



Strategic Plan

Governor's Committee Responsible:	Full Governing Body (FGB)
Review Period:	Yearly at FGB Strategy Day
Drafted:	October 2022

Document purpose:

The purpose of this document is to outline St. John's Infant School's Strategic Plan, a plan which supports the main governance functions as defined in the Department for Education Governance Handbook, October 2020 and the key priorities for the school. This document lists those governance functions, the key priorities that the School Full Governing Body has set against those functions, the committees and/or working groups assigned to delivering those priorities and the work streams associated with that delivery. The document will be reviewed each year at the Full Governing Body (FGB) Strategy Day and updated as necessary at FGB meetings to reflect any legislative or funding changes that happen within the academic year.

Governance at St. John's School:

Governance at St. John's School is carried out by a team of volunteer governors, the Headteacher and a member of School Staff. The FGB has a Chair, 2 Vice Chairs and FGB members who work as part of the governing body and on committees and working groups. Together they oversee, challenge, and support the Headteacher and her team to plan the future direction for the school that will best serve the interests of current and future children. The shared goal is to ensure delivery of the school's strategic objectives, including safeguarding and curriculum development, and to oversee the financial performance of the school, making sure its money is well spent.

There is a large focus on Curriculum, Resources and Finance and individual governors have responsibility for Child Protection, Safeguarding, Special Educational Needs, Health and Safety, links with the Guildford Diocese and training. Additionally, governors are involved in specialist Working Groups and Panels when the need arises.

It is important to recognise that all governors at St. Johns School are part of a team whose main concern is the welfare of the whole school. Governors do not have individual power to act alone, and the Governing Body makes decisions democratically, by consensus. The Headteacher is responsible for the day-to-day management of the school, including implementing policy and managing the curriculum. Further information about St. John's School and its governors, including their profiles, is available at the school website: <http://www.stjohns-farnham.surrey.sch.uk>. Roles and responsibilities are described in Appendix A.

The following lays out the Strategic Plan as agreed by the FGB on 28th November 2022.

St. Johns Church of England Infant School Strategic Plan

1. Introduction

This Strategic Plan was created by the Full Governing Body (FGB) in the academic year 2022/23 following discussions at the summer 2022 Strategy Day and autumn 2022 Business Meeting.

The Headteacher and staff, supported by the FGB, have always had a clear strategy to drive improvements across the school, the details of which have been recorded annually in the School Development Plan. To date this document has clearly defined and delivered against key priorities for the school. The school has an outstanding Ofsted rating. However with legislative changes likely via the Schools Bill, as well as resourcing challenges around energy costs and pupil numbers, it was decided that the School Development Plan should now become the operational document for the School, managing standards and deliverables each year, and that a separate Strategic Plan be written supporting the long term vision.

It is important to the FGB that they can set out the school ethos, values, key priorities and long term direction so stakeholders are clear on where the school is going and what the school is hoping to achieve over the long term.

This Strategic Plan is written to complement the School Development Plan which includes detail about curriculum, standards, safeguarding, evaluation and monitoring, and the Resources Committee Asset Management Plan, which outlines funding, resourcing and building related matters at the School.

It should be emphasised that the overarching intent of the school is to set high expectations in the learning and teaching for all areas of the curriculum, and to provide the skills, environment, support and encouragement for all to flourish as lifelong learners, in curriculum areas, in spirituality and in health and wellbeing. This will remain the most important thing the FGB do.



2. St. John's School

St. John's School is a popular Church of England Infant School. It is located in Churt, between the towns of Farnham and Haslemere in the Surrey Hills. It benefits from being in an Area of Outstanding Natural Beauty, with its own playgrounds, trim trails and school field, and with easy access to Churt Recreation Ground and the wider countryside. Outside learning via Forest School plays a key part.

The school has been welcoming children for over 150 years and sits within the centre of Churt village. The school is one-form entry with the capacity for 90 children ranging from ages 4-7. It accepts 30 children into each year group.

