



THE WESTWOOD SCHOOL

A TECHNOLOGY COLLEGE

Design for Success

Marketing & Fundraising Plan



The Westwood School – Fundraising Strategy/Marketing Plan

Mission Statement

‘Design for Success’

‘An inclusive school where all are valued and successful’

The Westwood Trust aims to advance the educational and life enhancing opportunities available to the pupils of the Westwood School and their communities and community partners. To further ensure that all pupils leave the Westwood School having enjoyed the best possible experience/s. The school aims to continue to cultivate a success culture within a professional learning community and to develop life-long inclusive learning for all within our local community.

Current Position & Situation Analysis

The Westwood School is located in the South West of the city of Coventry and serves an area described as one of ‘social and economic disadvantage’. The Westwood ward however is not classed as an area of social disadvantage as a whole, split physically and psychologically by the University of Warwick campus which is central to the ward geographically. This schizophrenic split along social and economic lines has meant that historically the school remains outside of most deprivation funded grants, the affluent areas adjacent Warwickshire greenbelt ensuring for example that no inner city grants can be accessed by our local community. The proximity of Warwickshire greenbelt and nearby prosperous Warwickshire towns continues to drain the school of students from families which may be more upwardly mobile, additionally the presence of both of Coventry’s single gender intake schools within the same geographical area presents additional pressures in growing the school’s cohort quickly and efficiently, year on year cohort intakes can have a large gender imbalance which makes curriculum planning problematic and statistical analysis complex.

The school is a medium sized secondary school, educating students from 11 – 19 year of age, numbers have risen steadily over the past 10 years from a low of 400 to our current position of well over 600 students, demographic projections show that we will be full (760 + students) within 3 years. The school has a large number of students on roll who have either a statement of Special Educational Need (SEN) or who have behavioural, medical or learning issues, approximately 40% of the school population in total. The high cohort of special needs, the varying educational competencies of students on entry and the localised profound economic

deprivation means that it is often difficult financially to provide for the students in the way/s that we would like to. Nonetheless results are rising year on year due in part to the dedication, loyalty and hard work of the school staff and the determination of the students.

As a Technology specialist school (status awarded in 2005) we are building on the both the local engineering heritage of Coventry but adding in the modern skill sets required in today's technological arena, offering CAD CAM, Cisco, Graphics, Catering & Hospitality and engineering courses for both secondary and primary age students and adults. Specialist status has allowed us to improve and update many areas of our Design & Technology faculty to mirror the working environments of the business world.

The school became a Trust School in October 2008, partnering with the University of Warwick, Coventry Sports Foundation and a neighbouring nationally recognised ICT company, Trinity Expert Systems, alongside the continued support of Coventry City Council. The aims of the trust are to raise aspirations for our students and our local community and to ensure that this enhanced partnership working improves the options available to all. It is our intention to grow the trust to include the neighbouring primary school who are also working to combat the disadvantages so prevalent within the local area.

On-going local regeneration plans (Canley Regeneration) are underway but have more recently been scaled back due to the prevailing economic climate nationally. For example new housing development and the provision of new community buildings has been postponed indefinitely. Canley itself is largely a community of a white working and non-working class and community integration remains difficult for incomers, although there are few if any problems of integration with different ethnic groups within school. More recently the school has undertaken many initiatives which have enhanced 'community cohesion', working with partner organisations and the University of Warwick in particular, for example the Westwood Community carnival pilot project which showcased cuisine, arts and dance etc from other countries, especially those in Eastern Europe and communities which are forming a rising minority of the local population growth. We are working towards the school becoming the heart of the local community and a hub for all community activities, educationally and socially. Plans are underway to gain International school status by working with schools in Rwanda.

The school is and will remain the smallest secondary school within Coventry and as such operates with the smallest revenue and capital budget. We are fortunate to have a large and attractive green site and one main school building which is predominantly 'fit for purpose'

although certainly ‘tired’, however the second main building remains a difficult environment for both teaching and learning.

One very positive aspect of our long term planning is that the school has been chosen as a ‘sample’ school under Coventry’s Building Schools of the Future (BSF) programme for ‘Design & Build’ (D & B) schools, essentially this means we will be partly re-furbished and the unsuitable second school building will be demolished and re-built to 21st century education standards. Although being the lead school for Coventry’s BSF D & B programme will bring many benefits for our students we will have no additional space provided for under the BSF programme and as we presently have no dedicated community, exam or school assembly hall and this unsuitable situation will remain post BSF. The BSF programme itself will create a positive climate for partnership, inward investment and innovation and as a lead school we must ensure that we maximise any advantages for the benefit of our students and local and wider community.

Organisational Planning

The school’s long-term strategic intentions are:

- Build capacity and leadership at all levels
- To create a success culture and professional learning community for all
- To develop a life-long inclusive learning environment for all

Additionally we are working steadily but effectively towards growing the schools population to ensure economies of scale can be achieved and financial opportunities maximised in all areas. The school was one of the first to achieve the nationally recognised Financial Management in Schools (FMSIS) standard in 2006 and strives constantly to achieve efficiencies to enable us to continue to enhance our offering to students.

Effective and planned community partnership working has been further enhanced by the appointment of an Assistant Head Teacher with specific responsibilities for student welfare and community cohesion. This has already resulted in a variety of initiatives, such as community ambassador’s programme, community carnival, parenting classes, on site chaplain and the greater and more varied use of community volunteers. A much greater variety of community work could be undertaken if the school had additional long term and sustainable funding to make a real difference for generations of the local community. It is this long term and sustainable area of funding that we are proposing to move into in the near future to ensure

the growth and breadth of community inclusion initiatives continue and improves on a greater scale.

