



Rossall

INSPIRING EXCELLENCE

Rossall School  
Strategic  
Development Plan

*2022-2027*

SHAPING LIVES  
INSPIRING EXCELLENCE

# FOREWORD

Rossall is one of the foremost independent schools within the UK. Consequently, this is a resolutely ambitious development plan that articulates a strong and deliverable vision for a progressive, creative, caring and internationally-minded School. Most importantly, it is underpinned by an uncompromising commitment to ensuring that we continue to provide an outstanding quality of teaching and learning within an holistic educational context that encourages young people to fulfil their extraordinary potential.

As we celebrate the 178th anniversary of the School's foundation it is an apposite moment to reflect upon the illustrious history of this most remarkable of communities. However, it is also the case that we need to take substantive steps to future-proof the School and ensure that it is well-placed to both shape lives and inspire excellence for generations to come. Change inevitably constitutes a challenge, yet Rossall is supremely well-placed to continue embracing a creative and forward-thinking dynamic so as to ensure that it offers a truly outstanding quality of education. Our local, national and international reputation is built upon the quality of our current provision and the ambition that we articulate for the future. All stakeholders need to reflect upon the fact that the School has evolved since its foundation and whilst we are custodians of the much loved traditions of this community, it is our responsibility to drive the School forward so that it continues to offer a modern, liberal, creative and intellectually exciting curriculum.

This **School Development Plan (SDP)** is designed to provide a strong sense of strategic direction (from 2022 until 2027) by considering, from a developmental perspective, each of the thirteen core strands that we use to benchmark the quality of education that we provide. These strands also provide the framework for the annual **School Improvement Plans (SIP)** which comprises the short term developmental objectives for the School during each successive academic year. Three additional strands consider sustainability, EDI and commercial enterprise.



Jeremy Quartermain  
Headmaster

## THIS STRATEGIC PLAN TAKES INTO ACCOUNT THE FOLLOWING:

- Recent Independent Schools Inspectorate (ISI) Inspections: Regulatory Compliance (June 2021), and full Educational Quality Inspection (June 2019).
- Annual consultation with all staff
- Feedback from both the Student Council and Parental Forum
- Questionnaires to Parents and Pupils (most recently Spring 2022)
- Good Schools Guide Review (2021)
- Future Development Plans as highlighted by the Finance and General Purpose Committee, Education and Welfare Committee, Council, Site Development Plan etc.

## THIS PLAN IS IMPORTANT BECAUSE IT:

1. provides a coherent vision for the School.
2. provides the opportunity for all within the School community to embrace this vision and work together to ensure its delivery.
3. serves as a clear statement of intent for the School's Leadership Executive (SLE) and members of Council.
4. provides all members of the Rossallian community (pupils, staff, current and prospective parents, members of Council), with a clear understanding of the future direction of the School.

# MISSION STATEMENT

## SHAPING LIVES, INSPIRING EXCELLENCE

*It is our mission to inspire young people to develop a life-long love of learning within a pastorally nurturing, culturally diverse and intellectually exciting community.*

## VISION

Rossall School is a Charity, the Objectives of which are “to provide, at a moderate cost, for the sons and daughters of clergymen and others, without limit of age, a classical, mathematical and general education of the highest class.” (1844)

The School is committed to inspiring young people to develop their potential by providing them with a first class educational experience within the context of an intellectually exciting and culturally diverse community.

## KEY THEMES

### INSPIRING INTELLECTUAL EXCITEMENT AND ACADEMIC EXCELLENCE

Rossall School inspires a lifelong love of learning through the outstanding quality of teaching and learning that it provides for young people. Children are encouraged to develop their intellectual interests beyond the confines of the formal curriculum and they are challenged to engage critically with the multitude of opportunities that the School provides to develop skills, knowledge, understanding and empathy. Children are encouraged to become self-motivated independent learners with an intrinsic desire to explore both the physical and metaphysical aspects of their existence. We are an open-minded community receptive to new ideas. Children are encouraged to share their ideas and learn through collaboration and debate.

### DEVELOPING COMPASSIONATE AND CARING YOUNG PEOPLE

Rossall School's unique educational offering provides a perfect context within which young people may acquire the emotional knowledge and interpersonal skills necessary to live happy and purposeful lives. The School's inclusive and progressive ethos is complemented by the outstanding quality of our School community which serves to nurture resilience and develop maturity. Young people leave Rossall with the confidence and strength of character necessary to pursue their personal dreams and fulfil their professional aspirations. Above all, the School endeavours to develop young people who are caring and compassionate and we provide an extraordinary diversity of opportunities for young people to develop these attributes.

### ENGENDERING CULTURAL AWARENESS AND ARTISTIC CREATIVITY

Rossall School is committed to providing children with the opportunity to explore and develop their creative sensibilities through the outstanding quality of its performing arts and visual arts provision. Children are encouraged to develop their creative skills and their aesthetic sensibilities so that they may appreciate, comprehend and contribute to the world of infinite beauty that lies beyond the certainties of everyday life.

### ENSURING PUBLIC BENEFIT

Rossall School is an internationally-minded community yet resolutely committed to the concept of localism. We recognise our extraordinary potential to serve the local communities of the Fylde Coast and we are committed to sharing our resources and skills with the people of Fleetwood and Blackpool. The School is committed to ensuring that the lives of local people and communities continue to be enriched by our presence. We are an integral part of the rich fabric of this area of the North West and we actively embrace our social responsibility to serve others.



## PROMOTING SPORTING EXCELLENCE

Rossall is justifiably proud of its illustrious sporting history and recognises the many health and social benefits to be derived from regular exercise and participation in team sports. Striving for excellence within a sporting context helps young people develop transferable character attributes such as resilience, self-discipline and leadership skills. Alongside a lifelong love of learning, we provide an education which, for many young people, will result in an enduring love of sports.

## AN EDUCATION FOR THE FUTURE

Rossall is committed to ensuring that it prepares young people for an uncertain future by developing transferable skills within a technologically enriched and well resourced environment. A Rossall education is outward facing and encourages children to become politically literate and engage with themes of contemporary relevance such as environmentalism, social justice and humanitarianism. Creating a 'green' and sustainable community is our responsibility to future generations.

