



**Learning together with God’s love**

We aspire to be a happy, confident and caring community where children are motivated to flourish and achieve their full potential in a supportive learning environment, underpinned by a strong Christian ethos.

**Perseverance Aspiration Respect Teamwork**

1 John 4: 16 ‘God is love and those who love live in God, and God lives in them’.

**Minutes of the Full Governing Body Meeting  
held on Tuesday 27<sup>th</sup> January 2026 at 5.00 pm in School**

**Present:** Rebecca Anderson (RA), Nick Bendall (NB), Richard Brown (RB), Julie-Ann Dell (JAD), Luke Goodger (LG), Norma Leppard (NL, Co-Chair), Ann MacGregor (AMG, Headteacher), Hugh Townsend (HT), Lucy Watts (LW, Co-Chair, on Teams)

**Apologies:** Fiona Halsey (FH), Zoe Humphrey (ZH), Rev Daniel Valentine (DV, Vice-Chair)

**Absent:** Mark Andrews (MA), Toby Dawson (TD)

**In attendance:** Verity Brown (VB, Clerk), Lynne Howard (LS, Inclusion Manager), Sarah Raciti (SR, School Business & Officer Manager, part), Emma Saunders (ES, Deputy Head)

Min	Subject	Action
1.	<b>Opening Prayer</b> NL chaired this meeting and asked LG to open the meeting with a prayer.	
2.	<b>Apologies for absence</b> Received and accepted as above. The meeting was deemed quorate.	
3.	<b>Declarations of interest</b> No governor declarations at this meeting (in addition to any annual declarations recorded at the first FGB meeting of the year).	
4.	<b>Finance and budget</b> <i>Governors asked for an update on the budget</i> SR circulated an update at the meeting and reported with particular reference to: <b>1. Budget</b> <ol style="list-style-type: none"> <li>a. <i>What is the state of the school budget?</i> The school has a budget carry forward (reserve) from last year of c£85K. However, the current budget is showing a deficit of £55K. SR provided details on this below (see item 4.3).</li> <li>b. <i>Have there been any unexpected overspends?</i> <ul style="list-style-type: none"> <li>• Curriculum spending is higher than budgeted for, but this has been frontloaded and will even out over the year.</li> <li>• Essential medical equipment and training, including epipen kits have been purchased.</li> <li>• Support for pupils with English as an Additional Language (EAL)</li> </ul> </li> <li>c. <i>What anticipated expenditures are coming up?</i></li> </ol>	

	<ul style="list-style-type: none"> <li>• Some funds have been earmarked to retarmac the lower playground and SR is gathering quotes. While WSCC has informed HTS that resurfacing the playground is a H&amp;S priority, there is other work required on the school site, eg the roof is leaking.</li> <li>• The school will be installing a new path and gate to link the school building and Nursery.</li> <li>• The school and governors thanked the PTA for c£11K towards new IT equipment.</li> </ul> <p>d. <i>Does the school expect any more income, eg from holiday clubs?</i> Revenue from holiday clubs is down, but the school is tackling this by advertising earlier and more widely. One limitation is that the clubs can only be advertised to HTS pupils (or the school would need an additional OFSTED registration). Governors discussed possible incentives, eg discounts and referral fees. While there is no limit on numbers (up to 40-50) the school will not continue to offer the clubs if uptake does not increase from around 10. There is a wide range of activities offered and flexibility on days.</p> <p>e. <i>What is the year end deficit likely to be?</i> SR will be reviewing the budget shortly with Karen Underwood (HET Chief Financial Officer) and will report back to governors.</p> <p><b>2. After School Care (The Den)</b></p> <p>a. <i>Is The Den operating well?</i> Yes, this is popular, running smoothly and generating income.</p> <p>b. <i>Is there any possibility of incorporating the after school club (the Nest) based at the Nursery?</i> No, this is a separate, privately run organisation.</p> <p><b>3. Nursery</b></p> <p>a. <i>Why is the Nursery running at a deficit?</i> The full capacity of the Nursery is 30 at any one time (but could have more children on roll doing different sessions). However, the previous Nursery policy had been to hold places for any child who might want to join during the year and therefore not run a waiting list, as full capacity of 30 would usually be reached by the end of the summer term. This policy continued in September even after HTS took on the Nursery and therefore, numbers have been much lower than HTS expected, with only 14 children last term, rising to 19 this term. This has resulted in income being only £36K for these two terms, rather than for each term, hence the £55K deficit (with some upfront costs included).</p> <p>b. <i>What other factors are involved?</i></p> <ul style="list-style-type: none"> <li>• All staff were TUPE'd across from the previous administrators of the Nursery, with a slight increase in salaries.</li> <li>• In anticipation of higher pupil numbers an additional member of staff was also taken on, on a one-year contract. The ratio of staff to pupils is therefore greater than it needs to be, with managers/supervisors not always being included in these numbers.</li> <li>• Increased 'free' hours funded by the government to parents do not fully cover the Nursery costs.</li> <li>• The Nursery is the only setting in the village operating within normal school hours. This may be less attractive to working parents.</li> </ul> <p>c. <i>How will this be resolved?</i></p> <ul style="list-style-type: none"> <li>• SR, AMG and JAD will review the staffing structure with Karen Underwood (HET) as changes will need to be made if numbers do not pick up.</li> </ul>	SR/ JAD/ AMG
--	--	--------------------

