

<b>BWS School Development Plan 2023-2024</b>				
<b>School Context</b>				
<b>Objective</b>	<b>Responsibility</b>	<b>Cost (excluding time)</b>	<b>Success Criteria</b>	<b>LT delegation/Comments and Top 8 risk</b>
<b>Work to increase social mobility in 11+ applications to BWS</b>	Development project holder	£1500	At least 5 junior schools engaged with Year 12 BWS students. At least 2 junior schools send Year 5/6 children for enrichment activity day at BWS summer 2023	SDS/
<b>Move across to new 11+ provider for September 2023</b>	Admissions Officer/Head	In budget	Implementation and review autumn 2023	RC/SDS/
<b>Attainment &amp; Achievement</b>				
<b>Objective</b>	<b>Responsibility</b>	<b>Cost</b>	<b>Success Criteria</b>	<b>Comments</b>
<b>Drive for stronger examination outcomes across the board at both GCSE and A level</b>	Deputy Head/Heads of academic depts	Staff time	At least maintenance of 2023 headline performance figures	GL/8
<b>Eliminate areas of under-performance at GCSE and A level</b>	Deputy Head/Heads of academic depts	Staff time	Increase in average figures, reduction in number of departments falling below baselines based on summer 2022 data (GCSE 76% 9-7, A level 81% A*-B).	GL/8

<b>Quality of Learning &amp; Progress</b>				
<b>Objective</b>	<b>Responsibility</b>	<b>Cost</b>	<b>Success Criteria</b>	<b>Comments</b>
<b>Upgrading of BWS Library facilities and whole school profile</b>	Librarian/SDS	£6,000	Engagement of Hants School Library Service. Production of digital and physical materials as necessary. Full engagement for student librarians	SDS/
<b>Use of materials on Teams Enrichment Channels to enhance breadth of reading for Sixth Form, Lower and Middle Schools</b>	HoDs/Sixth Form, Lower & Middle School Office Teams	Staff time	Sixth Form Enrichment Channel to be sustained. Lower and Middle School Channels established and populated with suitable materials	SDS/
<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, Middle School and Sixth Form so that they function well for discussion and evaluation</b>	Heads of Lower, Middle School and Sixth Form Offices together with DHB & DHG	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/
<b>Revised assembly pattern and schedule/structure of Cathedral Services to build cohesion</b>	Deputy Head Academic/Chaplain	Staff time	Revised assembly pattern to include regular use of St Osmund's Church and increased use of Cathedral for reflections sessions	SDS/
<b>Improvement of attendance monitoring systems</b>	Deputy Head Pastoral/Heads of Pastoral Section	Staff time	Recruitment & induction of Attendance Officer (for Y7-11) together with capacity in Sixth Form Office to follow up absences and analyse attendance data. QR code data read across into Bromcom	JJE/5

<b>Quality of Teaching</b>				
<b>Objective</b>	<b>Responsibility</b>	<b>Cost</b>	<b>Success Criteria</b>	<b>Comments</b>
<b>BWS Adventure to be used as a vehicle for developing students' leadership &amp; other soft skills</b>	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/SDS/
<b>Care, Guidance and Support</b>				
<b>Objective</b>	<b>Responsibility</b>	<b>Cost</b>	<b>Success Criteria</b>	<b>Comments</b>
<b>Full implementation of mentor note recording on Teams</b>	Head of Sixth Form	Staff time	Notes entered, periodic quality control in place	ZHL/8
<b>Effective practise from all sixth form mentors</b>	Head of Sixth Form	Staff time	Progressive reduction in need for follow up after QA surveys through academic year	ZHL/8
<b>Review and revision of PHSRE programmes to include student input to planning of these programmes</b>	Head of PHSRE/Heads of pastoral section	Staff time; additional resources £500	Ongoing review	JJE/5
<b>Establishment of Senior Mental Health Lead post</b>	ZHL	Staff time (training fully funded)	Incumbent qualified by December 2023, post written into Staffing Plan/CPD Plan 2024-2025	ZHL
<b>Leadership &amp; Management</b>				
<b>Objective</b>				

<b>Establish coherence of income generation strategies in school</b>	Development Officer/Bursar/Head	Salary of Dev Officer	Effective communication and co-ordination between different parts of the school's fund-raising apparatus.	BLS/1
<b>Ensure strategies are in place to ensure staff skill and knowledge sets are robust</b>	JPR/ALG	Staff time in training	Coherent programme of training through year on risk, safeguarding, use of IT, well being etc	JPR/
<b>Effectiveness of Governance</b>				
<b>Objective</b>	<b>Responsibility</b>	<b>Cost</b>	<b>Success Criteria</b>	<b>Comments</b>
<b>Continue to improve school site</b>	Bursar/Head/Governors' Finance, Audit & Risk Committee	Costs 1 £2.1 million	Priorities 1 Construction of new teaching block	BLS/Priorities are flexible/6
<b>Strengthening of governor evaluation procedures</b>	Head and LT members/Link Governors	Staff and governors' time	Full implementation of Risk Management Scheme.	SDS/Delegation of risk monitoring to governors' committees. Risk mitigation strategies to be drawn up and implemented by LT according to scheme and timeline. Top 8 risks allocated to committees as standing annual agenda items
<b>Implementation of strengthened health and safety regime across school site</b>	Bursar/Site Manager & Assistant	Staff time	Full compliance with reports from Wiltshire Council	BLS/delegated responsibility for systems within Site Team
<b>Delivery of a balanced budget</b>	Bursar/Head/Deputy Head	Staff time	Budget agreed and then monitored closely through delivery	SDS/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 agreed by governors May 2023**

- 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