



Building a Legacy

Andrews Memorial Primary School

**Annual Report
of the
Board of Governors
for the school year
2022 - 2023**

The Governors have pleasure in presenting this, their thirty-second Annual Report.

We trust that you will find the report both interesting and informative as an overview of life at Andrews Memorial.

**Mrs C Nixon
(Chair)**

**R Magee
(Hon Secretary)**

The Chair and members of the Board of Governors wish to thank the Principal, teaching staff, ancillary staff, Parent Teacher Association, parents, pupils and everyone connected with the school for their service, commitment and support during the past year.

Board of Governors 2018 - 2022

Representing the Transferors

Mrs F Andrews (Vice Chair)
Rev I Gilpin
Rev S Johnston
Mrs L McAleese

Representing Parents

Mr P Jackson
Mr N Mitford

Representing the EA

Dr L Boyce
Mrs C Nixon (Chair)

Representing the Teaching Staff

Mrs R Van Giesen

Hon Secretary to the Governors

Mr R Magee

During the school year the Governors met formally on four occasions. There were additional meetings in relation to finance and staffing. This was especially relevant in relation to recruitment.

Items which featured in Governors' business included:

- ❖ Responding to correspondence / papers from the various statutory bodies
- ❖ Organisation and monitoring of school finances
- ❖ Recruitment
- ❖ Maintenance of school premises
- ❖ Adoption and review of various school, EA and Department of Education NI (DENI) policies
- ❖ Consultation on, monitoring and evaluating of the School Development Plan (2022-2023)
- ❖ Supporting the school's celebration of its 50th year

Teaching Staff 2022 - 23

Mr R Magee (Principal)

Mr J Sandford (Vice Principal)

Primary 1	Mrs A Bovill	Miss K Dawson
Primary 2	Miss C Cranston	Mrs A Sims
Primary 3	Mrs A Atherton & Mrs A Fulton	Mrs L Ambrose & Mrs G McCullough
Primary 4	Mrs J Hanafin	Miss A Savage
Primary 5	Mrs L Beattie	Mrs N Martin & Mrs A Fulton
Primary 6	Mrs G Broadbent	Mrs R Van Giesen
Primary 7	Miss J Alexander	Mr J Sandford

The Governors wish to thank and acknowledge the commitment of the class teachers listed above, alongside Mrs A Fulton, who covered Mrs Hanafin's class to facilitate additional Special Educational Needs administration, and Mrs S Kirk, who provided support to P3, 4 and 5 pupils through the Engage Programme, until it was suspended by the Department of Education at Easter 2023. Andrews Memorial continues to pride itself on its strong and supportive team ethos, with all teaching staff playing full roles within the remit of their working patterns.

Following the school's efforts to 'reset' post-COVID during 2021-22, it was very satisfying to get through this academic year without major disruption and certainly not with COVID-19 issues to the fore. The efforts of the staff and leadership to focus on a reset last year, at classroom level through revised plans for teaching and learning, and beyond the classroom, through an extensive staff-led extra-curricular programme, paid dividends this year. For their professional commitment to this process, the staff deserve the Governors' sincere thanks.

During 2022-23, the school planned a series of special events to celebrate its 50th year in existence. The benefits of that reset allowed the school community to enjoy the year without limits, and to focus on 'extras' that may not have been possible if COVID-19 pressures/responses had not been managed and overcome.

In terms of School Development, Curriculum Teams planned for a single year, initially based on a self-evaluation report from the 2021-22 year. This was in line with government guidance, whereby schools were given dispensation to produce single-year plans rather than embark on a new 3-year School Development Plan (SDP) cycle. It was also sensible given the retirement of the Principal, Mr Ralph Magee, at the end of the 2022-23 academic year.

At this point, the Governors would like to note the successful recruitment of Mr Colin Fulton as the new Principal, due to take up his post in September 2023. The Governors would also like to record their thanks to the current School Leadership Team (SLT) and Mr Frazer Bailie, Education Authority (EA), for their support and guidance through the process.

Curriculum Team meetings continued the process of monitoring and evaluating in line with their single-year School Development Plan (SDP) targets, maintaining the momentum gained during 2021-22. There was additional focus on the areas of the

World Around Us (WAU), Literacy and Numeracy, with strategic targets set that could, be carried forward to a new SDP cycle starting in September 2023.

At the end of the year, returning to the practice of a SDP-focused Governors' meeting, a selection of staff presented updates on selected areas of the SDP, with which they were specifically involved: Mrs Ambrose (music); Mrs Bovill (outdoor learning); Miss Cranston (PERMA impact study).

The Governors wish to acknowledge the work of all the staff teams on these issues; also the commitment shown by the School Leadership Team (SLT), which continues to develop its own role within the school and to provide extended professional development for both its own members and the wider staff body.

The Performance Related Staff Development (PRSD) process was re-introduced during the 2022-23 school year, although the expectation was only for teachers not at the top of their pay scales to participate. As has been the consistent approach of the Andrews Memorial staff throughout the years, however, all did participate. The agreed targets are listed below:

1. Professional Practice:
 - *Implementation of Accelerated Reader (P3-7) or use of library (P3 & FS)*
2. Pupil & curriculum development:
 - *Implementation of Numbots or Rock Star Tables programme*
3. Personal & professional practice:
 - *Undertake personal development in the area of wellbeing (work/home)*

These targets were agreed by the staff and have followed a similar pattern over the past 11 years; targets 1 & 2 are shared among the whole staff and the third is provided as an option. Should a teacher wish to undertake a more personal target related to their role in the school, this is supported where possible.

