

**Ravenscliffe High School  
and  
Sports College**

**School Development Plan  
2015-18**

**2<sup>nd</sup> Interim review February 2017**

## SCHOOL DEVELOPMENT PLAN 2015/18

## PRIORITIES FOR IMPROVEMENT

Each sub heading will form a standing agenda item for all sub Committees

### Achievement, Teaching and Learning

1. Continue to implement positive improvements to the school's assessment reporting and recording systems focussing on proportionate developments that make a difference to individual students and have a value
2. To further develop Springboard work related learning focus on catering, incorporating further daily student involvement in the school catering provision
3. Continue to ensure school's catering provision and wider Food culture maintains a high profile locally and nationally
4. Develop a School prefect and Sixth Form/Year 7 mentoring scheme
5. Ensure productive and efficient introduction of SEND 2014 reforms across the school ensuring that a strong student and family voice is heard and agreed key points for action are implemented with meaningful EHC plans in place for all students
6. Involve the whole school community in a two yearly Victoria Theatre Showcase connecting Performance from all the Crews at Ravenscliffe, (Highbury and Woodbank and Ravenscliffe 2016) and yet to be identified 2018 event (Russia 2018 World Cup? and celebration event 2018 for Ravenscliffe@SpringHall)
7. Ensure statutory obligation for external commitment to work with school are fulfilled following retirement by current SIP in July 2015. Develop a strong working relationship with a newly appointed School Improvement Partner from Autumn 2015/Spring 2016
8. Prepare the school fully for its next Ofsted inspection (2015-18)

### Personnel

9. Establish Governor Transition Plan to ensure high quality governance maintained and clarity of roles, responsibilities and provide challenge and support to newly appointed Headteacher. To identify and appoint new Chair of Governors from 2018. To secure replacement Governors for DP, DB and AC plus potential loss of Parent Governors. Identify and appoint new School Improvement Partner
10. Support appointed NQT to achieve full QTS in school year 2015/16 – plus FH to provide mentor support to newly appointed Teacher and former employee who has just completed QTS year to successfully embark on teaching career at Ravenscliffe
11. Develop and implement a school Leadership transition plan to secure high calibre replacements for at least 11 senior staff across all designations
12. Following the successful pilot in 2012/13 review and improve Performance Management system for support staff by
  - Embedding best practice by sharing experience
  - Identifying skills, talent and attributes and using them to best effect in promoting student learning
  - Maintain performance review system for all non teaching staff by evolving into a 12-24 month performance review cycle
13. The plan for projected rise in pupil numbers and consequent staffing implications linked to this – see attached sheet
14. Further develop the schools leadership and staff transition plan to ensure high quality replacements for retiring staff are recruited in every future vacanc

### Finance and Resources

15. Continue to regularly monitor changes to funding streams which may impact on total income to school (eg DfE, Specialist Schools etc.) especially in the light of Government reforms to school funding
16. Work with Primary Special Schools and Local Authority to ensure funding matrix is fit for purpose and provides equitable funding with external moderation of pupil bandings
17. Investigate potential benefits/risks of school becoming an Academy in the light of changing local landscape once next Ofsted inspection has been completed

18. To complete renovation of two Sensory Rooms at Ravenscliffe to ensure high quality teaching and learning facility for all students, especially those with complex learning difficulties (Large Sensory Room completed April 2013)
19. To complete renovation of Room A establishing high quality catering provision
20. Undertake condition survey of leaking roof and make essential repairs to make watertight in preparation for full replacement when sufficient funds accrued (five years) (AMP page 2) Continue in the absence of LA funding to self maintain the main school roof to minimise issues linked to drain/fall pipes linked to leakage/flood

