



MAGDALEN COLLEGE SCHOOL

STRATEGIC DEVELOPMENT PLAN: SUMMARY

The School's Strategic Development Plan, amalgamating all previous discussions, was first approved by the Governing Body in 2009 and has undergone considerable review in 2015. The intention of this Plan is to indicate but not prescribe possible future directions. Governors review the Plan at least annually. Aspects of the Plan for progression each term are agreed as Aims for the Master's Advisory Committee, and the annual budget is drawn up to reflect the aspects of the plan proposed for implementation in the subsequent year.

BACKGROUND

History and Identity. The school was founded by William of Waynflete in 1480. Its identity and its location were unusual and distinctive.

Type. MCS is day school educating boys aged 7 to 18. From 2010 it has additionally admitted girls at 16.

Vision. The school seeks to provide education that is a preparation, in the broadest sense, for life. Its aims may be summarized as intellectual and academic excellence, both in and beyond public exams; outstanding extra-curricular activities, which both in quantity and quality lastingly develop personality, achievement and skills; a tolerant, humane and socially cohesive environment, underpinned by Christian values and promoted by a high quality pastoral system which nurtures individuals and makes them responsive not only to their peers, but also, lastingly, to the wider world.

OPERATION

Academic. The school has a commitment to academic excellence. It regularly reviews its curriculum and its strategies for the provision of teaching and learning. The two most recent reviews (2009 and 2014) introduced early take IGCSE Maths; the introduction of IGCSE to the three sciences, History and Modern Languages; the introduction of Waynflete Studies in Year 12 (and more recently Junior Waynflete Studies in Years 7 and 8); the expansion of timetabled PSHCE to include both Years 7 and 8 and the introduction of subjects not previously offered in the Sixth Form: Politics and Economics. The most recent review slightly altered time allocations in some subjects in Years 7-11 and removed ICT from the timetabled curriculum, with this now embedded in other subjects. The main focus for the next few years will be the introduction of reformed, linear A-Level and GCSE specifications.

Pastoral. Pastoral structures and operations are also regularly reviewed: a significant number of additional posts of pastoral responsibility have been introduced in the past three years, particularly, but not exclusively, with the introduction of a new Head of Upper School post (2012) and an expansion of the Sixth Form team. Additionally, a medical officer was appointed in 2009, a second school medical practice established from 2013, a consultant psychiatrist appointed in 2014 and an extension to the school's counselling provision from 2015. There is regular training for all Tutors and regular in-service training (INSET) on pastoral issues for all teachers. The school's PSHCE programme for pupils is regularly reviewed and improved: e-safety, mental health and drugs form the current focus.

Extra-curricular. There is a strong commitment to a wide range of extra-curricular activities. The quality and quantity of the school's sport provision has continued to rise, and an all-weather pitch was completed in 2013. The Music department has recently been expanded as the result of an external review conducted in 2014. Drama has gone from strength to strength, and the ambitious partnership scheme with the Oxford Playhouse, introduced in

2011, has been an outstanding success. An Arts Festival started in 2009 and is now a major cultural event serving both the school and the city. The CCF was removed from curriculum time in 2010, and now takes place after school, and the Community Service Organisation has been substantially expanded, with all Lower Sixth pupils now involved in an aspect of service.

Careers

The school regularly reviews and seeks to improve its provision of careers advice, and there is a comprehensive programme of activities and events relating to careers advice for all pupils in the Senior School. Regular careers workshops throughout the Michaelmas and Hilary terms are now fully instituted, and a professional degree courses conference has been held annually since 2013. Other recent developments include a focus on CV writing in the Upper Fourth, and Fifth Form pupils have individual interviews to discuss the results of their Morrisby profiling tests.

Administration and routine. Committees have been regularly created to monitor the use of electronic communication and teaching methods. Biometric registration for attendance and lunch was introduced in 2014. The school's database is increasingly used for the storing and processing of data and files for both academic and pastoral purposes. Catering has been kept under regular review following the opening of the new Dining Hall.

Admissions. Reforms were made in admissions and scholarship procedures in 2009, and have since been continuously monitored. A second class was introduced to J1 in 2013 and a second J2 class introduced in 2014.

