

Business Plan for the Reducing Role at Holy Trinity

Executive Summary

In response to declining children numbers, an increase in school places in Hackney and a declining enrollment trend, Holy Trinity C of E Primary School aims to implement a strategic plan to reduce pupil intake. This plan is driven by a commitment to maintaining high-quality education, optimising resources, and ensuring the long-term sustainability of our school. The following business plan outlines the reasons behind this decision and the strategies to be employed.

1. Introduction

1.1 Background

Holy Trinity C of E Primary School has been a pillar of educational excellence in our community for over fifteen years. Over the past seven years, we have observed that despite the PAN remaining at 60 pupils per year, we have never gone above 45 for an intake.

For the last two years, in close consultation with the Holy Trinity Local Advisory Board and Hackney Council we have monitored the school place offers for the Holy Trinity. As this figure has not been above 36 we have capped the intake at 30 children. Any more than 30 children requires two teachers and a minimum of two members of support staff which is financially unsustainable with only 36 children. All other year groups in the school have been capped for 18 months, to reduce the mobility of children arriving into classes mid year.

In conjunction with this, to manage the ongoing surplus places in Hackney schools the Council has been consulting on school closures and the criteria that has been shared with us are below:

- 25% or greater surplus reception places against PAN;
- 25% or greater surplus physical capacity;
- budget deficit in the top 10 schools raising most financial concern

Given the details above it seems to be a prudent time to reduce the PAN of the school to make us financially more viable. This alongside changes to the use of the building helps to reduce the risk of closure given we would not meet the criteria above.

This proposal was discussed in detail by Holy Trinity's Local Advisory Board on 3 July 2023 and received its full support. The LAB is chaired by our local vicar and federation governor, Rev. Laura Luz, and also a member of the church PCC. The federation's governing board is aware of the proposal.

1.2 Objectives

The primary objectives of reducing pupil intake are:

Maintaining Educational Quality and Stability: Ensure that the quality of education provided remains high by optimising the pupil-to-teacher ratio and class sizes.

Financial Sustainability: Align resources with the current pupil population to ensure the long-term financial health of the school.

Enhanced Resources: Invest in improving educational resources, infrastructure, and faculty development.

2. Rationale

2.1 Maintaining Quality

2.1.1 Improved Pupil-to-Teacher Ratio

Reducing pupil intake allows us to maintain a more favourable pupil-to-teacher ratio, ensuring that each pupil receives the attention and support they need. This, in turn, enhances the learning experience and academic outcomes.

2.1.2 Class Stability

Prior to the whole school informal cap on year groups the mobility in the school was high, On a fortnightly basis new children were arriving. This influx meant that classes were frequently experiencing a change in the class dynamics, the staff within the school needed to readjust resources and systems in place in order to meet the needs of new pupils.

2.2 Financial Sustainability

2.2.1 Resource Optimization

By reducing pupil intake, we can align our resources, including classrooms, and support staff, with the current demand. This reduces the further overstretching resources, leading to financial inefficiency.

2.2.2 Revenue per pupil

Budgets and budget forecasts are based on the number of pupils in a school in the October census, when children arrive part way through the year, the funding does not follow the pupil. Prior to capping the number of pupils in each year group we would have several pupil places unfunded until the following census.

2.2.3 Increased Preschool Capacity

In capping the intake to the school we have been able to utilise the spaces in the school differently. This has meant that we have been able to increase the offer for our preschool. This is an income generating aspect of the school. It has also served our community as we have had and continue to have a large waiting list for places.

2.3 Enhanced Resources

2.3.1 Infrastructure Improvements

With a more focused pupil population, we can allocate funds toward infrastructure upgrades, creating a better learning environment with modern facilities and technology.

2.3.2 Staff Development

Investing in professional development opportunities for our staff ensures that they remain at the forefront of education, further enhancing the quality of education we provide.

3. Implementation Strategies

3.1 Communication

As part of the process of capping the Year Groups and combining classes that were two-form entry into one class, meetings have been had with all stakeholders. The impact on classes and the wider school has been discussed and the rationale for capping classes is understood by all.

Transparent and empathetic communication with parents, pupils, and staff remains crucial. We continue to clearly articulate the reasons for reducing pupil intake and address concerns or questions.

3.2 Enrollment Management

Develop a strategic enrollment management plan that includes:

- Reducing the number of incoming pupils.
- Managing attrition through natural grade progression and transitions.