Churt has a thriving community spirit and the school has developed close links with the parish church (St. John's) and the local community. Children enjoy school assemblies delivered by the local Minister on a regular basis and special times of celebratory worship includes Harvest, Christingle, Easter, and the Year 2 Leavers Service. These important celebrations are held at the Church with parents and the whole school community including governors. The children also visit the Church as part of the RE, Geography and History curriculum.

The curriculum fulfils all the requirements of the Early Years Foundation Stage and National Curriculum and the Diocesan Syllabus for RE. The staff and governors fully support the entitlement of every pupil to experience a broad and balanced curriculum which is enhanced by a variety of educational school trips and by inviting visitors to the school.

More information about the school is available at the school website and a copy of the school prospectus is available here <http://www.stjohns-farnham.surrey.sch.uk/Admissions#prospectus>.

3. St. John's School funding

The School currently receives funding for its pupils from the Local Authority. In addition it receives;

- Pupil premium funding where applicable,
- Sport premium funding when accessible.

The school finances are well managed, in surplus, with a robust carry forward. Given the age of the school building, premises, maintenance and rising energy costs are likely to impact the budget over the next 1-5 years. The school hopes to gain some additional funding via grants and donations for school improvements and will assess other opportunities for funding as part of the broader strategy.

The School Business Manager, Headteacher and Governors Resources Committee manage financial matters for the School.

Smaller, but significant funds are raised by the Parents Teachers Association (PTA) for classroom and playground resources annually, and St. John's School is signed up to two donate as you buy schemes, Give as you Live and Amazon Smile.

4. School Vision:

St. John's is a place where we can grow as life-long learners, understand the value of trusting friendships, show thankfulness and compassion to others and can make mistakes, knowing that we will be forgiven. We can both find peace and become peacemakers in the knowledge that we are all treasured and loved as precious children of God.

Biblical Reference:

"I am the light of the world. Whoever follows me will never walk in darkness but will have the light of life" (John 8:12).

These words are at the heart of the school's vision. They inspire and motivate the whole school community. The aim is to ensure that every child at St. John's School is able to be, and wants to be, the very best that they can because they have the opportunities and support to do so. The school aims to deliver that vision by providing high quality education against the requirements of the curriculum and Christian belief and practice, and welcomes all, regardless of their faith or beliefs, in the understanding that mutual respect and tolerance of those who are different is celebrated.

5. School values:

The school values promote skills needed to be successful citizens in the school, in the community and in the wider world. They were created by the whole school community with an emphasis on Collective Worship, but are just as relevant for everyday life. The six key values are Thankfulness, Love and Compassion, Peace, Forgiveness, Trust and Friendship. Six 'rainbow rules' help everyone to live up to these values within the school. They are: 'be kind, be honest, be thoughtful, be respectful, be hardworking and let your light shine' and can be seen and heard in classrooms around the school.

The school encourages an understanding of the meaning and significance of faith and promotes Christian values through the experience it offers to everyone. St John's aims to preserve and develop its religious character in accordance with the principles of the Church of England and in partnership with the Church, parish and Diocese. It also recognises and supports staff, parents and children if they follow a different faith, or follow none.



"Be kind"

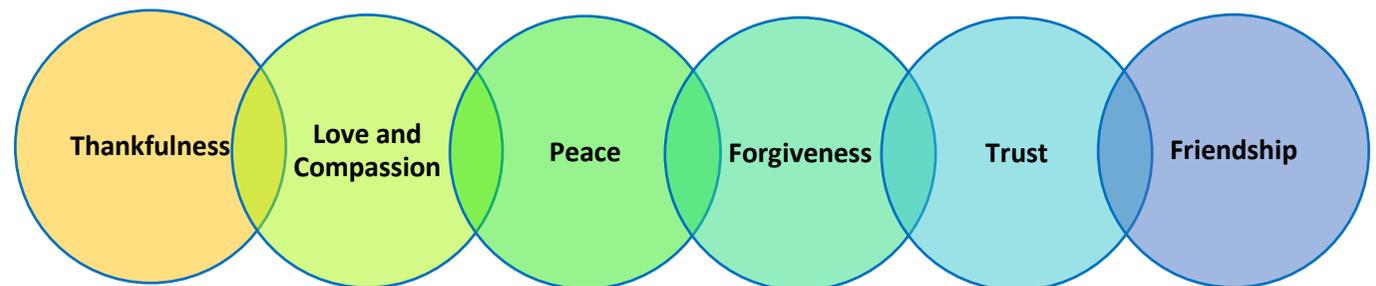
"Be honest"