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# ROSSALL SCHOOL'S STRATEGIC FRAMEWORK

Thirteen core strands have been identified as providing the framework necessary to meet these developmental objectives

1. The quality of pupil achievement and learning
2. The quality of teaching and assessment
3. The quality of pastoral care and arrangements for pupil welfare (including boarding)
4. The quality of our co-curricular provision
5. The quality of the spiritual, moral, social and cultural development of our pupils
6. The quality of leadership and management
7. The quality of governance
8. The quality of communications including marketing and alumni relations
9. Public Benefit - Charitable Activities
10. Commercial Enterprise
11. Sustainability
12. Equality, Diversity and Inclusion
13. Major Investment Projects required to ensure long term commercial viability



# RESPONSIBILITY FOR DELIVERING STRATEGIC OBJECTIVES

## SENIOR EXECUTIVE

The responsibility for delivering this Development Plan, ultimately, lies with the Headmaster – though he will delegate day-to-day oversight of specific developmental strands to appropriate members of the Senior Executive. See below:

The Senior Leadership Team meets fortnightly though its members also participate in one or more of the following committees:

- Pastoral Committee
- Curriculum Development Committee
- Academic Committee (Heads of Departments)
- Staff Welfare Committee
- Boarding Committee
- Heads of Year Committee
- Compliance Committee
- Health and Safety Committee
- Finance and General Purposes Committee (COUNCIL)
- Education and Welfare Committee (COUNCIL)

The annual School Improvement Plan (SIP) is informed by the developmental/strategic objectives in this Five Year Development Plan. The objectives within the SIP are also organised in accordance with the thirteen developmental strands outlined above.

Incrementally, the developmental goals within this document plan will appear in the SIP so as to ensure a graduated approach to implementing change. Consequently progress towards achieving these objectives can be measured annually against:

- i) The School Improvement Plan (SIP)
- ii) The School Development Plan (SDP)

The Leadership Executive will provide a progress report on both the SIP and the SDP at regular intervals.

	SCHOOL IMPROVEMENT PLAN	SCHOOL DEVELOPMENT PLAN
PROGRESS REVIEW DATE (REPORT DUE)	Spring Term Council Meeting	Summer Term Council Meeting
FINAL REPORT	Michaelmas Term of following year	Michaelmas Term 2027

*The developmental goals within the School Development Plan will be reviewed annually and may be modified to take into account contextual issues that arise over time. There will be an opportunity to add or remove particular objectives.*

# 01

## PUPIL ACHIEVEMENTS, LEARNING AND ASSESSMENT

### TO ENSURE THE QUALITY OF PUPIL ACHIEVEMENT AND LEARNING WE NEED:

- A dynamic and balanced curriculum which is responsive to the evolving workplace of the twenty-first century.
- Effective teaching and active participatory learning which serves to provide the challenge necessary to enable children of all abilities to fulfil their potential whilst inspiring a lifelong love of learning.
- Teachers who possess growth mindsets and recognise the personal strengths of all pupils.
- Heads of Departments who enhance teaching and learning by monitoring all aspects of staff and pupil performance whilst promoting an intellectually aspirant culture where the sharing of good practice is commonplace.
- A vibrant culture of continuous professional development (CPD) and the opportunity for meaningful career progression.
- Small class sizes, outstanding resources and excellent facilities.
- Excellent academic results (routinely positive value-added scores in all departments at GCSE, IBDP, A level).
- Effective communication of the School's learning priorities to pupils and parents.
- An excellent quality of formative and summative assessment.

## DEVELOPMENT AREAS 2022-2027

### A DYNAMIC AND BALANCED CURRICULUM WHICH IS RESPONSIVE TO THE EVOLVING WORKPLACE OF THE TWENTIETH-FIRST CENTURY

- 1.1** Continue to market the many strengths of the International Baccalaureate Diploma Programme (IBDP) and ensure that its philosophy is embedded throughout the School.
- 1.2** Continue to develop critical thinking and independent research skills within the context of the HPQ (Higher Project Qualification), and Human Universe course (Years 10 & 11). Promote the Extended Project Qualification (EPQ) within the Sixth Form.
- 1.3** Continue to develop the curriculum to ensure that it is responsive to evolving national

trends within higher education and the workplace.

- 1.4** Continue to grow the Classics Department at Rossall to ensure that we become a regional centre of excellence with outstanding results and continued success in terms of elite university applications.
- 1.5** Continue to ensure a vibrant programme of academic enrichment activities (such as Debating, Model United Nations, and academic departmental societies).
- 1.6** Explore and develop the potential of the campus to support field study and outdoor learning.

### EFFECTIVE TEACHING AND PARTICIPATORY LEARNING WHICH SERVES TO PROVIDE THE CHALLENGE NECESSARY TO ENABLE CHILDREN OF ALL ABILITIES TO FULFIL THEIR POTENTIAL WHILST INSPIRING A LIFELONG LOVE OF LEARNING.

**1.11** Ensure that Rossall continues to be an outward-facing community committed to delivering a liberal and progressive education underpinned by a coherent ethos and strong values.

**1.12** Further embed the International Baccalaureate Organisation (IBO) Learner Profile in Rossall's policies and practice.

**1.13** Continue to ensure that a variety of teaching styles and learning styles are utilised in order to respond to the needs of individual pupils.

**1.14** Further develop the Rossall School Learning Community so that all stakeholders (parents, staff, pupils etc.) become increasingly invested in the School's educational offering and cognisant of our holistic, liberal and progressive philosophy.

**1.15** Ensure learning is participatory and student-led where appropriate.

**1.16** Make increasingly effective use of 'student voice' to guide and inform teaching and learning.

### TEACHERS WHO POSSESS GROWTH MINDSETS AND RECOGNISES THE PERSONAL STRENGTHS OF ALL PUPILS.

**1.17** Continue to actively embrace and promote a positive growth-mindset philosophy.





1.18 Embed the roles of Head of Upper School (Academic) and Head of Upper School (Pastoral).

1.19 Continue to ensure that all teaching staff have the highest aspirations for all pupils so that all children are well placed to fulfil their potential in every regard.

