



St Augustine of Canterbury RC Primary School

Governors' Three Year Strategy 2019 to 2022

STRATEGY REPORT

Version 1.1

**Version 1.1 Presented by
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1. Overall Summary

1.1 Purpose of this report

The purpose of this report is to invite all stake-holders in the future of St Augustine of Canterbury Catholic Primary School (the "School") to share the Governors' longer term vision for the School. We set out here our hopes and intentions over the next three years. By doing this, we can all pull together, to ensure the School meets the best possible educational outcomes for all the young people who attend it.

A summary of the strategy document, as set out in Section 1 of the report, will appear on the School website and will be freely available for the stake-holders to examine. The stake-holders immediately involved with the School as set out in Section 3 of the report, will have an opportunity to comment on the summary. As developments unfold, the strategy will be updated.

The stake-holders include:

- Pupils;
- Parents and Carers;
- Governors;
- Teachers at the School;
- Parishioners of St Augustine of Canterbury Downend, and of St John Fisher, Frenchay;
- The Diocese of Clifton;
- Our partners in the Camino Partnership of schools;
- South Gloucestershire Local Authority (the "LA"), and
- Ofsted.

1.2 Vision

This is a Catholic School with a Christian ethos, a shared sense of community under God and a concern for others. This is summed up in the School's short mission statement:

"Created by God to love and learn"

1.3 Mission

Our mission is that all children attending the School will reach their expected educational potential, within a broad and balanced curriculum so that they can play a full part in the diverse, rapidly evolving and complex world in which we all live.

The School will, as far as its resources allow, provide pupils with effective and well-focused teaching and learning experiences; a disciplined approach to work and play, and a clear moral framework regulating behaviour. In return, it will expect from pupils prompt and regular attendance; a good standard of personal behaviour; enthusiastic participation in the work and

life of the School, and respect for, and kindness to, others in group work and in social situations. The School actively encourages pupils to recognise and value others with diverse lifestyles and beliefs.

The School aims to deliver an "outstanding" educational experience to all its pupils.

1.3 Our School Values

- **Honesty**
- **Curiosity**
- **Compassion**
- **Humility**
- **Respect**
- **Service**
- **Courage**
- **Responsibility**
- **Perseverance**
- **Love**

1.4 Governors' Objectives for 2019 - 2020

1.4.1 Three key Actions for 2019 - 2020

1. **(Curriculum and Performance).** To deliver a broad and balanced curriculum throughout the School, with a special emphasis In 2019 / 2020 on developing writing skills.
2. **(Finance Staff and Resources).** Closely monitor actual expenditure against budget to ensure our three-year aim of a balance budget can be achieved.
3. **(Admissions and Community Relations).** Strengthen and develop links with the Parish and wider community in order to widen the appeal of St Augustine's as the school of choice for more local families.

1.4.2 FGB Ongoing Objectives

To plan the overall strategy for the School against which more detailed plans can be developed. This will include developing and approving:

- The Governors' 3-year strategy;
- The Governors' Operating Plan, and
- The Governors' Development Plan ("GDP")

To participate with other Catholic Schools in the Diocese of Clifton in implementing Diocesan education policy.

To recruit, and, if necessary, co-opt, able and enthusiastic School governors to fill any shortfall in Governor numbers in a timely way

prior to the commencement of the School's 2019 to 2020 academic year.
To continue to identify and recruit new governors to fill any vacancies.

To control and assess the performance of the Clerk to the Governors.

To approve the Terms of Reference of the Governors' committees.

To hold the Head Teacher to account for the overall performance of the School by means of five formal FGB meeting per year. To record Governors' Interventions In the minutes of the FGB.

To keep the FGB members fully informed as to the progress made by the School against its targets over the course of the year.

To receive reports on progress from each of the Committee Chairs at each of the planned FGB meetings.

To consider, and if thought appropriate, to approve or ratify those policies which cannot be delegated to the work of the Committees.

To note plans and policies already considered by the Committees set out below.

1.4.3 Finance, Staffing and Resources Committee ("FS&R") Ongoing Objectives

To review the policies set out in the Committee Terms of Reference to ensure they are up to date and correctly approved.

