

## Governors Strategic Aims, Priorities and Proposed Actions, with Annual Audit – 2022 - 2027

	Governors' Strategic Aim	Priorities and Proposed Actions	Governor Committee Responsible	Annual Audit/Achievement Log
	<b>Category A* - Consistent top priorities always to be actioned as part of current review and spend</b>			
A* 1.	Remain alert to the current climate of political and economic threats to the independent sector and factor these into planning around all other priorities, maintaining St. Catherine's as a going concern.	<p>The following areas potentially offer challenges to the School's finances and should be reviewed regularly or kept in mind. Those involving significant potential costs are in the 5-year and 15 year projections already and in regular discussion.</p> <p><b>Risk</b></p> <ul style="list-style-type: none"> <li>● Review the Risk Management strategy and documentation – Annual process, embedded and ongoing. <b>ACTION: All with all Committees and all of CSMT.</b></li> </ul> <p><b>Political Threats:</b></p> <ul style="list-style-type: none"> <li>● The threat of a Labour Government after the 2024 election attempting to push through VAT on school fees</li> <li>● Loss of Charitable Status - would be challenged by ISC</li> <li>● VAT on independent school fees - would be challenged by ISC</li> <li>● Potential loss of Business Rate Relief</li> </ul> <p><b>ACTION: All to lobby relevant MPs, Influencers, Media, Associations – GSA/BSA/AGBIS/IAPS, ISBA et al. Input to sector survey on parent opinion re VAT (already done). Review regularly at relevant committee meetings and GB.</b></p>	Finance & Risk (F & R)	<p>2022-2023 – Rick process embedded and part of routine committee work and termly GB updates by Chair of F &amp; R. Some adjustments made and recorded in minutes of meetings and on the register.</p> <p>In general, this continues wherever any of us is able to have conversations.</p>

		<p><b>ACTION: Robust ‘What if’ modelling already beginning – COO and team</b></p> <p><b>ACTION: Marketing to ensure messaging around potential fee impact is consistent – in dialogue already with AMP/NJB and Finance Govs</b></p> <p><b>Financial Threats:</b></p> <ul style="list-style-type: none"> <li>● High interest rates rendering taking out loans challenging and covenants unsustainable – monitor economic climate very closely and review finance models accordingly – <b>ACTION: COO and team.</b></li> <li>● High costs of fuel leading to necessary high fee increases. Interim contract negotiated well already. Negotiate next longer-term contract in June 2023 using current efficient broker – <b>ACTION: COO and team</b></li> <li>● Fall in numbers causing reduced surpluses and failure to meet covenant on existing bank loans – <b>ACTION: Heads and Marketing Team to focus on marketing strategy and pupil recruitment.</b></li> <li>● And all costs relating to A*2 below – <b>ACTION: Heads, Dirs of Staff/Pastoral Leads to assess needs/budgets for review. Refurb of Health Centre already under discussion. See A priorities.</b></li> </ul>	<p>+ Academic (Ac) &amp; Pastoral and Wellbeing (P &amp; W)</p>	<p>Modelling is beginning around the risks and will be a feature of 2023-2024.</p> <p>The Govs statement re VAT on fees has been devised and approved and will be circulated to all parents and to those registered for assessment or those who have enquired to offer some kind of reassurance.</p> <p>In hand.</p> <p>Figures have been gathered which suggest opportunities to set a single year contract that will be an improvement on anything that would have been possible in December 2022.</p> <p>Marketing Team’s work presented to GB each term and very much focused on recruitment with signs of uplift in Prep School especially.</p> <p>Refurb of Health Centre and Welfare space for Business Team agreed and funding provided by F &amp; R. Project to complete for Sept 2023. Budgets reflect this and other needs for A*2 below.</p>
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		<ul style="list-style-type: none"> <li>● Diversity in the Governing Body is a target? <b>ACTION: All to make any suggestions. Heads to explore contacts and recommend.</b></li> </ul> <p><b>Information Technology</b></p> <ul style="list-style-type: none"> <li>● Monitor the development of Social Media and Networking via ICT and the Safeguarding issues it raises. <b>ACTION: Pastoral Leads/I CT Dev. Committee/Heads of IT/Digital Learning/CompSci.</b></li> <li>● Use psychologists more on preventative measures and interventions/training for pupils. <b>ACTION: Pastoral Leads/School Psychs.</b></li> <li>● Online Safety strands in Schemes of Work (SOW) in both Schools. <b>ACTION: Pastoral Leads/IT Dept.</b></li> <li>● Lobby in support of current proposed legislation around Social Media content: Online Safety Bill 2022/23 <b>ACTION: All – anyone could do this.</b></li> <li>● Build on our resources for parents available via the Community Section of the website - Parent Hub, Pupil Hub to be built, modelled on Senior School example. <b>ACTION: Pastoral Leads/School Psychs/School Nurse/IT Network Dept.</b></li> </ul>		<p>and above. Samples that have arrived so far are really not fit for purpose.</p> <p>We continue to look at this at every Chairman’s Meeting when new governors are discussed.</p> <p>Ongoing with all those listed to the left here.</p> <p>Return of Dr Taylor from maternity leave in Oct 2023 will provide a full week of in-house psychology support again and options for preventative talks/training etc.</p> <p>In hand.</p> <p>I assume those governors who wish to do this will do/will have done so.</p> <p>Parent Hub refreshed regularly and links checked. Pupil Hub launched Summer 2023.</p>
A* 2b.	Staff Wellbeing and Morale, recruitment and retention, ensuring a	<ul style="list-style-type: none"> <li>● Maintain high focus on Staff wellbeing and morale – <b>ACTION: All CSMT ears to the ground.</b></li> </ul>	P & W	Ongoing