1.20 Enable children to reflect critically and meaningfully upon their 'journey' through School.

### HEADS OF DEPARTMENTS WHO ENHANCE TEACHING AND LEARNING BY MONITORING ALL ASPECTS OF STAFF AND PUPIL PERFORMANCE WHILST PROMOTING AN INTELLECTUALLY ASPIRANT CULTURE WHERE THE SHARING OF GOOD PRACTICE IS COMMONPLACE.

1.21 Ensure an outstanding quality of induction for all teaching staff. In particular, focus upon the induction of Early Career Teachers and new Heads of Department.

1.22 Ensure that all Heads of Departments (HODS) continue to benefit from an ongoing Continuous Professional Development (CPD) programme which focuses upon leadership management and coaching skills.

1.23 Continue to focus increasingly upon teacher recruitment, career development and succession planning to ensure that responsibilities are delegated effectively and all departmental members invested and empowered appropriately.

1.24 All Departments to continue benefiting from a programme of biannual audits.

1.25 All HODS to be responsible for ensuring an enriching culture within their departments which transcends the classroom and inspires young people to develop their potential beyond the confines of the formal curriculum.

### A VIBRANT CULTURE OF CONTINUOUS PROFESSIONAL DEVELOPMENT (CPD) AND THE OPPORTUNITY FOR CAREER PROGRESSION.

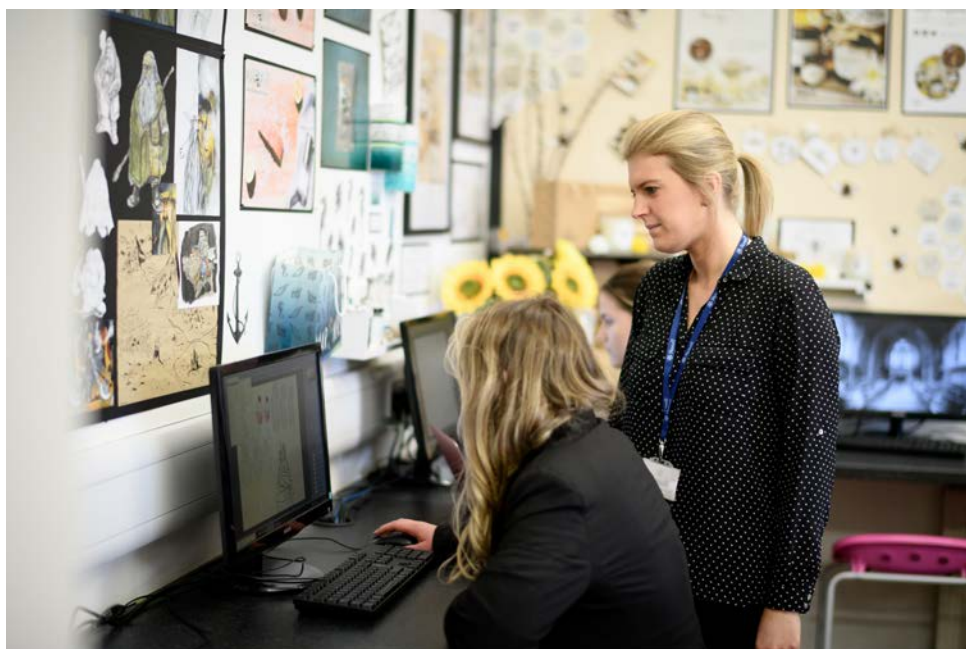
1.26 Continue to develop the scope and role of Rossall School's Leadership Academy.

1.27 Develop the regional role of our Centre of Excellence for Teaching and Learning.

1.28 Continue to expand our CPD programme of workshops and activities which are designed to promote a reflective culture within which the sharing of good practice is increasingly commonplace.

1.29 Further support the development of staff by providing funding for professional qualifications such as Masters and PGCEs.

1.30 Work towards Rossall becoming a leader in terms of teacher training provision within the independent school sector



### SMALL CLASS SIZES, OUTSTANDING RESOURCES AND EXCELLENT FACILITIES

1.31 With an expanding student roll, ensure that children continue to benefit from an individualistic approach to their education.

1.32 Maintain effective class sizes.

1.33 Redevelop and refurbish the Science Faculty to ensure a state-of-the-art provision.

1.34 Improve boarding facilities in Wren and Rose. Amalgamate Dolphin and Puffin into a girls' house and move Puffin into Square House once it has been renovated.

1.35 Ensure adequate space in houses for day pupils and develop the concept of day-boarding.

1.36 Explore the possibility of relocating the Preparatory School from its current site in order to ensure an increasingly coherent provision.

1.37 Ensure that the digital and technological infrastructure of the school supports the highest quality of teaching and learning.

### EXCELLENT ACADEMIC RESULTS (ROUTINELY POSITIVE VALUE-ADDED SCORES IN ALL DEPARTMENTS AT GCSE, IBDP, A LEVEL)

1.39 Continue to set aspirational targets for all pupils and all departments.

1.40 Ensure that forensic analysis of outcomes informs future departmental planning.

1.41 Effective tracking and monitoring of pupils (Year Group Teams and HODS).

1.43 Focus on a culture of academic excellence through rigorous assessments and reviews.

1.44 Continue to develop pupils' study and examination skills.

1.45 Continue to effectively support pupils with additional learning needs through early

identification and forensically targeted provision, led by the Learning Development Department.

### EFFECTIVE COMMUNICATION OF SCHOOL'S LEARNING PRIORITIES WITH PUPILS AND PARENTS

1.46 Post Covid, continue to develop the Rossall School Learning Community to ensure an ongoing partnership between home and school.

1.47 Ensure Learning Priorities are increasingly articulated through twitter/weekly blog/newsletter etc.



# 02

## THE QUALITY OF TEACHING AND ASSESSMENT

### HIGH QUALITY TEACHING AND ASSESSMENT IS DEPENDENT UPON:

- Outstanding subject teachers who possess excellent subject knowledge and are fully cognisant in terms of their knowledge and understanding of each individual pupil's capabilities.
- Resources which support innovative, dynamic and engaging approaches to learning.
- A rigorous assessment framework which supports the needs of all pupils and enables them to be able to fulfil their potential.
- A commitment to assess and critically reflect upon all aspects of school life.