The Principal and Vice Principal normally undertake a set of targets and submit theirs for review to the Board of Governors (Finance Committee). The Principal's and Vice Principal's PRSD scheme was suspended for 2022-23 for those leaders at the tops of their pay scales, so both Mr Magee and Mr Sandford did not complete a formal PRSD review process. The work of both, however, is scrutinised by staff, parents and Governors on a regular basis.

Andrews Memorial continues to pride itself on an ethos of 'build from within', whereby the pace of change or curriculum development is absorbed by the whole staff team in a shared fashion, utilising the experience and expertise within the team.

In summary, alongside changes to the staff, in terms of personnel and class structure (there were 3 classes with teachers on flexible working patterns), the vast majority of school development targets were met during 2022-23. The Governors wish to record their thanks and appreciation of the efforts of every teacher and ancillary member of staff throughout the year. Ultimately, school development must be centred on developing the learning experience for the children. It is the Governors' belief that the pupil experience at Andrews Memorial is fit for the demands of the N. Ireland Curriculum, as well as the 21st century.

It is also appropriate at this point to record the Governors' appreciation of the efforts and thanks to retiring members of staff. Mrs Carol Moorhead, Foundation

Stage Classroom Assistant for 26 years, and Mr Ralph Magee, Principal for 15 years, both retired at the end of the 2022-23 school year.

Mrs Moorhead worked in support of generations of P1 pupils in the classroom. She also created costumes for all school productions and ran the first Eco Club. Her legacy will be long-lasting, evident with every show the school puts on!

Mr Magee's tenure as Principal was first marked by the lead-up to the Titanic Centenary in 2011-12 coinciding with a drop in enrolment. He led the school through challenging times in that respect and was able to use the Centenary to re-connect with the local and wider community, thus establishing a 'new' footprint based on a 14 class base, but with an equal if not extended impact in terms of curriculum provision. Co-creating the school's book, 'A Titanic Memorial', with Ms Graham was a notable highlight. Continuing to build community links and managing staff changes within a revised team structure facilitated a broadening of the school's provision in and beyond the classroom. It is testament to his team-building skills that Andrews Memorial is growing again and has been over-subscribed for P1 entry in recent years. The school is now full and flourishing.

The Governors wish both Mrs Moorhead and Mr Magee long and healthy retirements.

The team structure for curriculum and leadership/management remained the same as in recent years. New members of staff slotted in well and all teams functioned effectively. The team leaders are highlighted in **bold**.

Curriculum Teams

<i>Learning Area</i>	<i>Foundation</i>	<i>Key Stage 1</i>	<i>Key Stage 2</i>
<i>The Arts</i>	K Dawson	L Ambrose	L Beattie
	C Moorhead	A Savage	N Martin
<i>Language & Literacy</i>	K Dawson	A Savage	J Alexander
	C Cranston	L Ambrose	G Broadbent
	K McLees	G McCullough	L Beattie
<i>Mathematics & Numeracy</i>	A Bovill	A Atherton	N Martin
	A Sims	A Fulton	R Van Giesen
		J Hanafin	J Sandford
<i>PDMU</i>	A Bovill	A Savage	
	A Sims	J Hanafin	R Magee
	C Cranston	G McCullough	
<i>PE</i>	A Sims	G McCullough	G Broadbent
		A Atherton	J Alexander
	L Lutton	K Upritchard	
<i>The World Around Us</i>	A Bovill	A Fulton	L Beattie
	K Dawson	A Savage	J Sandford
	C Cranston		
	C Moorhead		

Leadership & Management Teams

<i>Team</i>	<i>Name</i>	<i>Position/representing</i>
<i>Leadership & Management</i>	R Magee J Sandford A Bovill R Van Giesen	Principal Vice Principal Teacher Teacher
<i>Learning & Assessment</i>	J Sandford K Dawson A Atherton L Beattie N Martin G Broadbent R Van Giesen J Alexander J Hanafin (as required)	Vice Principal Foundation Key Stage 1 Key Stage 2 Key Stage 2 Key Stage 2 Using Mathematics Communication SENCO
<i>Information Communications Technology (ICT)</i>	A Sims C Cranston L Ambrose A Atherton L Beattie N Martin G Broadbent J Alexander	Foundation Foundation Key Stage 1 Key Stage 1 Key Stage 2 Key Stage 2 Key Stage 2 Key Stage 2
<i>Safeguarding</i>	A Sims J Hanafin L Lutton K Upritchard S Morrison R Magee	Designated Teacher (DT) & First Aid Deputy DT, SENCO & First Aid SEN SEN Secretary Principal & First Aid

The Governors recognise the relevance of these teams and their role in school leadership and management. Supplemented by the other middle-management teams (Learning & Assessment, ICT and Safeguarding), the school is supporting teachers' professional development and developing a robust structure to support effective self-evaluation - where the professional voice extends beyond the SLT, particularly in terms of monitoring provision and practice.

It should also be noted that the team structure fulfils the school's aims of providing full and inclusive access to the curriculum for all pupils; that the needs of all the learners are met. While curriculum teams focus on the 'what', the leadership teams focus on the 'how', as well as whole-school aspects of self-evaluation.

If the provision of any reasonable adjustments or specific needs are identified for any children, the teams are also responsible for linking these needs across the curriculum, both in the context of the children's learning and their pastoral needs.

