

BWS School Development Plan 2025-2026				
School Context				
Objective & <i>Rationale</i>	Responsibility	Cost	Success Criteria/KPI	LT delegation/Comments
Work to increase social mobility in 11+ applications to BWS <i>Applications from DA/PP boys are under-represented</i>	HM/Asst Heads/PP Champion	Staff time	Increase in number of applicants from PP background over 5 year average	HM/Social Mobility Project Officer – work to build on initiatives documented in May Governors' Meeting
Attainment & Achievement				
Objective	Responsibility	Cost	Success Criteria	Comments etc
Drive for stronger examination outcomes across the board at both GCSE and A level <i>Need to address a fall in the school's BASS ranking based on raw data</i>	HM/Asst Heads	Staff time	Results in summer 2026 above 5 year average: Growth in Progress 8 figure GCSE % 9-7 A level %A*-B	Asst Head (Data & Systems)
Eliminate areas of under-performance at GCSE and A level <i>Performance across the curriculum is too uneven – need to address areas of weakness with effective action</i>	HM/Asst Heads	Staff time	No department below 10% of whole school average figures for KPIs in summer 2026	Asst Head (Data & Systems)
Full implementation of revised assessment and reporting arrangements for Y7-13 <i>Arrangements need review from first year 2024-2025, data upload needs to be across all academic departments</i>	HM/Asst Heads	Staff time	At least 95% completion rate for central data tracking sheets by respective deadlines at each data drop	Asst Head (Curriculum Innovation)

Quality of Learning & Progress				
Objective	Responsibility	Cost	Success Criteria	Comments etc
Full review of timetable structure and plan for implementation of new structure/periodicity from September 2026 <i>Current t/t contains 30 minute single lessons which are inefficient for learning.</i> <i>Possible move to two week timetable</i>	HM/DH/Asst timetable	Staff time	Review complete by end of autumn term 2025 with recommendations to LT and then subsequently to governors for approval by March 2026. Planning ready for September 2026	HM/Asst Head (Curriculum Innovation)
Review of lesson delivery once new model for OFSTED inspection available in autumn term – programme of lesson observations <i>Change in model likely to more the goal posts; next inspection probably autumn 2026</i>	Asst Heads	Staff time	LT to consider relevant inspection documentation by Xmas 2025. New model department reviews and/or lesson observations trialled spring 2026	Deputy Head to lead/LT collective responsibility
Full implementation of quality assurance procedures for evaluating effectiveness of departmental strategies <i>Arrangements need consolidation following first year of introduction.</i>	HM/DH/Asst Heads	Staff time	Formalised programme of quality assurance to include departmental deep dives and lesson snaps	Programme of deep dives maintained by Asst Head (T&L). Participation in QA by all members of LT. Snaps to include behaviour, SEND teaching, ICT in the classroom and other themes as relevant.
Pupil Behaviour				
Objective	Responsibility	Cost	Success Criteria	Comments etc
Full implementation of new behaviour policy and student handbook. Review at end of 2025-2026 academic year <i>New rules and system to be understood and used by everyone</i>	HM/DH/Asst Heads	Staff time in training	Review through staff and student councils summer 2026 with adoption of any recommendations ready for September 2026. Detentions/exclusions decline in real terms year on year	Asst Head (Safeguarding)

Improvement of attendance monitoring systems <i>Continued drive on attendance still needed – complacency must be avoided. Persistent absentees still a feature</i>	Attendance Officer/Heads of Pastoral Section/Asst Heads	Staff time	Both absence and persistent absence stats for Y7-11 decline compared to the three year average Sept 25-May 26.	Asst Head (Safeguarding) and Asst Head (Student development)
Quality of Teaching				
Objective	Responsibility	Cost	Success Criteria	Comments etc
Regular SEND learning walks to build staff awareness and check on adaptation of teaching to meet needs <i>Need to ensure that classroom teachers are accountable for carrying out their professional duties across the board following evidence of some gaps</i>	HM/SENDCo		Higher staff awareness of SEND as measured by a decline in alerts arising from learning walks compared to summer 2025	Asst Head (Student Development)
Care, Guidance and Support				
Objective	Responsibility	Cost	Success Criteria	Comments etc
Implementation of new tutorial (Y12) and mentoring (Y13) arrangements from September 2025, then review <i>Effort to prevent the formation of cliques in groups of both internal and external entrants to Year 12</i>	Head of Sixth Form	Staff time	System implemented from September 2025, then reviewed both termly and at the end of the 2025-2026 academic year. Increase in qualitative student satisfaction compared to Summer 2025 (needs KPI from questionnaires in future to measure trends)	Asst Head (Sixth Form)
Review and further development of current Sixth Form Personal Development (PSHRE) and Careers programme	Head of Sixth Form	Staff Time	New scheme implemented from September 2025, review carried out summer 2026 and programme revised accordingly	Asst Head (Student Development)/Careers Lead/Head of PHCRSE

Improve provision including Core RS module delivery				
Effective use of tutorial time for Years 7-11 Ensure high quality delivery for all groups after evidence of some gaps and inconsistencies	Heads of Pastoral Sections		Periodic learning walks carried out by heads of school and PCHRSE Lead – focus on delivery in Y9-11 especially	Asst Head (Student Development)/Heads of Pastoral Section
Review and revision of PHSRE programmes to include content relating to consent and masculinity Infill of gaps in programme content	Head of PHSRE/Heads of Pastoral Section	Staff time; additional resources £500	New materials included from September 2025, then ongoing review	Head of PHCRSE
Leadership & Management				
Objective	Responsibility	Cost	Success Criteria	Comments etc
Establish coherence of income generation strategies in school Need to minimise projected budget deficit(s)	Development Officer/Bursar/Head/DH	Salary of Dev Officer	Focus on corporate giving and driving parental gift aid donations	Bursar/Devt Officer
Ensure provision for staff development builds skills and knowledge for the future Ensure teaching and learning provision is high quality and retention is strong	Asst Heads/DH/Bursar	Staff time in training	Coherent programme of training through year on risk, safeguarding, use of IT, well-being, IT, classroom management etc	Asst Head (T&L)
Regular training and updating for staff in AI Ensure that staff are aware and school risks are mitigated	Asst Heads/ICT	Staff time/cost of external provider(s)	Regular training opportunities (ie at least termly). Digital champion in each department?	Asst Head (Curriculum Innovation) / Asst Head (T&L)
Digital Strategy Ensure thought and planning is used in planning across the breadth of school operation, including AI developments	HM/Asst Heads	Staff time	Priorities identified for digital strategy by end of autumn term 2025. Digital champion in each academic department.	Asst Head (Curriculum Innovation)

Effectiveness of Governance				
Objective	Responsibility	Cost	Success Criteria	Comments
Continue to improve school site <i>Needs driven and finance controlled – focus on risk mitigation and maximum cost effectiveness</i>	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	Bursar/HM Priorities and timeline are both flexible
Strengthening of governor evaluation procedures <i>Annual review of skills matrix to enable gaps to be filled where possible; annual in house training</i>	Head and LT members/Link Governors	Staff and governors' time	Full implementation of Risk Management Scheme. Annual review and prioritisation of top risks using heat map. Further governor training as needs arise or change	HM/Co Sec
Delivery of a balanced budget <i>Staffing is by far the biggest cost pressure. Gap between pay rise and GAG as yet unknown. Fundraising efforts require additional input.</i>	Bursar/Head/ Deputy Head	Staff time	Budget agreed and then monitored closely through delivery. Staffing economies where necessary. Increased donations through drive on parental gift aid scheme	HM/Bursar