## DEVELOPMENT AREAS 2022-2027

### OUTSTANDING SUBJECT TEACHERS WHO POSSESS EXCELLENT SUBJECT KNOWLEDGE AND ARE FULLY COGNISANT IN TERMS OF THEIR UNDERSTANDING OF EACH INDIVIDUAL PUPIL'S CAPABILITIES AND POTENTIAL.

2.1 Review recruitment strategy to ensure that Rossall is optimally placed to attract highly qualified and aspirant practitioners.

2.2 Retain active links/partnerships with PGCE providers such as Manchester Met and the University of Buckingham.

2.3 Ensure a high quality of CPD and gradually increase the amount of ring-fenced time available for staff training and development.

### RESOURCES WHICH SUPPORT INNOVATIVE, DYNAMIC AND ENGAGING APPROACHES TO LEARNING

2.4 Development of the Science Faculty so that it constitutes a cutting-edge high tech centre embracing digital technology, a study centre and adaptive teaching spaces.

2.5 Evolve Rossall School's 1:1 Mobile Learning Project - effective use of mobile digital devices and associated cross platform apps to enhance learning.

2.6 Classrooms to be equipped with Smart TVs which will, over time, replace all digital projectors, desktops and speakers etc.

2.7 Continue to develop high grade sporting facilities to include a dome over the MUGA and a 5g pitch for the football academy.

2.9 Make more extensive use of our location to support outdoor learning and environmental education.

2.10 Continue to share good practice and resources within departments and throughout School.

2.11 Enhance our existing provision for able and talented pupils through the auspices of the Academic Enrichment Programme.

2.12 Continue to promote the concept of independent learning and inculcate a stronger sense of growth mindset within both staff and pupils.

2.13 Build resilience for learning.

2.14 Ensure that the Learning Development Department's remit extends well beyond children with identifiable needs. (study skills, specialist subject support etc.)

### A RIGOROUS ASSESSMENT FRAMEWORK WHICH SUPPORTS THE NEEDS OF ALL PUPILS AND ENABLES THEM TO BE ABLE TO FULFIL THEIR POTENTIAL.

2.15 Make greater operational and strategic

use of the School's Management Information Systems.

2.16 Ensure that full use is made of baseline data provided by Durham University's Centre for Evaluation and Monitoring (CEM) and GL Assessment in order to guide and inform intervention strategies.

2.17 Ensure that assessment data is used effectively by teachers, Heads of Department and Heads of Year and that both the data and the actions arising from it are clearly communicated to and readily understandable by parents and pupils.

### A COMMITMENT TO ASSESS AND CRITICALLY REFLECT UPON ALL ASPECTS OF SCHOOL LIFE.

2.18 Establish systems to enable pupils to reflect on all aspects of school life effectively.





# 03

## THE QUALITY OF PASTORAL CARE AND SPIRITUAL, MORAL AND CULTURAL DEVELOPMENT

### TO ENSURE THE HIGHEST POSSIBLE QUALITY OF PASTORAL CARE, WE NEED:

- Robust safeguarding protocols and procedures which take full account of Prevent Duties.
- Effective behaviour and anti-bullying policies.
- Staff who are attentive to the needs of each individual child.
- Effective pastoral structures (both horizontal and vertical).
- An inclusive culture which celebrates diversity and is sensitive to the needs of all children regardless of gender, sexuality or ethnicity.
- Outstanding careers/higher education guidance.
- A positive ethos where pupils with specific needs are included in every aspect of the life of the School.
- To be receptive to the views of all pupils.
- Ensure that the site becomes increasingly secure.
- Excellent record-keeping and clear lines of communication.
- Counselling provision.
- A caring and effective environment for boarding.

## DEVELOPMENT AREAS 2022-2027

### ROBUST SAFEGUARDING PROTOCOLS AND PROCEDURES WHICH TAKE FULL ACCOUNT OF PREVENT DUTIES.

**3.1** Ensure that all staff continue to be fully trained in accordance with current safeguarding legislation and that they continue to be fully cognisant of their statutory duties.

### EFFECTIVE BEHAVIOUR AND ANTI BULLYING POLICIES

**3.2** Continue to keep all policies and protocols under continuous review and ensure that all children within the School feel confident to share concerns with adults.

### STAFF WHO ARE ATTENTIVE TO THE NEEDS OF EACH INDIVIDUAL CHILD

**3.3** Continue to develop pastoral training for all staff - especially for tutors.

**3.4** Ensure that all boarding house staff complete BSA training courses regularly.

### EFFECTIVE PASTORAL STRUCTURES (BOTH HORIZONTAL AND VERTICAL)

**3.6** Improve physical provision for day pupils in the boarding houses (storage space etc.).

### AN INCLUSIVE CULTURE WHICH CELEBRATES DIVERSITY AND IS SENSITIVE TO THE NEEDS OF ALL CHILDREN REGARDLESS OF GENDER, DISABILITY, SEXUALITY OR ETHNICITY.

**3.9** Review our provision for LGBTQ+ young people and make increasing use of pupil voice to ensure that we are proactively attentive to their needs.

Become a Rainbow Flag School and aspire to become a national leader in this area.

Ensure that the School is optimally placed to meet the needs of transgender students.

**3.10** Continue to review our Accessibility Plan annually in order to ensure that the site becomes ever more accessible.

**3.11** Ensure that the Personal, Social, Health and Economic (PSHE) programme continues to explore issues relating to inclusivity and equality.

**3.12** Continue to promote the strong ethos and values of the School - which are predicated upon diversity and inclusivity.

**3.13** Embrace a gender-inclusive uniform policy for the Sixth Form.

**3.14** Continue to develop the role of student voice and student surveys, etc. Empower the student body with regards to determining the culture of the school community.