To oversee the aspects of School performance set out in the Committee Terms of Reference by means of four formal meetings per year. One of these meetings will solely be for the setting of the School budget for the Financial year.

To receive the Head Teacher's proposals as regards the School's annual budget, to comment and amend any unsatisfactory features of the budget, and to submit an agreed budget to the FGB for final approval.

To oversee the School's budget, and other financial statements at an operating level in the School year 2019 to 2020. This will involve regular meetings with the Head Teacher to ensure unbudgeted expenditure is accounted for by reductions elsewhere.

To achieve a balanced budget by the end of the 2022 School year.

As resources allow, to develop a modest financial reserve, to provide some flexibility in financial planning for the School.

To ensure the audit of non-public funds, and to receive, and where appropriate respond to, periodic audits of public funds.

To be responsible for the Governors financial account. To raise money for this account by promoting Gift Aid, and other initiatives.

To be responsible for the Staff administration, discipline and pay as far as such responsibility falls to the Governors to exercise.

To undertake the Head Teacher's appraisal and remuneration.

1.4.4 Curriculum and Performance Committee ("C&P") Ongoing Objectives

To review the policies set out in the Committee Terms of Reference to ensure they are up to date and correctly approved.

To develop and administer the Governor Development Plan ("GDP").

To oversee the aspects of School performance set out in the Committee Terms of Reference by means of four formal meetings per year. For the avoidance of doubt, there may be an unlimited number of informal meetings.

To enter into dialogue with the Head Teacher as regards the content and approach of the School Development Plan, and to recommend the adoption of an agreed plan to the FGB.

To ensure the School Curriculum meets the needs of all the children in their different ability groups within each class; meets the requirements of the National Curriculum, and makes suitable allowance for children with special needs.

To ensure that Pupil Premium and Sports Premium funding is appropriately targeted.

To review the effectiveness of the R.E. and Collective Worship curricula, to ensure the School's Catholic ethos and aspirations are fully met.

To build on and further develop the Subject Link programme to ensure a detailed first-hand knowledge base is maintained of teaching in the School.

To review the curriculum performance data generated by the School, added to external data where available, in order to assess progress during the year,

1.4.5 Admissions and Community Relations Committee ("A&CR")

Ongoing Objectives

To review the policies set out in the Committee Terms of Reference to ensure they are up to date and correctly approved.

To control the aspects of School performance set out in the Committee Terms of Reference by means of three formal meetings per year.

To review the School Admissions Policy, and to recommend changes to the FGB where required.

To administer the Admissions process for the School with reference to the School year 2020 - 2021.

To ensure the statutory duty of safeguarding is correctly administered.

To support the School in setting and embedding a marketing strategy for the School's offering by means of:

- checking that the appearance and content of the School Website Is maintained and Improved;
- encouraging the better use of social media;
- providing a minimum of three Governors pupil / parent newsletters per year;
- improving Governor and parent attendance at School events such as parent evenings and School masses;
- encouraging the placement of articles in the local press, and
- helping to advertise the School open days with flyers to local pre-School groups and other Parent / Carer events.

To ensure Governor training takes place at an appropriate level of activity, and Governor training reports are received and reviewed.

1.4 Chosen Long-term Strategy

School Year	Strategic Imperatives
2019 - 2020	<ol style="list-style-type: none"> 1. To continue to maintain a good level of School performance, with some outstanding levels of performance, including Governors' performance. 2. To monitor and control the budget deficit effectively. 3. To provide help and support to the newly appointed Head Teacher. 4. To develop and enhance the Governors' Committees to provide day-to-day control over the Governors' areas of responsibility.