Ancillary Staff 2022 - 23

Executive Officer	Mrs S Morrison	
Building Supervisor	Mr B Dugan	
Classroom Assistants	Mrs L Lutton Mrs C Moorhead	Mrs K McLees Ms D McLaughlin
SEN Assistants ¹	Mrs R Bradley Mrs C Curran Mrs G Dewar Mrs R Eves Mrs A Galway Mr A Hunter Miss R McCullough Mrs K McLees Mr C Morrison Mrs L Reid Mrs R Smyth Miss S Spence Miss M Stewart Miss E Van Giesen Mrs K Walton	Mrs E Cole Mrs R Day Ms C Dos Santos Mr D Fairley Miss L Hanafin Mr E Magee Miss M McDowell Miss B McNabb Mrs S Morrison Mrs C Robinson Mrs R Spence Mrs N Sproule Mrs K Upritchard Mrs G Wallace Mr C Wilson
Crossing Patrol	Mr B Dugan	Mr C Morrison
Supervisory Assistants ¹	Mrs W Bowman Ms C Dos Santos Mrs J Haire Miss M McDowell Mr C Morrison Miss M Stewart	Mrs R Day Mrs R Eves Mrs L Lutton Mrs K McLees Mrs R Service Mrs P Strickland
Cleaners	Mrs W Bowman Mr C Morrison	Mrs R Day Mrs R Service
School Meals Staff	Mrs A Simpson (Cook/Supervisor) Mrs S Akther Mrs J Maguire Mrs N Weir	
Breakfast Club	Mrs R Day	

¹ This is a list of all the SEN Assistants and Supervisory Assistants that worked in the school during 2022-23; not all worked the full year as there was a number of temporary emergency appointments in light of staff absences and vacant posts. The Governors wish to thank everyone for their contribution to the team; also to recognise & appreciate the service of Mrs Eves & Mrs Robinson as they move on to pastures new.

Extra-Curricular Activities

A full programme of extra-curricular activities was provided during 2022-23. It is to the staff's credit and Governors' delight that this school can still support an extensive extra-curricular programme led by its own staff. Following evaluation of the programme in 2021-22, Mrs Sims, the Coordinator, facilitated external providers in 2022-23: Clayrazy, Miniversity and Supreme Sports.

The programme summary for 2022-23 is shown below:

Activities: the arts	Staff
Choir	Mrs Ambrose, Mrs Bovill
Drama	Mrs Martin, Mrs Beattie (props & scenery)
Orchestra	Mrs Ambrose, Mr Morrison
Activities: sports	
Athletics	Mrs Sims, Miss Savage, Mrs Hanafin
Cricket	Mrs Sims
Football	Mrs Sims
Gymnastics	Miss Alexander, Mrs Broadbent
Hockey	Miss Alexander
Netball	Miss Cranston, Mrs McCullough
Rugby	Mr Magee
Table-tennis	Mrs Sims
Activities: other	
Scripture Union	Mrs Bovill, Miss Cranston
Eco Club	Mrs Bovill, Mrs Fulton
Art Club	Mrs Beattie

The school can now boast grounds with both active and engaging learning resources. All classes undertake outdoor learning related to all curricular areas. It would be accurate to claim that the school grounds are a truly integral part of the children's learning environment throughout their time at Andrews Memorial.

Further to designated government 'wellbeing' funding (2020-21 & 2021-22), more resources were purchased to enhance the outdoor learning environment. Some of these were provided by the N. Ireland Prison Service, others installed by a very helpful and active group of parent volunteers. Through Mrs Bovill, who coordinated the outdoors' development programme and liaised with parents, the Governors are indebted to these volunteers for making a real difference to the grounds.

The school continues to embed the ethos of a healthy lifestyle through its activities in relation to Active Travel, with walking/bike buses. Once again, the school also participated in the Big Walk & Wheel (formerly the Big Pedal), finishing a very creditable 7th in the large schools' section for N. Ireland. Thanks must go to Mrs McCullough for coordinating the children's 'bike crew' in relation to this initiative.

The football team competed in the local 7-a-side league, with a crop of young players gaining valuable experience ahead of the 2023-24 season.

The girls' and boys' hockey teams both competed in local tournaments.

The netballers weren't so fortunate regarding a resumption of a league or tournament structure, but local schools are now in the process of organising a league which is to be welcomed.



A selection of sporting teams from 2022-23

Both the girls' and the boys' cricket teams were prepared for local area tournaments, but neither took place.

Table-tennis continues to be a very popular sport and lunchtime activity. This year, the children competed in the Ulster Team and Individual Finals in Banbridge.

Ethan Craigan - in full flight; Ethan competed regionally & nationally this year under the school's name



The Mini-Rugby squad trained diligently throughout the year and competed at 2 blitzes, one at Strandtown PS and one at Ards RFC. The boys and girls played some great rugby and scored super tries - a real thrill for them. In view of his retirement and the team needing a new kit, Mr Magee 'retired' the shirt that has served the school so well for some 14 years. It now takes pride of place on the wall and will hopefully be a reminder and a stimulus for new generations of players.

As in 2021-22, the school entered teams in the Ulster Fitness and Dance Championships - events that bridge the divide between sporting prowess and creative talents. It is fair to say that this year's success perhaps topped last

year's, with awards gained across both genres and the dance group gaining the highest score across all categories!

The gymnastics team also competed at the NI Championships, medalling in the pair and tumbling events. In the very competitive team category, where standards are incredibly high, they gained a silver medal, a truly outstanding achievement!



Two incredibly talented teams of dancers & acro-gymnasts

The Governors wish to convey their thanks to all the children and staff who served the school on teams this year. It is a source of great pride for all concerned that Andrews Memorial continues to provide these opportunities for the children - and the staff - to develop their skills both locally and regionally. Relationships between staff, pupils, and parents (who provide the transports and the 'sideline' support) are significantly enhanced and the 'feelgood' factor is felt across the whole school community. The staff members who provided all the sports are listed in the table above.

