



Brymore School Strategic Plan (2011-2014)

MISSION STATEMENT

We will ensure that the students of Brymore achieve success by:

- Providing an outstanding learning experience
- Working with staff to insist there are the highest expectations
- Developing effective partnerships ensuring Brymore is outward facing
- Creating a safe and supportive environment

Core values

The core values underpin the mission statement and the work of the school, driving the strategic aims and operational plans for the future.

Brymore will provide:

- A centre of excellence in the four vocational cornerstones of agriculture, horticulture, engineering and sport
- High expectations and aspirations for all students to enable them to reach their full potential
- Clearly defined progression opportunities to post 16 learning and beyond
- A learning culture which promotes traditional values of resilience, resourcefulness and responsibility and promotes entrepreneurialism
- A safe and supportive residential experience which encourages respect for others and self-development through the nurturing of personal and social skills and participation in a wide range of experiences
- A staff culture that promotes the highest standards through rigorous self-assessment and continuous improvement

The context

Brymore has to react to a number of external drivers both locally and nationally in a time of change for all schools. It has also undergone a period of disruption, change and upheaval internally largely as a result of poor examination results and therefore being designated a National Challenge School, a negative safeguarding review carried out by the Local Authority in 2010 and a subsequent drop in student numbers. The Senior Leadership Team has been virtually replaced since May 2010 with a new Headteacher, Deputy Headteacher and two Assistant Headteachers starting in September 2011. Some continuity has been provided by the Business Manager who has been in post throughout, one of the Assistant Heads being an internal promotion and the

Headteacher who has been in post in an acting capacity for a year. The governing body was also reformed in October 2010 with a trust established (by Bridgwater College and the Local Authority) to monitor the future development of the school. Six million pounds worth of building work has taken place in the last five years comprising of new boarding accommodation and teaching facilities. In 2012 the school applied to become a sponsored academy supported by Bridgwater College with a view to opening in September 2013 and extending its age range to admit Year 7 and 8 boys in September 2014

External drivers

Government policy/National Challenge Trust/Brymore School Trust

The school was designated a National Challenge Trust School in 2009 due to failing to meet the threshold of 30% 5A*-Cs. This eventually led to the formation of Brymore School Trust comprising of members from Bridgwater College and the Local Authority. Due to changes at a government level national challenge status and funding disappeared. However, schools failing to reach the floor targets will be forced to work with a strong partner whom Brymore currently does through Bridgwater College. Should Brymore exceed the floor targets consistently, (which it did for three levels progress in maths 2010) then the need to continue to work with a strong partner would in effect diminish. However, due to the nature of the relationship with Bridgwater College and the clear benefits of working collaboratively, it is envisaged that the links will continue to strengthen whatever the future political agenda demands. The application to become a sponsored academy will further strengthen this partnership.

The floor targets currently are:

- 40% 5 A*-C's including English and Maths
- Being above the median of 3 levels progress for Maths for all schools nationally
- Being above the median of 3 levels progress for English for all schools nationally

The removal of some vocational qualifications and their relative contribution to the league tables (being reported in 2015) will place additional and significant pressures on Brymore due to the nature of the current curriculum. The school will appear to be failing its students, despite significant strengths in value added measures. Agriculture and horticulture represent the very heart of the schools ethos and the school has a national reputation of excellence in these areas. Both subjects also deliver excellent examination results which enable the students to progress and follow their chosen career path in Year 12

and beyond. Removing these subjects from the curriculum would destroy the very essence and the unique appeal of Brymore which serves not only a need nationally but a significant employment sector within Britain. The issues surrounding the English Baccalaureate will also need to be met.

The Local Authority/Academy conversion/UTC status

Nearly all secondary schools within the Local Authority are in the process of (or have already) converted to academy status. The Local Authority has vastly reduced in size in terms of personnel and a number of services have been withdrawn. A new relationship with schools is emerging through the development of the compact arrangement, where schools have a greater say in how services are funded. Brymore currently receives a £ 200 000 (approximately) rural technology grant from the Local Authority each year which would continue initially (the outcomes of the spending review are thought to diminish this in the future) if Brymore converts to an academy. Past pressures to increase numbers are less intense due to out of county students not costing Somerset as previously thought, however the financial security of the school is dependent on this. The creation of the Bridgwater College Academy and the benefit received from local schools through the BSF programme should put more pressure on Brymore on a local scale.

