

# NEW WAVE FEDERATION

## Governing Board Annual Impact Statement and Strategic Governance Review (2025/26)

|                                                                  |                                                                                       |
|------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| <b>Reporting Period:</b> 2025/26 Academic Year                   | <b>Federation Scope:</b> Grazebrook, Shacklewell, Woodberry Down and Thomas Fairchild |
| <b>Lead Governance Body:</b> New Wave Federation Governing Board | <b>Executive Leadership:</b> Nicole Reid, Executive Headteacher                       |

### 1. Executive Summary and Governance Audit

This Annual Impact Statement provides a formal evaluation of the strategic oversight, academic progress, and operational health of the **New Wave Federation (NWF)** during the 2025/26 academic year. Overseeing four primary schools Grazebrook, Shacklewell, Woodberry Down and Thomas Fairchild Community School. The Governing Board manages educational provision for approximately 1,800 pupils across the London Borough of Hackney.

In accordance with the scheme of delegation and supported by Hackney Education, the Governing Board conducted the Executive Headteacher Performance Review alongside External Adviser Laleh Laverick, Panel Chair Chris Howard, and Governor Mike Sharman. The review panel formally confirmed that Executive Headteacher Nicole Reid successfully met all strategic performance objectives. Leadership stability, high instructional quality and robust budget management continue to ensure that no school operates in a financial deficit despite varying demographic profiles and widespread cost pressures.

### 2. Academic Performance and Pupil Outcomes (2025/26)

Across all four settings, embedded instructional practices delivered pupil outcomes that consistently surpassed local authority and national benchmarks. Early foundational strategies in phonics and early mathematics provided a solid foundation for Key Stage 2 academic attainment.

#### Federation Key Performance Benchmarks (2025/26 Data)

| School Setting            | Pupil Roll | Y1 Phonics (% WA) | KS2 RWM Expected | KS2 RWM High/GDS | Hackney Quartile |
|---------------------------|------------|-------------------|------------------|------------------|------------------|
| Grazebrook Primary School | 463        | 98%               | 87%              | 22%              | Quartile 1       |

|                                    |               |            |            |                 |            |
|------------------------------------|---------------|------------|------------|-----------------|------------|
| Shacklewell Primary School         | 461           | 91%        | 77%        | 13%             | Quartile 2 |
| Thomas Fairchild Community         | 210           | 77%        | 80%        | 27%             | Quartile 2 |
| Woodberry Down Community           | 661           | 93%        | 75%        | 19%             | Quartile 2 |
| <b>Hackney Local Authority Avg</b> | <b>16,648</b> | <b>85%</b> | <b>73%</b> | <b>17%</b>      | <b>N/A</b> |
| <b>National Benchmark</b>          | <b>N/A</b>    | <b>82%</b> | <b>63%</b> | <b>8% (Est)</b> | <b>N/A</b> |

### Analytical Insights on Educational Efficacy:

- **Key Stage 2 Combined Stretch:** Grazebrook led the federation with 87% combined Expected Standard (Quartile 1). Thomas Fairchild achieved 80% Expected Standard and an impressive 27% Greater Depth / High Standard (Quartile 1 in Hackney), demonstrating that academic excellence is sustained even in settings with 69% Free School Meal eligibility.
- **Early Reading and Phonics Mastery:** Three of the four schools Grazebrook (98%), Woodberry Down (93%), and Shacklewell (91%) achieved Quartile 1 placement in Hackney for Year 1 Phonics, significantly exceeding local (85%) and national (82%) benchmarks.
- **Targeted Development:** Thomas Fairchild recorded 77% working at threshold in Year 1 Phonics (Quartile 3), confirming the performance management review finding that focused intervention is directed toward foundational literacy in specific settings.

## 3. Detailed Subject-Level and Demographic Performance Breakdown

To ensure complete transparency and accountability, the table below provides a comprehensive breakdown of subject-specific outcomes across Reading, Writing, Mathematics, and Grammar, Punctuation & Spelling (GPS) alongside contextual demographic indicators.

| School Setting      | Reading EXS / High | Writing EXS / GD | Maths EXS / High | GPS EXS / High | FSM % | EAL % |
|---------------------|--------------------|------------------|------------------|----------------|-------|-------|
| Grazebrook Primary  | 88% / 45%          | 90% / 43%        | 90% / 27%        | 90% / 32%      | 28%   | 36%   |
| Shacklewell Primary | 87% / 40%          | 92% / 30%        | 78% / 22%        | 73% / 23%      | 37%   | 32%   |

|                           |                  |                  |                  |                  |            |            |
|---------------------------|------------------|------------------|------------------|------------------|------------|------------|
| Thomas Fairchild          | 87% / 60%        | 83% / 33%        | 83% / 53%        | 83% / 33%        | 69%        | 52%        |
| Woodberry Down            | 81% / 45%        | 84% / 28%        | 81% / 34%        | 75% / 27%        | 55%        | 63%        |
| <b>Hackney LA Average</b> | <b>81% / 41%</b> | <b>81% / 27%</b> | <b>81% / 32%</b> | <b>78% / 34%</b> | <b>43%</b> | <b>41%</b> |

## 4. Special Educational Needs and Inclusion Outcomes

The New Wave Federation operates a robust graduated approach to SEND, spanning Universal Provision (including integrated Speech and Language Therapy - SaLT), Targeted Support, and Specialist Provision. The Governing Board maintains rigorous oversight of SEND funding and intervention outcomes.