The school's musical tradition and excellence were also to the fore in 2022-23. Harvest, Christmas, Easter and end of year services were all presented to enthusiastic (and full) audiences in the Andrews Hall. In addition, the school's 'Focus on 50' events provided an extra stimulus and more opportunities to shine (see separate section below).

The incredible enthusiasm shown by the children and parents in re-establishing the orchestra post-COVID, was in further evidence this year, with the orchestra continuing to attract young musicians and numbering over 40 children.

In addition to Mrs Ambrose, and latterly Mr Morrison, the Governors continue to appreciate the services of the peripatetic service of the Education Authority. Some tuition became possible during the year and the school was very grateful for the commitment of Mr Clinton, Mrs Butler, Miss Neeson and Mr Myles, who taught the brass group, upper strings, lower strings and woodwind respectively. Thanks must also go to Mr Thompson who stood in for Mr Clinton during his enforced absence through illness.

The teachers continued to organise regular outdoor singing opportunities, enjoyed by the children and staff alike.

The annual P7 production this year was 'The Lion King', superbly produced and directed by Mrs Martin. Musical support was provided by Mrs Ambrose and the stage set and props were coordinated (and built) by Mrs Beattie. It is fair to say that this production, scaled up due to the 50th celebrations, was a magnificent triumph! Pupils from P5, 6 and 7 took part, creating a tremendous volume of

singing and a wonderful atmosphere in the Hall. The acting and singing were superb, with many 'stand-out' performances. The sound and lighting (Miss Cranston and Mrs Beattie) was enhanced significantly through the loan and purchase of additional resources. The stage, quite literally, has been set for the future and it looks very bright indeed!



P3 pupils after their brilliant performance of 'The Really Hopeless Camel'



Some of the cast of 'The Lion King' pictured with Mrs Carol Moorhead, costume designer supreme for so many years at Andrews Memorial; Carol retired at the end of this year



Members of the amazing cast of 'The Lion King'

The school can have no concern as to the collective enthusiasm of the staff in both maintaining such events in 2023-24, as well as adding music to the curriculum, inside and beyond the classroom wherever possible. In addition to Mrs Ambrose, now installed as Music Coordinator, and Mrs Martin leading the production, there is a dedicated and very enthusiastic team ready and willing to take Andrews to the next level in music and drama. It really is a 'watch this space' moment...

It has been the Governors' genuine pleasure to record their joy and pride in the reporting of these opportunities and successes enjoyed by the children during the year. The provision of such a range of activities, as well as the devotion to time for practices, illustrates outstanding commitment from the staff, pupils and parents. The experiences the children have had will live long in their memories and hopefully inspire them to continue their involvement at Andrews Memorial and their next school.

School Website & Twitter

The website continues to showcase events in the school and provides up-to-date information regarding the school calendar. The latest Governors' report is also available, along with copies of the school's Safeguarding policies, admissions criteria, Prospectus and School Development Plan. Rather than repeat reports here, the Governors would encourage everyone who reads this report to check the website for further, more extensively reported, news and school information.

The Twitter feed continues to be a popular medium for keeping parents and friends informed of school events, even as they happen. The feed is also shared on the school's Facebook page and, where relevant, the PTA's Facebook page.

Mr Magee instigated a survey of parents and staff in 2022-23 related to 'school communication', following preliminary discussions during previous years. With Miss Alexander completing a leadership development course and needing a whole-school project, the school was able to utilise her expertise in compiling a survey and presenting the results to staff, Governors and parents. Her work was carried out to the highest of standards, for which the Governors are extremely grateful. Taking effect immediately, in 2022-23, a new Annual Report format was produced, the website was more effectively promoted via google searches and the use of School Money (as a cashless, online booking system) was further employed across a range of contexts - supported by Mrs Morrison in the office.

Once Mr Fulton has a chance to study and discuss these results, there are likely to be further developments next year. The area of social media has the potential for more effective sharing between platforms and spreading of content, for example, and online booking of after-school activities and possibly parent consultations may become possible.

Assemblies

With particular thanks to Mrs Ambrose, Mr Magee was able to organise a full programme of school assemblies during 2022-23, with many guest speakers. The Governors appreciate the contributions from everyone willing to come and talk to the children and look forward to the programme of visits continuing.

This year saw a restructuring of assemblies into 3 groups - P1 & 2; P3 & 4; and P5-7. It was felt that each 'key stage' deserved a separate focus, benefitting P3 & 4 especially, giving these children more 'ownership' of their own gathering, rather than 'joining in' with the youngest or oldest children. In short, the format offered more pastoral support for this key stage.

Additionally, assemblies were led by the Principal and senior members of staff.

Educational Visits / Visitors to School

During 2022-23, the school managed a complete programme of educational trips, as well as a series of visits to the classes:

- P1 visited Crawfordsburn Country Park
- P2 visited the zoo; visits from a parent farmer, the PSNI, the Bee People
- P3 visited Stormont Estate; visits from former parents & local farmer
- P4 held a 'Titanic Day' visiting local sites in Comber (in appropriate dress); they also hosted visits from the World of Owls, Wee Critters & Party Animals
- P5 participated in an overnight stay at Ganaway, Millisle
- P6 participated in a 3 night residential at the Share Centre, Co. Fermanagh
- P7 participated in a 3 night residential in Edinburgh



A selection of photographs from the P5 residential at Ganaway - new for 2022-23

Charities

The school has a tradition of supporting charities at local, national and international level. In practice, the school nominates a principal charity for each academic year, although in 2022-23, a number of major donations were given (see table below). The Governors would like to thank the school community for its unswerving support of such good causes and recognise the efforts of the staff in organising these events.