3.3 Resource Reallocation

Reallocate resources from reduced pupil intake to:

- Consistent pupil-to-teacher ratios.
- Improve infrastructure and technology.
- Invest in staff development.

4. Monitoring and Evaluation

Regularly assess the impact of reduced intake on:

Academic performance.

Student and parent satisfaction.

Financial sustainability.

Make adjustments to the plan as needed to ensure goals are met.

5. Conclusion

Reducing pupil intake in response to falling enrollment is a strategic decision that prioritises the long-term sustainability and quality of education at Holy Trinity C of E Primary School. By aligning resources, maintaining smaller class sizes, and investing in infrastructure and staff development, we can continue to provide an exceptional educational experience for our pupils while securing the financial future of our institution.

Holy Trinity C of E Primary School remains committed to its mission of nurturing future generations, and this plan ensures that we can do so effectively in changing times.



HOLY TRINITY CE PRIMARY SCHOOL ADMISSIONS CRITERIA 2025-2026

The 2021 School Admissions Code and the Schools Admissions Criteria

The 2021 School Admission Code determines the content of the schools admissions criteria.

Proposed Determined Admissions Criteria 2025 - 2026

Holy Trinity is a Church of England Primary School with a nursery. The Governors welcome applications for admissions from families who support the Christian ethos of the school.

The school has an admission number is 30. In the case of there being more applications than places available the governors will give 15 foundation places and 15 open places, or in the same ratio after places have been given to children who are in public care.

The following criteria will be used by the governors, in order of priority if a year group is over-subscribed; this has been determined in line with the 2021 School Admission Code.

The criteria in order:

1. A looked-after child or a child who was previously looked after, but ceased to be so because, immediately after being looked after, they became subject to an adoption, child arrangements or special guardianship order. This includes those children who appear to have been in state care outside of England and ceased to be in state care as a result of being adopted.

Foundation Places:

2. Children of parents who are practicing Anglicans and who live in the parishes of Holy Trinity with St Phillip, Dalston and All Saints Haggerston. Attendance must be confirmed by the vicar of the Parish.
3. Children of parents who are practicing members of a Christian denomination who live outside the parish for whom this is the nearest Church of England school. Attendance must be confirmed by the vicar of the Parish.

Open Places:

4. Children who have a sibling attending the school at the time they would attend.
5. Children of staff in either or both of the following circumstances:
 - a. where the member of staff has been employed at the school for two or more years at the time at which the application for admission to the school is made, and/or
 - b. the member of staff is recruited to fill a vacant post for which there is a demonstrable skill shortage.
6. Children whose acute medical or social needs justify the allocation of a place at the school. Supporting evidence from a doctor or social worker must be provided at time of application setting out the particular reasons why this school is the most suitable and the difficulties that would be caused if the child had to attend another.
7. Children who live in the parishes of Holy Trinity with St Phillip, Dalston and All Saints Haggerston and wish for their child to attend because of its Christian ethos.
8. Children whose parents belong to another world faith in the community and wish to attend because of its religious traditions and who are in sympathy with this tradition who live within the parishes of Holy Trinity with St Phillip, Dalston and All Saints Haggerston.

In-Year Admissions:

Applications for In-Year admissions are made in the same way as those made during the normal admissions round. If a place is available and there is no waiting list then the Local Authority will communicate that a place is offered to the family.

If more applications are received than there are places available then application will be ranked by the Governing Body in accordance with the oversubscription criteria with children without an offer of a school place given priority immediately after other 'looked-after' children.

1 - Practising means a family who worship at least twice a month and has done so for a minimum period of six months.

2 - As defined by Churches Together in Britain and Ireland and the Evangelical Alliance.

3 - A letter confirming affiliation and attendance to that faith must be signed by an accredited representative of that community.

Children entering Reception Class

Where a place has been offered:

- It is for a full-time place from the September following the child's fourth birthday;
- The place may be deferred until later in the school year but not beyond the point at which they reach compulsory school age (the term after the fifth birthday) This means that parents of a child whose fifth birthday falls between 1 September 2025 and 31 March 2026 may request that their child is not admitted until later in the school year 2025/26. But no later than the term after the child's fifth birthday, when s/he reaches compulsory school age. For children born between 1 April and 31 August, this is not beyond the beginning of the final term of the school year for which it was made. The school will hold any deferred place for the child.
- Where parents wish a child may attend part-time until they reach compulsory school age.
- For children whose fifth birthday falls between 1 April 2025 and 31 August 2026, parents who do not wish them to start school in school year 2025-26, but to be admitted in September 2026 for school year 2026-27, should discuss this with the school at an early stage by writing a letter to the Chair of Governors at the time of application. Parents must then submit an application in the normal way. This application will be treated in the same way as all other applications and there is no guarantee that an offer will be made.

