

# Governors' 5-year rolling Strategic Plan



Downsway Primary  
School



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**Version 10: Autumn 2021**

**Date of next full review: Autumn 2022**

## Introduction

One of the key functions of the Governing Board is to set the strategic direction for Downsway School and to undertake long term development planning for the future. We originally devised a 5-year strategic plan in 2016 after consulting with staff, children and parents. The plan was revisited in 2018/19, during which we revised our key goals. Having made good progress with our original 5-year plan, we have taken this a step further and devised a new 5-year rolling plan which has **three goals**.

Our goals are:

- **To provide excellent teaching and learning for all**
- **To provide a rich and ambitious curriculum which meets the needs of our children;**
- **To provide effective governance as a lever for school improvement.**

We believe that this will be achieved by earning a reputation for excellence in everything which we do. This means:

- **excellent educational outcomes for our children both academically and socially;**
- **positive relationships with our parents who are engaged and support their children in all aspects of their learning;**
- **designing and implementing a broad and balanced curriculum which is ambitious, rich and engaging for all children;**
- **recruiting, retaining and developing the best classroom practitioners and school leaders, and**
- **visionary leadership and governance.**

## Our vision

**Children have the confidence to aim high and to be curious about their world.  
They work successfully with others and have a tolerant and responsible attitude towards them**

## Our Values

### **Aspiration**

*Dreaming big, aiming high, working hard to achieve goals*

### **Tolerance**

*Respecting, accepting & embracing others*

### **Self-Belief**

*Believing in & valuing yourself*

### **Responsibility**

*Learning to make good choices & understanding the importance of honesty*

### **Curiosity**

*Showing enthusiasm, asking questions, imagining & exploring*

### **Co-operation**

*Listening, supporting & sharing*

# Our goals



## Summary of goals and actions

**A: To provide excellent teaching & learning for all**

- to promote equity of learning for all Diversity groups
- to recruit, retain and develop staff to become excellent practioners

**B: to provide a rich and ambitious curriculum which meets the needs of our children**

- To ensure a broad and balanced curriculum for all children
- To ensure governors provide strategic oversight for the curriculum

**C:To provide strong governance as a lever for school improvement**

- to monitor school improvement priorities
- to provide strategic support in managing the budget in a fiscally challenging climate
- to build capacity and optimise governor development



## Strategic goal A: to provide excellent teaching & learning for all

### Key performance indicators

KS1

- EYFS reach 73% GLD
- Phonics Y1 77% reach expected standard
- KS1 Y2 reach End of Key Stage Attainment Targets 2022
- All pupils make progress from their starting points

KS2

- KS2 Y4 and Y6 reach End of Key Stage Attainment Targets 2022
- All pupils make progress from their starting points





## Strategic goal A: to provide excellent teaching & learning for all

Action	Target date	Operational lead	Success criteria	Monitoring/Impact ongoing (RAG rate Autumn 22 )
1. To recruit retain and develop all staff to become excellent practitioners	Ongoing  Next review date: Autumn 22	HT	<ul style="list-style-type: none"> <li>Subject Leaders and staff delivering have support and CPD</li> <li>Monitoring of CPD attended by staff included in termly Headteacher's Report to governors.</li> <li>Outcome of retention discussion with staff, led by governors.</li> <li>Staff well-being questionnaire findings.</li> <li>Systems in place to support staff workload.</li> <li>Staff's achievements are celebrated</li> </ul>	<p>Governor visits identify training and support being delivered April 2022 and July 22</p> <p>HT's reports evidence comprehensive programme of CPD for all staff</p> <p>Staff well-being questionnaire findings shared with staff and governor July 22</p> <p>HT's reports identify collaboration and leadership when working with colleagues outside school</p> <p>Governor visits recognise role of Subject Leaders</p> <p>'Rich Moments' celebrate pupil/ staff achievements</p> <p>All posts filled and high retention rate maintained for academic year 22-23</p>
2. To promote equity of learning for all Diversity groups	Ongoing.  Next review date:	HT	<ul style="list-style-type: none"> <li>SEND pupils receive appropriate intervention and in class support.</li> <li>Pupils which require additional pastoral and emotional wellbeing support receive targeted intervention.</li> </ul>	<p>Intervention and class support plans in place.</p> <p>Regular meetings between Inclusion Manager and SEND governors.</p>

	<b>Autumn 2022</b>		<ul style="list-style-type: none"><li>• Teachers and children have appropriate resources to teach and learn.</li><li>• All children make progress from their starting points. (KPI)</li><li>• Pupil Premium pupils receive targeted support and in class provision.</li></ul>	<p>ELSA &amp; SNUG provision in place for children which need it.</p> <p>Forest School sessions for 'vulnerable' children.</p> <p>Regular meetings between Pupil Premium Lead and PP governor.</p>
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## Strategic goal B