2022-23

Oct-22	Foodbank	Harvest offering	n/a
	Children's Cancer Unit & Gift		
Oct-22	International	non uniform day -	£256.37
Nov-22	Royal Air Forces Association	didn't happen this year	n/a
Nov-22	Poppy Appeal	not been given total - poppies sold	tbc
		Christmas services P4/5: P6/7: FS	
Dec-22	Comber Coal Fund	Nativity (2)	£840.53
	Children's Cancer Unit & Gift		
	International	non uniform Christmas jumper days	£455.45
Feb-23			
Mar-23	Book Aid	World Book Day - donations for non-uniform day & book swop	£200.00
	NICHSA	Red dress day & Easter service	£695.05
		cover costs of events & excess in aid of school funds	
Jun-23	Wellbeing week	End of Year Services	n/a
		TOTAL	£2,447.40

Parent Teacher Association

The Governors acknowledge the valuable contribution of the Parent Teacher Association (PTA) to the life of the school. The PTA Committee was re-formed this year, with office-bearers being installed in January 2023.

Mr Magee provided a timetable for 'Focus on 50' events (see below) and requested PTA support with refreshments at each. The Committee supported the school as requested and at other school events, eg Sports Days, the school play and P1 induction afternoons.

Mr Magee also asked that a Summer Fair might be considered a good opportunity for fundraising and re-building of relationships with the wider school community. The Committee and its team of helpers organised a hugely successful event in June, raising some £6500. This is an astonishing amount and reflects the potential within the school community for school-focused fund-raising, especially important given the current financial climate.

It is very satisfying for all concerned that the PTA is now very much 'up and running' again, with genuine ambition and a group of dedicated volunteers to guide it.

The Governors would like to express their thanks to the Committee and parental body, including the staff members, for a superb year.

School & Community - our 'Focus on 50'

Andrews Memorial celebrates its 50th birthday on 1 September 2023. However, it is important that the school celebrates such a milestone over a longer period and 2022-23, the 50th year of operation, was selected as that period. The celebrations and events have all been documented on the school website and social media channels, all the children and parents have been involved and all-in-all the year has been a tremendously positive experience. The purpose of this section, a special one for this year, is not to repeat news stories, but to make reference to the events from the Governors' perspective.

The PTA, as recorded elsewhere in this report, made its own contribution to the year's celebrations, something that the staff valued immensely. It was also an opportunity for the PTA to re-establish its links with the wider body of parents following a relatively dormant period during and post-COVID.

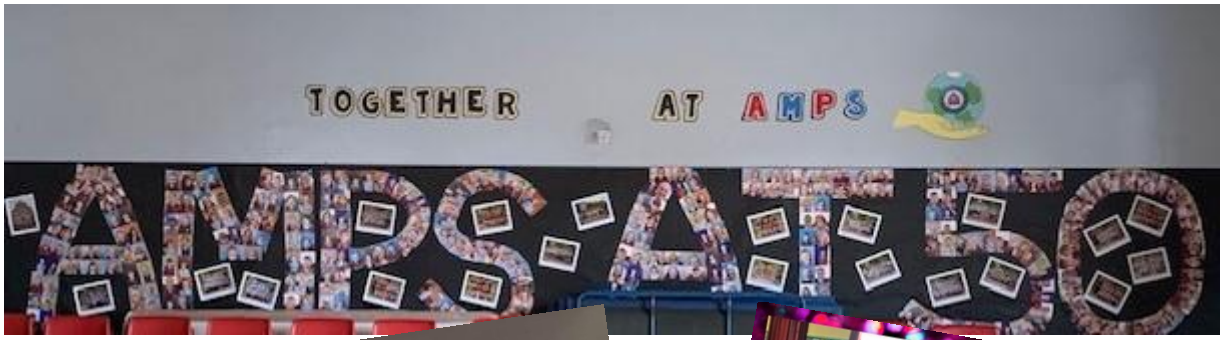
The list of events, specifically related to the year, as well as those with an added focus/reference to the year, are listed below:

- ✓ 50th day at school & 1970s disco
- ✓ Christmas Services
- ✓ Musical afternoon - with the P4 choir & guest singers
- ✓ A trip down Memory Lane
- ✓ School Play - the Lion King
- ✓ Sports Days & Colour Run
- ✓ Commemorative tea-towel production
- ✓ Commemorative pen - presented to all pupils & staff
- ✓ Be Yourself Picnic
- ✓ Photo display, school Assembly Hall

The Governors wish to thank all the staff for this special year and this special series of celebrations. The school does anniversaries very well, making significant contributions to the Titanic Centenary and the Andrews Hall Centenary in recent years, for example. For this year, however, it was fitting that the focus was on the school itself.

The 'Focus on 50' Committee was established to plan some of these events, most notably the trip down Memory Lane, the results of which are recorded in detail on the school website News page. That group of staff, representing the 'old' and the 'new' worked extremely hard and effectively to make this year happen in the ways that it did. However, and as it always is at this school, it is to the huge credit of the whole staff team that these events took place.

The selection of photographs included here is just a flavour; being there and being part of it was the key!



Mrs Ambrose, Mr Yeaman, Mrs Atherton, Mr Magee, Mr Henderson; current & past Principals, plus members of the Focus On 50 Committee

Enrolment / Attendance

Andrews Memorial Primary School is a co-educational, controlled primary school which was established by the Down County Education Committee in September 1973.