Twins and children of multiple births:

If only one place is available for more than one child, who are twins or of a multiple birth within the same family, the Governing Body will establish if the school is able to admit above numbers. If this is not possible, the allocation of the place will be determined by lottery which will be carried out by the Admissions Committee in the presence of an independent witness.

Notes:

Looked After Child - A "looked-after child" is a child who is (a) in the care of a local authority or (b) being provided with accommodation by a local authority in the exercise of its social services function (c) subject to an adoption order made under the Adoption Act 1976 (Section 12) or the Adoption and Children Act 2002 (Section 46) (d) subject to a 'child arrangements order' or one settling the arrangements to be made as to the person with whom the child is to live (Children Act 1989, Section 8, as amended by the Children and Families Act 2014, Section 14) (e) subject of a 'special guardianship order' where one or more individuals are appointed to be a child's special guardian/s (Children Act 1989, Section 14A). This includes those children who appear to have been in state care outside of England and ceased to be in state care as a result of being adopted. Applications under this criterion must be accompanied by evidence to show that the child is looked after or was previously looked after (e.g. a copy of the adoption, child arrangements or special guardianship order)."

Siblings

- In all categories children who have a brother or sister at the school at the time of their proposed entry will be given priority.
- Refers to brother or sister, half brother or sister, adopted brother or sister, or the child of the parent/carer's partner, and in every case, the child should be living in the same family unit at the same address.

Distance - When deciding between applicants who appear to have equal entitlement to admission under any criteria, the governors will offer the place to the applicant who lives nearest to the main entrance to the school in Beechwood Road measured by a straight line. If two applicants live exactly the same distance from the school, the place will be allocated by lottery.

Parents/family member - A parent is any person who has parental responsibility or care of the child. Where admission arrangements refer to parent's attendance at church it is sufficient for just one parent to attend. 'Family members' include only parents and siblings.

Waiting List:

If a place cannot be offered at this time then you may ask the school for the reason(s) and you will be informed of your right of appeal. You will be offered the opportunity of being placed on a waiting list. This waiting list will be maintained by the Governing Body in the order of the oversubscription criteria and not in the order that the applications were received.

When a place becomes available the Governing Body will decide who is at the top of the list so that the Local Authority can inform the parent that the school is making an offer. Names are removed from the list at the end of each academic year.

The school maintains a waiting list. Children are ranked in the waiting list in accordance with the school over subscription criteria. Admissions outside the normal admissions round will be considered in accordance with the schools In-Year Admissions criteria.

It should be understood by parents that a place in the nursery does not give a child automatic entry to the reception class.

Late applicants - these will be added to the waiting list if the year group they are applying for is over-subscribed. In the event of a place becoming available, all applicants currently on the waiting list are considered in line with the school's admission criteria and a place is offered accordingly.

Information about which streets and residences are included in the Parishes of Holy Trinity with St Philip, Dalston and All Saints Haggerston can be found from the Church Finder section of the Diocesan website (<http://www.london.anglican.org/ChurchFinder>).



HOLY TRINITY CE PRIMARY SCHOOL

Supplementary Form

2025 - 2026

CONFIRMATION OF CHURCH/PLACE OF WORSHIP ATTENDANCE IN SUPPORT OF APPLICATION FOR ADMISSION TO SCHOOL

(Please note that a Common Application Form (CAF) MUST be completed in addition to this form)

To be completed and signed by the vicar or religious leader at your place of worship.

1. SURNAME OF CHILD: _____ DATE OF BIRTH: _____

OTHER NAME(S): _____

2. RELIGION: _____

3. NAME AND ADDRESS OF CHURCH/PLACE OF WORSHIP ATTENDED:

4. NAME OF VICAR OR RELIGIOUS LEADER: _____

5. DOES THE FAMILY WORSHIP AT LEAST TWICE A MONTH?

Yes No

6. HAVE THE FAMILY DONE SO FOR A PERIOD OF AT LEAST SIX MONTHS?

Yes No

SIGNED: _____

NAME (Please Print): _____

DATE: _____

CHURCH OFFICIAL STAMP