School Year	Strategic Imperatives
	<ol style="list-style-type: none"> 5. To continue to participate in Diocesan plans for inter-School co-operation and partnership. 6. To develop a closer relationship with St Augustine of Canterbury Pre-school 7. To recruit a substantive Deputy Head Teacher. 8. To embed a marketing strategy for the School
2020 - 2021	<ol style="list-style-type: none"> 1. To continue to maintain a good level of School performance, whilst Increasing the level of outstanding performance. 2. To reduce the budget deficit. 3. To develop the use of gap analysis to measure and improve the gap between the School's performance and the "outstanding" paradigm. 4. To evaluate the Senior Leadership Team ("SLT") and Governor succession requirements. 5. To establish and maintain an appropriate succession plan for the School SLT. 6. To continue to implement plans leading to "MAT ready" inter-School partnership.
2021 -2022	<ol style="list-style-type: none"> 1. To establish an outstanding level of School performance. 2. To continue succession planning for Teaching Staff and Governors 3. To monitor the School's financial performance to ensure an appropriate level of control. 4. To achieve a balanced budget, and to take steps to establish a financial reserve. 5. To continue to implement Diocesan inter-School plans leading to the ability to choose a MAT if required. .

2. Terms of Reference and Assumptions

2.1. Terms of Reference

Developing a strategy for the School is a clearly defined responsibility of the Governing Body. This duty is set out in the Governance Handbook, publ. 2015, Pages 9 and 10. See:

<https://www.gov.uk/government/publications/governance-handbook>

This report aims to meet the requirements set out in the Governance Handbook.

2.2 Assumptions

The strategy assumes that the shortfall in pupil numbers continues to be reversed in the academic year 2020 - 2021.

It assumes that there is no further major shortfall in funding carried forward into the School year 2021 to 2022, nor in future years. "Major" in this context means £5,000 or more.

2.3 Version History

Version 1.0 Final version to the Governing Body for approval.

Version 1.1 Version approved at the Full Governing Board on 9th September 2019.

This strategy relates to the School year 2019 to 2020, and will be revised annually on an iterative and consultative basis.

The following groups are to be consulted:

- Parents
- Governors;
- The Head Teacher and teaching staff
- The PTFA - the engaged carer's organisation, and
- the School Council - the pupils at the School

In each case, the consultative group will receive an annual updated report showing progress so far.

The strategy will be delivered by means of:

- Formal meetings of the FGB and its supporting Committees;
- The School Development Plan ("SDP");
- The Governor Development Plan ("GDP"), and
- The Governors' Operating Plan, published separately, detailing Governors roles and responsibilities, and a schedule of meetings and outline agendas, together with their due dates.

4. Issue Analysis

4.1 What are the key issues?

1. In July 2019, a deficit budget was agreed for the year. A 3-year recovery plan has been agreed with the Local Authority, and a key aim is to operate within this agreed plan.
2. The Diocesan agenda is dominated by the need for Catholic schools, including our School, to move towards closer co-operation, such as Partnership, Academy or Federation status by a date to be agreed, with an aspiration that the School will be ready to form a partnership by 2021.

These developments will need to be carefully considered in the best interests of the School.

4.2 Why are these issues critical to success?

1. The budget deficit was caused partly by a shortfall in pupil recruitment. It means that careful prioritisation of expenditure will be needed, and close attention paid to marketing the School. Without careful attention to these two Issues, the situation will potentially become more serious as time goes on over the next few years.
2. The development of Partnership working needs to be in the best Interests of the School and our community. We shall work with the Diocese and our Partnership schools to ensure that any closer Partnership working is successful for all parties.
3. Without a fully skilled Governing Body, it may not be possible fully to fulfil the obligations set out in the Governance Handbook (see Section 2.1 above).

5. Operating Plan

Please see the separate Operating Plan for details of:

1. Governor and School Staff contact details;
2. Governors' roles and Responsibilities, and
3. 2017 - 2018 meeting agenda and reporting schedule.

6 Risks and Mitigation

Risk	Mitigation
1. Our Clerk to the Governors serves a number of different schools. This leads to extra pressure and constraints on her time.	In each year, we will attempt to prepare as much as possible of the School year programme in advance.
2. We may be unable to recruit suitably qualified Governors to fill our existing vacancies.	Depending on recruitment level, the Governor's programme for 2019 to 2020 may need to be limited to the capabilities and capacity of the Governors available.
3. Partnership with other Schools may develop more slowly than the Diocese wishes.	We have appointed experienced Governors whose responsibility will be to see this set of changes through.

Risk	Mitigation
4. The budget for the financial year 2019 to 2020 may over-run.	Careful monitoring of the budget by the Head Teacher and the Finance, Staffing and Resources Committee members will be needed to minimise this risk.