"Be thoughtful"

"Be respectful"

"Be hardworking"

Let your light
shine!



6. Governors Strategic Vision

To ensure the FGB can provide the school with the best possible opportunities it works to a framework of clear goals.

Firstly the strategic vision incorporates the 3 Governance functions (as defined by the Department for Education) of:

- Ensuring clarity of vision, ethos and strategic direction;
- Holding executive leaders to account for the educational performance of the organisation and its pupils, and the effective and efficient performance management of staff;
- Overseeing the financial performance of the organisation and making sure its money is well spent.

Secondly it aims for effective governance across these areas:

- Strategic leadership: that sets and champions vision, ethos and strategy.
- Accountability: that drives up educational standards and financial performance.
- People: with the right skills, experience, qualities and capacity.
- Structures: that help reinforce roles and responsibilities.
- Compliance: curriculum, statutory and contractual requirements.
- Evaluation: monitor and improvement, aiming high in statutory inspections and reviews.
- Listening: ensuring the voices of all school stakeholders are heard.
- Equality: equal opportunities for all, managing diversity and individual needs.
- Sustainability: managing environmental impact, the school building and assets, energy and waste.
- Wellbeing: safeguarding, mental health, staff and parental support.

Thirdly, it delivers this vision via 6 key priorities that came out of a SWOT analysis, staff and parent survey results and discussions at the FGB Strategy Day. These priorities form the basis of the Governors Strategic Plan, which has been designed to deliver against the 3 Governance Functions and for the school. The key priorities are:

Key priority 1: To support a continuous and sustained focus on improvement around quality of education within the school.

Key priority 2: To secure and oversee the financial performance of the school, managing assets and resources.

Key priority 3: To manage the strategic direction of the school.

Key priority 4: To be recognised as the infant school of choice locally with close ties to the community and Parish Church.

Key priority 5: To create a sustainable, safe and secure school for this and future generations.

Key priority 6: To ensure the voices of all school stakeholders are heard, with diversity, inclusion and equality at the heart.

The FGB delivers this vision by:

- Ongoing performance review against the Key Priorities at FGB meetings.
- Delivery of FGB business in line with the School Development plan
- Monitoring of School Development

The School Inspection for Anglican and Methodist Church Schools (SIAMS) evaluation document also helps inform the Governing Body.

The school key priorities are grouped according to Governance Functions. Governors, committees and working groups are responsible for the delivery of each function. The Chair and 2 Vice Chairs each lead a Function, with members of the FGB supporting them. The FGB carries out its work through:

- Full Governing Body meetings
- Committee meetings
- In working groups or on Panels as needed which report back to the main FGB.

The success criteria which the FGB measures against is:

- A school operating at the Published Admissions Number (PAN).
- A balanced budget.
- Above national average results.
- Low turnover of staff – retention and Continued Professional Development (CPD).
- High net promoter score (customer experience rating) from parents, pupils, staff, and community stakeholder surveys.
- Ofsted rating; aiming for outstanding.
- SIAMs 'seven strands' grade which acknowledges good leadership, collective worship and RE.
- Maintaining a safe, sustainable and secure building.