Under the government's Open Enrolment Policy, the school's maximum enrolment number for the school year 2022-23 was set at 368 pupils (not including those with a Statement of Special Educational Needs). The admission number for Primary 1 pupils was set at 53 pupils, with the option of admitting up to 10% (5 pupils) providing the overall enrolment number isn't exceeded.

For the school year 2022-23, the attendance summary is:

Period:	01/08/2022 to 31/07/2023
Total enrolment (October 2022 Census)	376
Attendance for the school year:	94.2%
Applications to P1 (Sept 2022 entry):	53
Admissions to P1 (Sept 2022):	53

Financial Matters

As a fully delegated school, the Board of Governors is responsible for the management of the school's budget share as allocated by the Education Authority (EA) from the Aggregated Schools' Budget.

A summary of expenditure for 2022-23 and for the two previous financial years is reproduced below. The year-on-year increase in deficit is a direct result of unfunded increases in staff costs which will continue to have a cumulative impact on the school's financial position - despite the fact that the enrolment is increasing and the necessary appointment of a permanent 14th class teacher was completed during the 2022-23 school year. The additional expenditure on premises is accounted for by increases in utility costs - oil, gas and water. It should be noted that the increase is due to cost, *not usage*.

The Governors continue to support the Principal and staff in their management of finances in extremely challenging circumstances. They are also frustrated by the lack of cohesion and consistent communication around financial issues, particularly the expectation to produce a viable 3-year financial plan in such an uncertain and unstable environment.

The Finance Committee of the Board of Governors meets regularly to ensure that the children receive the best possible education from the limited resources available. Expenditure is monitored internally and reconciled with the financial reports produced by the EA.

Mrs Morrison, the school's Executive Officer, plays a central role in the administration and monitoring processes related to the financial management of the school. The Governors wish to commend her for this support and for her willingness to attend Finance Committee meetings as requested.

In summary, given the financial climate, the teachers and leadership are to be commended for their continuing and very effective promotion of such a high quality learning experience for the children.

Comparison of expenditure against total expenditure for the year (%)				
	year 1	year 2	year 3	
	2020-21	2021-22	2022-23	year 3-year 2
Permanent Teachers	74.29	68.12	70.42	2.3
Temporary Teachers	8.52	11.34	8.24	-3.1
Non-teaching staff	13.29	12.97	13.75	0.78
Sundry staff costs	0.01	0.05	0.03	-0.02
Premises	2.45	5.47	5.72	0.25
Operating costs	1.23	1.89	2.64	0.75
Other expenses	0.48	1.62	1.06	-0.56
Income total	0.26	1.42	1.85	0.43
Total	100.53	102.88	103.71	0.83

	2022-23 expenditure	2022-23 budget	exp as % of budget
Permanent Teachers	859706	870604	88.46
Temporary Teachers	100560	43894	10.35
Non-teaching staff	167915	142589	17.28
Sundry staff costs	366	208	0.04
Premises	69828	74720	7.19
Operating costs	32207	-158650	3.31
Other expenses	12906	11257	1.33
Income total	-22590	-12778	2.32
Total	1220897	971844	130.28

Premises / Accommodation

For the school year 2022-23, class accommodation consisted of fourteen classrooms and a Computer Suite inside the main building. Additional classroom space is available in the Andrews Hall. This is used to accommodate Jiminy Cricket’s every week day between 9.15am and 11.45am, and 2.00pm and 6.00pm.

Each classroom has its own computer and interactive ‘touch-screen’ panel, and the new DigiHub has 25 devices (PCs or laptops), making whole class ICT teaching much more manageable. The school computer network, all hardware items and the software system continue to be managed by C2k, as well as dedicated staff in the school.

iPads extend the children’s learning in ICT across all Key Stages, with sets available for each Key Stage. In addition to the ICT Team, the school’s ICT provision is supported by a technician from Schools Support NI on a weekly basis.

The school still awaits alterations to the Old Ballygowan Road pedestrian entrance, as well as the painting of cycle lanes in the grounds, to complete access to the cycle shelter installed prior to the 2010-11 school year.

Following completion of the DigiHub, funding provided during that fundraising period had been retained for the provision of a new library/literacy space in what was originally the school library, but which had been used as a computer suite.

The Governors are delighted to report the completion of the new Library/multi-modal space during this school year, with the 'official' opening taking place on 25 January 2023. Brian Frederick, acclaimed children's author, was the guest speaker, not only officiating at the opening, but also conducting literacy sessions with children during the day.



Brian Frederick pictured with AMPS' first set of librarians

The Governors wish to acknowledge Mr Frederick's contribution to a special day; moreover, they must thank Miss Alexander, Literacy Coordinator, for her assured leadership and organisational skills during this major curriculum/premises redevelopment.

The Andrews Memorial Hall is also part of the school estate. Having been refurbished extensively since 2008, the Hall now possesses 21st century accommodation, compliant with current health and safety procedures and requirements. The upkeep of the Hall is the responsibility of the school in association with the Education Authority (EA).

The school has a tenancy agreement with Jiminy Cricket's pre- and after-school club, which occupies the Hall and provides valuable support to the community and to the school's provision of 'wrap-around' care.

The school uses the building for school plays/performances, educational visits and sport. It also welcomes users from the wider community. In short, the school aims to continue the Hall's place as a community building in continuous use since its opening in 1915.