<p>focus on a beneficial employment package. Keep pace with or outstrip national trends in further adjustments of teachers' salary scales to reward and retain the best teachers.</p>	<ul style="list-style-type: none"> <li>● Ensure rigorous staff review and appraisal schedules are maintained across both schools encouraging career development. <b>ACTION: Dirs Staff.</b></li> <li>● Retain high teacher: pupil ratio within affordable limits. <b>ACTION: Heads/COO Team</b></li> <li>● Addressing Government pay increases and also the loss in 'real value' of teachers' salaries over past decade - estimated at 23% by ASCL – and including loss of income because of curtailing of pensions. Need to keep aware of any funded adjustments made to 'catch up'. <b>ACTION: Heads, Dirs Staff and COO team.</b></li> <li>● Bracing for Teacher Strike Action over pay awards, alert to teachers feeling obliged to support state school colleagues striking. <b>ACTION: Heads and Dirs Staff.</b></li> <li>● Ensuring the St. Cat's 'Employment Package' document is completed and promoted on the website and when advertising; continue to provide health care options; access to counselling via our insurance company etc. <b>ACTION: Dir Staff Sen School and Marketing/Graphic Design.</b></li> <li>● Increase diversity on staff body but in the right way through strong appointments to all areas of the staff. <b>ACTION: Heads/HR Admin/Dir Staff/Interview teams.</b></li> </ul>	<p>+ Academic and F &amp; R for some items.</p>	<p>Staff Review cycles fully back on track post Pandemic. Heads both appraised this year. SMT members due for appraisal in 2023-2024.</p> <p>Budget for staffing agreed to meet this aspiration</p> <p>Pay increase in discussion with F &amp; R Committee and decision to be made at June GB Meeting.</p> <p>No issues raised with SMT regarding desire to strike. More impact of staff children being taken into Prep School on strike days in their schools which was hugely appreciated by staff concerned.</p> <p>Document completed and circulated to governors. The financial value of the package calculated by Helen Davies and will be shared with governors. It is very generous particularly if you are a resident member of staff.</p> <p>Excellent progress in this are with further diversity appointed for Sept 2023.</p>
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A* 3	Maintain a sharp focus on promoting Academic Excellence in a forward-thinking all-girls setting by ensuring that all national educational trends in curriculum content, examination systems and university entrance procedures are monitored closely, and keeping	<p>Educational trends currently under discussion are:</p> <ul style="list-style-type: none"> <li>● Mandatory Relationships and Sex Education (RSE) introduced in Sept 2021 - monitor as this continues to embed in the next few years across the whole school and parents adjust to the mandatory content - relatively few challenges so far. <b>ACTION: Heads, Dirs Studies</b></li> <li>● Use Focus Groups with Parents to monitor particular subject enthusiasms, e.g. trends in language</li> </ul>	Academic	<p>Ongoing. Parents have been consulted in both Schools about the detail of the curriculum and all have approved it.</p> <p>No progress in this area. Out of time.</p>

