**Norwich School Development Plan summary**

**Ethos**

Learning and scholarship are at the heart of the broad education that Norwich School provides. Christian values - notably love and compassion for one another - underpin our activities and relationships.

**Aims**

* producing scholarly, reflective young people who are capable of handling difficult concepts and expressing profound thought;
* providing a rich, varied and broad education that develops the diverse talents of the boys and girls;
* equipping pupils for leadership and service.

**Vision Statement of rolling 5 year Development Plan**

*Norwich School: a beacon in the East of all-round educational excellence*

We seek to fulfil our ethos and aims for the short and long-term interests of each pupil in our care. By doing so, we trust that our outstanding all-round practice maintains and develops our local, national and international profile as the leading school of any type in East Anglia and one of the best co-educational day schools in the United Kingdom.

The achievement of the above will stem from an appropriate strategic development plan under the following headings and measurement criteria:

**PUPIL EXPERIENCE**

*Academic provision*

* We seek to provide outstanding learning and teaching:
  + Lesson observations, work scrutiny and pupil tracking from HoDs and SMT demonstrate the quality of our practice
  + Survey feedback from pupils and parents is consistently positive
  + There is continuing development of classroom craft from initiatives, including extensive participation in and leadership of teacher training schemes
* We seek to create outstanding pathways for leavers:
  + Appropriate balance of ambition and pragmatism is achieved through:
    - 80% to 1st choice institution via UCAS; 90% to 1st or 2nd choice
    - monitoring of calibre of leaver destinations (eg. 30% to Times HE Top 10 institutions; 60% to top 20; 80% to top 30)
  + At least 10% of the cohort go to Oxbridge
  + HE and Careers advice is excellent, including appropriate celebration of non-HE routes
  + Our value-added data form MidYIS and ALIS through to GCSE and A Level respectively is strong
* We aim for outstanding public examination results:
  + A Level: 25-30% A\*, 65-70% A\*-A, 85-90% A\*-B
  + GCSE: 45-50% A\*, 75-80% A\*-A

*Co-curricular provision*

* We aim to offer outstanding co-curricular opportunities, both for pupils who aspire to excellence and for all those who wish to be involved:
  + Numbers involved in co-curricular programmes remain healthy
  + Elite provision is strong and is appropriately celebrated
  + Specific development plans exist for sport, music and drama
  + There is extensive outward-bound provision, including 8th Norwich Sea-Scouts and DoE
  + There is consolidation and, where appropriate, expansion of clubs and societies
  + There is a large number of off-site trips for pupils of all ages, both during term and in the holiday
* We intend to offer an array of opportunities for both leadership and service:
  + Extensive 6th Form community service scheme and opportunities for younger age-groups
  + Leadership opportunities throughout the co-curricular programme at all ages
  + Specific pupil leadership opportunities are available, particularly towards the top of the Lower and Senior Schools (eg. prefectship, Charities Committee, peer mentoring, Horatio Society)

*Welfare provision*

* We aspire to offer outstanding pastoral care for each pupil through the blend of:
  + a vertical House structure, where parental and pupil concerns are followed up quickly and resolved appropriately
  + a horizontal system with Heads of Section, where pupil tracking is outstanding, both for individuals and groups (eg. tutor group, year-group, G&T, SEN, EAL, etc)
  + the availability of a support network, including appropriate expertise (peer mentors and teaching staff but also Chaplain, school nurse, counsellors)
  + Excellent PSHE and non-examined curricular provision

**OPERATIONAL MANAGEMENT**

*Effective Governance*

* We seek to have appropriate stretch and support from our governing body through:
  + - Ever improving focus of sub-committees and governor champions
    - Keen awareness of ISI criteria about governance
    - Establishment of governor communication portal and even closer links with different constituencies among the school community

*Staff welfare and development*

* We recognise that our staff are a precious resource and therefore seek to support and develop both teaching and non-teaching staff through:
  + - Significant budget provision for staff INSET and CPD
    - Termly meetings about matters of mutual interest with representative groups for teaching and support staff
    - Establishment of regular contact with governing body about staff issues

*Comprehensive site maintenance and support services*

* We seek to have appropriate support and infrastructure around the Cathedral Close site, particularly via:
  + - Improvement in IT provision
    - Maintenance of high standards of support to teachers and pupils

**WIDER COMMUNITIES**

*Development Office*

* We are engaged with the planning and delivery of significant multi-stage site development leading up to 2020 and beyond
* Much has already been achieved and further stages include:
  + Development of facilities in the Lower Close
  + Significant development of the Bishop’s Palace Lawn area of the site
  + Establishment of staff facilities appropriate for leading 21st century school
  + Development of School House range
* We continue to seek support to enable us to offer as much means-tested assistance as possible so that children can enjoy a Norwich School education who would otherwise not have access to it

*Outreach*

* We enjoy very strong links with the wider community and seek to develop them further, with many initiatives recognised as examples of best practice:
  + Ground-breaking annual publication of outreach programmes and their impact
  + Continued flourishing of outreach courses such as Universities Summer School
  + Consolidation and, where appropriate, growth of collaborative schemes (eg. Young Norfolk Arts, Young Norfolk Sports Academy, MCC Hub and Making Musicians)
  + Continuing development of weekly Community Service programme for 6th form pupils and expansion towards younger years
  + Extensive involvement of staff in governance at other schools
* We have established a successful international 6th form homestay scheme which we seek to consolidate and embed into the operations of the school
* We continue to explore links with external partners to enhance the educational experience and financial stability of the Norwich School community

*Marketing and Communication*

* We seek to communicate well with constituencies both inside and outside the school in the interests of smooth operational efficiency, transparency and positive public relations, via:
  + - Maintenance and development of school profile in local markets and further afield through innovative marketing campaigns
    - Embedding of new systems of communication via Outlook 365

**2018/19 summary**

In pursuance of the above strategic objectives, the major operational project areas in the 2018/19 academic year will be:

Whole School priorities

* Campus development plan: progress plans for Bishop’s Palace Lawn
* Embed Reception, Years 1 and 2 and prepare for phase 2 of Lower School development by September 2019
* Launch fundraising campaign for bursaries and campus development plan

Pupil Experience

* Focus on enhanced approach to mental health and wellbeing, particularly via existing pastoral structures
* Continue improvements in IT, especially with regard to uniformity of classroom experience
* Produce subject development journeys from 4-18
* Embed new A Level subjects and enhanced non-examined 6th form provision
* Embed new leadership and service structures, with particular regard to co-curriculum

Operational Management

* Progress plans for permanent Lower School A&D facilities and changing facilities on the Lower Close
* Prepare for ISI inspection (both compliance and quality of education)
* Improve electronic communication among Norwich School communities (eg calendar, Sharepoint)
* Improve organisation and use of data, including compliance with GDPR
* Empower middle managers through training
* Monitor efficiency of educational provision, both in curricular and co-curricular spheres

Wider Communities

* Produce second Reaching Out pamphlet and continue development of outreach programme
* Launch Norfolk’s Swire Mandarin programme
* Embed electronic Admissions system and continue to focus on widening awareness of Norwich School offer