

<b>BWS School Development Plan 2019-2020</b>				
<b>School Context</b>				
<b>Objective</b>	<b>Responsibility</b>	<b>Cost (excluding time)</b>	<b>Success Criteria</b>	<b>Comments</b>
<b>Planning for rolling expansion of pupil numbers</b>	LT planning	Approx 40 academic periods/year expansion	Workable and sustainable curriculum and staffing models for academic years 3,4 & 5 of expansion in preparation	Minor over staffing during 2019-2020 to be used in an effective way during that academic year and then incorporated in planning for 2020-2021 so as to minimise costs
<b>Work to increase social mobility in 11+ applications to BWS</b>	Tracy Collingridge/SDS	Approx. £1500	Revised admissions policy in place. Work completed as per agreed project brief in year, including outreach work with primary schools.	
<b>Recruitment of first BWS sixth form girls</b>	Head of Sixth/Sixth Form Office/Careers Consultant/SDS/LT	Approx. £11000	30-50 applications from girls to join BWS Year 12 for September 2020	Work as per marketing and recruitment timeline; updates as necessary for staff, govts, parents and students
<b>Attainment &amp; Achievement</b>				
<b>Objective</b>	<b>Responsibility</b>	<b>Cost</b>	<b>Success Criteria</b>	<b>Comments</b>
<b>Drive for better examination outcomes across the board at both GCSE and A level</b>	HoDs	Staff time	At least maintenance of 2019 headline exam performance figures, aim for year on year increase	Consolidation of all linear A levels, improvement in tracking and intervention processes across all depts following sharing of ideas during 2018-2019
<b>Eliminate areas of under-performance at GCSE and A level</b>	HoDs/LT as appropriate	Staff time	Increase in average figures, reduction in number of departments falling below baseline figures (to be agreed at LT).	as above
<b>Quality of Learning &amp; Progress</b>				
<b>Objective</b>	<b>Responsibility</b>	<b>Cost</b>	<b>Success Criteria</b>	<b>Comments</b>
<b>Design and implementation of effective programmes of work at subject level for sixth form independent study</b>	HoDs	Staff time	Suitable planning through Heads of Faculty meetings followed by half yearly review/sharing of good practice and then further implementation of new ideas and routines by all A level depts	
<b>Pupil Behaviour</b>				
<b>Objective</b>	<b>Responsibility</b>	<b>Cost</b>	<b>Success Criteria</b>	<b>Comments</b>

<b>Organisation of student forums for Lower &amp; Middle School so that they function well for discussion and evaluation (SIAMS outcome)</b>	DGB/MJJ	Nil	Lower, Middle and Sixth Form Councils to meet at least once a term with robust arrangements for agendas, dates and reporting back to boys and also LT	Build reporting into LT annual agenda - this will drive timescale for meetings and communication. New assembly pattern to be used by Pastoral Heads to significantly increase the responsibilities for House Prefects and many other boys in sorting assemblies. Environmental Group to be formed led by sixth form boys.
<b>Quality of Teaching</b>				
<b>Objective</b>	<b>Responsibility</b>	<b>Cost</b>	<b>Success Criteria</b>	<b>Comments</b>
<b>Adoption of examples of good practice from Heads of Departments in summer 2019</b>	HoDs		Review of plans through Autumn Term HoD meetings with HM. Appraisal targets for HoDs 2019-2020 to include strengthening monitoring and intervention methods	HoDs good practice survey completed summer 2019 by SDS and outcomes promulgated; action by HoDs follows, ongoing work.
<b>Care, Guidance and Support</b>				
<b>Objective</b>	<b>Responsibility</b>	<b>Cost</b>	<b>Success Criteria</b>	<b>Comments</b>
<b>Change working methods to ensure that pupils have the pastoral care that they need and deserve - and office staff time is used efficiently and effectively</b>	SDS/GL/Heads of School		Further development of SIMS, CPOMs and Insight as the sources of info and data. Development of PARS as a streamlined tool for teachers. Further development of Sixth Form Pastoral structure	
<b>Leadership &amp; Management</b>				
<b>Objective</b>				
<b>Development of further income streams and wider range of commercial activities on the school site</b>	BLS		Further development of revision classes. At least one holiday club at either Easter 2020 or Summer 2020	
<b>Work to exemplify 'Veritas in Caritate' in the day to day operation of the school (SIAMS outcome)</b>	AWG/GL/JGB/BKS/E. Probert		Working Group of continues from 2018-2019. Findings presented to governors in 2019-2020 academic year.	Working group to be led by BWS Chaplain

<b>Work to strengthen well-being of school community</b>	Staff Wellbeing Committee/LT		Staff wellbeing committee to continue to meet every term; report for governors at the end of the 2018-2019 academic year, identifying priorities for following year's consultation and action planning	New report schedule in place for 2019-2020 academic year, review in summer term 2020
<b>Build alumni database from paper records</b>	SDS/BLS/RC	£5,000 set up then £1,500 per year	Data migrated to ToucanTech during 2019-2020 academic year. Alumni digital platform established and functionality outlined for alumni during the academic year.	Thorough review of communications between school and alumni needed.
<b>Further work on International Dimension for BWS</b>	SDS/Int Working Group	£2,000	Further fact finding during 2019-2020 academic year. Feasibility study prepared for governors spring 2020, identifying country, upfront costs and risk mitigation.	Further fact finding/discussion in 2019-2020; SDS to seek further advice on current possibilities from Cushman & Wakefield summer 2020. SDS also to pursue links via alumni in China etc.
<b>Effectiveness of Governance</b>				
<b>Objective</b>	<b>Responsibility</b>	<b>Cost</b>	<b>Success Criteria</b>	<b>Comments</b>
<b>Submission of CIF bid for funding to underwrite cost of science block expansion and redevelopment of Dining Hall</b>	BLS	£££!	Bid drafted & submitted according to prescribed timescale in autumn term 2019	Detailed planning permission needed when staged development plan are complete; matched funding needed if bid successful
<b>Continue to improve school site in accordance with BWS Master Plan</b>	SDS/BLS/LT	£20,000/yr for mobile hire. £5,000 for site improvements	Disposal of climbing wall, freeing up E9 for sixth form Games Room. Additional furniture bought for SFCR. Removal of lockers from upper changing room. Widening of Back Gate. Purchase of further t/t tables	As above. Changes needed in preparation for admission of girls September 2020, principally with respect to the sixth form common room
<b>Strengthening of governor evaluation procedures</b>	SDS	Staff time	At least one governor visit to BWS every half term. At least half of all governors involved in development project work	Reports from governor visits to go to LT (and staff?)
<b>Delivery of a balanced budget</b>	BLS/SDS/GL		Budget agreed and then monitored closely through delivery	Staffing is by far the biggest and fastest expanding cost pressure. Erosion of de minimis funding of around £4,800 pp funding a real danger. Outcome of spending review unknown, will control funding post April 2020