an emphasis on:
local suppliers, local produce, nutritional excellence.
- New programme of food education, with a focus on food’s importance in health and well-being and the promotion of year group Food Ambassadors.
- Ongoing provision of our home-cooked lunches to our neighbour’s the Chelsea Open Air Nursery School.



- High quality Federation website.
- Shared communications and fundraising activity.
- Exceptional enrichment provision now mirrored across both schools.
- Shared events programme and increased opportunities for inter school social development and group activities.
- Exceptional remote learning support (see Home Schooling below).
- Excellent relationships with our other local schools, including Marlborough with whom we share sports facilities, Belleville with whom we enhance our curriculum development, Fox Federation with whom we work closely on professional development for staff. We are also closely linked as part of the Deanery Partnership with St Cuthbert's and St. Matthias.
- Long standing links to our local secondary schools including - Lady Margaret's, Chelsea Academy, Fulham Boys, Grey Coat, More House, Francis Holland, Dulwich College, Godolphin & Latymer for example.

Some parent feedback in November 2020:

"My son has attended HT for the last five years. I have noticed a vast improvement in terms of organisation and communication. The leadership team are very approachable and experienced. The management of the pandemic was above and beyond what was required of them. I have also noticed some improvements in the curriculum, such as the introduction of cursive writing in reception."

Sallie Waddup Y5 HT parent.

"It is quite hard to express in words the privilege it is to be part of the Christ Church & Holy Trinity school community. But I will try! We have been lucky enough to have three daughters pass through the halls of Christ Church, starting in 2009 and (sadly) ending in 2021. Our girls, each of whom is very different, have had the most fulfilling time here, benefitting from the amazing academic achievements of the school but probably more importantly in our mind, the pastoral element, the emphasis on kindness, inclusion and appreciation for individuality, all of which create an enviable foundation for secondary school and life beyond. It is a huge testament to the love its former pupils have for the school that you see them regularly attend school events and volunteer in their holidays. Not many other schools could boast of teenagers getting up early to give up their spare time for free – but that is exactly the sort of indelible print Christ Church & Holy Trinity places on the hearts of its pupils (and parents)."

Rhona O'Shea Y6 CC parent.

"A precious gem; a rare thing. Christ Church is a school where every single decision taken is only done so if it's 100% right for the children."

Nick Smith Y5 CC parent.

“Christ Church is an extraordinary place with an extraordinary set of teachers at its core. The overriding sense at all times is that the school is set up to serve the children, and the children are there to support each other. The pulls and pushes on the staff are extraordinary – and yet the teaching levels are superb, the variety of clubs, interests, trips, visitors is so impressive and suited to the children.”

Jeremy and Amelia Mavor Y1, Y2, Y5 CC parents.

“Christ Church has been the centre of our life since the children went to ABC play group. We’ve loved watching our children engage with their community and learning over the years. Christ Church has helped us become better parents. Our children have always felt safe and loved at Christ Church. They’ve learnt to manage their own learning and have moved on from the school with confidence. They know they will always be welcome back when they’ve left.”

Alice Bridges Y5 CC parent.

“As a parent of a child who is in Holy Trinity since September 2015 and has closely experienced the transition towards the Federation we have now seen things happen and suggestions to be moved forward. We are proud discussing with other members of the community the fact that our child is a pupil of the CC and HT Federation.”

Ria Mavridou Y5 HT parent.

“We are three years in at CC and so happy, our experience has been wonderful. The teachers, parents and children contribute to a community spirit that spills out into after school clubs, events and celebrations. The level of success is evident in the statistics, inspections and reports but this is about heart and soul, CC is full of it.”

Jade Richardson, Y3 CC parent.

“Holy Trinity is unique on many levels, but to summarise, I would say that HT understands and allows children to be individuals - which enables them to reach a state of mind where learning and social interaction is fun and positive, - paving the way for the strong and unified multifaceted school environment that characterises Holy Trinity and Christ Church.”

Max Broby, Y2 HT parent.

Excerpts from the Parent Questionnaire Completed by Parents

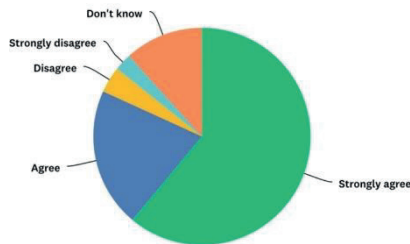
June 2020

Christ Church June 2020

Q17

Since the Federation of Christ Church and Holy Trinity took place the school's core values and principles have been maintained

Answered: 77 Skipped: 0



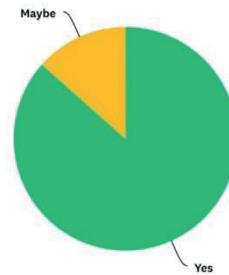
ANSWER CHOICES	RESPONSES
Strongly agree	61.04% 47
Agree	20.78% 16
Disagree	3.90% 3
Strongly disagree	2.60% 2
Don't know	11.69% 9
TOTAL	77

Holy Trinity June 2020

Q17

Since the Federation of Holy Trinity and Christ Church took place do you feel there has been a noticeable improvement to the standard of the school?