### Safeguarding, Health and Safety

21. (a) Refresh and Re-accredit existing staff in Team Teaching over two training days (5/6 September 2015 following in house Trainer re-accreditation for MM, JN, JH, CO'N in April 2015. To be refreshed in 2017 and every two years thereafter
- (b) Deliver a new staff Team Teach training course September 2015
- (c) Refresh all CMBC transport staff with 6 hour Team Teach refresher course November 2015 and 2017
- (d) To ensure all staff are regularly trained in PREVENT and FGM (CSE)
- (e) To further develop the school's use of CPOMS with potential involvement of Lead Support Staff
- (f) To ensure that Safeguarding at Ravenscliffe follows "best practice" guidance from the Lead Office at Calderdale Council
22. To undertake essential refresher and induction training for all school staff within Safeguarding and Moving and Handling and e safety on an annual basis
23. Incorporate CDM (Construction, Design and Maintenance) regulations into the school's self management procedures for all future building projects on site
24. Continue DBS check five year rolling programme to ensure all staff, volunteers and Governors have up to date DBS checks
25. Continue three year rolling programme to ensure compliance with health and safety/DDA, Access needs, in conjunction with Finance and Resources Spending and Priorities Development plan

### Community Cohesion

26. To develop a transition to two sites timetable in 2015-2016 and then separate site timetable that provides all students with an exciting and relevant curriculum offer.
27. Further develop and embed core British values into the school working day e.g. decency, respect for others regardless of ethnicity, tolerance, respect for the law, self control and the appreciation of democracy. To further ensure that these values are constantly promoted throughout the school on a daily basis.
28. Prepare for full revision of School Prospectus from September 2017 (in time for the opening of Ravenscliffe@Springhall and amend current version via additional supplementary sheets

January 2017: Headteacher review of the School Development Plan: Presented to full Governors 30 January 2017

### Key actions taken in addition to above which DO NOT feature on SDP 2015-2018;

1. 4 new teachers recruited Feb 2016 to replace 1 retiree, 1 promotion, 1 maternity leave and 1 extra appointment due to rise in numbers
2. Successful Green Flag eco school's reaccreditation approved April 2016
3. Planning submission submitted for RHS@SH Spring2016: approval date of May 2016
4. In excess of £1.2M of extra funding now attracted through school's efforts by April 2016
5. Room 12 and physio room refurbished to provide fit for purpose accommodation for extra Year 7 group in September 2016
6. Successful LA safeguarding audit received October 2015
7. Catering for Woodbank school commenced Autumn term 2015
8. Food for Life ambassador school status achieved autumn 2015

### Key actions taken in addition at interim Review 2 to above which DO NOT feature on SDP 2015-2018; Augmentative and adaptive communication Action Plan

## Summer term 2016: Initial Draft 2 June 2016

**Context:** Following group discussions which will continue over the next 14 months, the following actions have been agreed by a school co-ordinating team (GH/DE/ZP/FH/JBJN/DSJH/IR/JC/DP/MM/TH, as we attempt to reposition ourselves to better meet the increasingly complex communication needs of an ever increasing school population.

Record numbers of Year 7 students join RHS in September 2016 including at least 6 pupils who have very complex and personal communication needs. The school needs to position itself to best meet these needs.

This is a journey, given that at least 10 new staff join us in September as well, so we need to be realistic that it will take time. However the new staff will hopefully join us with an open minded and welcoming attitude towards technology and its ability to support the communication needs of our students, plus providing us with an opportunity to freshen up our provision across all classroom teams. The following actions are exhaustive and this simple document should be seen as a work in progress with draft updates to follow.

For the purposes of this document and our whole school focus, AAC at RHS includes Augmentative and Adaptive Communication, technology, Picture Exchange and Communication (PECS), and Signing (Signed Supported English SSE using BSL vocabulary)

Action	Reasons/Rationale	Lead person	Dates for completion
1. Formulate whole school target for all teachers for school year 2016-2017, to be incorporated into teacher's Performance Management process October 2016	Better equip teaching staff to better meet communication needs of students. Place a formal expectation on them to do this over the next 12 months.	Leadership Team	October 2016
2. Develop and identify Key Stage Communication champions for KS 3,4 and 6 Form	Identify non teaching in each Key stage staff who have a passion for this area. Give them support and time to promote AAC	Key stage management teams JN/DS. IR/JH, DP/JC	July 2016
3. Feature AAC achievement more openly in assembly	KS Champions to start to improve AAC provision on weekly basis	Key Stage Champions	September 2016: in each ROA assembly
4. Ensure KS Champions have enough time to have an impact	KS Champions to be given early finish minibus duties to allow for more daily time every day for AAC development	JC/JO as they write new duties list for September 2016	September 2016
5. Offer staff training in small groups each Friday afternoon	Classroom staff to be released in small groups to receive update training from skilled staff in school Those staff will be covered internally for release time during assemblies each Friday.	JC to coordinate in discussion with GH, SALT, JB, FH, DE and ZP initially. Others to follow as trained up.	Start September 2016
6. Staff training via teacher workshops and in lieu of disaggregated training days at end of term.	Regular small group training for teaching staff including induction training for 4 new teachers in new school year	JC to coordinate in discussion with GH, SALT, JB, FH, DE and ZP initially. Others to follow as trained up.	Start September 2016
7. First Training day session for teachers: morning	Co-ordinating Group to ensure all AAC basis are covered in a	JC to coordinate in	Start September 2016

