

BWS STRATEGIC DEVELOPMENT PLAN 2019-2022

AIM

1. The intention of this brief document is to sketch out the priorities for whole school development within a realistic time frame – taking into account the likely financial prognosis, the local and national educational and political contexts, the nature of BWS as an educational institution of the highest quality and also the potential for development of the school both in its own right and in partnership with others. The explicit vision for the School is as a regional centre of excellence, providing the opportunity for boys from the local area to access the highest possible quality education and preparation for university and their later careers.

2. The Development Plan is both underpinned and driven by the 3 principal aims established by Bishop John Wordsworth, with the objectives being complementary with both the 1890 Trust Deed and, more recently, the 2011 Funding Agreement which underpins the work of the BWS Academy Trust. This plan is therefore an attempt to realise the steps needed to meet our Founder's original intentions – but in the 21st Century.

KEY ISSUES OVER THE NEXT 5-10 YEARS:

3. We need to preserve the ethos of BWS, its high academic achievement and its wide range of high quality extra-curricular activities. Implicit in this is the assumption that academic selection may have to be defended and that expansion in the number of students will continue for the next 5 years.

4. The admission of girls into the BWS Sixth Form from September 2020 will add a completely new dimension to school life;

5. BWS should build further on its Regional and National reputation for excellence across the board

6. The long-term success of the school and its pupils depends upon recruiting, retaining and further developing high quality staff

7. BWS' future development needs to offer what our students need, having regard to but not being controlled by changes of direction at governmental level

8. Continuous curriculum review is essential in order to ensure quality, breadth, relevance and cost effectiveness; it is likely that a focus on facilitating subjects will be complemented by extras (which may have to be subsidised by parents)

9. University entry has become increasingly competitive and higher education routes more diverse so we will need to ensure that the students receive the personalised advice and guidance that they need and deserve.

10. The school should aim to be a sustainable institution in its widest sense

11. Financial stability and security are likely to be key issues for the school

12. Continuous development of our facilities is essential to future success

13. The pace of the school's development will, in large part, be dependent upon our ability to maximise the effectiveness of how we use our resources. The development of more diverse sources of income and support for the school are likely to be of growing importance in the future, and this may well include an international dimension for the school.

LOCAL, NATIONAL OR GLOBAL FACTORS THAT MAY IMPACT ON THE SCHOOL

14. Changes in the UK and Global economy will need students to be better qualified and have the right skills to compete

15. Per-pupil funding is likely to reduce in real terms, so we will need to work hard to try to ensure that financial losses in the Sixth Form are minimised and that they are also offset within the overall budget

16. Increases in the cost of private education and demographic growth in the local area is likely to increase demand for places at both 11+ and 16+; this gives BWS the opportunity to expand to meet demand and also to incrementally raise entry requirements to suit the market

17. Greater choice of post-16 providers in the local area may mean greater local competition for students. The relocation of young families into the area due to housing developments, Army relocation and specific local factors will increase the pool of potential pupils.

OBJECTIVES FOR 2019-2022 PERIOD

CURRICULUM & ASSESSMENT

18. To ensure that the curriculum offered at BWS continues to enable students to reach their potential, meet the requirements of exam boards and give boys what they need for the next stage in their careers

19. To ensure that systems for tracking academic performance and subsequent intervention (with respect to both individuals and departments) are effective

20. To emphasise excellence in all round education so as to enhance recruitment (of both staff and students)

PASTORAL CARE

21. To encourage a more reflective approach to school life through collective worship and tutorial time and encourage opportunities for spiritual growth

22. To ensure that Pastoral & House Systems together encourage leadership, identity, participation and competition, and to manage the growth of those systems

23. To manage the growth of the number of students on roll through the 2019-2022 period and, thereafter, plan the consequent growth of the Sixth Form

24. To ensure that systems of pastoral support and academic mentoring offer the students what they need to flourish and perform to their potential

25. To ensure that the arrangements for pastoral care within the school are both efficient and effective, and make the best use of staff resources and the school's information management system

26. To provide high quality guidance, support and preparation for students so that they have the best chance of securing university/training places of the highest possible calibre

EXTRA-CURRICULAR

27. To expand extra-curricular activities on a manageable, sustainable & affordable basis, encourage staff involvement & establish a regional reputation for BWS in extra-curricular provision across the board

CONTINUING PROFESSIONAL DEVELOPMENT

28. Strengthen appraisal processes for all staff so that they become an effective tool for driving school development and improvement

29. To improve all staff skills and confidence so as to enhance the quality of teaching and learning across the board

30. To ensure that staff welfare and work-life balance are actively considered as changes are introduced across the school

SCHOOL ENVIRONMENT AND RESOURCES

31. To complete refurbishment of the older parts of the BWS site and also expand facilities; where this is not possible work to access other facilities to create additional capacity

32. To review and restructure the BWS work force so as to meet the changing needs of the school and to ensure cost efficiency

33. To maximise the effective use of ICT so as to manage workloads, improve communication and engage parents in supporting our work

34. To realise the full potential of the school site and school brand for income generation to help underwrite the cost of high quality education in the future

35. To build the BWS Foundation to maximise the financial and other support for the school from the entire school community

36. To ensure that we maximise the use of opportunities to build support for the school by digital means including the website, social media and an interactions via an alumni database

37. To ensure that the school is financially viable as an academy trust

38. To explore opportunities to work with other schools both in the UK and overseas so as to build the strength of the school still further