Answered: 52 Skipped: 0

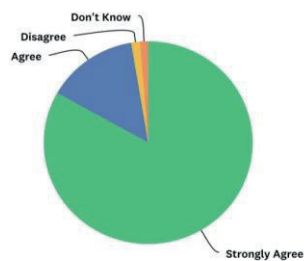


ANSWER CHOICES	RESPONSES
Yes	86.54% 45
No	0.00% 0
Maybe	13.46% 7
TOTAL	52

Q1

My Child is happy at this school

Answered: 77 Skipped: 0



ANSWER CHOICES	RESPONSES
Strongly Agree	83.12% 64
Agree	14.29% 11
Disagree	1.30% 1
Strongly Disagree	0.00% 0
Don't Know	1.30% 1
TOTAL	77

Q1

My Child is happy at this school

Answered: 52 Skipped: 0



ANSWER CHOICES	RESPONSES
Strongly Agree	71.15% 37
Agree	26.92% 14
Disagree	0.00% 0
Strongly Disagree	0.00% 0
Don't Know	1.92% 1
TOTAL	52

Benefits for the financial security and premises development of the schools

"The federation provided a real opportunity to deliver the highest quality education through the maximisation of available resources. Throughout the federation process there was an underlying set of core principles and performance standards, this has resulted in both the delivery of a sustainable medium term budget position whilst still delivering the best outcomes for children."

Andrew Tagg, Bi-Borough Director of Operations and Programmes
Children's Services, RBKC.

- The costs of the most expensive senior staff have been shared across the two schools with a saving of 40% to each budget.
- The upskilling of staff across both schools has been measurable due to the implementation of targeted performance management across the federation. Tighter job definitions have enabled staff to focus their skills better in their roles.
- Staff deployment across both schools, particularly specialist teachers in the arts, PE and Learning Support leads to improved efficiency by maximising their time spent delivering quality teaching and enrichment, and saves money by sharing their costs across budgets.
- There has been an appetite in the RBKC and the LDBS to support development of our premises work. We have secured many bids to support our premises improvement 'wish list' at both schools as a result of these excellent ongoing relationships which were strengthened during the federation process.



- As a federation we are in the process of registering for charitable status so that we can be eligible for charity contributions and apply for additional funding streams.
- We have rationalised many of our contracts and agreements for services to schools to make meaningful savings of approximately 20%. Federation benchmarking of supply costs continues to identify and prioritise new savings opportunities.
- There have been an incredible number of very talented people from the school community who have come forward to volunteer their help in so many ways with all aspects of school life. This has led to a really strong sense of community support across both schools, and of course their time, generosity and energy is priceless.
- The schools have been able to share many resources such as furniture, PE equipment and musical resources and learning space.

'We are delighted to have been able to assist, in a small way, in helping to improve opportunities for teaching and learning at these two delightful schools. We know that the new facilities will be well used, and send very best wishes to everyone at the schools - Governors, staff, children and parents.'

Ian Turner, Senior Manager, Education Capital Projects RBKC.



Challenges we have faced

- It has been a very steep learning curve for the Leadership Team and staff. Although much was replicated from Christ Church's successful way of working, applying activities and events to new staff and children has been hard at times.
- The division of some staff duties across both schools took time to get right.
- A few parents have found the fast pace of change and our new expectations of them challenging.
- It was extremely difficult to keep in contact with some families and ensure that children were learning adequately and safely during home schooling.
- We underestimated the number of children with additional needs that needed support plans in order for them to access the curriculum well in class.
- Working in covid-safe 'learning bubbles' makes every single aspect of school life more complicated and challenging. Keeping the curriculum varied and exciting has taken an enormous amount of time and careful extra planning due to the restrictions.
- Demands on staff time to meet DofE covid-safety obligations has been significant. We have had to allocate in the region of £40,000 of additional expenditure to meet these obligations which has not been fully met from available government funding. This has placed a further strain on funds which would normally be used to provide educational services.
- The home-schooling time has led to a large number of children being behind where they should be academically. We have thoroughly assessed children's progress at the beginning of this academic year; However, it is hard to measure the academic progress of classes and children since federation, in comparison to pre-federation, due to the disruptive effects of the pandemic.
- Covid restrictions have had a devastating effect on the essential community/parent fundraising that helps provide vital support for things like our creative curriculum and other targeted areas of need.