EDF energy

The construction of a road across the school driveway will have a negative impact on the school. However, Brymore alone will not prevent this from happening and needs to be well placed to benefit indirectly should the proposed construction go ahead. Financial support could be well utilised in improving our facilities, especially around the four cornerstones, thereby improving the potential workforce in the local area. Approximately £400 000 mitigation has been agreed.

Bridgwater College

Outside of Brymore School Trust, Bridgwater College, as the principal college of further education locally, and through the outstanding provision of land based studies at the Cannington Centre, is the obvious partner for Brymore to work with to enhance the experience and future aspirations of students. The schools developing Year 12 can only be delivered through collaborative work with Bridgwater College. The proposed move of the sports provision from Bridgwater to Cannington can only benefit the students of Brymore and help enhance sport at the school. The further strengthening of the relationship through the sponsorship academy route should help secure the future of the school.

Key performance Indicators

- Introducing more choice within the curriculum
- Raising student numbers
- Raising standards of attainment
- Upgrading resources to excellent facilities
- Achieving financial stability
- Getting the staffing right and fostering a culture of self improvement
- Clear systems in place to aid school development
- Legal status of the school reviewed

These key performance indicators were identified by the Trustees and Governors in February 2011, and again in October 2012 and, along with the core values, determined the school targets and helped form seven strategic aims.

Targets – 2011/2012 (to meet or exceed)

1. To achieve 35% 5A*-C's including English and maths
2. To achieve 75% 5A*-C's
3. To achieve 75% 3 levels progress in English
4. To achieve 70% 3 levels progress in maths
5. To achieve a value added score of 1005
6. To recruit over 55 students into Year 9
7. To achieve UTC status
8. To increase attendance to 95%
9. To reduce persistent absence to below 3%

2012/2013

1. To achieve 40% 5A*-C including English and maths (FFTD – 29%)
2. To achieve 90% 5A*-C
3. To achieve 80% 3 levels progress in English
4. To achieve 80% 3 levels progress in maths
5. To achieve a value added score of 1010(or equivalent)
6. To recruit over 50 students into Year 9
7. To achieve sponsored academy status
8. To increase student attendance to 95.5%
9. To reduce persistent absence to below 2.5%

Strategic Aims

1. To ensure all lessons are good or outstanding
2. To deliver a dynamic and vocationally relevant curriculum where students can specialise in agriculture, horticulture, engineering or sport
3. To ensure all students are set and meet challenging targets (FFTD +1 or 3 levels progress)
4. To attract and retain the highest calibre of staff who share the values of the school and put the students first
5. To raise the profile locally and nationally of the Brymore experience so as to ensure that Brymore becomes the preferred choice for students of all abilities who wish to specialise in one or more of the four cornerstones
6. To foster responsibility, resilience and resourcefulness through the schools holistic learning experience
7. To ensure the financial health of the school through efficient and effective use of its resources

These strategic aims then helped form the tactical development plan for the school. Six strategic themes were identified each with their own operational plan.

Tactical development plan

Strategic Themes

- Raising achievement (Strategic aim 3)
- Teaching and learning (Strategic aim 1)
- Curriculum (Strategic aim 2)
- Care, guidance and support (Strategic aim 6)
- Leadership and accountability (Strategic aim 4)
- Securing the future of the school (Strategic aim 5 and 7)

Each strategic theme has been broken down into key tactical objectives.

Strategic theme 1: Raising achievement

- To ensure all groups of students (SEN, pupil premium, ability etc) make at least expected progress
- To ensure all students make 3 levels progress in English and maths
- To improve the quality of writing and literacy of students
- To develop an effective mentoring system
- To improve the provision for all students through effective teaching and learning
- To develop a learning support strategy that focuses on raising achievement

Strategic theme 2: Teaching and learning

- To improve teaching and learning through the use of AfL and the consistent application of the schools assessment policy
- To ensure all staff have access to high quality CPD
- To ensure there are consistently high standards across all lessons
- To ensure all lessons are at least good, with a significant increase in the number of outstanding lessons
- To ensure self evaluation at a school and departmental level is effective
- To align the school strategic and operational plan, with departmental strategic and operational plans and individual performance management targets for staff

Strategic theme 3: Curriculum

- To ensure clear options exist within the curriculum with identified pathways
- To ensure outstanding curricular provision in technology, agriculture, horticulture and sport
- To ensure clear progression routes exist for students entering year 12 and beyond
- To ensure all students are able to reach their full potential through a relevant and challenging curriculum.
- To ensure Brymore students develop the skills and attributes to function successfully in the adult world.
- To produce a future proof curriculum plan that meets the needs of learners and the school

