



ST LAWRENCE
COLLEGE

STRATEGIC DEVELOPMENT PLAN

2021 - 2024



St Lawrence College aims to be a first-choice school in Kent with a national and international reputation for excellence.

It aims to do this by:

- Providing an outstanding holistic education which caters for the individual.
- Attracting the best staff at every level to help deliver our mission.
- Being financially strong and resilient enough to deliver our charitable aims.
- Embracing opportunities to improve the quality of what we do and the way we do it.

This Strategic Development Plan outlines our aims and targets for the next three years in five main areas:

- **Ethos and Values**
- **Teaching and Learning**
- **Pupil Wellbeing and Development**
- **Staff Wellbeing and Development**
- **The School as a Business**

This Strategic Development Plan will be overseen by the Governing Body.

ETHOS AND VALUES

St Lawrence College has a rich history and a reputation for excellence. The genuine feeling of community is tangible and there is no doubt that the Christian values, boarding ethos, all-through nature of the school and focus on the individual contribute to a feeling of care and compassion that permeates every corner of the campus.

As part of this Strategic Development Plan, all staff have been consulted and a further branding exercise will be conducted to help to articulate our ethos and values. The resulting statement of principles will then be published to all pupils, staff and the wider community.

To ensure that the Christian values remain at the core of what we do

The Christian ethos and values are enshrined in the College's Articles of Association and as such, are an integral element of the College's educational offering. We believe that Christian values must remain at the heart of our educational philosophy.

- To exemplify what we mean by Christian values and publish them to the School community.
- To foster a culture of respect, humanitarianism, kindness and charity.
- To ensure that, whilst Christian values are at the heart of what we do, people of all faiths and none are welcome and celebrated.



- To ensure that all staff and pupils are welcome and able to attend Chapel
- To use Social Media and Marketing strategies more effectively to publicise the role of the Chaplain.
- To increase the number of 'open' Chapel services that parents and the local community can participate in – either virtually or face to face.
- To review the RE curriculum.
- To continue to promote the Parent Prayer Group and Christian Unions / Lighthouse across the College.

Clarify and communicate the School's vision and personality to internal stakeholders and the wider community

The School's numerous successes and attributes often go unnoticed, and it has been termed a 'hidden gem'. Whilst there are advantages to this approach, we need to market ourselves much more effectively to ensure that both our internal and external stakeholders are aware of the holistic educational offering that our pupils benefit from.



- To define and publicise clear vision statements for the School
- To ensure that the programme of Head's Assemblies continually reiterate the School's ethos
- To appoint a new Head of Marketing to work within the Marketing, Admissions and Development Team
- Introduce the Parent and Pupil App
- Develop our Social Media calendar and links with local/national press
- Develop the role of Parent Ambassadors
- Review the timing and content of our parental newsletters and communications

To work in partnership with all stakeholders in the wider community

There are great benefits to be gained from increasing our partnerships with the local and global community. Not only does it enrich our pupils' lives and give them a greater understanding of their social responsibility, but it also benefits the broader community.

- To develop a comprehensive programme of Outreach, that both benefits the local community and gives opportunities for our pupils and staff to 'give back'.
- To develop our links with churches and charities both locally and overseas – to foster both a local and global understanding
- To further develop our place within East Kent Schools Together partnership
- To increase the number of events that the local community are invited to

Review the School's Admissions Policy

As a school, we have been defined as 'broadly non-selective' but it is important to define exactly what we mean by this. We need to clarify the type of school that we are, to attract the pupils who will benefit most from our offer.

- To review the School's Admissions Policy
- To update the School's Scholarship and Bursary policy to ensure that excellence is recognised, and that the allocation of scholarships is fair, sustainable and regularly reviewed.



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TEACHING AND LEARNING

One of our key aims is to ensure that every individual achieves their academic potential, and we believe that the most effective way of measuring this is through our Value-Added academic results. A combination of dedicated teachers, a broad and challenging curriculum, strong work ethic and focus on core educational skills combine to provide a stimulating, inspiring and purposeful learning experience for our pupils. All of this is underpinned by High Performance Learning; an understanding that intelligence is not fixed and that high performance in education is achievable by all.