<p>informed of parental feelings regarding curriculum subjects in particular.</p>		<p>teaching/AI/STEM/Engineering/Coding and report back to the Academic Committee. Maintain vigilance via teaching forums around developments in curriculum. <b>ACTION: Heads and Dirs of Studies.</b></p> <p><b>Senior School</b></p> <ul style="list-style-type: none"> <li>● Review ongoing embedding of revised linear A Levels and student and staff stress levels/outcomes etc and the move towards online exams. <b>ACTION: Head and Dir St, SSHM, Hd of Sixth Sen Sch.</b></li> <li>● Ensure focus on European MFL to offset reduction in popularity post Brexit. Consider revisiting Pacific Rim languages. <b>ACTION: Heads and Dirs of Studies.</b></li> <li>● Monitor current imbalance between STEM numbers at A Level – very successful – compared with Arts, Humanities and Creative Arts subjects and ensure girls are choosing the right A Levels for them and not what parents think will be more ‘employable’ subjects. Potential impact on subject viability for some. <b>ACTION: Head and Sen Sch Dir of Studies/Head of 6<sup>th</sup>/SSHM.</b></li> <li>● Continue lobbying for UCAS applications which are ‘blind’ of all but an entrance number to offset anti-independent school bias which is becoming more</li> </ul>		<p>Will be reviewed in Sept 2023 in light of first set of results back completely to normal specifications etc. HODS will present to Dir of Studies and Head.</p> <p>Achieved shift to choosing two MFL from Half Term in Autumn for new U3. V low A Level take-up is worrying. But maintaining Subsidiary study in French and German in the L6. Will need to make a redundancy next year in senior school MFL Depts if no one moves on to promotion or new position. Legal advice to be taken.</p> <p>Constant battle to ensure that girls and parents realise that there are other routes than STEM/Maths. Ironic after so much emphasis needed on these in the past 30 years.</p> <p>Ongoing. UCAS changing reference writing procedure which is absorbing time.</p>
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		<p>prevalent, esp at Oxbridge. <b>ACTION: Head and Sen Sch Dir Studies</b></p> <ul style="list-style-type: none"> <li>● Keep the pastoral ratios high in the USP of the House System, while noting that the move from 4 to 3 A Levels has reduced the number of full-time staff available to staff tutor groups with volunteers/enthusiasts rather than deploying all staff to form tutor roles as in most schools. Manage workload of pastoral staff and remuneration package to make role attractive. <b>ACTION: Head and SSHM</b></li> </ul> <p><b>Prep School</b></p> <ul style="list-style-type: none"> <li>● Continue to invest in the outdoor learning environment given increasing evidence of the link with positive outcomes for mental health. <b>ACTION: Head and Dir STs Prep.</b></li> </ul> <p>a. Increasing needs for specialist teachers across Key Stage 2 - see A*2b above. <b>ACTION: Head and Prep SMT.</b></p> <p><b>Communication with Parents</b></p> <ul style="list-style-type: none"> <li>● Review all Parent Handbooks and make them more 'user---friendly' succinct and branded. Increase use of webinars and filmed messages developed in Covid and popular? Continue to use well worded Clarions. <b>ACTION: Heads, CSMT and Marketing</b></li> </ul>		<p>We have full complement of House Tutors for Sept 2023 using Graduate Gaps in two Assistant House Tutor roles for the first time.</p> <p>Well-being pod – planning permission applied for and awaiting outcome. New Head Groundsmen comes with extensive experience of making improvement to outdoor spaces. We will be consulting him as he settles into post.</p> <p>Continue to consider within current staffing budget.</p> <p>Senior School books being reviewed. No graphic design time available for redesign this year. Carry forward.</p>
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		<ul style="list-style-type: none"> <li>● Relaunch the Parent Focus Groups which have been overtaken recently by Heads’ Dinners and then by Covid. Set realistic targets for numbers per year – see wellbeing of Heads above – and use IT to generate the random groups we used to invite so that everyone has a say in person twice during a journey through the schools. <b>ACTION: Heads and Devt</b></li> <li>● Maintain skilful use of Zoom by all staff - see ICT below. <b>ACTION: CSMT</b></li> </ul>		<p>No time to achieve this this year. Looking at options for next year.</p> <p>Senior Staff retaining skills by having occasional pupils tuning in on Zoom for lessons daily.</p>
A* 4	<p>Work to keep school fees affordable and fee increases minimal and explicable in order to ensure the widest possible access to the school for fee-paying parents. This to include:</p> <p>a. Ongoing investment in our marketing and brand development to ensure that our ethos and aims are understood by prospective parents and pupil recruitment is high and income secure.</p> <p>b. Specific focus on Letting School Premises to increase</p>	<ul style="list-style-type: none"> <li>● Maintain the close focus on this at each annual fee review, but in realistic terms against the current financial climate. <b>ACTION: Heads and COO Team</b></li> <li>● Actively seek parent feedback on affordability impacts. <b>ACTION: Heads/Marketing Team</b></li> <li>● Keeping firm oversight on fee debtors and their management. <b>ACTION: COO Team/Heads.</b></li> <li>● Target marketing based on the School providing strong values and value for money towards those social groups we have lost as clientele. <b>ACTION: Heads/Marketing Team.</b></li> <li>● Ensure Dir of Development and Marketing maintains strong leadership of team re brand use/development, and keeps consistent focus on ethos and aims.</li> </ul>	F & R	<p>Ongoing</p> <p>Ongoing by Marketing team. Questions around VAT on fees resulted in governors statement on this mentioned above.</p> <p>Ongoing robust tracking of debtors each week by Fees Administrator, and COO and CFO in dialogue with payment plans for larger debtors.</p> <p>Being achieved by Marketing team.</p> <p>Excellent leadership demonstrated by PC at all times. Marketing Committee meetings robust and purposeful.</p>