Strategic theme 4: Care guidance and support (including boarding)

- To improve behaviour across the school
- To ensure Brymore at least meets and in many cases exceeds the boarding minimum standards
- To develop clear communication and recording systems
- To develop SEAL across the school
- To ensure safeguarding procedures are outstanding
- To reduce exclusions

Strategic theme 5: Leadership and Accountability

- To develop effective PM procedures
- To ensure all staff have clear roles and lines of responsibility
- To develop robust MER procedures
- To improve communication systems
- To build capacity through distributed leadership

Strategic theme 6: Securing the future of the school

- To increase student numbers
- To ensure the financial security of the school
- To develop a clear identity for Brymore
- To develop strong partnerships with other institutions

Each strategic theme has an operational plan, however due to the scale of the changes required, further operational plans exist. Each plan is led by a member of the Senior Leadership Team, supported by another member of the team as outlined below:

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| 1. Raising achievement | Nicola Anstice/Vicky Davis |
| 2. Teaching and learning | Vicky Davis/Mark Thomas |
| 3. Curriculum | Vicky Davis/Mark Thomas |

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|--------------------------------------|---------------------------|
| 4. Care, Guidance and Support | Darren Oliver/Mark Thomas |
| 5. Leadership and Accountability | Mark Thomas/Vicky Davis |
| 6. Securing the future of the school | Mark Thomas/Linda Bindon |

Additional operational plans:

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|------------------------|--------------------------------------|
| 1. Learning support | Nicola Anstice/Mark Thomas |
| 2. Safeguarding | Darren Oliver/Mark Thomas |
| 3. Academy action plan | Mark Thomas/Vicky Davis/Linda Bindon |
| 4. Boarding | Darren Oliver/Mark Thomas |

Brymore: Tactical Development Plan

Major Strategic Theme	Strategic Aims	Lead person	Timescale
Raising achievement	<ol style="list-style-type: none"> 1. To ensure all groups of students (SEN, pupil premium, ability etc) make at least expected progress 2. To ensure all students make 3 levels progress in English and maths 3. To improve the quality of writing of and literacy of students 4. To develop an effective mentoring system 5. To improve the provision for all students through effective teaching and learning 6. To develop a learning support strategy that focuses on raising achievement 	NA/VCD	See operational plan
Teaching and learning	<ol style="list-style-type: none"> 1. To improve teaching and learning through the use of AfL and the consistent application of the schools assessment policy 2. To ensure all staff have access to high quality CPD 3. To ensure there are consistently high standards across all lessons 4. To ensure all lessons are at least good, with a significant increase in the number of outstanding lessons 5. To ensure self evaluation at a school and departmental level is effective 6. To align the school strategic and operational plan, with departmental strategic and operational plans and individual performance management targets for staff 	VCD/MT	See operational plan
Curriculum	<ol style="list-style-type: none"> 1. To ensure clear options exist within the curriculum with identified pathways 2. To ensure outstanding curricular provision in technology, agriculture, horticulture and sport 3. To ensure clear progression routes exist for students entering year 12 and beyond 4. To ensure all students are able to reach their full potential through a relevant and challenging curriculum. 5. To ensure Brymore students develop the skills and attributes to function successfully in the adult world. 6. To produce a future proof curriculum plan that meets the needs of learners and the school 	VCD/MT	See operational plan
Care guidance and support (including boarding)	<ol style="list-style-type: none"> 1. To improve behaviour across the school 2. To ensure Brymore at least meets and in many cases exceeds the boarding minimum standards 3. To develop clear communication and recording systems 4. To develop SEAL across the school 5. To ensure safeguarding procedures are outstanding 6. To reduce exclusions 	DO/MT	See operational plan
Leadership and Accountability	<ol style="list-style-type: none"> 1. To develop effective PM procedures 2. To ensure all staff have clear roles and lines of responsibility 3. To develop robust MER procedures 4. To improve communication systems 5. To build capacity through distributed leadership 	MT/VCD	See operational plan
Securing the future of the school	<ol style="list-style-type: none"> 1. To increase student numbers 2. To ensure the financial security of the school 3. To develop a clear identity for Brymore 4. To develop strong partnerships with other institutions 	MT/LB	See operational plan