A number of work areas underpin the delivery, and tasks associated with each work area change each year according to school needs. The main work areas of the FGB are:

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|----------------------------|---------------------------|---------------------|
| ▪ School Development Plan | ▪ Monitoring legislation | ▪ Issues Management |
| ▪ School Financing | ▪ Inclusion and Wellbeing | ▪ Compliance |
| ▪ Strategic Direction | ▪ School Resources | ▪ Feedback |
| ▪ Asset Management | ▪ Community Engagement | ▪ Inspections |
| ▪ Safe and Secure Building | ▪ Marketing and Brand | ▪ Governor Training |

7. The Strategic Vision in table form

Table 1 below shows the Strategic vision in table form.

	1	2	3
3 Governance Functions	Ensuring clarity of vision, ethos and strategic direction for the school.	Holding executive leaders to account for the educational performance of the school, its pupils and the performance management of staff.	Overseeing the financial performance of the school and making sure its money is well spent.
			
School's Key Priorities linked to Governance functions	Key priority 3: To manage the strategic direction of the school.	Key priority 1: To support a continuous and sustained focus on improvement around quality of education within the school.	Key Priority 2: To secure and oversee the financial performance of the school, managing assets and resources.
	Key priority 4: To be recognised as the infant school of choice locally with close ties to the community and Parish Church.	Key priority 6: To ensure the voices of all school stakeholders are heard, with diversity, inclusion and equality at the heart.	Key priority 5: To create a sustainable, safe and secure school for this and future generations.
			
Lead Governor:	Governance function 1 and Key priorities 3 and 4. Chair, Clair Craven	Governance function 2 and Key priorities 1 and 6. Co-Vice Chair Alice Jones	Governance Function 3 and Key priorities 2 and 5. Co-Vice Chair and Resources Committee Chair Mike Shorthose