of 5 September 2016 after Moving and Handling training in morning.	manageable and systematic way.	discussion with GH, SALT, JB, FH, DE and ZP <b>NB, JN/DS/JB please put all teachers on Moving and Handling training for the afternoon for 5 September to allow collective access to this focus</b>	
8. Be prepared to deliver more staff training on specific training days or bad weather closure days	Keep 'dripping tap' message live: "are AAC needs of your group being best met?"	Co-ordinating Group and KS management teams to monitor	Start September 2016
9. Offer regular weekly Clicker and Ipad training and updated training	To ensure student need is better met	GH/DE/SALT/ZP	September 2016 and beyond
10. Arrange for individual communication needs to be standing item on all weekly KS pastoral meetings	To ensure that student access and progress is monitored and managed	Key stage management teams JN/DS, IR/JH, DP/JC	September 2016 and beyond
11. Produce a 'Ravenscliffe top Tips' expectation sheet displayed in all teaching areas and to be shared with all teachers and HLTA's	Ensure expectation applies to all lessons that AAC needs are being addressed lesson by lesson	JH/MM	September 2016 and beyond
12. Establish half termly Co-ordinating Group meetings with SMT/LT	To ensure progress is maintained and reviewed	Co-ordinating Group	September 2016 and beyond
13. Support HLTA Zoe P with 2 year Manchester University course on AAC in liaison with Ace Centre North	To promote in house expertise in school. Sustain it for the next 5 years 2016-2021	JC	September 2016 and beyond

**(to be assimilated into School Development Plan 2015-18 in autumn term) MM**

**Assessment Action Plan March 2017**

<b>Area</b>	<b>Action</b>	<b>Lead Person</b>	<b>Date</b>
<b>Overview of assessment at RHS</b>	A4 sheet of assessment overview to put in diagram form on A4 Share with Governors (13 <sup>th</sup> March) Staff (7 <sup>th</sup> March)	Dan E copied from JH meeting	March
<b>RHS Assessment Journey</b>	Timeline for assessment journey suggested in a meeting with SIP on 3 <sup>rd</sup> March	Jo H	March
<b>Central Database</b>	Update Data Base. Move to Progress Talk with Jane re extracting data All staff to be clear where to and how to access	Dan E	March
<b>Historic Database</b>	All historic data sheets to move to Records	Dan E	March
<b>Accreditation</b>	14-19 database for accreditation completed and on server. Move to Progress	Dan P	March
<b>Progress and Next steps</b>	Workshop on quality of next steps and comments	Jo H	March 7th
<b>Progress and Next steps</b>	Investigating quantifying Next Step progress i.e looking for ways of demonstrating progress through data	Jo H & Dan E	March - April
<b>Baseline Y7 and as they enter other age groups</b>	Discussions and decisions made about improving baseline at Year 7 to show progress from as soon as they come in. E.g. <ul style="list-style-type: none"> <li>- BSquared to be completed by communication and/or maths teachers by 30<sup>th</sup> September. Science by April.</li> <li>- Skills baseline (Debbie's booklet) to be completed by 30<sup>th</sup> September in IPP and Pastoral</li> <li>- One paragraph or bullet points describing clearly the student and how he/she accesses learning, behaves, friendships etc. to be shared and agreed with parents at parents evening in September. – to be reviewed at the end of the year in their EHC meeting.</li> </ul>	Jo H, Janet and Debbie	March – July
<b>B squared</b>	Tidy up, check and produce timeline for B squared; Data Entry in April and June; Workshop re updating (7 <sup>th</sup> March); Delete historical pastoral groups on administration Dan E to be up to speed with using the data to demonstrate progress	Jo H, Dan E, All teachers, Cheryl	March – July
<b>CPOMS</b>	Be clear how useful data can be extracted from CPOMS	Janet N and Gareth	March – July
<b>Moderation</b>	Action plan Jo visiting Primary Schools	SMT Jo H	March - July
<b>Subject Evidence</b>	All subject lead teachers to be 'OFSTED' ready for their evidence of progression in their own subject areas.	Subject leads	March
<b>Routes for Learning</b>	All Autumn and Spring term evidence to be centralised with sensory manager	Julia B	March - April
<b>Evidence for Learning</b>	Organise a free trial	Jo H / Dan E	March – April
<b>Updating timetable and curriculum</b>	New timetable for 2017 with 4 lesson days supporting core subjects to have 1 main teacher as lead on progress	Jo H, SMT	March - July