	<p>income while also enhancing partnerships and outreach.</p>	<p><b>ACTION: Heads/Dir of Dev and Marketing/Marketing Committee</b></p> <ul style="list-style-type: none"> <li>● Ensure public messaging about the School reflects our identity and culture, and continues to build a sense of community amongst current pupils, staff and parent body as well as appealing to prospective families. Invest appropriately in marketing personnel to enable proper social media presence alongside other more trad. Forms of marketing. <b>ACTION: Heads/Dir of Dev and Marketing/Marketing Committee</b></li> <li>● Conduct full review of Letting income/profit margins and restructure staffing and/or approach to ensure focus is on major income earners and work with local community/state school partnerships as priorities. <b>ACTION: Heads and COO.</b></li> <li>● Aim to get many more local and national music/theatre groups into residential lettings to enable wider access to our world class theatre/concert hall and residential facilities. <b>ACTION: COO and Lettings Manager</b></li> <li>● Set ambitious financial targets and hold the Lettings Manager to account over them. <b>ACTION: COO</b></li> </ul>		<p>Ongoing and focused on this action.</p> <p>Reviewed termly by E &amp; B. Lettings of the school site for activities proving costly to run compared with profit achieved. More detailed discussion carried forward to 2023-2024</p> <p>Ongoing</p> <p>Dependent on actions above being completed.</p>
A* 5	<p>In all work to the built environment of the School, to give close consideration to:</p> <p>a. Sustainability Targets when developing</p>	<ul style="list-style-type: none"> <li>● Work with Pupils – Green Cats and Kittens groups - to ensure full school focus on Sustainability and in target setting. Pupils will expect this to be high on our agenda. Harness their enthusiasm. <b>ACTION: COO, Heads, Eco Committees</b></li> </ul>	E & B	<p>COO in dialogue with E-Energy, green energy consultants to secure quotations for completion of LED lighting installation, solar panel installation and other possible green actions.</p>

	<p>/refurbishing all existing buildings and creating any new ones. Set relevant and achievable targets for Carbon Neutrality for the School in line with government targets if/when affordable.</p> <p>b. Preserving and enhancing our listed and other historical buildings, landscape and features, being mindful of the heritage of the School and its site. Such work to include all new buildings, extensions and repairs or maintenance to any component which shall be considered and identified early in any design process.</p>	<ul style="list-style-type: none"> <li>Propose targets for Carbon Neutrality (Schools currently being tasked with 2035 as the target) and shift the focus firmly to sustainability, setting some school aspirations/standards for developments, e.g. new types of boiler etc. <b>ACTION: COO and Team</b></li> <li>Ensure the School works with reputable architects and builders who have a clear understanding of the nature of all our buildings and sensitivity to their history importance where applicable. <b>ACTION: COO and team.</b></li> </ul>		<p>No time for specific plan and target-setting but E-Energy discussion first steps I this action.</p> <p>No plan to change school architects at present as no major building works in hand. No action needed.</p>
A* 6	<p>To maintain and develop our School partnerships at local and international Level and further develop our outreach work.</p>	<p>Consider appointing a colleague with some time and allowance to be dedicated Outreach Coordinator and give that person the brief around overseas links and local outreach aims. <b>ACTION: Heads</b></p>	Academic	<p>No action achieved as yet. Maren Kelly has had good success with STEM outreach for Prep and local primaries this year.</p>