Embed HPL/Growth Mindset fully throughout all Departments & Year groups

Having achieved World Class Status as a High Performance Learning School, it is now important to fully embed this philosophy throughout our teaching. In the Junior School, the principles of Growth Mindset will also be further embedded. All staff should have the highest expectations of our pupils and avoid limiting them by perceived barriers.

- To deliver workshops on HPL/Growth mindset to pupils and parents
- To develop a system to track HPL attributes in our pupils

Develop a culture of sharing outstanding practice and working in collaboration

One of the great benefits of an all-through school is the provision of a seamless curriculum from Nursery through to Sixth Form. With greater alignment between phases, and between the Junior and Senior School, we can ensure a stimulating, engaging and developmental curriculum.

- Create greater alignment between subject coordinators in the Junior School and Heads of Department in the Senior School
- Increase the number of cross-curricular projects

Undertake a curriculum review

To ensure we are teaching the right subjects, and have the correct allocation of time and resources to them, we need to review our current curriculum.

- Undertake a full curriculum review to ensure that the curriculum offering is best tailored to our pupils and allows them to achieve their best.
- To ensure that our curriculum respects diversity and cultural understanding through an appropriate and balanced use of examples and information sources.



To develop a digital strategy for enhancing teaching and learning

The use of Microsoft Teams, OneNote, Google Meets and Google Drive over the lockdown period has accelerated the digital expertise of both our pupils and our staff. It is important that we now capitalise on this to ensure that ICT is taught effectively throughout the curriculum and we are developing responsible digital citizens.

- Update our Digital Strategy for Teaching and Learning to ensure that technology is embedded throughout our curriculum
- Develop and enhance the ICT Working Group
- Continue to invest in hardware and software in the classrooms to ensure that Teaching and Learning keeps pace with technological improvements
- Establish a Bring Your Own Device, or alternative 1:1 policy in the Senior School
- Ensure that staff training is appropriate for the technology being used
- Continue to develop the use of OneNote and Google Classroom for preps and collation of notes



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Develop opportunities for creativity in the curriculum

We aim to nurture creativity in the classroom as creative children learn to think for themselves, become adaptable and learn key life skills. Creativity encourages critical and reflective thinking and produces confident learners who are able to transfer and apply new knowledge to different contexts.

- To incorporate critical thinking and philosophical discussions into lessons
- Increase the number of creative and enrichment / cross-curricular events eg Science Week, Arts Week, Literary Festivals etc
- To enter more external competitions alongside the Rotary and Turner competitions, Thanet Festival etc

Review pupil tracking, assessment and reporting across all key stages

Regular two-way communication between school and home is essential to effective education and we aim to include and support our parents through their child's learning journey. We will proactively contact parents throughout the year and ensure that there is a regular and published timetable for more formal reporting.

- Review the timing and format of reporting across the year
- Review target-setting in the Junior School

Review the purpose and effectiveness of prep

All work set should be purposeful and valuable, and it is vital that prep fosters curiosity, a love of learning and independence.

- Undertake a prep review
- Improve the communication about what is expected for prep

Develop the Scholars' programme / Competitive Courses Group

Our aim is to ensure that our pupils' value-added results are as high as possible and to provide opportunities to challenge and extend our pupils learning beyond the classroom.

- Develop the Scholars programme and expectations to include mentoring other pupils
- Develop the Junior School Stretch Programme for challenge and independence, including embedding the Friday Independent Stretch Homework.
- Introduce 3rd Form Academic Poster competition and 6th Form Essay Competition

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PUPIL WELLBEING AND DEVELOPMENT

The link between positive mental health and academic success, as well as our belief in the potential of every child, is clearly seen through our pastoral provision. Our House Pastoral Teams aim to ensure that every pupil's wellbeing is maximised so that they can fully engage and succeed in all areas of life in School and beyond. The central role of the Chaplain and strong Christian ethos also ensures that our pupils develop an understanding of tolerance, diversity, faith and forgiveness.

We fundamentally believe that pupils can only thrive when they feel happy, secure and valued. A study by the Department for Education demonstrated that pupils with positive emotional wellbeing in Year 2, had gained more than one term's progress by the end of Year 6, when compared to those with neutral or negative wellbeing. Additionally, in the Senior School, wellbeing can make a significant difference to GCSE and A-level results, as positive social and emotional wellbeing has been proven to boost achievement by between 11% and 17%.



