



Strategic Plan

Governor's Committee Responsible:	Full Governing Body (FGB)
Review Period:	Yearly at FGB Strategy Day
Drafted:	October 2022
Last Updated:	July 2024

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, a Vice Chair 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 and as reviewed July 2024.

St. Johns Church of England Infant School Strategic Plan

1. Introduction

It is important to the FGB that they can set out the school ethos, values, key priorities and long term direction for the school 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 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.

The School Development Plan is now the operational document for the School, managing standards and deliverables each year, and the Strategic Plan outlines the longer term vision for the school.

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 rated 'Good' by Ofsted (March 2023) and 'Excellent' by SIAMS (March 2023). 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 include Harvest, Christingle, Easter, and the Year 2 Leavers Service. These important celebrations are held at the Church with parents and the whole school community. The children also visit the Church as part of the RE, Geography and History curriculum and as part of Remembrance Services in November.

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.

3. St. John's School funding

The School receives funding for its pupils from the Local Authority, in this case Surrey County Council. In addition it receives;

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

The school finances are well managed, but are heavily dependent on pupil admission numbers being high each year.

Given the age of the school building, premises, maintenance, IT and energy costs, managing the budget is challenging. The school works hard to gain additional funding via grants and donations for school improvements and has assessed other opportunities for funding as part of the broader strategy, but with lower birth rates across the borough and a high choice of infant school provision locally, managing school finances and pupil admission numbers can be challenging.

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 the Give as You Live donate as you buy scheme which it promotes through PTA and school communication channels.

4. School Vision:

Let your light shine!

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 letting our light shine.

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"

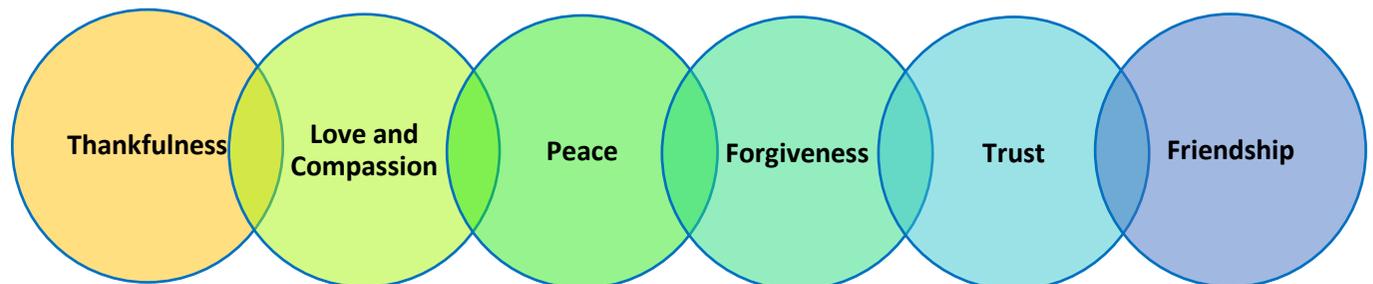
"Be honest"

"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 2022 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: aiming for excellent.
- 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 with FGB support	Governance function 2 and Key priorities 1 and 6. Vice Chair with FGB support	Governance Function 3 and Key priorities 2 and 5. Chair Resources Committee with FGB support