### OUTSTANDING CAREERS/HIGHER EDUCATION GUIDANCE.

**3.15** Work in partnership with the Old Rossallians to ensure a database/network of alumni willing to offer advice, internships and work experience to current Sixth Formers.

**3.16** Make greater use of online digital resources.

**3.17** Move away from the concept of a careers library and towards the concept of a Rossall 'Futures' Resource Centre.

**3.18** Ensure a greater diversity of careers talks and develop the concept of 'Breakfast Careers workshops'.

**3.19** Ensure that our careers education aligns with the Gatsby Benchmark.

**3.20** Ensure that alternative pathways are clearly identified as viable options alongside preparation for university entrance.

**3.21** Further develop the American/Canadian universities programme.

### A POSITIVE ETHOS WHERE PUPILS WITH SPECIFIC NEEDS ARE INCLUDED IN EVERY ASPECT OF THE LIFE OF THE SCHOOL.

**3.22** Continue to ensure that the most effective support is provided for all pupils with specific needs.

**3.23** Develop the Learning Development Department to ensure that it coordinates support for all pupils in terms of delivering study skills seminars and individual subject support.

### RECEPTIVE TO THE VIEWS OF ALL PUPILS

**3.24** Continue to develop the role of student voice in all aspects of life at Rossall.

### ENSURE THAT THE SITE BECOMES INCREASINGLY SECURE

**3.25** Improve lighting around the site.

**3.26** Gradually improve security fencing around the inner perimeter.

**3.27** Make greater use of biometric/electronic security solutions.

3.28 Improve signage and continue to promote a safeguarding culture where all unidentified people are routinely challenged.

### EXCELLENT RECORD-KEEPING AND CLEAR LINES OF COMMUNICATION.

3.29 Make more effective use of the school's Management Information System (MIS) in communicating internally and externally and for storing and sharing of information.

### COUNSELLING PROVISION

3.30 Continue to evolve the efficacy of our current provision.

3.31 Ensure provision is attentive to the needs of all of our pupils.

3.32 Cascade Mental Health First Aid training to staff and peer mentors to enhance the support network available to pupils.

3.33 Appoint a mental health nurse to the Health and Wellbeing Centre.

### A CARING AND EFFECTIVE COMMUNITY FOR BOARDING.

3.34 Continue to ensure the recruitment of boarding staff capable of nurturing and inspiring young people from a holistic perspective.

3.35 When necessary, recruit externally for key pastoral roles.



### ENSURING INTEGRATION OF BOARDING AND DAY PUPILS

Include day pupils in all house activities including the residentials at the beginning of each academic year.

Integrate reward system (house points etc.) with the house system.

Increase the number of house events such as barbeques etc. and ensure that day parents have occasional access to the communal areas of boarding houses so that strong relationships develop with houseparents.

Weekly house meetings to be introduced.





# 04

## THE QUALITY OF CO-CURRICULAR PROVISION

### IN ORDER TO PROVIDE OUTSTANDING CO-CURRICULAR ACTIVITIES WE NEED:

- A diversity of experiences external to the classroom which serve to develop every pupil and promote the pursuit of excellence and participation for all.
- An awareness by pupils of the many benefits to be gained from participating in a wide variety of co-curricular activities.
- To ensure that outdoor areas throughout the School are child-centred and well managed.

### DEVELOPMENT AREAS 2022-2027



AN AWARENESS BY PUPILS OF THE MANY BENEFITS TO BE GAINED FROM PARTICIPATING IN A DIVERSITY OF CO-CURRICULAR ACTIVITIES.

4.14 Develop processes to enable pupils to reflect meaningfully upon their involvement in co-curricular activities.

TO ENSURE THAT OUTDOOR AREAS THROUGHOUT THE SCHOOL ARE CHILD-CENTRED AND WELL MANAGED.

4.15 Continue to refine and expand the Hall Garden Farm.

4.16 Develop a Kitchen Garden to support the work of the Food & Nutrition Science Department.

4.17 Exploit our spectacular natural environment more fully.

A DIVERSITY OF EXPERIENCES EXTERNAL TO THE CLASSROOM WHICH SERVE TO DEVELOP EVERY PUPIL AND PROMOTE THE PURSUIT OF EXCELLENCE AND PARTICIPATION FOR ALL.

4.1 Develop an ambitious and compelling development plan for the Co-curricular provision at Rossall School.

4.2 Continue to encourage a greater level of participation in sports, music, drama, etc.

4.3 Maintain a dynamic and diverse programme of activities at the weekend.

4.4 Embed the concept of 'aspiring for excellence' within all aspects of the co-curricular programme.

4.5 Appoint a Director of Music Theatre and ensure greater collaboration across the arts.

Appoint a dance teacher and develop the Broadway Academy of Performing Arts.

4.6 Liaise with external organisations to ensure that we are increasingly 'outward facing'.

4.7 Develop Rossall Arts Festival with external partner(s) and expand the scope of the Signature Recital Series.

4.8 Continue to improve the quality of instrumental music performance within the School (chamber music, orchestral music etc.).

4.9 Ensure that we make full use of our extensive facilities.

4.10 Develop clear plans for the development of each co-curricular area: sports, music, outdoor pursuits, CCF, drama etc..

4.11 Encourage pupils to take ownership of their own programme of co-curricular activities.

4.12 Launch Rossall School Broadway Academy of Performing Arts (September 2022).

4.13 Increase the number of students in the International Piano Academy.



# 05

## THE QUALITY OF THE SPIRITUAL, MORAL, SOCIAL AND CULTURAL EDUCATION OF OUR PUPILS

TO ENSURE THE HIGHEST POSSIBLE QUALITY OF SPIRITUAL, MORAL, SOCIAL AND CULTURAL EDUCATION OF PUPILS WE NEED TO AIM FOR THE FOLLOWING:

- Pupils who possess an intrinsic desire to contribute towards the community life of the School.
- Pupils who are open to exploring cultural diversity within a context of mutual respect and understanding.
- Pupils who are sensitive to non-material aspects of life and who develop their cultural, spiritual and aesthetic sensibilities as they progress through the School.
- Appropriate training for all staff so as to ensure that they appreciate the significance of this area of School life.