Strategic Development Plan

School Development Plan - June 2009 to August 2012

Strategic Intentions:

- Priority 1 – To continue to raise standards and achievements.
- Priority 2 – To continue to develop a professional learning community and to raise standards of learning and teaching through the School Improvement Group – major focus on literacy.
- Priority 3 – To realise the vision and objective of the Trust to raise aspirations, build capacity and to promote community cohesion.
- Priority 4 – To improve reviewed areas of the Every Child Matters agenda.
- Priority 5 – To continue to build on the successes of the first 4 years of Specialist Technology School designation.
- Priority 6 – To continue to consult on the design of the refurbishment and rebuild of The Westwood School as a ‘Building Schools for the Future’ sample (lead) school.

Brand Image

On becoming a Technology College in 2005 the opportunity to change the school name and update the school logo and brand was taken. The former Alderman Callow Community School became The Westwood School, sited as we are in the heart of the Westwood ward. Utilising the green environment that the school sits in the new school logo encompasses the colours and images surrounding the site.

However image is so much more than a new logo and signage and although the school is highly acknowledged within the local and educational community we need to enhance our reputation and grow our visibility within the local and wider business community. Trust status and the BSF initiative will assist us with this strategic priority but it is imperative that the school involves itself in local business life to a much greater extent than at present. There are

benefits to both school and the business community with wider business partnership working and a greater part of our ongoing work will be to showcase these benefits and engage more widely and deeply within the business community. More recently the school is taking on that which is best from the business world, in terms of business planning, deployment of staff and seeking new markets for our students to work and engage with. As an accredited Investor in People, a Wellbeing and a Healthy school we strive constantly to improve many aspects of working and student life for our immediate stakeholders.

The local business, enterprise and science parks contain a variety of local and nationally recognised brand names, Tui, Barclays, etc, most of whom will have a social engagement charter for their business and employees. The school already engages with the Business in the Community forum, Westwood Business Park Residents Association and is a member of the local chamber of commerce.

Income

The school receives most of its income in the form of a direct budget linked to the number of students. Additional income is received in the form of annual grants, but these are not usually long term and make sustainable and efficient planning difficult and time consuming. The main budget is in the region of £2.8 million (2009/10) with an additional £0.75 million received annually for Post 16 teaching specialist technology school and a variety of grant (Government) funding. The majority of funding is spent on our greatest assets, staff salaries and student resources with the remainder spent on ensuring the buildings and estate are kept in working order.

The budget is managed efficiently and effectively (external audit and FMSIS audited) but remains insufficient to undertake all but the most essential or fundamental projects. External grants are sought and we have proved reasonably effective in many areas, for example grants from Extended Schools, Sustrans, YOF, and National Lottery have enabled us to improve facilities for students. However in order to make a real difference a sustained and organised campaign is required with dedicated time set aside for projects over and above those essential elements of a successfully integrated school.

Fund Raising

We will continue to source additional income from those sources we have previously been successful in, additional council funding, national government funding etc. However new sources of income will be maximised by using our new charitable trust status, charitable

school status will enable us to seek funds from grant aided givers that were previously unavailable to us. A variety of funding streams will be sought, this will enable us to maximise and diversify income and guarantee medium to longer-term viability of projects should individual funding sources reduce or cease. Additionally we will work more closely with our trust partners to maximise funding, resources, knowledge and advice available from the business community both locally and nationally.

As individual projects are identified specific project and budget plans will ensure long-term viability and sustainability (when required) of projects and initiatives. The majority of projects will require a 'full cost recovery' approach as day-to-day school funding cannot support additional projects. The full cost approach will ensure long-term viability of initiatives and will make both review and effective evaluation simpler to undertake.

Projects 2009 – 2010

Project Title	Approx cost	Timescale	Short, Medium, Long Term	Funding Stream/s ?
Environmental Cross Curricular	£3,500	Autumn 2009	Short Term	
Visitor Cycle Shelter	£10,000	Jan 2010	Medium Term	£2k – Sus Trans
Music – Band project	£3,500 p a	October 2009	Short Term	
Carnival 2010	£3,500	April 2010	Medium Term	
Community Ambassadors	£2,500	Autumn 2009	Short Term	
Youth Innovation	£3,500	Autumn 2009	Short Term	
Mini Olympics 2010	£4,500 p a	June 2010	Medium Term	
BSF Arts Project	£35,000	July 2012	Long Term	
Awards Evening 2010	£4,000	April 2010	Medium Term	
E Behaviour	£4,250 p.a	Ongoing/annual	Medium Term	
Educational Visit – Brathay (AF)	£6,000	Ongoing/annual	Medium Term	
Westwood 'Promise'	£30,000	Ongoing/annual	Long Term	

How

→NEED →PLAN →GRANT→

To contact all companies resident on both The Westwood Business Park and the Coventry Science Park to discuss viability of company interest. To discuss with companies what the school can do for them, in terms of for e.g. space, facilities, sports fields, fitness centre,

qualifications for students, staff, work experience students, catering students. To discuss with companies the two main streams of Westwood – Building Schools of the Future and Trust Status. Deadline – April 2010. Also what do our students produce which may be of interest, worth to companies? E.g. ‘Art for Business’ (Biz Art Project) – for reception and foyer – (promotes social conscience for the business, in turn could provide funding for arts capitation). From the school perspective we need to understand what the individual companies do, what do they stand for and how could we work together?

Communication Streams:

- Termly Newsletter
- Meeting
- Individual personal letters
- Breakfast event/s at school
- Westwood Business Park Forum and other business forums – BITC / Chamber of Commerce