	<ul style="list-style-type: none"> <li>• HTS is now charging more for consumables which had not been the case.</li> <li>• HTS will consider extending the Nursery hours, but cannot use the current space after 3.00pm (see item 4.2). It may be possible to use Reception classrooms in school, but they are not ideal spaces for pre-schoolers. It is not feasible to include Nursery age children with the Reception to Year 6 pupils in the Den in the school hall.</li> <li>• It may be possible to use the other room in the Nursery if the Nest is not using it. JAD will check.</li> <li>• It is not necessarily clear to parents that there is a Nursery attached to the school; it may be necessary to rebrand it and incorporate it more definitively into HTS.</li> <li>• The deposit system for holding a place will be reviewed. A deposit was not previously required and still at £50 this is considerably less than similar settings and makes it easier for parents to change their minds.</li> </ul> <p>Governors thanked SR for her report.</p> <p><i>[SR left the meeting at 5.45pm]</i></p>	JAD
5.	<p><b>Subject Leader reports</b> Deferred to next meeting.</p>	
6.	<p><b>Matters affecting Governing Body</b></p> <p><b>1. Governor vacancies/Terms of office/Roles</b></p> <ol style="list-style-type: none"> <li>a. NL reported that ZH wished to step down from the GB due to commitments. Governors expressed thanks for her service as a governor.</li> <li>b. LG volunteered to take on the SEND/Inclusion Link Governor role.</li> <li>c. One Co-Opted (Foundation) Governor vacancy following ZH’s resignation. The vacancy will be advertised in the school and local community. The GB recently conducted the HET skills audit; there are no specific skills missing from the GB at this time.</li> </ol> <p><b>2. Reappointments approved by HET</b> The following reappointments have been/will be confirmed: RB 16.12.25; LG 04.02.26</p> <p><b>3. Training update (see report)</b></p> <ol style="list-style-type: none"> <li>a. NL reported on a useful WSCC training course she attended: Developing Good Practice – Questioning. Governors agreed that once papers have been circulated several days before a meeting it would be useful for questions to be submitted in advance so that all governors can see them and responses can be prepared for the meeting.</li> <li>b. Governors were reminded to inform the Clerk of any training undertaken (course name, date, provider, eg WSCC, online, Diocese, HET).</li> </ol>	
7.	<p><b>Approval of previous Minutes (previously circulated)</b> Minutes and Confidential Minutes of FGB meeting of 3<sup>rd</sup> December 2025 were approved as a true record and signed by NL.</p>	
8.	<p><b>Matters arising and current school issues</b></p> <p><b>1. Review actions from previous meetings (Rolling Action Plan below)</b> All actions from previous meetings had either been completed, were covered elsewhere on the agenda or if still pending are detailed at the end of the minutes.</p>	