Physical wellbeing is also an essential element of our provision and St Lawrence has a long history of sporting excellence, with three OLs representing Great Britain in the 1908 Olympic Games and our first hockey international being capped in 1920. The College still boasts an exceptional team of coaches who have helped a number of our teams to win National Championships and our pupils to gain International Honours.

However, it is not just sporting excellence that is prized as we aim to provide our pupils with a genuinely holistic education. Children should be exposed to a raft of opportunities and experiences to find their forte, whether this is in the creative arts, charity and service activities or the CCF. The leadership opportunities and understanding of self, community and teamwork that comes from a broad ranging extracurricular programme are essential to developing global citizens who are outward facing, confident, emotionally intelligent and equipped with the skills to lead in the 21st century marketplace.

To instil characteristics to enable all pupils to thrive in a 21st Century global world

Many of our leavers will be employed in jobs that have not yet been invented, to solve problems that do not yet exist. Our role, therefore, is to produce flexible, innovative and adaptable learners with high degrees of resilience and emotional intelligence.

- To develop opportunities for entrepreneurship and the acquisition of business acumen
- To develop Young and Mini Enterprise
- To increase our pupils' understanding of, and action towards, environmental issues.
- To create spaces for the increased mixing of all pupils

Effectively track the wellbeing of our pupils

Excellent pastoral care is about genuinely knowing every individual and ensuring that they are appropriately supported and challenged throughout their schooling. Clear tracking procedures allow every pupil to thrive and ensures that none 'slip through the net'.

- To review the role of the tutor
- To effectively track the wellbeing of all pupils throughout the College, using AS Tracking and other systems.
- To review the Rewards and Sanctions policy to ensure that it aligns with our ethos
- Improve our systems for the dissemination of key pastoral information to all stakeholders

Improve pupil and parent awareness of mental health

The importance of positive mental health cannot be understated, and it is vital that all stakeholders have a good understanding of what that means, how to improve their mental health and what support is available should they need it.

- Use guest speakers such as Dick Moore to talk to pupils, staff and parents
- Use current staff to run Parent workshops
- Train more staff in Mental Health First Aid and other relevant qualifications

To review the SHEEP/PSHE programme

The role of the SHEEP/PSHE programme is to encourage and develop resilience amongst our pupils. Health, social, economic and academic issues can all prove to be obstacles that prevent our pupils from realising their potential and achieving wellbeing. An effective wellbeing programme can safeguard against this.

- To establish a dynamic, contemporary and interactive programme that aligns with our values and develops life skills
- Develop a programme of in-house training by the PSHE/SHEEP Lead to staff

To improve our boarding provision and numbers

St Lawrence is a full boarding school and the ethos of boarding, and benefits that come from it, are an integral element in the warmth of community that exists. We will continue to strengthen our boarding offering.

- Develop a rolling programme of refurbishment
- To explore new boarding markets
- To market and develop Weekly Boarding as an addition to full boarding numbers

Maintain our sporting excellence and improve the reputation for The Arts

Having recently become National Champions at both boys' and girls' hockey (indoor and outdoor), the task is to maintain and strengthen our sporting excellence. However, at the same time, we will also aim to improve our reputation and standing in the Performing Arts, to achieve excellence across the extra-curricular spectrum.

- Develop our Arts Award & Literary Festival
- Ensure the allocation of sacrosanct time for rehearsals
- Develop our Sports Excellence Programme
- Review the Activities Programme



Review the transition programme for pupils throughout the School

Being an all-through school, we have a tremendous opportunity to ensure a smooth transition between every phase of the school and we hope that every child will feel both supported and challenged as they make their step forwards.

- Create opportunities for Senior pupils to help in the Junior School
- Formalise our buddy and mentor system
- Develop Activity Days where JS & SS pupils collaborate
- Develop closer integration with the Junior School and Kirby boarders
- Create a programme of parent events to highlight the differences between each phase of the school



To provide a dynamic and tailored Sixth Form experience for our older pupils

The Sixth Form experience is unique, something to aspire to, and the pinnacle of an all-through school. We aim to improve the profile of our 6th Formers, giving them the responsibility and independence to enable a smooth transition to university.

