BWS School Development Plan 2024-2025				
School Context				
Objective	**Responsibility**	**Cost (excluding time)**	**Success Criteria**	**LT delegation/Comments and Top 8 risk**
Work to increase social mobility in 11+ applications to BWS	Development project holder	£1500	At least 5 junior schools engaged with Year 12 BWS students. Engagement with at least 5 city junior schools through sports, music and enrichment projects	HM/TAC/LDE/RDG
Attainment & Achievement				
Objective	**Responsibility**	**Cost**	**Success Criteria**	**Comments etc**
Drive for stronger examination outcomes across the board at both GCSE and A level	Deputy Head/Heads of academic depts	Staff time	At least maintenance of summer 2023 headline performance figures	GL/8
Eliminate areas of under-performance at GCSE and A level	Deputy Head/Heads of academic depts	Staff time	Increase in average figures, reduction in number of departments falling below baselines based on summer 2023 data.	GL/8
Implementation of revised assessment and reporting arrangements for Y7-13	MXT	Staff time	Data drops and grade report system in full operation by Christmas 2024. Review and amendment (if necessary) completed by July 2025. Improved intervention by school offices using current data	MXT/Heads of School/8
Quality of Learning & Progress				
Objective	**Responsibility**	**Cost**	**Success Criteria**	**Comments etc**

Continued development of **BWS Library facilities and whole school profile**	Librarian/HM	£6,000	Further exploitation of Hants School Library Service. Production of digital and physical materials as necessary. Full engagement for student librarians	HM
Use of materials on Teams Enrichment Channels to enhance breadth of reading for Sixth Form and Middle Schools	HoDs/Sixth Form & Middle School Office Teams	Staff time	Sixth Form Enrichment Channel to be sustained and Middle School Channels established and populated with suitable materials	HM

Pupil Behaviour				
Objective	**Responsibility**	**Cost**	**Success Criteria**	**Comments etc**
Organisation of student forums for Lower, Middle School and Sixth Form so that they function well for discussion and evaluation	Deputy Head (Pastoral)	Staff time	Lower, Middle and Sixth Form Councils to meet at least once a term with robust arrangements for agendas, dates and reporting back to students and also LT at end of each term	JJE
Improvement of attendance monitoring systems	Deputy Head Pastoral/Heads of Pastoral Section	Staff time	Further work to strengthen focus on sixth form attendance	JJE/ZHL/5

Quality of Teaching				
Objective	**Responsibility**	**Cost**	**Success Criteria**	**Comments etc**
BWS Adventure to be used as a vehicle for developing students' leadership & other soft skills	Head of BWS Adventure	£1,000 subsidised with student donations	Continued development of programme, including sustainable delegated leadership for different major activities for different year groups	JMO/HM/

Care, Guidance and Support				
Objective	**Responsibility**	**Cost**	**Success Criteria**	**Comments etc**

Objective	Responsibility	Cost	Success Criteria	Comments etc
Effective practise from all sixth form mentors and enhancement of mentoring programmes for sixth form	Head of Sixth Form	Staff time	Progressive reduction in need for follow up after QA surveys through academic year. Year 12 tutorials in place from start of academic year.	ZHL/8
Review and further development of current Sixth Form Personal Development (PSHRE) and Careers programme	Head of Sixth Form	Staff Time	Review carried out and programme revised accordingly	ZHL/SAA/BWD/8
Effective use of tutorial time for Years 7-11	Head of Middle School/Deputy Head Pastoral		Review and revision of tutorial programmes Year 7-11.	MJJ/JJE/8
Review and revision of PHSRE programmes to include student input to planning of these programmes	Head of PHSRE/Heads of pastoral section	Staff time; additional resources £500	Ongoing review	JJE/BWD/5
Development of work of Senior Mental Health Lead post	ZHL	Staff time (training fully funded)	Further training for additional member of staff	ZHL
Leadership & Management				
Objective	**Responsibility**	**Cost**	**Success Criteria**	**Comments etc**
Establish coherence of income generation strategies in school	Development Officer/Bursar/ Head	Salary of Dev Officer	Effective communication and co-ordination between different parts of the school's fund-raising apparatus.	BLS/HM/1
Ensure provision for staff development builds skills and knowledge for the future	JPR/ALG	Staff time in training	Coherent programme of training through year on risk, safeguarding, use of IT, well-being, IT, classroom management etc	JPR/8

Evaluate CP alert systems so that staff are able to report with confidence	JJE	Staff training time plus subscription cost	Adoption of either Bromcom or CPOMS as main vehicle for reporting concerns to DSL Team by Christmas 2024	JJE/5
Digital Strategy	HM	Staff time and cost of additional filtering software	Filtering and keyboard monitoring fully in place across site ready for September 2024. Priorities identified for digital strategy by end of autumn term 2024.	HM/2/4/5. Basis for discussions established by audit exercise summer 2024.

Effectiveness of Governance				
Objective	**Responsibility**	**Cost**	**Success Criteria**	**Comments**
Continue to improve school site	Bursar/Head/ Governors' Finance, Audit & Risk Committee	Costs 1 £2.1 million	Priorities 1 Construction of new teaching block 2 Replacement of Garden Lab 3 Conversion of W3 into science facility	BLS/Priorities are flexible/6
Strengthening of governor evaluation procedures	Head and LT members/Link Governors	Staff and governors' time	Full implementation of Risk Management Scheme. HM/Full and appropriate delegation of risk monitoring to governors' committees. Annual review of top 8 risks. Further governor training June 2024 to lead to focus for work during 2024-2025	HM/BLS/1-8
Implementation of strengthened health and safety regime across school site	Bursar/Site Manager & Assistant	Staff time	Full compliance with reports from Wiltshire Council.	BLS/delegated responsibility for systems within Site Team

Delivery of a balanced budget	Bursar/Head/ Deputy Head	Staff time	Budget agreed and then monitored closely through delivery. Careful management of staffing needs required through 2024-2025 academic year	HM/BLS/Staffing is by far the biggest cost pressure. Teaching and non-teaching staff pay rises as yet unknown.

Top 8 risks identified 2022-2023 and reviewed annually thereafter agreed by governors

1. Finance systems failure
2. IT systems failure
3. Staffing – single points of vulnerability
4. IT security failure/data breach
5. Safeguarding failure
6. Inadequate accommodation/space
7. Inadequate recruitment at 16+
8. Inadequate quality assurance in academic delivery