	<p><b>2. Urgent items</b> None</p> <p><b>3. Have there been any significant complaints to report to Governors?</b> None</p> <p><b>4. Approve residential school trip (if needed)</b> All residential trips approved for this year.</p> <p><b>5. Congratulatory letter received from Bridget Phillipson (previously circulated)</b> Governors commended the hard work of the school in receiving a congratulatory letter from Education Secretary of State, Bridget Phillipson, in recognition of HTS's position among the top schools nationally and regarding the attainment of disadvantaged children in KS2 SATS 2025. AMG will circulate the letter to parents.</p> <p><b>6. Travel Plan</b> A new Travel Plan for the school will be developed to tackle the issue of parking and driving on and near the school site. The team includes RB, JAD, AMG and DV and will soon meet with local councillor Pete Bradbury and then report back next meeting. No worsening of the traffic situation has been observed since HTS took on the Nursery, although recent poor weather, flooding, roadworks and inconsiderate parking in the Drop Off Zone have caused problems.</p>																					
9.	<p><b>Head Teacher's Report (previously circulated) inc School Improvement Plan 2025-26 and SEF (updated SIP previously circulated)</b> The following reports were also received:</p> <ul style="list-style-type: none"> <li>• Strategic Spending Plan 2025-26 update</li> <li>• School Improvement Plan 2025-26</li> <li>• Safeguarding report</li> <li>• SEF</li> </ul> <p>Governors were invited to raise queries on the report, see report for full details. Key points include:</p> <p>1. Overview</p> <table border="1" data-bbox="493 1447 1350 1787"> <tr><td>Numbers on Roll</td><td>420</td></tr> <tr><td>Attendance</td><td>95.9%</td></tr> <tr><td>Authorised absence</td><td>3.1%</td></tr> <tr><td>Unauthorised absence</td><td>0.9%</td></tr> <tr><td>Suspensions/Exclusions</td><td>0</td></tr> <tr><td>Pupil Premium (PP) / Ever 6</td><td>37 (9%)</td></tr> <tr><td>SEND pupils</td><td>102 (24%)</td></tr> <tr><td>EAL</td><td>32 (8%)</td></tr> <tr><td>GRT (Gypsy, Roma, Traveller)</td><td>4 (1%)</td></tr> <tr><td>CLA* / Adopted Children</td><td>1/ 2</td></tr> </table> <p>*CLA is now Children We Care For (CWCF)</p> <p>2. <b>School Improvement Plan (SIP) 2024-25 (full update in Headteacher's report)</b></p> <p>a. <i>What are the key priorities for this year?</i></p> <ul style="list-style-type: none"> <li>• To further enhance Quality First Teaching and use of adaptation</li> <li>• To further develop a love of reading for pleasure and ensure consistency of practice</li> </ul>	Numbers on Roll	420	Attendance	95.9%	Authorised absence	3.1%	Unauthorised absence	0.9%	Suspensions/Exclusions	0	Pupil Premium (PP) / Ever 6	37 (9%)	SEND pupils	102 (24%)	EAL	32 (8%)	GRT (Gypsy, Roma, Traveller)	4 (1%)	CLA* / Adopted Children	1/ 2	
Numbers on Roll	420																					
Attendance	95.9%																					
Authorised absence	3.1%																					
Unauthorised absence	0.9%																					
Suspensions/Exclusions	0																					
Pupil Premium (PP) / Ever 6	37 (9%)																					
SEND pupils	102 (24%)																					
EAL	32 (8%)																					
GRT (Gypsy, Roma, Traveller)	4 (1%)																					
CLA* / Adopted Children	1/ 2																					

- Establish a sustainable, enriching after-school club that aligns with the school's ethos, policies, and safeguarding framework
- To use AI to enhance adaptations for learning to reduce staff workload and meet individual needs
- To integrate the Robin Hood Pre-school in Holy Trinity C of E Primary School and develop the safeguarding / curriculum / routines / integration / CPD / finance

All areas of the SIP remain on track.

### **3. Staffing**

AMG was pleased to report that the school is fully staffed.

### **4. Head's Safeguarding Report (full update in Headteacher's report)**

a. *Have there been any new referrals to Social Services?*

None

b. *How does the SLT regularly monitor safeguarding?*

The Designated Safeguarding Leads (DSLs) meet weekly to review the records held on the school's Child Protection Online Management System (CPOMS).

c. *Are there any concerns about attendance?*

Overall attendance is good. AMG has met with Catriona Bully (HET Welfare & Attendance Officer) who recognised that HTS is doing everything possible to support two pupils who are persistently absent; they are awaiting the outcome of applications for Education Health & Care Plans (EHCPs).

### **5. Leadership & Management**

a. AMG reported on tragic news concerning one family, but was heartened by the response of the whole school community.

b. AMG was pleased to report on positive feedback from Michelle Zeidler (HET Director of Education) and other representatives from HET.

### **6. SEF/OFSTED updates (if any)**

a. The school's Self-Evaluation (SEF) is reviewed and set annually and has been shared with governors.

b. Schools are now being inspected under the new OFSTED framework. Inclusion is a clear focus. HTS does not expect an inspection for two years.

### **7. Quality of Teaching, Learning and Assessment**

See item 8.5

### **8. Personal Development, Behaviour & Welfare**

No concerns or queries; full details in report.

### **9. Governor SIP monitoring visits**

a. No visits since last meeting. The Clerk will recirculate the Governor Visits Policy and HET Visit templates.

b. Governors are invited to visit the school on Tue 18<sup>th</sup> March from 9.00am for worship.

### **10. Mental Health & Emotional Well-Being (MHEW, LH)**

LH reported that the Play Therapist works in school two days per week; the Thoughtful programme runs once a week and the Learning Mentor provides MHEW support one day per week. There are waiting lists for all provision.

