

## **BWS STRATEGIC DEVELOPMENT PLAN 2021-2024**

### **AIM**

1. The intention of this brief document is to sketch out the priorities for whole school development within a realistic time frame – allowing for 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 a wide area to access the highest possible quality education and preparation for higher education 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 congruent with both the 1890 Trust Deed and, more recently, the 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 21<sup>st</sup> 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 2 years at least.
4. The admission of girls into the BWS Sixth Form from September 2020 has added a new dynamic to school life and has opened up areas for further development.
5. The BWS sixth form is likely to grow in size with more students joining from a wider area and a much greater diversity of school backgrounds.
6. BWS should build further on its regional and national reputation for excellence across the board, through engagement with outside bodies where necessary and practical.
7. The long-term success of the school and its pupils depends upon recruiting, retaining and further developing high quality staff.
8. BWS' future development needs to offer what our students need, having regard to but not being controlled by changes of direction at governmental level, and using academy freedoms where possible.
9. 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).
10. Higher education routes are becoming more diverse so we will need to ensure that the students receive the personalised advice and guidance that they need and deserve.
11. The school should aim to be a sustainable institution in its widest sense.
12. Financial stability and security are likely to be key issues for the school.
13. Continuous development of our facilities is essential to future success.
14. 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.

15. Engagement with all parts of the BWS Network will be critical to future development.
16. The digital presence of the school will be vital in many different ways.

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

17. Changes in the UK and Global economy will need students to be suitably qualified and have the right skills to compete.
18. 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 target specific segments of the market.
19. Greater choice of post-16 providers in the local area will mean greater local competition for students. The demographic trends in the region will increase the pool of potential pupils.
20. As a school we will need to play our part in addressing the challenges posed by global climate change.

### **OBJECTIVES FOR 2021-2024 PERIOD**

#### **CURRICULUM & ASSESSMENT**

21. 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.
22. To ensure that systems for tracking academic performance and subsequent intervention (with respect to both individuals and departments) are effective.
23. To emphasise excellence in all round education so as to enhance recruitment (of both staff and students).

#### **PASTORAL CARE**

24. To encourage a more reflective approach to school life through collective worship and tutorial time and encourage opportunities for spiritual growth.
25. To ensure that Pastoral & House Systems together encourage leadership, identity, participation and competition, and to manage the growth of those systems.
26. To manage the growth of the number of students on roll through the 2021-2024 period.
27. To ensure that systems of pastoral support and academic mentoring offer the students what they need to flourish and perform to their potential.
28. 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.
29. 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**

30. 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**

31. Ensure that appraisal processes for all staff are an effective tool for driving school development and improvement as well as building staff skill sets and enhancing well being.
32. To improve all staff skills and confidence so as to enhance the quality of teaching and learning across the board.
33. To provide opportunities for further training and career progression for staff where possible.
34. To provide a leading role in the training of new entrants to the teaching profession.
35. To ensure that staff welfare and work-life balance are actively considered.

## **SCHOOL ENVIRONMENT AND RESOURCES**

36. 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.
37. To review and restructure the BWS workforce so as to meet the changing needs of the school and to ensure cost efficiency.
38. To maximise the effective use of ICT so as to manage workloads, improve communication, mitigate risk and engage the entire BWS community.
39. To realise the full potential of the school site and school brand for income generation to help underwrite the cost of school operation and development in the future.
40. To market the school through the widest means (but especially digitally) so as to build the BWS brand and profile throughout the region and further where opportunities present.
41. To build the BWS Foundation and Network to maximise their potential benefits for the school.
42. To ensure that we maximise the use of opportunities to build support for the school by digital means including the website, social media and alumni database.
43. To ensure that the school is financially viable as an academy trust.
44. To explore opportunities for BWS in the UK and overseas so as to build the strength of the school still further.