### To provide a rich and ambitious curriculum which meets the needs of our children

Action	Target date	Operational lead	Success criteria	Monitoring/Impact ongoing (RAG rate Autumn 22)
To ensure a broad and balanced curriculum for all children	Ongoing	HT and MF??	<ul style="list-style-type: none"> <li>Programme of Subject Leader Governor visits identify evidence of a rich and ambitious curriculum, and wider curriculum opportunities for children.</li> <li>Headteacher termly report to governors about wider curriculum provision for pupils.</li> <li>Pupil voice feedback on curriculum opportunities.</li> <li>Pupil voice feedback on children 'knowing more, remembering more'.</li> <li>PP &amp; SEND governors termly meetings</li> </ul>	<ul style="list-style-type: none"> <li>Headteacher termly reports to governors evidence wide range of provision</li> <li>Positive pupil feedback on their learning relayed to governors during visits</li> </ul> <p>Subject leader visits April and June 2022</p> <p>PP governor report on pupil feedback June 22</p> <p>PP, SEND governor termly meetings show how curriculum is adapted</p>
To ensure governors provide strategic oversight for the curriculum	Ongoing  Next review date Autumn 2022	All governors	<ul style="list-style-type: none"> <li>FGB are robust in their review of curriculum provision</li> <li>Governor monitoring – meeting with curriculum leaders.</li> <li>Governors, in conjunction with subject leaders, look at children's work within curriculum areas and across year groups to see progression.</li> </ul>	<ul style="list-style-type: none"> <li>See FGB minutes</li> <li>Governors' PP review doc. June 2022</li> <li>Governor visits- History, Art, PHSE, Reading. Governors see examples of progression in all subject areas visited</li> </ul>

			<ul style="list-style-type: none"><li>Curriculum reports from WBC School Improvement Advisor (SIA)</li></ul>	<ul style="list-style-type: none"><li>Governor Visits- Music, DT, Geography, French, PE, RE- July 22</li><li>WBC SIA triangulates school's work (e.g Deep Dive for Art) and reports on impact to Governors. SIA report July 22 Computing</li></ul>
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## Strategic goal C

### To provide effective governance to act as a driver for school improvement

Action	Target date	Operational lead	Success criteria	Monitoring/impact ongoing (RAG rate Autumn 22)
To continue to monitor SDP improvement priorities via a schedule of activities for Governor Days and to explore alternative ways to capture governors' monitoring	Ongoing  <b>Next review due Autumn 2022</b>	HT	Governors monitor performance against measurable outcomes.	Governor visits as above. Visit pro forma identifies coverage of SDP priorities Pop-in visits and pro forma. See visits folder on GovernorHub eg Myth making, Great Fire of London etc. Performance data available to governors
To provide strategic support to operational staff in managing the budget in a fiscally challenging climate	Ongoing  <b>Next review due Autumn 2022</b>	SBM All governors	Governors understand and verify rationale for difficult budgeting decisions	Governors receive and interrogate termly Finance reports In line with Finance Handbook, SDP identifies fund source for milestones SEND governor report June 2022 relays IM's budget concerns
To ensure stakeholders can provide meaningful input into SDP and its evaluation	Ongoing <b>Next review due Autumn 2022</b>	HT	Feedback from Y6 leavers and their parents on their experience of Downsway is collected & reviewed	Feedback from Leavers' parents received and made available to FGB Parents' Questionnaire July 2022
	Ongoing  <b>Next review due Autumn 2022</b>	HT & EYFS lead	Visits to Nurseries take place & relationships are developed	Visits this year to date (June 2022):  <ul style="list-style-type: none"> <li>Westwood Farm Pre School</li> <li>Little Oaks Nursery</li> </ul>

				<ul style="list-style-type: none"> <li>• Purley Pre School</li> <li>• Pangbourne Day Nursery</li> <li>• Fledglings Day Nursery</li> <li>• Barn Owl Day Nursery</li> <li>• Blagrove Nursery</li> <li>• St. Catherines Pre School</li> <li>• The Old Fire Station Nursery</li> <li>• Stepping Stones Pre School</li> <li>• Little Badgers</li> <li>• Goldilocks Day Nursery</li> </ul>
To build capacity and optimise governor development	Ongoing <b>Next review due Autumn 2022</b>	All governors	<p><b>Improved governor retention</b></p> <p>Review tools identify strategic areas for development</p> <p>Succession planning in place</p> <p>Governors access a range of training and development opportunities (including in-house)</p>	<p><b>NGA skills audit, FGB regularly discuss recruitment and retention. See minutes</b></p> <p><b>Feedback from Governor 20 Questions July 2022</b></p> <p><b>Governors' SEND review April 2022</b></p> <p><b>GDP focus on skills sharing and collaboration</b></p> <p><b>Governor training: See Governor Activities on website</b></p>

## Glossary of terms

ASP: Analyse School Performance report from the DfE

DfE: Department for Education

SBM: School Business Manager

GSP: Governors' Strategic Plan

SIA: School Improvement Advisor (Local Authority)

EYFS: Early Years Foundation Stage

KS1: Key Stage 1

KS2: Key Stage 2

CPD: Continuing Professional Development

SE: Self evaluation

HT: Headteacher

DHT: Deputy Headteacher

RWM: Reading, Writing & Maths

SEND: Special Educational Needs and Disabilities

SDP: School Development Plan