

BWS School Development Plan 2021-2022				
School Context				
Objective	Responsibility	Cost (excluding time)	Success Criteria	Comments
Work to increase social mobility in 11+ applications to BWS	Development project/Head	£1500	Growth in number of junior schools engaged. Unifrog resources posted on website	Aim to engage with as many city junior schools as possible <i>BWS Year 12 boys and girls now attending a number of city primary schools to assist with reading etc – weekly sessions</i>
Further improvement of BWS' digital marketing	Head & Careers Advisor	£3,000	Revision of promotion materials (promotional leaflets etc, website imagery and video presentations). Digital marketing campaign via NewsQuest for second year.	Photography and video work already done. Timescale and geographical coverage for marketing agreed and set for launch summer 2021. <i>New promotional video premiered 26/11/2021. Marketing campaign almost complete; interim data suggests good level of traction. 250+ applications up to January 2022. Other digital material produced as necessary.</i>
Build departmental social media presence (Twitter and/or Instagram)	Heads of academic depts/support staff	Staff time	Delegated member of academic staff from each dept to have responsibility for posting/maintenance	Use of common #teambws etc. <i>Plenty of materials being posted on social media platforms but provenance not sufficiently varied yet. Position regarding staff reps to be gauged as part of appraisal half year reviews</i>
Attainment & Achievement				
Objective	Responsibility	Cost	Success Criteria	Comments
Drive for better examination outcomes across the board at both GCSE and A level	Deputy Head/Heads of academic depts	Staff time	At least maintenance of 2019 headline performance figures	Use of 2019 due to cancellation of 2020 & 2021 exam sessions. Ensure that students are acclimatised to working under exam conditions after Covid incursion, especially joiners in Year 13.

				<i>Mock exams for both Year 11 and Year 13 held under normal conditions in the Sports Hall. Preparation, assessment, feedback and subsequent action planning as normal.</i>
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 2019 data (GCSE 55% 9-7, A level 60% A*-B).	As above. Strengthening of middle management should enable HoDs of key depts to delegate eg tracking & intervention. Individual accountability to be strengthened within depts. <i>See above – but also every dept has undertaken a gap analysis and then action planning to compensate for topics covered during remote learning.</i>
Quality of Learning & Progress				
Objective	Responsibility	Cost	Success Criteria	Comments
Manageable and sustainable return to a full programme of fixture, trips, performances and exhibitions	Heads of academic depts	Staff time; costs offset by student donations	Breadth and depth of programme over academic year – holistic judgement	Full programme of fixtures for both boys and girls. Build orchestra and Choir activities using Gap Year Asst. Main school production Nov 2021, Lower/Middle School production summer 2022. <i>Full fixture lists since autumn 2021 half term break in all sports. Musical activities all now on stream including Choral work – Carol Service an outstanding success. School Play online.</i>
Use of materials on Teams Enrichment Channel to enhance guided reading for sixth form and EPQ. Similar enrichment channels to be established for Lower and Middle Schools	Head/Heads of Year 12 & 13. Lower & Middle School Office Teams	Staff time	Channels established. Depts contribute to channels via a delegated member of their team. Channel indexes updated as they grow by contributors	Ongoing monitoring by Head. <i>Large amount of material posted by a range of HoDs. Index for both 2020-2021 and 2021-2022 in place.</i>

Every academic dept to invite at least two external speakers (either F2F or via Teams/Zoom) during the 2021-2022 academic year	Heads of academic depts	Staff time	Speakers list collated by sixth form office through the year	<i>Lectures either F2F or online. HM to check that list is being collated. Departmental responsibilities to be checked at half year appraisal reviews.</i>
Pupil Behaviour				
Objective	Responsibility	Cost	Success Criteria	Comments
Organisation of student forums for Lower, Middle School and Sixth Form so that they function well for discussion and evaluation (SIAMS outcome)	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	Deputy head prefect(s) to run this system to ensure (a) annual calendar for meetings is drawn up, (b) effective systems for consultation in place and (c) communication is effective too. <i>Needs checking; meetings have been held but is communication and organisation effective? No report back to LT at end of autumn term, but some good examples of council-driven initiatives eg sixth form uniform review, Equality Committee etc</i>
Adaptation of assembly pattern to build cohesion post-Covid and establish sound cultural norms	Deputy Head/Chaplain	Staff time	Annual and weekly programme of assemblies for year groups/house/tutor groups drawn up and implemented. House assemblies to be clearly scheduled, well publicised, carefully planned and led by prefects.	Better planning and use of house assemblies needed given that routine whole school assemblies cannot happen in the Sports Hall. House assembly calendar should also tie in with student forum calendar. <i>House assemblies not possible. Assemblies for multiple year groups have been used in both the Sports Hall and the Cathedral.</i>
All academic depts to make use of sixth form mentors	Heads of academic depts/prefects	Staff time to organise	Sixth form mentors allocated and sessions arranged as necessary. Mentoring to extend to pastoral work with suitable training.	Sixth Form pastoral support to survey subject prefects October 2021 to ensure that they are being used. <i>Survey still needed – too early in October due to Covid. House and subject prefects did well at Year 12 Open Evening</i>