	<p><b>11. Data (ES)</b>  ES pleased to report that based on last year's results HTS is placed tenth in West Sussex for disadvantaged pupil outcomes; third for Greater Depth and first overall for Greater Depth when the last three years are combined. This clearly shows that HTS supports pupils of all needs and abilities.</p>	
11.	<p><b>Church, PCC, SIAMS, Spirituality and Diocese update</b>  Nothing to report.</p>	
12.	<p><b>Health and Safety</b>  AMG reported one one-off incident to HET.</p>	
13.	<p><b>General Data Protection Regulation (GDPR)</b>  No breaches, FOI or Subject Access Requests.</p>	
14.	<p><b>Policies</b>  All recommended HET model policies are approved by the GB and can be accessed on the school's dedicated Policy Tracker system. Any school-specific policies are reviewed and approved; HET models are adopted unchanged. It was noted that all policies now cover the Pre-School.</p> <p>The following policies were approved (<i>previously circulated</i>):</p> <ol style="list-style-type: none"> <li>1. AI Policy</li> <li>2. Lockdown Policy</li> </ol>	
15.	<p><b>Fundraising, PTA and forthcoming events</b></p> <ol style="list-style-type: none"> <li>1. AMG had attended the PTA AGM.</li> <li>2. NL is working with the PTA on organising a 5 mile Mighty Hike, which will be a fundraising opportunity for the GB to work with the PTA and local community. The route has been broadly agreed and the date will be 06.06.25, a Saturday, to enable whole families to join in. The event will be sponsored, either online or with traditional forms tbc. NL is also seeking sponsorship from local businesses and support from parents with signage, marshalling etc.</li> </ol>	
16.	<p><b>AOB</b>  None</p>	
17.	<p><b>Impact on this meeting on pupils &amp; monitoring of the school's vision</b>  Governors agreed that all key points were discussed in a welcome atmosphere of openness at this meeting and were beneficial to supporting the school community, in particular:</p> <ul style="list-style-type: none"> <li>• Governors were pleased the school had received recognition from the Education Secretary of State, indicating that HTS continues to provide excellent education and support for pupils of all needs and abilities.</li> <li>• Governors and the school are working hard to ensure the Nursery provision is cost-effective and offering what families want.</li> <li>• Governors welcomed the efforts of the Traffic Plan team in improving traffic, and thus safety, on and near the school site.</li> <li>• Governors acknowledged the hard work of the Inclusion Manager in supporting vulnerable pupils and welcomed the new SEND/Inclusion Link Governor to the role.</li> </ul>	

	<ul style="list-style-type: none"> <li>Governors continue to review policies to support the school across all areas, including curriculum and pupil safety and well-being.</li> </ul> <p>The meeting ended at 6.45pm</p>	
18.	<b>Items for next meeting</b> Tim Manly (CEO, HET) to attend; Nursery update; Governor Visit Day 18.03.26 report; Policies tbc, inc Lettings	
19.	<b>Dates of next meeting</b> Tue 24 March 2026 5.00pm	

Approved and signed:

.....Chair .....Date

### Rolling Action Plan

Date	Mtg	Item	Action	Who	Done
01.03.24	FGB	8.6	Seek playground resurfacing quotes; <i>10.05.24 on-going; 18.10.24 in hand - priority; 21.01.25 on hold; 19.03.25 on hold; 20.05.25 on hold ; 02.07.25 on hold; 02.07.25 on hold</i>	SR	
10.05.24	FGB	7.3.b	Marketing pack for premises hire; <i>18.10.24 in hand; 21.01.25 in hand; 19.03.25 on hold; 20.05.25 on hold; 02.07.25 on hold</i>	SR	
24.09.25	FGB	11.3	Report on Faith in Action	DV/TD	
24.09.25	FGB	15.2	PTA link meetings	FH	27.01.26
24.09.25	FGB	15.3	Mighty Hike	NL	
24.09.25	FGB	16.1	Swimming pool proposal document	AMG	
03.12.25	FGB	4.2.d	Check kitchen grants	SR	27.01.26
27.10.26	FGB	4.1.d	Advertise Holiday Clubs	SR	
27.10.26	FGB	4.3.c	Review Nursery staffing structure	AMG/SR/JAD	
27.10.26	FGB	4.3.c	Check accommodation in Nursery building for HTS after school care or other places	JAD	
27.10.26	FGB	4.3.c	Review Nursery branding and marketing	AMG/SR/JAD	
27.10.26	FGB	8.5	Send Bridget Phillipson letter to parents	AMG	

### HTS GB meeting dates 2025-26 All meetings in school unless otherwise agreed

Date	Focus
Wed 24 Sep 2025 5.00pm	Admin
Wed 3 Dec 2025 5.00pm	Subject Leader report(s); data
Tue 27 Jan 2026 5.00pm	Governor Visit Day
Tue 24 Mar 2026 5.00pm	Subject Leader report(s); TM to attend 5.30pm
Wed 20 May 2026 5.00pm	Budget (tbc); Subject Leader report(s)
Tue 14 Jul 2026 5.00pm	GB review; Subject Leader report(s); end of year data

Admissions Fri 27 Feb 2026 – 9.00am (provisionally)