### DEVELOPMENT AREAS 2022-2027

#### PUPILS WHO POSSESS AN INTRINSIC DESIRE TO CONTRIBUTE TOWARDS THE COMMUNITY LIFE OF THE SCHOOL.

5.1 Ensure that pupils receive effective feedback to issues raised by the Student Council.

5.2 Provide more meaningful opportunities for volunteering - both within School and beyond.

Evolve the remit and impact of the student service activities

5.3 Improve the School's environmental sustainability credentials and maintain a consistent approach to ecological matters.

5.4 Involve children in all aspects of community life such as the planning of new site development projects and the running of community focused events.

#### PUPILS WHO ARE SENSITIVE TO NON-MATERIAL ASPECTS OF LIFE AND WHO DEVELOP THEIR CULTURAL, SPIRITUAL AND AESTHETIC SENSIBILITIES AS THEY PROGRESS THROUGH THE SCHOOL.

5.5 Bring greater coordination/planning to bear on fundraising activities.

5.6 Promote activities such as MUN and Amnesty International that serve to develop a sense of social responsibility whilst broadening young people's political horizons.

5.7 Ensure the concepts/ideology of the IBO assume greater prominence throughout the School.

5.8 Increase the number of pupil-led assemblies.

5.9 Ensure an ever greater diversity of guest speakers.

5.10 Refine and develop the Academic Enrichment Programme.

#### PUPILS WHO ARE OPEN TO EXPLORING CULTURAL DIVERSITY WITHIN A CONTEXT OF MUTUAL RESPECT AND UNDERSTANDING.

5.11 Ensure pupils are made aware of the enriching and positive benefits of living within a community that celebrates diversity and nurtures a culture of mutual respect.

5.12 Ensure that democratic values are reinforced through all aspects of the tutor/PSHE/Wellbeing programme.

5.13 Provide opportunities for pupils to explore

concepts such as mindfulness and resilience.

5.14 Ensure greater coordination between themes discussed in Chapel, tutor groups and through the auspices of the PSHE programme.

5.15 Respond to the issues raised and opportunities created by movements such as BLM to ensure an increasingly inclusive environment for all students.

5.16 Ensure that issues related to consent continue to be explored within the context of the PSHE programme and reflected in the Child-on-Child Abuse Policy (2021).

#### APPROPRIATE TRAINING FOR ALL STAFF SO AS TO ENSURE THEY APPRECIATE THE SIGNIFICANCE OF THIS AREA OF SCHOOL LIFE.

5.15 Ensure frequent training for all staff in this rapidly evolving area.



## TO ENSURE AN OUTSTANDING QUALITY OF LEADERSHIP AND EFFECTIVE MANAGEMENT WE MUST ENSURE:

- A coherent vision.
- Clear strategic direction.
- Effective oversight of all aspects of school life to ensure consistent and effective implementation of policies and development plans.
- Effective communication of key developmental objectives so that they are readily understood by all members of the School community.
- Engaged and motivated staff.
- An outstanding quality of CPD to enable all staff to develop leadership and management skills.

## DEVELOPMENT AREAS 2022-2027

### A COHERENT VISION

6.1 Ensure mission statement encapsulates the ethos and purpose of the School.

6.2 Ensure that the vision is articulated consistently and in a manner readily understandable to all stakeholders.

### CLEAR STRATEGIC DIRECTION

6.3 Ensure that all aspects of School life are underpinned by short term and long term development plans which are reviewed and revised on a regular basis.

6.4 Ensure all departments/areas of the School develop plans which respond to the developmental priorities contained within the annual School Improvement Plan (SIP).

6.5 Ensure that the School Improvement Plan is reactive to short term needs whilst taking into account the long term strategic objectives contained within this School Development Plan (SDP).

### EFFECTIVE OVERSIGHT OF ALL ASPECTS OF SCHOOL LIFE TO ENSURE CONSISTENT AND EFFECTIVE IMPLEMENTATION OF POLICIES AND DEVELOPMENT PLANS

6.6 Develop an even greater sense of professional accountability/responsibility in all aspects of School life.

6.7 Further enhance the quality of middle management through increasingly effective CPD and mentoring opportunities.

6.8 Ensure appropriate checks and balances are in place to ensure effective implementation of protocols and policies.

6.9 Develop a culture of greater collaboration and greater challenge.

### EFFECTIVE COMMUNICATION OF KEY DEVELOPMENTAL OBJECTIVES SO THAT THEY ARE READILY UNDERSTOOD BY ALL MEMBERS OF THE SCHOOL COMMUNITY.

6.10 Ensure all policies and developmental plans are effectively communicated/disseminated by the Headmaster, Senior Executive and Senior Leadership teams.

### ENGAGED AND MOTIVATED STAFF

6.12 Ensure a strategically coherent/ambitious recruitment policy.

6.13 Ensure terms and conditions are attractive enough to attract and retain outstanding teachers.

6.14 Continue to be attentive to the

professional needs and personal welfare of current staff.

6.15 Maintain an effective appraisal programme containing clear developmental targets.

### AN OUTSTANDING QUALITY OF CPD TO ENABLE ALL STAFF TO DEVELOP LEADERSHIP AND MANAGEMENT SKILLS.

6.16 Provision of regular leadership/middle management training through the auspices of the Leadership Academy, regular cycle of CPD training and recourse to external providers.





## TO ENSURE EXCELLENT GOVERNANCE WE NEED:

- Clear strategic direction.
- Effective oversight of all policies.
- Governors with a clear understanding of both the School's context and the national educational landscape.
- Governors with an informed insight into all aspects of School life – especially the educational offering.
- Effective long term financial planning.
- Attentive monitoring of School's performance in all regards (educationally, financially, commercially, marketing etc.)
- Effective appraisal of the Senior Leadership Team.
- A supportive culture predicated upon effective scrutiny of performance data and an appropriate level of challenge.
- More effective oversight of scholarships/bursaries.
- Greater focus upon the strategic development of the site.

## DEVELOPMENT AREAS 2022-2027

## CLEAR STRATEGIC DIRECTION

7.1 Annual strategic review process to inform the following year's SIP and assess progress towards fulfilling strategic objectives contained within the School Development Plan.