		<p>Note: The outreach work is related to Charitable Status requirements and other schools have staff deployed to do this.</p> <p>Continue local outreach projects and develop more: e.g. Gosden House, Bramley Infants, and now Grafham Grange coming on stream. <b>ACTION: Heads and CSMT.</b></p> <p>Develop overseas links to enhance pupils view of themselves as global citizens, e.g. partner schools in Australia and USA, and project such as new programme of L6 teaching English to students in Lebanon online. <b>ACTION: Heads and CSMT</b></p> <p>Strengthen primary school partnerships via Prep School links with local primary and infant schools, esp using Science Kitemark Award. <b>ACTION: Head of Prep and Prep SMT.</b></p> <p>Ensure some members of CSMT are governors of local GSA or state schools whenever time permits to enhance links with other schools and share best practice/expertise. <b>ACTIONS: Heads and CSMT</b></p>		<p>Ongoing. Grafham Grange approach has not been reciprocated as yet.</p> <p>St. Catherine's, Sydney visiting in June. Lebanon English teaching project online is ongoing.</p> <p>Link with RGS Prep for the Prep School in some joint activities on both sites has begun. Links with Tillingbourne School continue and we look to add more opportunities in STEM in the next academic year.</p> <p>WG is Governor of Burgess Hill School; EJ is governor of Bramley Infants School; NJB is governor of Oakwood Prep; AMP is governor of Yehudi Menuhin School.</p>
A* 7	Maintain the School's aim to provide Bursary places up to 100% of fees payable to achieve the Governors' ultimate target of 5% of income spent on bursaries which will be reviewed regularly as to	<ul style="list-style-type: none"> <li>● Set an annual target in line with sensible budgeting. For 2023-4 at no more than 3.3% of fee income. <b>ACTION: COO and Heads.</b></li> <li>● Maintain the current strategy to attract local day girls within walking distance/easy journeys to the School and boarders in genuine need of the St. Cat's 'home' experience. <b>ACTION: COO, Heads</b></li> </ul>	F & R  Bursary & Hardship  P & W	<p>Budget for 2023-2024 slightly overspent so far. Some good applicants secured.</p> <p>Ongoing.</p>

	<p>achievability or desirability in the light of ongoing government and charitable legislation and other goals and targets of the school. Set annual % target</p>	<ul style="list-style-type: none"> <li>Continue to support our Ukrainian refugees – 4 students – with appropriate funding until they can return home. And support their families. <b>ACTION: COO, Heads, CSMT</b></li> <li>Continue to promote Bursary fund-raising for the Bright Futures Campaign via the Development Office using alumnae advocates and key senior staff. Consider allocating Carl Gladwell to this role as part of his SMT brief. <b>ACTION: Heads</b></li> </ul>		<p>Ongoing and agreement from F &amp; R to cover one further year for a Year 9 student as a day pupil from Sept 2023 until current L6 student moves on.</p> <p>In hand by Development Dir and team.</p>
A* 8	<p>Maintain a high level of annual expenditure on ICT provision in order to keep abreast of developments. In particular, cyber security measures and support of the Wi-Fi network and the School's aim to move towards a paperless environment</p>	<p>An embedded priority and managed by ICT Dev Committee which includes colleagues from CSMT. Focus on developing provision and monitoring costs to avoid escalation. All <b>ACTIONS Below are IT Dev Committee and overseen by Dir Digital Technologies.</b></p> <p>Specific targets at present are:</p> <ul style="list-style-type: none"> <li>In general, ensure that meeting rooms are equipped with viable conferencing facilities for hybrid meetings of any kind.</li> <li>Maintain digital learning strength created by Covid.</li> <li>Maintain online safety education for all ages at appropriate levels</li> <li>Maintain Zoom Pro investment as a useful tool with safeguarding inbuilt through recorded meetings/parents' evenings</li> <li>Offer a blend of in-person and online Parents' Evenings if the popularity remains.</li> </ul> <p><b>Prep School</b></p>	<p>ICT Development</p> <p>F &amp; R</p>	<p>Ongoing as demonstrated by minutes of the ICT Dev Committee. All the below specific targets are addressed.</p>