The Governors acknowledge the work and commitment of the Building Supervisor and cleaning staff for the manner in which they carry out their duties. The premises are always presented in excellent condition. The Governors also recognise the commitment of the Building Supervisor to 'out-of-hours' work in the

Andrews Hall, preparing the hall for the various events that local groups have booked. They are also appreciative of parents and the local PSNI for their support and communication regarding the premises.

The Governors would also like to record their thanks to the staff for their efforts in displaying the children's work throughout the school - both in the main building and the Andrews Hall. These displays are commented on very positively by both parents and visitors.

Health & Safety

The Governors discuss health and safety matters at all their meetings. An annual Health & Safety tour is undertaken by the Governor responsible and the Building Supervisor. The school's estate is in sound condition and the grounds have developed in recent years in relation to the provision of outdoor learning opportunities.

Under consideration is the remodelling of the main school entrance and office accommodation, but only as a Minor Works application through an EA programme. Delegated budget resources cannot be deployed to such a project at this stage.

The Governors continue to issue a half-termly reminder to parents about safe parking and continue to monitor the situation through liaison with the Principal. The Governors acknowledge the contribution the entrance parking barrier has made to reducing traffic in the school grounds and thereby increasing the safety for everyone within.

Safeguarding

The school's Safeguarding Team comprises the following members of staff:

Mrs Julie Hanafin	Coordinator for Pastoral Care & Deputy Designated Teacher for Child Protection (DDT)
Mrs Ashleigh Sims	Designated Teacher for Child Protection & First Aid
Mr Ralph Magee	Principal & First Aid
Mrs Lorraine Lutton	Foundation Stage Classroom Assistant
Mrs Kim Upritchard	SEN Classroom Assistant
Mrs Sharon Morrison	Executive Officer
Mrs Carol Nixon	Chair of Governors
Mr Nick Mitford	Designated Governor for Child Protection

The team met regularly during 2022-23, although staff recognise that there is a pressing need for more regular meetings in the future - an opportune moment given the appointment of a new Principal.

Mrs Morrison, Mrs Lutton and Mrs Upritchard attend where required (membership/attendance of classroom assistants is under review, especially given the increasing numbers of SEN CAs); Mrs Nixon and Mr Mitford, as invited. The

Governors are updated via these team meetings as well as 'safeguarding' being included as a standard item on Governor meeting agendas.

The notable issues and achievements relating to 2022-23 are:

- The resourcing & opening of a new Sensory Room
- The updating of the 'pastoral policies portfolio
- The updating of the core team on pastoral issues, eg Operation Encompass, Child Protection Case Conferences, family issues, bullying issues
- The updating of the core team on Special Educational Needs issues, eg progress of Statementing process, recruitment & allocation of SEN Classroom Assistants

The Governors acknowledge the sensitive nature of much of the team's work and wish to record their sincere appreciation of its efforts to support the most vulnerable members of the school community. They also wish to record their thanks for the time and effort committed to the team, particularly from Mrs Sims and Mrs Hanafin. The issues relating to pastoral care/safeguarding are wide-ranging and numerous, and result in a significant impact on teachers' time. Mr Magee has been extremely grateful for the team's support in assisting his management of issues which are often complex and very sensitive. The experiences gained during the 2022-23 year have highlighted the need for this team and its regular meetings to be an essential component of the school's existing leadership and management structure - and as an extension to the core work of the PDMU Team.

It is fair to say that the needs and issues experienced by this team will expand in future years. The withdrawal from class teaching of Mrs Hanafin for 3 days per week in 2023-24 will facilitate further evaluation of the team and its role during the next academic year.

Curriculum & School Development

2017-18 saw the beginning of the school's most recent 3-year School Development Plan (SDP), to run from 2017-2020. The primary area of curriculum development has been in the area of Personal Development & Mutual Understanding (PDMU), with a particular focus on developing the children's wellbeing and resilience.

The framework identified for this development is known as PERMA, originally defined by Professor Martin Seligman from the University of Pennsylvania. The 5 'pillars' of PERMA are:

POSITIVITY - ENGAGEMENT - RELATIONSHIPS - MEANING - ACHIEVEMENT

Given N. Ireland's very public issue with mental health and the growing realisation of stress in the learning and working environment, this area of curriculum development sees the school being proactive and dynamic - and real - in its efforts to promote wellbeing among pupils, parents and staff.

While PDMU was not a strategic target for curriculum development in the 2022-23 School Development Plan, the work over the past SDP is extremely well embedded in the school's practice and pastoral care for the children. Andrews Memorial's focus on PDMU, and its adoption of PERMA as a guiding framework for wellbeing, has been proven to be timely and relevant in and beyond school. Pastoral care is

very much a central and necessary focus for all schools in the current climate; this school is well-placed and well-resourced to maintain that.

During 2022-23, the school committed to strategic targets related to each curricular area. These are summarised in the table below and referenced to the areas of the Department's 'Every school a good school' planning document (the shaded headings). This is a brief summary only. The full 'Whole-school Strategic Review' is produced by the SLT and disseminated to the Governors. 'Behind' that, are the individual curriculum area Action Plans, from which each Curriculum Team then monitors and evaluates progress. These levels of planning and evaluation form part of regular updates at Governors' meetings.

