

BWS STRATEGIC DEVELOPMENT PLAN 2022-2025

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 students 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 consistent 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 21st 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 post-16 students will continue for another year at least.
4. The national landscape with respect to academy trust structures (especially multi-academy trusts or MATs) is changing; we will need to monitor the position and plot the best path for the maintenance of BWS' unique character and ethos for the future.
5. 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.
6. 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.
7. The school is becoming more diverse in terms of its intake at 11+, with ethnic diversity far greater than that of the local area in Salisbury.
8. BWS should build further on its regional and national reputation for excellence across the board, through engagement with outside bodies where necessary and practical.
9. The long-term success of the school and its pupils depends upon recruiting, retaining and further developing high quality staff.
10. 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.
11. 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).
12. Higher education routes are becoming more varied so we will need to ensure that the students receive the personalised advice and guidance that they need and deserve.
13. The school should aim to be a sustainable institution in its widest sense.
14. Financial stability and security are likely to be key issues for the school.
15. Continuous development of our facilities is essential to future success, including some major capital projects to address remaining areas of need.

16. 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.

17. Engagement with all parts of the BWS Community will be critical to future development.

18. The digital output and profile of the school will be vital.

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

19. Changes in the UK and Global economy will need students to be suitably qualified and have the right skills to compete.

20. The growth of MATs and the associated funding regime may influence school development and governance.

21. 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 a specific segment of the market.

22. Greater choice of post-16 providers in the local area will mean greater local competition for students; our offer needs to be distinctive and unique in the region.

23. The demographic trends in the region will increase the pool of potential pupils.

24. As a school we will need to play our part in addressing the challenges posed by international factors such as the Covid-19 pandemic and global climate change.

OBJECTIVES FOR THE 2022-2025 PERIOD

CURRICULUM & ASSESSMENT

25. 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.

26. To ensure that systems for tracking academic performance and subsequent intervention (with respect to both individuals and departments) are effective.

27. To emphasise excellence in all round education so as to enhance recruitment (of both staff and students).

28. To ensure that planning for pandemic-related assessment is robust, timely and transparent and outcomes are fair for students.

PASTORAL CARE

29. To encourage a more reflective approach to school life through collective worship and tutorial time and encourage opportunities for spiritual growth.

30. To ensure that Pastoral & House Systems together encourage leadership, identity, participation and competition, and to manage the growth and leadership of those systems.

31. To manage the growth of the number of students on roll through the 2022-2025 period and their changing needs, including counselling and mental health.

32. To ensure that systems of pastoral support and academic mentoring offer the students what they need to flourish and perform to their potential.

33. 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.

34. To ensure that safeguarding arrangements are robust and fit for purpose, and that everyone is aware of how the school community can be safe.

35. 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

36. 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.

37. To ensure that the opportunities for developing students as leaders are maximised at all levels of school through delegation of responsibility.

38. To aim for every student to have the broadest possible educational experience through each year, including outdoor and adventurous experiences.

CONTINUING PROFESSIONAL DEVELOPMENT

39. 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.

40. To improve all staff skills and confidence so as to enhance the quality of teaching and learning across the board.

41. To provide opportunities for further training and career progression for staff where possible.

42. To provide a leading role in the training and retention of new entrants to the teaching profession.

43. To ensure that staff welfare and work-life balance are actively considered.

SCHOOL ENVIRONMENT AND RESOURCES

44. 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.

45. To review and restructure the BWS workforce so as to meet the changing needs of the school and ensure cost effectiveness

46. To ensure that there is sufficient capacity within the support staff to enable the school to work well, and to insure against points of critical vulnerability.

47. To ensure that areas of corporate risk are identified, prioritised appropriately. Managed and mitigated where necessary.

48. To maximise the effective use of ICT so as to manage workloads, improve communication, mitigate risk and engage the entire BWS community in support of the school.

49. 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.

50. 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.

51. To build the BWS Foundation and Network to maximise their potential benefits for the school.

52. 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.

53. To ensure that the school is financially viable as an academy trust.