Home Learning, The Rainbow Learners, and our Return to School March–July 2020

“Rainbow Learners was an amazing time. We saw children from both Christ Church and Holy Trinity join as one, and it just didn't matter what school they came from or why they were there. They seemed to know they were part of something very special, and we watched some very strong friendships grow.

For me personally it was a time of growth, and I certainly got pushed outside of my comfort zone. It was a challenge at times, but a challenge where I knew I was supported by some fantastic people who always made me laugh. That's one of the main things that happened - so much laughter. There was of course learning but done so differently from 'normal'.

Two of my favourite moments were building a giant spitfire in the playground on VE day and having a water day, with fish and chips wrapped in newspaper with ice cream afterwards. It was a truly unique time and one I'll look back on with some very fond memories.”

Mrs. Alexander, Learning Support Assistant across both schools for a combined 20 years.

Some perspective from children in both of schools about the lockdown:

Q. What did we do that helped you to keep in touch?

“The learning creche & the mail outs.”

Q. What were your favourite parts about school closure?

“Nothing! It was sad and I missed my friends. But we were able to play on our electronics more often.”

Q. What did you miss most about not being at school?

“Friends and education.”



The closure of our schools due to Covid-19 in March proved a challenge. How could we best support our children? How could we provide flexibility for our staff, especially for those with their own families? How were our families going to cope with such unprecedented pressures?

Having seen the closures coming we were fortunate to have planned the move to online learning early and were equipped to provide remote connectivity to staff who continued to support our children and their families every week with integrated web based work plans as per the class timetables. Being able to draw on the pool of staff from both schools and being able to centralise the remote learning via the single school website was far more efficient than prior to federation. During the height of the crisis we were able to fully appreciate the efficiency of having our two schools so closely aligned in curriculum, communication, leadership and ethos.

Each week a comprehensive plan of lessons and activities was provided for all year groups via the school website with video introductions from each class teacher to their pupils. Regular enrichment activities were suggested and a great dialogue developed between our children and their schools through the weekly newsletters which showcased all the hard work, fun and learning that was happening at home as well as at school. For those unable to access online learning, we provided detailed printed work plans and supporting books which were hand delivered to their homes each week.

The increased engagement with all our families and carers that was demanded by lockdown has now strengthened our lines of communication, and we will continue to consolidate our bonds through these improved relationships even when life returns to normal. Putting the children first to enable continual academic and personal development will be infinitely more successful when our relationships don't end at the school gate.

The behaviour specialists which we are fortunate to work with would send helpful mail-outs to parents to give tips on managing anxiety, easing tensions at home and creating fun learning environments to name but a few. Supporting our children at home is an extension of our duty of care to their wellbeing at school and we will continue to provide behavioural and mental health support to all our staff, children and their families where possible. The pastoral care afforded to our community through the dedicated support of our parish clergy is certainly a huge benefit in times of difficulty. The leadership shown by Father Brian and Father Nicholas in supporting each school during this crisis is testament to the success of embedding our core Christian virtues into everyday life.

Holy Trinity Cadogan Gardens was pleased to host our 'Rainbow Learners' pupils from both schools throughout lockdown to help our key worker and eligible families. Our staff worked tirelessly with great enthusiasm and innovation to support the learning for those four months and we were consequently well prepared to reopen in June for increased year group returns, before finally being able to welcome all children back for limited regular learning before the end of the year. It was a joy to see children build relationships across different year groups during lockdown learning and to have had such a great support from our parents in home schooling. From adversity, these strengthened bonds between the children and between our community and our parents and supporters will give us an even stronger platform from which to drive our federation to greater success.

"I think part-closure of the schools has been very helpful in strengthening our team and our shared view - both in giving everyone a breather from a pretty intense two terms and giving us more chances to work together in the creche etc. The atmosphere at the staff party last week was fab."

Mrs. Ross, Senior Teacher at CC for 26 years.

Some parent feedback:

"Thank you very much for all of your hard work on this next phase, as well as all of your team's incredible hard work running the school for key workers' children and setting and reviewing all of the work the children are doing. It is a truly remarkable effort."

"You're doing a fantastic and an incredible job during these strange times! You deserve the head teacher's stickers from head to toe!"

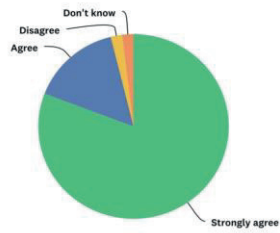
"Firstly, I would like to thank you and everyone across both schools for all their work and dedication to school learning during these unprecedented times. The school has been keeping alive the sense of community so desperately needed during lockdown."

"Again, we cannot express how much we really value your extreme efforts and dedication in this. Thank you and your wonderful team so much. You have our full support in this and if you need our help just let us know."