## EFFECTIVE AND RIGOROUS OVERSIGHT OF ALL POLICIES

7.2 All regulatory and non-regulatory policies to be reviewed according to a clear review timeline.

Training and updates to be provided to ensure that the checking process continues to be rigorous.

7.3 Governors continue to ensure that stated policies are implemented effectively.

## GOVERNORS WITH A CLEAR UNDERSTANDING OF THE SCHOOL'S CONTEXT AND NATIONAL EDUCATIONAL LANDSCAPE.

7.4 Senior Leadership Team and Council subcommittees to ensure Council are well informed with regards to external factors and fully cognisant of the unique context/challenges of independent schools in the North West.

7.5 Continue to be attentive to the needs of the School when recruiting new members to the governing body.

7.6 Continue to ensure a strategically forward-thinking/progressive dynamic whilst being mindful of the responsibility of members of Council to be sensitive custodians of the School's illustrious history and distinctive traditions.

## GOVERNORS WITH AN INFORMED INSIGHT INTO ALL ASPECTS OF SCHOOL LIFE - ESPECIALLY THE EDUCATIONAL OFFERING

7.7 Governors to continue visiting the School regularly.

## EFFECTIVE LONG TERM FINANCIAL PLANNING

7.8 Continue to ensure effective modelling and endeavour to build a greater level of reserves.

## ATTENTIVE MONITORING OF SCHOOL'S PERFORMANCE IN ALL REGARDS (EDUCATIONALLY, FINANCIALLY, COMMERCIALY, MARKETING ETC)

7.9 Ensure that, collectively, the Council possesses the necessary skills set to ensure effective monitoring.

7.10 Ensure that governors continue to be an active and supportive presence within School.

## MORE EFFECTIVE OVERSIGHT OF SCHOLARSHIPS/BURSARIES

7.11 More effective modelling based on regression analysis and benchmarking within the sector.

7.12 Commit to providing higher levels of means-tested support to children on the Fylde Coast so that the School becomes increasingly accessible to children from a diversity of socioeconomic backgrounds.

7.13 Form a Scholarships/Bursaries Committee to meet once a year (Spring Term).

## GREATER FOCUS UPON THE STRATEGIC DEVELOPMENT OF THE SITE.

7.14 Draw up a full site development plan which complements the SDP.



## TO ENSURE HIGH QUALITY COMMUNICATION AND EFFECTIVE ALUMNI RELATIONS WE NEED:

- Excellent relations with all stakeholders.
- A coherent strategy for developing the role of the Old Rossallians.
- An effective Foundation.
- A strong market position that effectively communicates the distinctive features of the School in order to attract day and boarding pupils of a high calibre.
- Effective management/leadership of all aspects of external relations.

## DEVELOPMENT AREAS 2022-2027



## EXCELLENT RELATIONS WITH ALL STAKEHOLDERS.

- 8.1 Continue to improve the effectiveness of communication with parents.
- 8.2 Develop stronger links with boarding agents and potential feeder schools.
- 8.3 Evolve opportunities to collaborate with local schools.
- 8.4 Grow the provision within the Rossall Da Vinci Academy.

## A COHERENT STRATEGY FOR DEVELOPING THE ROLE OF ROSSALLIANS.

- 8.3 Produce a strategically coherent development plan for the community of Rossallians.
- 8.4 Give greater consideration to broadening the age profile of active members of the Rossallian Club.
- 8.5 Be increasingly responsive to the evolving direction of the Club (increasingly international profile).
- 8.6 Develop the role of the Rossall Rose

Society that will serve to engage with all members of the Rossall community.

- 8.7 Develop and implement a coherent Alumni strategy.
- 8.8 Employ an Alumni Relations Officer.
- 8.9 Employ a more digitally dynamic approach for engaging with Rossallians

## AN EFFECTIVE FOUNDATION

- 8.6 Continue to identify and engage with potential donors.
- 8.7 Ensure greater resonance with the local community (Changing Lives Foundation).
- 8.8 Ensure more effective communication of the Foundation's objectives.

## A STRONG MARKET POSITION THAT EFFECTIVELY COMMUNICATES THE DISTINCTIVE FEATURES OF THE SCHOOL IN ORDER TO ATTRACT DAY AND BOARDING PUPILS OF A HIGH CALIBRE.

- 8.9 Effective contributions to national debates regarding education.

8.10 Make greater use of digital media to reach more people – especially in new/developing markets.

8.11 Review marketing/recruitment strategies on a termly basis to ensure sustainable recruitment throughout the school both from local, national and international markets to maintain a full school roll.

## EFFECTIVE MANAGEMENT/LEADERSHIP OF ALL ASPECTS OF EXTERNAL RELATIONS.

8.12 Work towards the creation of an External Communications Department comprising the following functions:

- Marketing
- Recruitment
- Communications
- Development
- Alumni Relations

Ensure strategic clarity of purpose for the above.



# 09

## DEVELOP THE PUBLIC BENEFIT OF THE SCHOOL

TO ENSURE THAT ROSSALL SCHOOL IS A SECTOR LEADER IN TERMS OF ITS COMMITMENT TO AN OUTSTANDING LEVEL OF PUBLIC BENEFIT WE NEED TO:

- Become increasingly effective at networking and building partnerships in the local community.
- Increase the scope of our activities in this regard.
- Communicate our purpose effectively.
- Have more effective oversight of our activities.

### DEVELOPMENT AREAS 2022-2027

#### BECOME INCREASINGLY EFFECTIVE AT NETWORKING AND BUILDING PARTNERSHIPS IN THE LOCAL COMMUNITY

9.1 Continue to develop a close partnership with St Wulfstan's and St Peter's Fleetwood through the auspices of the chaplaincy.

9.2 Continue to be a key player in the development of Fleetwood Community Hospital.

9.3 Build more effective partnerships with local Fleetwood primary schools and provide local children of secondary age with opportunities to benefit from access to our speaker series, concerts, performances etc.