- Review the 6th Form uniform
- Create a 6th Form Centre
- Improve the number of 6th Form-led societies
- Develop the leadership opportunities for 6th Formers
- Develop a directory of OLs who can offer careers or work experience in businesses and industry



STAFF WELLBEING AND DEVELOPMENT

Part of the College's ethos of being a caring Christian community is that it respects every individual and aims to nurture everyone to achieve their potential. We aim to provide opportunities for staff to develop professionally and to ensure that all staff have a voice within the organisation. It is our hope that all staff will feel valued, supported, challenged and developed, and that everyone feels part of our community.

To provide an environment in which staff feel valued, listened to and actively involved in decision-making

We feel it is important to listen to, and reflect upon, the views of our staff and ensure that they are actively involved in the strategic development of the College. The relationship we have with our line managers is the single most important factor in staff engagement, and so we aim to provide clear, supportive structures and a coaching approach that develops and cares for every member of staff.

- Refine the Line Management structure in the Senior School to ensure greater contact and a coaching approach
- To establish a Staff Community Enhancement Group
- To establish a Staff Consultation Committee







- To re-provide the Staff Common Rooms to allow enough space for socialising and work for all staff
- To conduct a College-wide salary review
- To develop an HR Portal to clarify schemes available to staff
- To establish a number of Mental Health First Aiders across the College to provide support to staff when necessary

To develop and enhance the community spirit amongst the staff and their families

St Lawrence is renowned for its excellent pastoral care, and our aim is to ensure that this sense of community and family extends to everyone.

- To develop a programme of events to bring all staff together eg Family Fun Days, Safari Supper, Quiz night, Community Choir etc



To develop CPD pathways and learning communities tailored to individual's strengths, interests and professional development needs

With the use of both internal and external CPD, we aim to develop champions in specific areas who will lead on different areas of the CPD programme, help to support others and develop new initiatives.

- Develop our internal programme of CPD/Staff Professional Learning Hours, tailored to the needs of the staff.
- Focus on leadership training for Middle Leaders across the College – with both external and internal input
- Develop the new staff induction process
- Develop our learning communities through East Kent Schools Together and High Performance Learning



To review the School's SPDR / Professional Review process

It is important that all staff are reflective practitioners and lifelong learners, who are continually seeking to improve their practice.

- Continue to develop and refine the Appraisal/SPDR process to ensure that it is positive and developmental
- Develop a schedule of Observations and Learning Walks by Senior and Middle Leaders
- Expand the programme of Peer observations and Peer mentoring

THE SCHOOL AS A BUSINESS

We recognise that, not only are we aiming to provide an excellent educational experience, but also that the School needs to be a successful business. The philosophy and ethos of the School, in terms of class sizes and the number of pupils in each House, needs to be balanced with the physical carrying capacity of the site. Additional revenue streams should also be sought to safeguard the College in the future.

To review the effectiveness of the School site

We have a wonderful site of traditional and modern buildings and need to ensure that we optimise the flow and functionality of each area.

- Develop a site masterplan and timeline for our major building projects in the future
- To effectively redevelop the Junior School site
- Develop a rolling programme of refurbishment
- Establish a regular schedule of site walks to identify issues and opportunities
- To ensure that classroom furniture is consistent and uniform
- To ensure that playground facilities are appropriate and expanded for each section of the school



To ascertain our optimum school roll

It is vital that we develop a sustainable model of pupil numbers that aligns with the space and resources that we have in the School.

- Create a School model that aligns with the physical space in the school and the optimum number of pupils for each class and House.

To increase our income stream outside School

Fee Income

To ensure long term financial sustainability and a greater ability to invest in our current site, we need to increase our external sources of revenue.

- Explore the potential of St Lawrence College International as an overseas brand
- Develop both pupil and adult holiday camps and courses



To utilise our Alumni / OL network to fundraise and to support the School

We have almost 150 years of heritage and a very dedicated Alumni network who can offer us great support in the future.

- Establish the St Lawrence 150 fundraising campaign, targeting the 150th anniversary
- To successfully fundraise for Scholarships and Bursaries, the Sports Development Appeal and the refurbishment of Chapel.