Quality of Teaching				
Objective	Responsibility	Cost	Success Criteria	Comments
Effective and innovative use of MS Teams to enhance learning	Deputy Head/Heads of academic depts/teaching teams	Staff time	Clear plans for use of MS Teams in every academic dept	Survey of use within depts October 2021. <i>Survey needed in spring term – a tick box exercise...</i>
Every academic dept to run at least one lunchtime club each week	Heads of depts/depart-mental teams/subject prefects	Staff time	Clubs/societies in action – with publicity in either paper or digital format	Extension of lunch time to 45 mins should make this possible. <i>New length of lunch hour a good move. HoDs to be asked re clubs etc at appraisal half year review.</i>
Effective Covid ‘catch-up’ in place where necessary.	Heads of academic depts/class teachers	Staff time	Assessment by class teachers based on unit tests followed by intervention where necessary; gaps closed by summer 2022	Is likely to include some absence of content/understanding, but also lack of familiarity in exam technique especially for Years 12 & 13. <i>See earlier comments re OfSTED preparation; gap analysis and action planning carried out by every department. Key OfSTED document lists available to all staff and also governors so that awareness is good.</i>
BWS Adventure to be used as a vehicle for developing cohesion and pupils’ soft skills	Head of BWS Adventure/ House Prefects	£1,000 subsidised with student donations	Annual programme drafted and implemented – to include at least one adventurous activity for every boy in Y7-11 during the academic year. Prefects to take a leading role where possible. Extensive programme of DofE activities delivered using H5 Adventure where necessary	Maximise enrolment at all three levels of DofE. Collaboration with Longford Estate for outward bound activities. <i>Enrolment very good. Collaboration very successful in 2021 and agreed for summer 2022.</i>
Care, Guidance and Support				
Objective	Responsibility	Cost	Success Criteria	Comments

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	Head/Deputy Head/Heads of pastoral sections	Staff time; cost of pastoral support officers for LS/MS/SFO	Effective use of strengthened support teams for pastoral offices. Training for new staff offered where needed, especially safeguarding.	Ensure suitable delegation of admin tasks is taking place in all offices. <i>Very effective team working as gauged by consultation with Heads of School.</i>
Refine arrangements for online engagement with parents and aspiring students – through use of SchoolCloud, webinars and MS Teams	ICT staff/Heads of pastoral section and Heads of academic depts	Staff time	Annual programme drawn up and then delivered, including parents' evenings, open events, briefing events for Year 7, 9 and 12, webinars for 11+ and 16+ admissions	Need for parents of students in each section to have the opportunity to visit the school site during the year (to compensate for the removal of physical parents' evenings for most). <i>All main parents' evenings to be online. Most 'by exception' evenings to be F2F. Webinars used frequently for parent briefings.</i>
Work to ensure that RSHE programmes are effective for all age groups and that student views (boys and girls) are an integral part of planning of these programmes	Heads of pastoral section/senior tutor/Careers Advisor	Staff time; additional resources £500	Coherent and appropriate annual programmes drawn up for 2021-2022 academic year and then delivered. Pupil focus groups to feed into the programme	Chaplain may be useful in canvassing girls' views. <i>Programmes reviewed and revised; no focus groups yet.</i>
Work to enhance the emotional well being of both students and staff	Assistant Head (CPD)/SEND Co	£500 for visiting trainers/speakers	Talks for students at all key stages as necessary – mental health, coping with stress, social media issues etc. Staff training.	Post Covid but also a general need. <i>Talks underway in each section; programme of activities for National Mental Health Week January 2022.</i>
Improve communication between pastoral offices and parents	Pastoral Support Officers in all three sections	Staff time	Termly newsletter/web update to inform parents of pastoral matters/mental health issues and support links/fitness and dietary issues/RSE updates/safeguarding and internet safety advice, support and guidance	Via Insight – or possibly video update via Teams? <i>Periodic updates sent out by pastoral offices.</i>
Leadership & Management				