Curriculum & Leadership Teams' strategic target summary

High quality teaching and learning	
Learning & Assessment	To fully engage in the formal collection of qualitative data to support existing available quantitative data
PDMU	To begin to implement PATHs programme in all year groups to complement PERMA; to help empower all children to develop the fundamental social and emotional learning skills, which will enable them to make positive choices
The Arts	To work collaboratively to enhance and refresh school displays, including activity areas, corridors, assembly hall and the Andrews Hall
Language & Literacy	To have an engaging and flexible library and literacy space being used by the whole school; further enhanced by the implementation of Accelerated Reader in P3-P7
Mathematics & Numeracy	To introduce TT Rockstars (P4-7) and Numbots (P1-3) to improve the children's fluency and recall in number bonds, multiplication & division facts up to 12x12
Physical Education	To monitor and evaluate the new KS1 and KS2 PE curriculum introduced last year (2021/22); this will further help the teachers deliver a broad and balanced curriculum for the children
Using ICT	To improve the quality of planning and evaluating within ICT to further enhance the ICT curriculum
World Around Us	To re-familiarise staff with the STEM trail activities to further enhance the good quality outdoor learning experiences for the children
Child-centred provision	
Pastoral Care & Safeguarding	To develop a Whole School Special Educational Provision Map
Effective leadership	
Leadership & Management	To develop a new format for a self-evaluation report
	To liaise with the Governors in support of their recruitment of a new Principal
A school connected to its local community	
To celebrate of the school's 50 th year - our Focus on 50	

In addition to the Focus on 50 events, the re-establishment of the PTA, the recruitment of a new Principal and the continuing evaluation of anti-bullying procedures and the promotion of positive behaviour within a challenging pastoral environment, it is the Governors' view that the school has maintained an outstanding commitment to school development in the widest sense and that is to the credit of the leadership and staff - at all levels.

Staff Development and In-Service Training

Staff training/professional development focused on Curriculum Team meetings during 2022-23, building on the 'reconnecting' work from the previous school year. The Numbots and Times Table Rockstars schemes, alongside the embedding of the Accelerated Reader programme, occupied significant amounts of teachers' development time in the core skills areas of the curriculum and the results from both have been encouraging. Further development will take place in 2023-24.

The Focus on 50 events also provided extended opportunities for staff development beyond individual members' curriculum responsibilities (see above).

Safeguarding training was carried out by Mrs Sims and Mrs Hanafin with all school staff - a mandatory responsibility. In addition, Mr Magee led staff through the requirements of the 2018 Anti-bullying legislation and the impact on school processes and policies. Both the Anti-bullying and Promotion of Positive Behaviour policy were closely monitored throughout the year and there will be revisions required during 2023-24. All such discussions have been funnelled through the Safeguarding Team (see above) and will be carried forward following consultation with the new Principal, Mr Fulton.

The SLT undertook training in relation to a revised format for self-evaluation, in relation to SDP targets, which will impact further as the SDP cycle continues to be re-established.

The local schools' Autumn Conference took place in early November 2022, at which several workshops were offered covering a range of issues pertinent for teachers - in numeracy, STEM (science), outdoor play and literacy (using the C2k Newsdesk resource). The conference and format were well received by teachers, as was the re-establishment of local 'cluster' group sessions (hosted by local schools in the afternoons).

It should be noted, however, that continuing industrial action by teachers (including Principals) did impact on some of the cluster activity. However, with regard to day-to-day duties, including attending meetings and providing after-school activities, all the Andrews Memorial staff carried out their full suite of duties.

Transfer Procedure and Primary 7 Pupil Placements

41 pupils formed the cohort of P7 pupils transferring to Post Primary school. 35 took part in entrance tests for Grammar schools. Following the Department of Education's removal of the transfer tests, two independent companies continued their sponsorship of their own tests in a 'deregulated' system - the Association of Quality Education (AQE) and GL Assessment. The Common Entrance Assessment (CEA), administered by the AQE, is used by the Voluntary Grammar and Controlled Grammar schools. The GL Assessment is used by the Maintained sector, some Controlled and Voluntary Grammars, and Integrated schools with a selective intake (in the areas that pupils from Andrews Memorial were transferring to).

The table below details the schools that the 2022-23 P7 cohort transferred to:

Post Primary School	No of pupils	Post Primary School	No of pupils
Ballynahinch High	1	Nendrum College	10
Blackwater Integrated	1	Regent House	13
Bloomfield Collegiate	5	Royal Belfast Academical Institution	2
Campbell College	1	St Malachy's, Castlewellan	1
Glenlola Collegiate	2	Strathearn School	4
Grosvenor Grammar	1		

In closing, the Governors would like once again to express their thanks to all the staff in the school. Andrews Memorial remains a genuinely warm and welcoming community, where children continue to be encouraged to reach their full potential, with a curriculum that balances the academic with the pastoral; the challenges with the fun; and the learning with the understanding and purpose that contributes to all-round achieving.

Our school ethos

Andrews Memorial believes in the potential of every child: to create; to achieve; to celebrate; to make a difference. We believe in blending and balancing the traditional elements of literacy and numeracy with a stimulating, up-to-date and challenging curriculum. We recognise the potential for ICT to enhance learning across the curriculum.

We aim to ensure that we provide a welcoming, caring and happy learning environment, in and beyond the classroom; also that we deliver learning that is valued by the whole school community and which develops an understanding and an appreciation of the world around us.

Ultimately, we hope to nurture well-rounded young people, who can engage with each other and with adults; who respect everyone and who have a sense of moral responsibility.

We believe it is our duty to:

- ✓ *Enthuse and enable pupils to reach their full potential by developing independence, self-discipline, self-confidence and self-esteem*
- ✓ *Create a positive atmosphere of encouragement and high expectations*
- ✓ *Build and nurture relationships between home, school and the community*
- ✓ *Provide a well-balanced, exciting and meaningful curriculum in a safe, caring and happy environment*
- ✓ *Promote an ethos of engagement and achievement built on effort*

Building a Legacy