Committee and/or working group support	Full Governing Body. Strategy, Communication and SIAMS leads.	Full Governing Body. Curriculum, SEND, Child Protection, Safeguarding, and Mental Health & Wellbeing leads. HTAPM and Literacy lead.	Full Governing Body. Resources Committee, Pay Committee, Fundraising Committee, Health and Safety and Estates leads.
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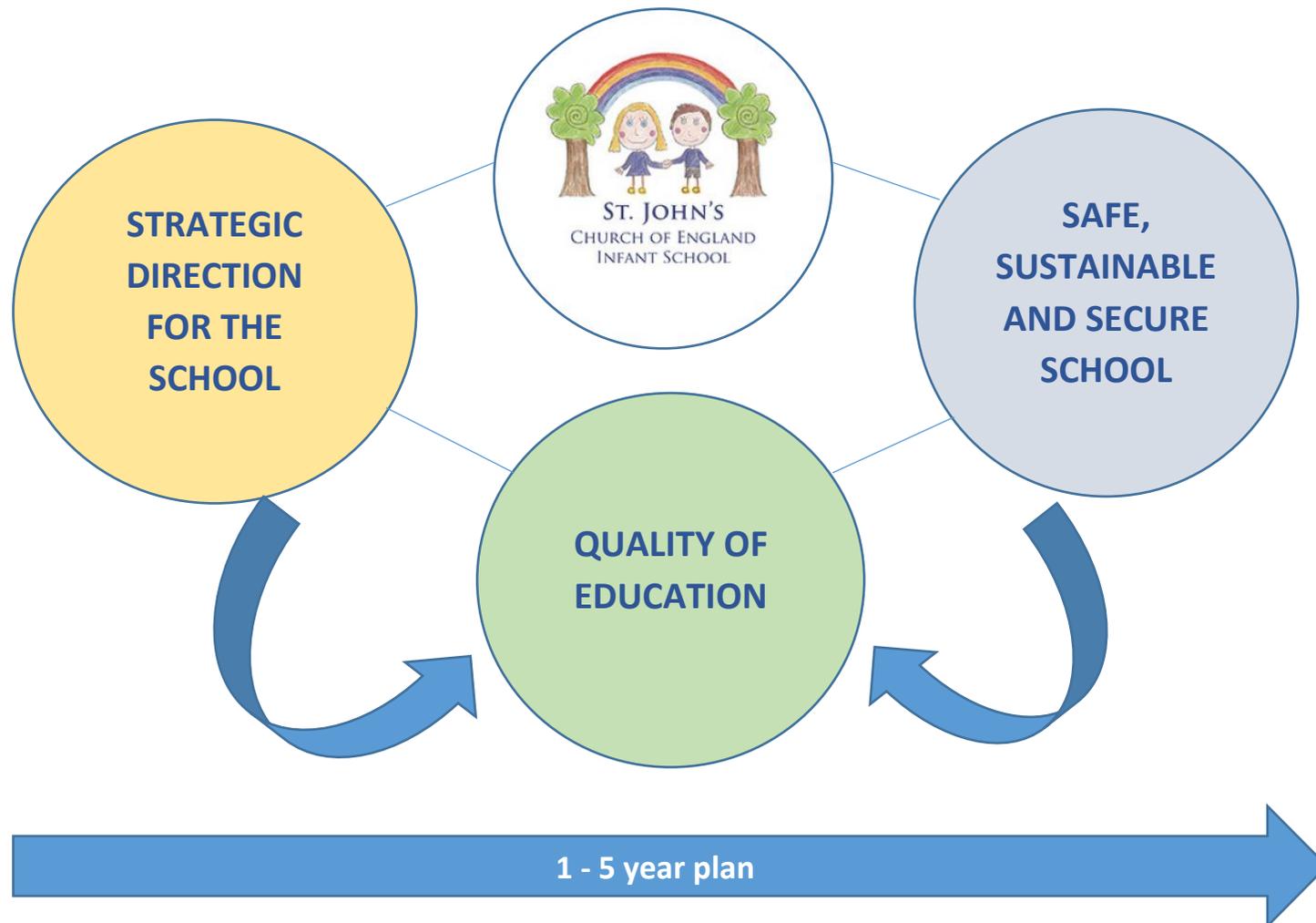
Work stream subjects to deliver key priorities. Note: tasks associated with each work stream may change each year.	Full Governing Body School Development Plan: review and governor subject monitoring, Inspections: Ofsted and SIAMS		
	Monitoring of legislation: e.g. Schools Bill.	Compliance: Safeguarding, law, SEND, Equalities, Pupil Premium.	School financing: Pay, Estate costs, Energy costs.
	Strategic direction: e.g. Multi academy trust assessment.	Inclusion and Wellbeing: Staff, retention of good people, school of choice, equal opportunities.	Resources: Shared resources/school networks/technology and ICT.
	Marketing and brand management: to retain high pupil numbers, school of choice.	Governor training: safeguarding, finance, curriculum.	Asset Management: Building and land improvements.
	Issues management: changes locally or nationally that may affect the school e.g. Covid, epidemics, nursery closure.	Feedback: Parent and Staff surveys.	Safe, Sustainable and Secure building: health and safety walk rounds, audits and reviews.
Success criteria for FGB.	A school operating at PAN. Strategic direction in place. External issues being managed. Effective communication campaigns.	Above national average results. Low turnover of staff. Ofsted rating, SIAMS rating. High net promoter score. Training achieved.	A balanced budget. A safe and secure building. A sustainable building. Management of assets. Securing additional funds.

8. Delivering the Strategic Vision

To deliver the vision the FGB has decided to focus on three main areas of work over the next 1-5 years. These are:

- Quality of education
- Strategic direction of the school
- Safe, sustainable and secure school

The following pages describe these areas of work in more detail.