#### COMMUNICATE OUR PURPOSE MORE EFFECTIVELY.

9.4 Give more consideration to effective marketing straplines so that our purpose is better understood.

#### INCREASE THE SCOPE OF OUR PUBLIC BENEFIT ACTIVITIES.

9.5 Launch Rossall Centre of Community Learning and Key Skills.

9.6 Contribute (on an annual basis) to projects such as 'Fleetwood in Bloom'.

9.7 Create increasingly effective partnerships with maintained schools.

9.8 Continue to create partnerships through the CCF.

9.9 Continue to ensure that facilities are used by members of the local community.

9.10 Ensure that our highly impressive level of bursary support is sustained.

9.11 Continue to recruit the majority of school staff from the local vicinity.

9.12 Continue our long-standing association with local charities.



# 10

## COMMERCIAL ENTERPRISE

TO ENSURE THAT ROSSALL SCHOOL MAKES THE MOST OF ITS COMMERCIAL ENTERPRISES WE NEED TO:

- Become increasingly effective at networking and build commercial partnerships both at home and abroad.
- Have more effective oversight of our commercial activities.
- Diversify revenue streams in order to support core charitable purposes.

### DEVELOPMENT AREAS 2022-2027

10.1 Extend our brand recognition and potential reach in the local and international market.

10.2 Focus our resources upon our core purpose and our most exportable commodity - education.

10.3 Harness the commercial potential of Rossall Enterprises and ensure effective oversight of its activities.



# 11

## SUSTAINABILITY

TO ENSURE THAT ROSSALL SCHOOL MAXIMISES ITS POTENTIAL IN TERMS OF SUSTAINABILITY WE NEED TO:

- Become increasingly cognisant of our environmental impact and take substantive steps to reduce our carbon footprint.
- Explore how alternative forms of energy and recycling might serve to reduce overheads and benefit the environment.
- Embed the teaching of sustainability into the formal curriculum.

### DEVELOPMENT AREAS 2022-2027

**11.1** Undertake an audit of the environmental impact of our processes and create a Sustainability Development Plan.

Draw upon the strength of our pupil voice and their desire to be engaged with sustainability issues.

Undertake a review of the curriculum to take into account issues associated with sustainability.

**11.2** Commit to developing our capacity to harness renewal forms of energy in order to reduce our reliance on non-sustainable fossil fuels. (solar, wind, thermal).

**11.3** Appoint a Head of Environmental Education.



# 12

## EQUALITY, DIVERSITY AND INCLUSION

TO ENSURE THAT ROSSALL SCHOOL IS A MODERN, PROGRESSIVE & LIBERAL COMMUNITY BASED UPON VALUES OF EQUALITY, DIVERSITY AND INCLUSION WE NEED:

- A school community that embraces equality, diversity and inclusion.
- To become a sector leader in terms of the efficacy of our policies, protocol and prevailing culture.

### DEVELOPMENT AREAS 2022-2027

**12.1** Expand the role of Student Voice (EDI Working Party, Student Council etc.).

**12.2** Be sensitive, sympathetic and reactive to societal changes that impact upon young people.

**12.3** Continue to ensure an environment

within which all children feel safe, empowered and possessed of a voice.

**12.4** Provide more opportunities to explore the culture richness and diversity that exists within our community.

**12.5** Ensure that we cater for the spiritual needs of all within our community by providing equality of access to religious worship regardless of faith.

**12.6** Engage with the Proud Trust and work towards achieving the Rainbow Flag Award.

# 13

## CAPITAL INVESTMENT PROJECTS TO ENSURE LONG TERM COMMERCIAL VIABILITY

TO ENSURE THAT ROSSALL SCHOOL IS ABLE TO REMAIN COMPETITIVE (REGIONALLY, NATIONALLY, INTERNATIONALLY) WITHIN THE INDEPENDENT DAY AND BOARDING MARKET WE NEED:

- World-class boarding facilities.
- Continue to develop outstanding Sports Facilities to cater for those on our elite sports programmes.
- Redevelop the Science Faculty so that it is fit for the twenty-first century.
- Refurbish Big School
- Enhance our Prep School facilities to ensure that a high quality curriculum is delivered within a stimulating, modern and spacious environment

### DEVELOPMENT AREAS 2022-2027

**13.1** Renovate and refurbish Square House/ Rose and Wren ensuring parity of offering in terms of facilities for boys and girls.

**13.2** Construct a 4/5 g pitch to accommodate growing pupil numbers. This will need to include floodlights and robust fencing. Additionally, we also need to consider drainage for our main grass pitches and resurfacing of our existing Astro turf facility.

An inflatable dome cover on our MUGA would allow further use of our existing facilities in inclement weather and allow for sports such as tennis to be played all-year round.

**13.3** Redevelop our Golf Academy (complete with Driving Range etc.) This needs to include additional computer technology including an additional golf simulator.

**13.4** Refurbish all fourteen science labs in the existing Science building. This should include subject-specific criteria such as new fume cupboards, moving gas taps, housing large scale equipment (e.g. Rubens tubes), areas for electronics, display of specimens, and improvements and extension of prep areas for the lab assistants.

**13.5** Construct a stand alone Science building containing an additional laboratory and Sixth Form Study Centre and Lecture Theatre.

**13.6** Refurbish Big School. The successful launch of the Broadway Academy of Performing Arts is contingent upon us having the ability to host medium to large-scale productions. This needs to take into consideration an overhaul of the stage; improved stage lighting and sound technology (including radio microphones); creation of a green room; consideration of seating arrangements (including retractable seating); well-developed AV facilities; and a complete uplift of the balcony area.

**13.7** Complete the improvements to WiFi provision.

**13.8** Staff Accommodation - undertake more regular inspections of properties and complete refurbishment of existing stock.

**13.9** Development plan for grounds to be produced ahead of September 2022.

**13.10** Relocate Sixth Form Centre to the James Building.

**13.11** Relocate School reception between Dolphin and Dragon. This will create a much more appropriate reception area and contribute to ensuring a more securely controlled site.

**13.12** Rebrand and reopen Mondos as a Sixth Form Cafe.





# SHAPING LIVES INSPIRING EXCELLENCE





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