		<ul style="list-style-type: none"> <li>• More class sets of iPads for use in FI and LII in particular which is already part of the ICT plan to recycle/ reuse commissioned iPads.</li> </ul> <p><b>Senior School</b></p> <ul style="list-style-type: none"> <li>• Focus in the next 5 years will be on the move to online public exams, investment in IT kit to enable this to happen could be very costly</li> <li>• Move to OneNote in Senior School as digital exercise books.</li> <li>• Rolling out the move to MacBook/Chromebook for L5 and U5 and consolidate school-managed iPad programme for U3-U4 now rolling up School.</li> <li>• Introduce school-owned devices for all Senior School teachers</li> </ul>		<p>Awaiting release of existing stock as managed iPads purchased for U3 roll up through the school and potentially back to the school.</p> <p>No firm date given by exam boards as yet.</p> <p>OneNote trials this year successful. More widespread use expected next year.</p> <p>On hold until next year in favour of staff laptop roll out.</p> <p>Achieved with laptops distributed and ongoing 3 hours training per colleague in hand for this term.</p>
A* 9	To be active in promoting and sustaining girls' schools in the UK via active GSA Membership for the Heads of both Schools and of IAPS for the Head of the Preparatory School.	<p>GSA Membership is a given. By far the best association for this school to belong to and providing ample support for both Heads - as do IAPS, ASCL, ISBA and BSA.</p> <p><b>ACTIONS throughout this section: Heads.</b> Ensure continued engagement by both Heads in GSA and IAPS leadership via committee involvement/CPD programmes etc. and in Governance activities at other schools.</p> <p>AMP is member of the GSA Membership and Accreditation Committee that reviews other schools ISI reports for</p>	Chairman's Meeting	Ongoing and as per all the below.

		<p>renewed accreditation. AMP is also Chairman of Education and Wellbeing Committee at the Yehudi Menuhin School in Cobham and Safeguarding Governor. YMS is a specialist music school within the national Music and Dance Scheme.</p> <p>NJB is a member of the working party GSA Committee responsible for organising the annual Prep/ Junior Heads conference. Naomi is also currently safeguarding governor and member of the Education Committee at Oakwood Prep School. <b>ACTION: Heads</b></p> <p>Wendy Gibbs is currently governor at Burgess Hill School ensuring links with other GSA schools.</p> <p>Emily Jefford is Safeguarding Governor at Bramley Infants School.</p> <p>Consider extending membership of the International Coalition of Girls' Schools (newly formed from the former National Coalition of Girls' Schools in the USA) as founder members. This has a cost attached. Currently being negotiated at half price. Aim to investigate assets to be gained for marketing and girls' only education and have a global reach that could drive more boarders from more countries to the School. <b>ACTION: Heads and Marketing Team</b></p> <p>Remain engaged closely with ISI via Naomi Bartholomew as a team inspector with ISI. <b>ACTION: Head of Prep.</b></p>		<p>Achieved and another more beneficial fee arrangement negotiated.</p> <p>NJB keeping up to date with Framework23 but as yet still to hear re her own TI training update.</p>
A* 10	Supporting the St. Catherine's Association as a significant strength of	<ul style="list-style-type: none"> <li>Prepare to celebrate the 20<sup>th</sup> Anniversary of the St. Catherine's Association in style in 2024. <b>ACTION: Heads and Association Team.</b></li> </ul>		Schedule for 2024 discussed with Association and low key events planned around the Association

	<p>the School for current pupils - careers guidance, networking, engaging current parents - and as a significant contributor in the longer term to the Development function and fund-raising.</p>	<ul style="list-style-type: none"> <li>● Maintaining, if possible, the investment in staffing of the Foundation Office to support Association and Development Activities. <b>ACTION: Head and Association Dirs.</b></li> <li>● Boosting Development fund-raising to close any of the gaps around provision for bursaries, new facilities etc. <b>ACTION: Heads and Development Director.</b></li> <li>● Relaunch full on fund-raising for the CATalyst when the time is right. <b>ACTION: Heads and Dev Director.</b></li> </ul>		<p>Concert and a lunch/chapel service. Full celebration to be held for 25<sup>th</sup> anniversary in 2029.</p> <p>On hold until next year</p> <p>On hold until green light given.</p>
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