Monitoring and management of the School Development Plan and school Curriculum forms a large part of the ongoing work of the FGB. This work is recorded in the School Development Plan and at FGB meetings. Specific work streams already identified in the School Development Plan deliver against Key Priority 1. These are: 1a, 1b, 1c, 2a, 2b, 3a and 5. The School Development Plan is managed by the Headteacher of the School. Governor subject monitoring to support the School Development Plan and Key Priority 1 will be carried out as follows:

Table 3: Governor Subject Monitoring:

Years	Autumn term 1	Autumn term 2	Spring term 1	Spring term 2	Summer term 1	Summer term 2
2022/2023	Safeguarding	Safeguarding Collective worship EYFS	Safeguarding RE Maths Phonics SEND Art	Safeguarding Collective worship EYFS Science	Safeguarding RE Maths Phonics SEND Music	Safeguarding Collective worship EYFS Behaviour Computing
2023/2024	Safeguarding RE Maths Phonics SEND PSHE	Safeguarding Collective worship EYFS Computing History	Safeguarding RE Maths Phonics SEND PE	Safeguarding Collective worship EYFS Geography PSHE	Safeguarding RE Maths Phonics SEND Art/DT	Safeguarding Collective worship EYFS Behaviour Science

All Key Priority 1 and 6 targets will be monitored and assessed at FGB Meetings. Quality of education success criteria for the FGB for the next 1-3 years is to;

- Have a school operating at the Published Admissions Number (PAN).
- Have a school with above national average results.
- A school that is supportive of all children of differing needs.
- A clear and effective safeguarding management system.
- A high net promoter score (customer experience rating) from parents, pupils, staff, and community stakeholders via annual surveys.
- Ofsted rating: aiming for outstanding
- Have a SIAMs ‘seven strands’ grade which acknowledges good leadership, collective worship and RE.

Key priority 6 deliverables for the next 1-3 years are:

- Improving surveys to capture staff, stakeholder and parent feedback,
- Holding annual meet the governors evening with Q&A session to allow for face to face feedback,
- Monitoring and where necessary improving communication tools to make sure ‘All voices are heard’.

The deliverables for the next 1-3 years to secure the strategic direction of the school are to;

- Assess and review financial structures for the school following the outcome of existing and new legislation.
- Retain pupil numbers by managing the closure of Churt Nursery and competition from other schools.
- Build stronger relationships with the wider local community and Church to help maintain and improve the reputation of the school.

Table 4 below shows work that the FGB plan to carry out during the 2022/23 academic year to support Key Priorities 3 and 4:

Work streams	Autumn term 22	Spring term 23	Summer term 23
Monitoring of legislation: Schools Bill	Follow legislation.	Assess impact of legislation for school LA funding vs MAT's.	Discuss/determine if new strategic direction needed.
Strategic direction: Multi academy trust assessment	Assessment of local MAT's/school structures/networks.	Report MAT assessment to FGB.	Discuss/determine if new strategic direction needed.
Communications campaign: 'school of choice' to retain pupil numbers.		Develop campaign/messages/ target audiences. Share with FGB. Sign off campaign.	Run campaign.
Issues Management: Churt Nursery closure	Impact assessment and review of options.	Set priorities pending results of review. Maintain communication with existing local nurseries.	Manage priorities. Maintain communication with existing local nurseries.
Church and Community Engagement: (Governors to assist/attend).	School Remembrance Service. Christingle making with children in School. Christmas Church service. Ask for community members to join school SIAMS team.	Support Church Yard leaf sweep. Governor attendance at Church coffee morning / Churt Toddlers to meet community. Easter service. Meet with Diocese SIAMS team.	Support Leaver's service. Support Churt Fete. Support village and wider local community events.

Success criteria:

- A school operating at PAN.
- Strategic direction in place.
- External issues being managed.
- Effective communication campaigns.
- An engaged community.
- A strong SIAMS team.

Monitoring and management of the Asset Management Plan and managing a safe and secure school form large parts of the ongoing work of the Resources Committee. This work is recorded in the Asset Management Plan and School Development Plan. Longer term objectives to deliver Key Priority’s 2 and 5 are:

- To become a net zero school by 2030, joining the lets go zero pledge. <https://letsgozero.org/> setting and delivering targets to meet the pledge.
- To seek additional funding for the school.

The table below shows the work the FGB plan to carry out from 2022 – 2024, in addition to that already carried out by the Resources Committee.