Home schooling feedback from parents June 2020:

The school has communicated well with families during the Covid19 school closure time

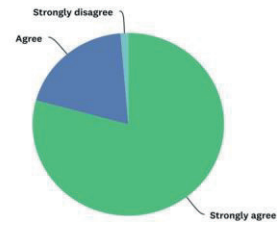
Answered: 52 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	80.77%	42
Agree	15.38%	8
Disagree	1.92%	1
Strongly disagree	0.00%	0
Don't know	1.92%	1
TOTAL		52

The school has communicated well with families during the Covid19 school closure time

Answered: 77 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	79.22%	61
Agree	19.48%	15
Disagree	0.00%	0
Strongly disagree	1.30%	1
Don't know	0.00%	0
TOTAL		77

Holy Trinity Parent Questionnaire analysis::

<https://www.surveymonkey.com/results/SM-XNZX6MLP7/>

Christ Church Parent Questionnaire analysis:

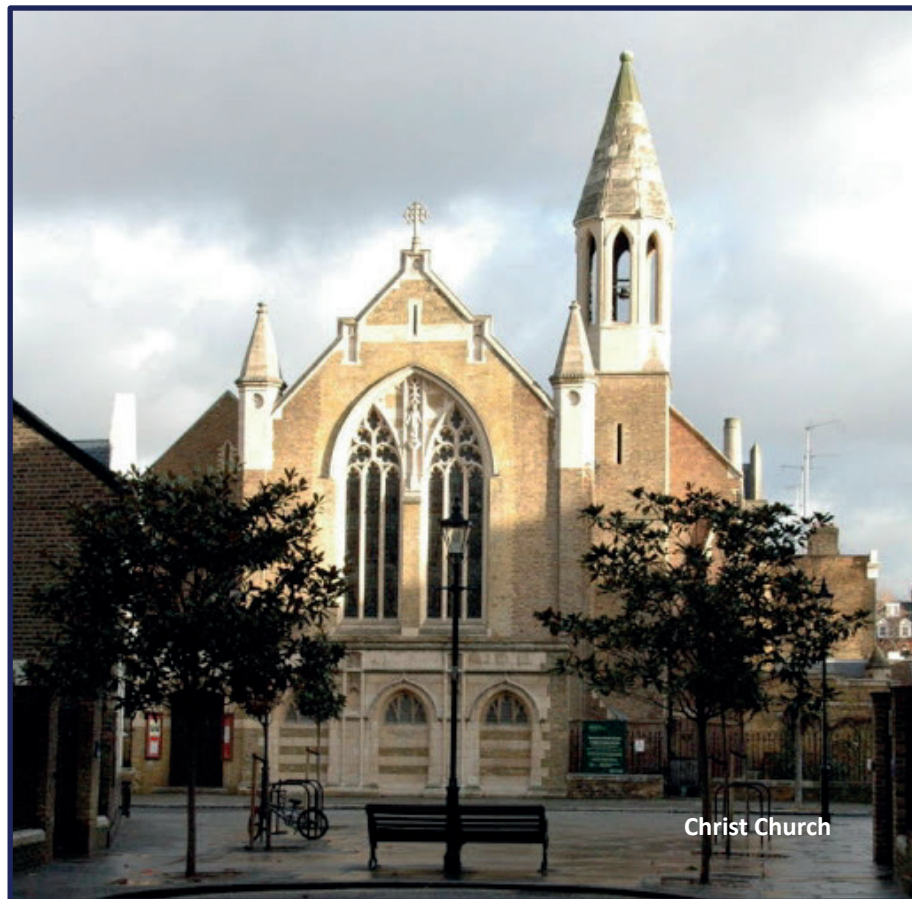
<https://www.surveymonkey.com/results/SM-GS36ZMLP7/>

Next Steps for our federation:

- We are really looking forward to consolidating all the good work done to date in a new academic year devoid of disruption.
- Promote our successful federation to help fill the available places at Holy Trinity.
- Achieve excellent attendance standards consistently for all children at Holy Trinity.
- Develop extensive intervention and catch up plans for all children requiring additional support.
- Further develop the Christian ethos of our two schools.
- We very much want to develop opportunities for school to school learning when covid restrictions allows.
- To give learning support assistants the same opportunities as teachers to work with colleagues in the other school to further develop good, shared working practise.
- Further improve and enrich the curriculum to ensure it is meaningfully diverse.
- Work on more shared school to school special events such as Sports Day and Federation team events.
- Maintain Ofsted outstanding status for Christ Church School and achieve outstanding status for Holy Trinity School.









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Holy Trinity C of E Primary School

(Years 3, 4 & 5)

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Holy Trinity C of E Primary School

(Years R, 1, 2 & 6)

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