### SEND Pupil Performance Summary

- **Phonics Screening Check Success:** 100% of pupils on SEN Support achieved the Year 1 Phonics threshold at Grazebrook, Thomas Fairchild, and Woodberry Down (vs. 74% Hackney SEN Support average). At Shacklewell, 100% of EHCP pupils assessed passed the screening check.
- **Key Stage 2 SEN Support Attainment:** At Grazebrook, 80% of SEN Support pupils reached the combined RWM Expected Standard (vs. 53% LA average). At Thomas Fairchild, 80% reached expected standard and 20% achieved Greater Depth (vs 6% LA average). At Shacklewell, 50% achieved combined EXS with 70% reaching EXS in Writing.
- **Key Stage 2 EHCP Attainment:** At Thomas Fairchild, 20% of EHCP pupils achieved combined RWM Expected Standard and 20% achieved Greater Depth (vs 2% LA average). At Shacklewell, 25% reached combined EXS (vs 23% LA average).
- **Strategic Provision Tracker Investment:** To address ongoing budget constraints and ensure consistency in tracking intervention impact across all four sites, the Executive Headteacher initiated plans to deploy a digital federation-wide provision tracker and standardise EHCP policies.

## 5. Financial Sustainability and Resource Management

Effective governance requires maintaining fiscal solvency while protecting curriculum resources. Through proactive financial planning and collaborative budget management between senior leaders and the Executive Headteacher, the federation achieved key stability milestones:

- **Zero Budget Deficit Across All Settings:** Despite inflationary cost pressures and regional funding challenges, none of the four federation settings operated in a deficit position during the 2024–2026 cycle.

- **Staffing Restructure (2025–2026 Phase):** The board oversaw the implementation of a sustainable staffing structure designed to deliver required budget efficiencies while maintaining low pupil-teacher ratios and specialist curriculum leadership.
- **Strong Enrolment & Pupil Rolls:** Maintaining healthy pupil numbers (~1,800 total across Grazebrook, Shacklewell, Woodberry Down, and Thomas Fairchild) provided the financial baseline needed to sustain long-term staffing capacity.

## 6. Leadership Development and Governing Board Scrutiny Schedule

Senior leadership structures were reorganised into a streamlined model where senior leaders hold federation-wide strategic portfolios (curriculum, staff CPD, community engagement) alongside site responsibilities. To ensure thorough oversight, the Governing Board established a structured cycle of visits and committee monitoring.

### Governing Board Monitoring and Scrutiny Cycle (2025/26)

| Term & Committee Focus                 | Key Monitoring Focus Areas                                                                                  | Federation Settings Visited       | Governance Lead                    |
|----------------------------------------|-------------------------------------------------------------------------------------------------------------|-----------------------------------|------------------------------------|
| Autumn Term:<br>Standards & Curriculum | Y1 Phonics baseline review;<br>SEND SaLT provision audit;<br>Key Stage 2 target validation.                 | Grazebrook &<br>Woodberry Down    | Chris Howard<br>(Chair)            |
| Spring Term:<br>Finance & Resources    | Staffing restructure financial<br>review; 3-year budget<br>modelling; estate health &<br>safety compliance. | Shacklewell &<br>Thomas Fairchild | Mike Sharman<br>(Governor)         |
| Summer Term:<br>Leadership & Strategy  | EHT performance objective<br>review; SEND digital tracker<br>deployment check;<br>succession planning.      | All Federation<br>Schools         | Review Panel &<br>External Adviser |

## 7. Strategic Objectives and Forward Roadmap (2026–2028)

To sustain high standards and ensure continuous school improvement, the Governing Board has endorsed three key strategic priorities for the upcoming cycle:

- **1. Digital Provision Tracking and SEND Impact:** Fully embed the digital Federation Provision Tracker across all four settings to monitor progress and quantify intervention impact for pupils receiving SEN Support or holding EHCPs.

- **2. Long-Term Strategic Vision and Succession Planning:** Formulate a comprehensive 3–5 year strategic vision for the federation alongside a formal succession framework for governors, senior leaders, and business managers.
- **3. Central Business Leadership and Multi-Trust Alignment:** Support Executive Headteacher shadowing of multi-academy trust CEOs to evaluate long-term governance and central business structures, such as a Federation Business Manager or CFO role.

## 8. Governance Sign-Off and Annual Endorsement

This Annual Impact Statement was formally reviewed, approved, and endorsed by the New Wave Federation Governing Board.

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|----------------------------------------------------------------------------|--------------------------------------------------------------------------|
| <b>Signed:</b> Chris Howard<br>Chair of Governors, New Wave Federation     | <b>Signed:</b> Nicole Reid<br>Executive Headteacher, New Wave Federation |
| <b>Date of Approval:</b><br>On 13 October 2026 by New Wave Governing Board | <b>Next Review Date:</b><br>October 2027                                 |