Objective				
Development of further income streams and wider range of commercial activities on the school site	Bursar/Head	Staff time	Reinstatement of KS2 Booster/11+ prep classes. At least one holiday club operated on BWS premises Easter and summer 2022	Development Officer appointed and will take a lead on co-ordinating income raising initiatives. <i>Under way. MUGA project under discussion. 11+ classes rescheduled. No holiday clubs yet – possibly a step too far at present?</i>
Restoration and then maintenance of departmental teaching areas when re-established	Heads of academic depts	Staff time plus some consumables costs	High quality environment evident as evidenced by periodic 'learning walks' by LT members. Murals for Sixth Form Block and (in due course) Maths Block	HoDs to make use of Art Plotter to enhance imagery around school. Any site defects to be immediately alerted to Site Team for action. <i>No action yet re learning walks. Mural planned for spring half term.</i>
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. Database of alumni fully operational by July 2022. Programme of events devised for spring/summer 2022. First meetings of Fund-Raising Committee and Marketing/Development Committee Autumn 2021	Development Officer to spend time in school first to acclimatise. <i>Devt Officer working with HM/Bursar and others. Website materials reviewed, updated and completed. First meeting of Marketing Committee autumn 2021. Alumni interviews to start spring 2022.</i>
Implementing sustainable management arrangements for whole school ICT	Bursar/Network Manager	£30k	New arrangements in place (including some contracting-out) asap in 2021-2022. Review of working arrangements at close of academic year	Potential contracts still under investigation/negotiation – then subject to governor approval. <i>Action plan under way. New MIS scheduled for migration beginning April 2022.</i>
Effectiveness of Governance				
Objective	Responsibility	Cost	Success Criteria	Comments
Continue to improve school site	Bursar/Head/Governors' Finance, Audit & Risk Committee	Costs 1 £8k 2 £30k 3 £19k 4 £20k 5 £13k 6 £11k	Priorities 1 Art Store 2 No11 Astro 3 Reception 4 Chapel Block Canopy 5 Paddock Yard Astro 6 DT windows/IT3 door	Priorities are flexible. Note that outcome of CIF Bid for additional science facilities unknown. Bishopgate future under discussion. <i>2021 bid unsuccessful. 2022 bid submitted for classrooms, and this was followed up with a Teams meeting with Regional</i>

		Staff time to empty, minor cost for re-decoration	Also improvement to Chapel Vestry for incoming Chaplain	<i>Commissioner's Office January 2022 to discuss school growth, Covid response and CIF Bid. Vestry refurbished. DT windows refurbished and No11 Astro complete. Art Store due Easter 2022.</i>
Strengthening of governor evaluation procedures	Head and LT members/Link Governors	Staff and governors' time	Full implementation of Risk Management Scheme. Briefing papers produced for FGB meeting October 2021 on: 1 Safeguarding Issues (ZHL) 2 Funding Sources (BLS) 3 OfSTED and SIAMS Inspections (GL) 4 DfE & Performance Data (MAH) 5 IT Systems, Data Security & Privacy (AJW)	Delegation of risk monitoring to governors' committees. Risk mitigation strategies to be drawn up and implemented by LT. <i>First risk reviews carried out by LT and received by govs. Training for LT spring 2022, then govs strategy session May 2022 to focus on risk management. Papers 1-5 produced for govs by LT.</i>
Delivery of a balanced budget	Bursar/Head/Deputy Head	Staff time	Budget agreed and then monitored closely through delivery	Staffing is by far the biggest and fastest expanding cost pressure. Teaching and non-teaching staff pay rises as yet unknown. <i>Current budget looks manageable and future also sustainable. Cost of NI uplift should be covered by govt grant. Uplift in post-16 funding likely for 2022-2023. Energy cost increase will be significant.</i>