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 workstream, Health and Safety and Estates leads.
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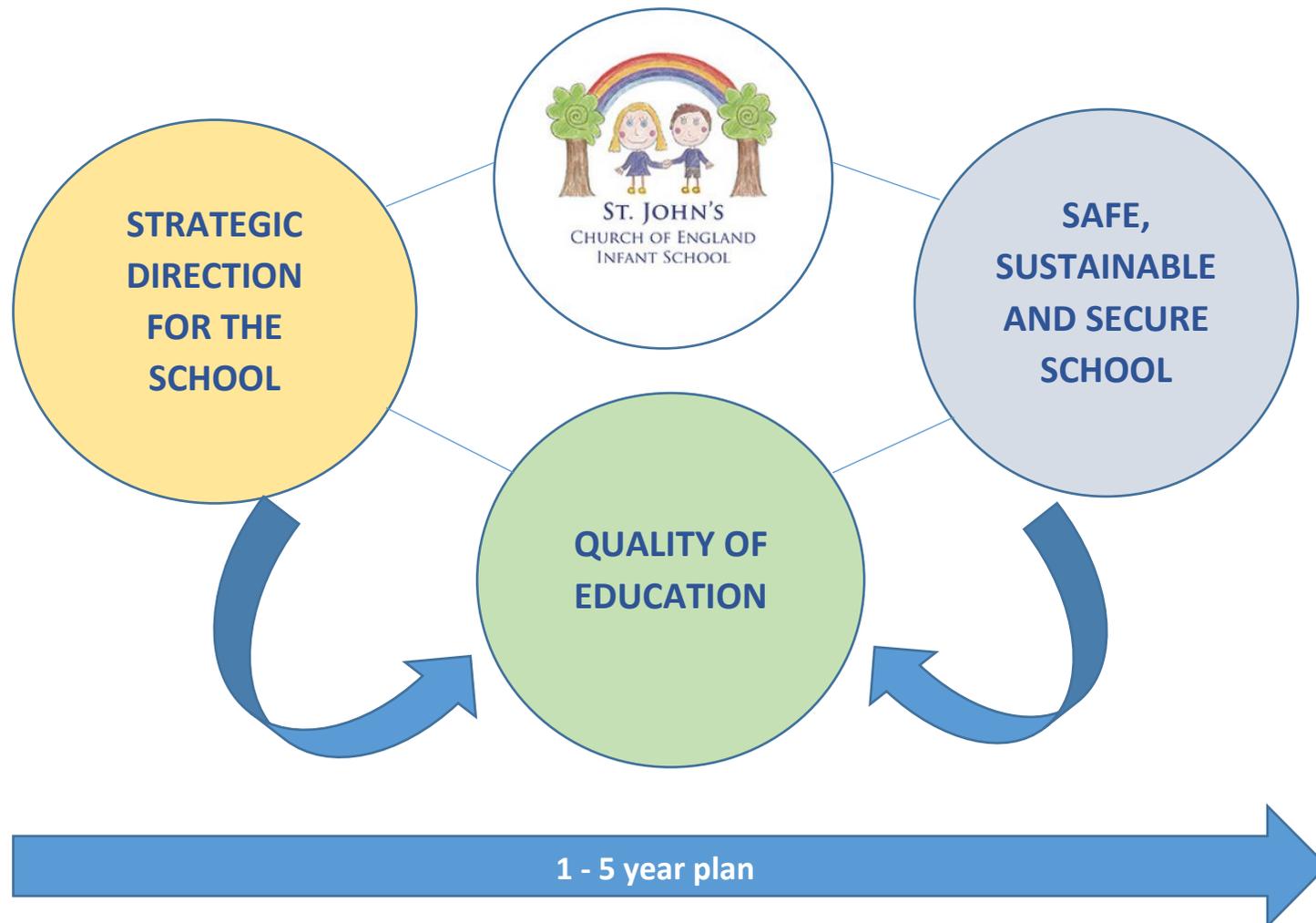
Work stream subjects to deliver key priorities. Note: tasks associated with each work stream may change each year.	Full Governing Body School Development Plan: review and governor subject monitoring, Inspections: Ofsted and SIAMS		
	Monitoring of legislation: e.g. Schools Bill.	Compliance: Safeguarding, law, SEND, Equalities, Pupil Premium.	School financing: Pay, Estate costs, Energy costs.
	Strategic direction: e.g. Multi academy trust assessment. Financial planning long term.	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: e.g., safeguarding, finance, curriculum, SIAMS.	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. Net zero.
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. 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 is carried out each term, with a focus on different subjects including phonics and maths.

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 (rated good summer 2023).
- Have a SIAMs 'seven strands' grade which acknowledges good leadership, collective worship and RE (rated excellent summer 2023).