Publicity, marketing and public relations. A new website was launched in Michaelmas 2008 and is again under review. The role of Registrar has been expanded to include press and marketing responsibilities. An archivist was appointed in 2009 and opportunities for historical publications and history projects are being regularly explored.

Governors. The Governing Body undertook a major review of its constitution and structure in 2010. Subsequently the role of the Education Committee has been given greater prominence and a Development Committee (2011) and Estates Committee (2012) have been set up. The annual Policies and Procedures committee now meets termly in order to ensure that Governors and senior staff regularly review key policies and regulatory matters, and a Compliance Officer was appointed in 2015.

Management structures. Awaydays for senior staff to develop strategy and operations were introduced in 2008 and for Governors in 2009. In 2008, the Master introduced an Advisory Group to meet termly and increased the number of Heads of Department meetings, while shortening their length. A Strategy Committee was introduced in 2013.

Teaching staff. The school is fortunate in the high quality and dedicated commitment of its staff. An enhanced sabbatical scheme was introduced in 2009 and is now in full operation, and there are many additional opportunities for professional development. Waynflete interns have been appointed to a range of departments since 2011 to bring to our provision the most up-to-date, scholarly and expert knowledge as part of the school's commitment to enrichment and extension and the inspiration of the highest standards. Staff are encouraged to visit other schools on a rolling programme and are required to observe one other regularly. The school introduced its own Waynflete Teaching Certificate scheme in 2013 and enjoys excellent relations with the Careers Department of Oxford University. The school also plays an active role in two cluster groups of HMC schools, one of them newly established in 2014: the resulting exchange of information, ideas and reciprocal visits are of considerable benefit to the school.

PREMISES & INFRASTRUCTURE

Buildings. Continuing consideration will be given to new purchases and new buildings, not least with regard to long term possibilities of limited expansion of the Junior School. Following underinvestment at a previous stage, there is a need for extra expenditure on maintenance and expansion of the school's premises, as confirmed by an external survey of the school's buildings in 2013 and a space audit which was also commissioned in 2013. Consequently, a Masterplan exercise began that year with construction of a new Sixth Form Centre planned for 2017 as the first part of that process, and a new School Surveyor was appointed in November 2014.

Transport. The school annually assesses its Transport Plan. Travel by car, with issues of safety, congestion and parking, is a major issue. Pupils have access to a network of commercial coaches (the contract of which is between company and parent, not company and school) the scope of which requires research. Pupils should be further encouraged to travel by bike.

IT. Many improvements (a review of the network, a Help Desk, a new database, a new e-mail system and a new phone system) took place in 2007-9. A state of the art computer suite was opened in 2011. There is now a separate development plan for IT; a strategy group and a pupil digital council. All classrooms are equipped with computers and data projectors, and most have interactive whiteboards. There are class sets of ipads in the Geography and Modern Languages departments. An intranet was introduced in 2012 and a parent portal in 2014. A laptop scheme will be kept under consideration. BYOD was introduced to the Sixth Form in 2013.

FINANCE

Fees. Fee increases will always be subject to rigorous scrutiny. Regular professional presentations on Benchmarks will ensure comparative scrutiny of costs. Bursary applications, awards and procedures were reviewed in 2013.

Other sources of income. These include the Waynflete Office, outside lets and possible educational adventures abroad, on which the school will keep a watching brief.

Alumni. The Waynflete Office will continue its substantial progress in developing links with OWs. An OW website was launched in 2009. OWs can offer not only donations and benefits in kind, but also careers advice and work experience.

Waynflete Office. The Development Office was renamed the Waynflete Office in 2015 with the appointment of a new Director and will submit its own plan.

WIDER COMMUNITIES

College, University and City. These relationships offer considerable potential and require regular consideration.

Parents. Parents are notably committed to, and supportive of, the school. Home plays a significant part in the education of MCS pupils. There is considerable potential for parents to contribute further to the life of the school. A parents' forum met for the first time in 2009, and in 2011-12 the scope of the operation of the Parents Association was considerably expanded.

Public benefit. The school's outreach programme has expanded greatly in recent years and is reviewed at least twice annually. There is a senior member of staff responsible for this area of school life.

Timothy Hands
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