

## SST: Adult roles

### Business manager

## Case study: Shrewbridge School

Source: Davies, B. and Ellison, L. (2000), *Strategic Direction and Development of the School*, Routledge, London.

### A SWOT matrix for Shrewbridge School

At Shrewbridge School, the data gathering exercise has been summarised in the following chart.

	Strengths	Weaknesses
Curriculum	Literacy and language	Creative arts Numeracy
Learning and teaching	Variety of approaches and resources available	Differentiation Extension materials for the more able
Assessment and results	Good use of baseline entry data Steadily rising results in English	Targeting of individuals Maths results level over last 3 years
Extra-curricular activities	Sport	Few music or drama activities
Discipline and appearance	Clear behaviour policy	Inconsistent application of rewards and sanctions Unclear uniform policy
Financial resources	Balanced budget over last 2 years  PTA income of £3000 per year	Lack of partnership with community to attract other funds
Premises	Welcoming entrance and reception area	Toilets need refurbishing
Staffing, staff skills and abilities	Stable staff with a little turnover	Inconsistent application of policies
Governors	Regularly attend meetings and school functions	Staff unhappy about their presence in lessons
Ethos/culture	Happy, willing pupils	Lack of shared vision and values, especially amongst staff

	<b>Opportunities</b>	<b>Threats</b>
Political, legal and economic factors	Targeted-funds and support for numeracy	Fewer quality teachers entering or remaining in profession
Central/local educational changes	Further rationalization of the core curriculum	Possibility of a new school on the other boundary of the estate. Increased focus on achievement of numeracy targets
Demographic and socio-cultural trends	New estate and new industrial complex should increase the local population	Cost of houses may mitigate against the families who might use this school
Employment trends	New developments in the area	Workers may commute because of the cost of housing
Technology	To harness technology to raise standards of numeracy	Cost and lack of staff skills
Customers	Community networks available to improve communication	Pressure to provide a wider range of art, music and drama facilities
Other providers	Dissemination of literacy skills to other providers within the region	Community perceptions and hopes of a new school

**Completed SWOT matrix**