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.
- Retain and improve pupil numbers
- 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 2024/25 academic year to support Key Priorities 3 and 4:

Work streams	Autumn term 24	Spring term 25	Summer term 25
Monitoring of legislation: New Labour Govt/Schools Bill	Understand new legislation/policy. Assess impact of legislation for school especially LA funding vs MAT's.	Discuss/determine if new strategic direction needed.	Act on decisions made.
Strategic direction: Multi academy trust vs LA funding and long term financial planning.	Assessment of local MAT's/school structures/networks. Seek FGB agreement to investigate becoming an academy school.	Monitor MAT situation utilising support from Guildford Diocese.	Communicate any findings to school stakeholders.
Communications: 'school of choice' to help improve pupil numbers	Open Days. Website review. Promotion of school locally. Continue to build relationship with new and existing nurseries locally.	Further develop campaign/messages/ target audiences for school of choice messaging. Update comms material if budget.	Work hard to attract new parents – local nursery visits, open days, child centred events to encourage new parents. Mindful of budget.
Issues Management: Admission numbers low/low birth rates predicted.	Maintain relationship with new Churt nursery. Maintain communication with local nurseries.	Maintain communication with local nurseries. Social media and local press articles to promote school.	Maintain communication with local nurseries. Social media and local press articles to promote school.
Church and Community Engagement: promote community activities throughout the year via school newsletter.	Harvest Festival School Remembrance Service. Christingle making with children in School. Christmas Church service.	Support Church Yard leaf sweep. Attendance at Churt Toddlers to meet new parents. Easter service. Meet with Diocese team.	Support Leaver's service. Support Churt Fete. Support village and wider local community events.

Success criteria:

- A school operating at PAN.
- Strategic and financial 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 2024 – 2025, in addition to that already carried out by the Resources Committee.

Work streams	Autumn term 24	Spring term 25	Summer term 25
Net zero pledge	<p>Set Net Zero targets for the school: waste, food, water, recycling, energy, building improvements etc.</p> <p>Consider how funds can be raised to support targets.</p> <p>Update Asset Management Plan.</p> <p>Communicate 2024/25 pledge to school community.</p>	<p>Plan school net zero activity/targets. Work with PTA, school Councillors and teachers.</p> <p>Promote/link to existing Churt Zero work school involved in. Promote/link with existing green initiatives across Waverley/Surrey.</p> <p>Seek out grants where applicable.</p> <p>Raise funds for school building e.g. energy efficiency, renewable energy and sustainable projects.</p>	<p>Share net zero progression. Report successes/learnings for next academic year.</p> <p>Report changes to building/progress made against pledge.</p> <p>Revise/set new year targets.</p>
School resources: seeking additional funding	<p>Produce a fundraising and sponsorship policy.</p> <p>Assess/set up ‘governor charity account/fund’.</p> <p>PTA push ‘Give as you live’ for Christmas spend.</p>	<p>Investigate opportunities for wider fundraising.</p> <p>Engage parents and businesses in wider fundraising aims/projects. Link to Net zero pledge?</p> <p>Push Alumni/Alumni event.</p> <p>PTA push ‘Give as you live’ for Valentines Day, Mother’s Day, Easter and Holiday booking spend.</p>	<p>Report successes/learnings for next academic year.</p> <p>Revise/set new targets.</p>

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 (school website)

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	All / Maths / PSHE	Headteacher, Lead DSL
Reverend Helen Hancock	Ex Officio	HTAPM	RE	SIAMS
Clair Craven	Foundation	Resources Committee HTAPM Pay Committee	EYFS	Chair of Governors Safeguarding, Resources, EYFS Responsible for Looked After Children
Alice Jones	Foundation	HTAPM	Safeguarding	Vice Chair of Governors Child Protection, Safeguarding, Mental Health and Wellbeing SEND
Myra Johnson	Foundation	HTAPM	Maths	SEND, Data Protection Policy review, SIAMS
Peter Luckham	Foundation	Resources Committee Pay Appeals Panel	Health and Safety	Health and Safety Estates
Nicola Perkin	Foundation	Pay Appeals Panel	Phonics	SIAMS, Communication, Fundraising
Lisa Dunleavy	Foundation	Pay Appeals Panel	SEND	Policy, PTA link, Resources Committee Fundraising
Ewan Austin	Parent	Pay Committee Resources Committee	Maths and Science	Chair Resources Committee, Asset Management, Net Zero Fundraising.
Vacancy	Parent			
Lisa Margretts	Staff member	Full Governing Body	N/A	Teaching Assistant: Enabling children to flourish.

All Governors sit on the Full Governing Body (FGB) overseeing strategic direction of the school.

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>