Work streams	Autumn term 22	Spring term 23	Summer term 23	Autumn term 23	Spring term 24	Summer term 24
Net zero pledge	Sign up to pledge.	Set Net Zero targets for the school: waste, food, water, recycling, energy, building improvements etc. Consider how funds can be raised to support targets. Update Asset Management Plan. Communicate pledge to school community.	Plan Net Zero fundraising campaign for launch Autumn term. Work with PTA, school Councillors and teachers. Promote/link to existing Churt Zero work school involved in.	Launch net zero school fundraising campaign. Work with PTA. Aim: Raise funds for school building e.g. energy efficiency, renewable energy and sustainable projects.	Run and manage campaign.	Report successes/learnings for next academic year. Report changes to building/progress made against pledge. Revise/set new year targets.
School resources: seeking additional funding	Form fundraising committee and mandate. Improve school fundraising website page. Push ‘Give as you live’ and ‘Amazon smile’ Christmas spend.	Produce a fundraising and sponsorship policy. Assess/set up ‘governor charity account/fund’. Investigate opportunities for wider fundraising.	Engage parents and businesses in wider fundraising aims/projects. Link to Net zero pledge. Set up Alumni.	Seek opportunities for further funds/grants/charity income. Push ‘Give as you live’ and ‘Amazon smile’ Christmas spend.	Manage funds. Manage Alumni.	Report successes/learnings for next academic year. Revise/set new targets.

Success criteria:

- Milestones set and reached.
- Additional funding streams for the school secured.

9. Contact details and further information

Any questions about the content of this document should be directed to the Chair of Governors or the Headteacher. They can be contacted as follows:

Chair of Governors: CCraven@stjohns-farnham.surrey.sch.uk

Head Teacher: head@stjohns-farnham.surrey.sch.uk

10. Glossary of terms:

FGB: Full Governing Body

HTAPM: Head Teacher Appraisal

ICT: Information Communication Technology

LA: Local Authority

MAT: Multi Academy Trust

PTA: Parent Teacher Association

SIAMS: School Inspection for Anglican and Methodist Church Schools

SEND: Special Educational Needs and Disabilities

SDP: School Development Plan

SWG: Strategic Working Group

11. Supporting documents

School Development Plan

Asset Management Plan

Governor Terms of Reference

School Policies and Procedures

Appendix A: Names of Governors and their areas of responsibility

Full Name	Category of Governor	Committee/Working Group Governor serves on	Subject monitoring responsibility	Positions of responsibility as part of FGB
Marion Stevens	Headteacher	Resources Committee	Oversees all.	Headteacher
Reverend (vacancy)	Ex Officio	HTAPM	RE PHSE	SIAMS
Clair Craven	Foundation	Resources Committee HTAPM Pay Committee Fundraising Committee	EYFS Art/DT RE (until vacancy filled)	Chair of Governors Safeguarding Responsible for Looked After Children Fundraising
Mike Shorthose	Local Authority	Resources Committee Pay Committee Fundraising Committee	Maths Science	Co-Vice Chair of Governors Resources Committee Chair
Alice Jones	Foundation	HTAPM	Safeguarding Behaviour	Co-Vice Chair of Governors Child Protection, Safeguarding, Mental Health and Wellbeing SEND
Myra Johnson	Foundation	HTAPM	SEND Collective Worship Computing	SEND Data Protection Policy review
Peter Luckham	Foundation	Resources Committee	Science, History, Geography	Health and Safety and Estates
Nicola Perkin	Foundation	Fundraising Committee	Collective Worship Phonics Music	Strategic work streams SIAMS Communication Fundraising
Ewan Austin	Parent	Pay Committee Resources Committee	Maths Phonics	Resources and Asset Management Fundraising.
Vacancy	Parent			
Vacancy	Staff			Literacy Lead

All Governors sit on the Full Governing Body (FGB).

Verina Gibson is the appointed Clerk to the Governors. Her email address is: vgibson@stjohns-farnham.surrey.sch.uk

Governor profiles are available on the school website <http://www.stjohns-farnham.surrey.sch.uk/About-us/Governors>