<b>Priority – Achievement, Teaching and Learning</b>	
1. Continue to implement positive improvements to the school's assessment reporting and recording systems focussing on proportionate developments that make a difference to individual students and have a value	
<b>Impact on student achievement and personal development</b>	
Ensure teacher assessments demonstrate clear pupil progress and student accreditation carries real purpose and value and is not tokenistic. Link to subject transfer for all students from Annual Reviews to EHC Plan by 2018	
<b>Link to Ravenscliffe@Springhall:</b> Applicable to both sites	
<b>Rationale:</b> enjoy and achieve, contribute to the community, be fully prepared for leaving school, prepare for adult life	
<b>Area of Focus:</b> (A) Achievement of pupils (B) Quality of Teaching (C) Quality of leadership and Management (D) Behaviour and safety of pupils	
<b>Lead person(s):</b>	
JT with input/support from SMT, especially JH. Identify as an area where newly appointed SIP can offer quality advice and guidance.	
<b>Financial/Resource/Building/Staff Implication:</b>	<b>Costs:</b>
<ul style="list-style-type: none"> <li>Additional release time for JT if necessary (3 days)</li> <li>Purchase an Ipad and software for all teachers which allows them to easily incorporate data in an easy to read and understandable format (by July 2016)</li> <li>Purchase BSquared Assessment program and ongoing annual costs associated with it, and access appropriate training initially for core subject teachers - English , Maths, Computing and Communication. Trialled Maths and Science Autumn 2015</li> <li>Whole staff training target 2015-16 and to link with statutory implementations of EHCs by 2018</li> </ul>	£600 from CPD £3000  £2000
<b>Start Date:</b> September 2015	
<b>To be achieved by:</b> December 2015 in preparation for introduction Easter 2016	
<b>Milestone(s):</b>	
<ul style="list-style-type: none"> <li>Updates to SMT and Governors following inspection via Achievement, Teaching and Learning sub committee</li> <li>BSquared trialled with core subject co-ordinators, Autumn 15, Spring 2016, expanded where appropriate Summer 2016</li> <li>All teachers have Ipad and training for school access - September - December 2015</li> <li>By 2018 in line with statutory guidance all students will have an EHC which will be incorporated information whole school assessment policies and documents</li> </ul>	
<b>Reviewed by:</b> Headteacher and SMT on a termly basis with Governing Body updates via ATL committee and Headteachers report to Governors each half term	
<b>Monitoring arrangements:</b>	
Termly report to Governors Achievement, Teaching and Learning Committee	
<b>Potential risk to success:</b>	
<ul style="list-style-type: none"> <li>Staff absence, workload, conflicting priorities</li> <li>Staff retirement/leadership transition</li> <li>Lack of appropriate resources for a generic special school</li> </ul>	

<p><b>Priority – Achievement, Teaching and Learning</b>                  2. To further develop Springboard work related learning focus on catering, incorporating further daily student involvement in the school catering provision</p>	
<p><b>Impact on student achievement and personal development</b>                  Up to 6 students into catering on weekly basis. 3 students to start external Catering placement, 10 students leaving school into paid employment by July 2016</p>	
<p><b>Link to Ravenscliffe@Springhall:</b> Applicable to both sites - plan for implementation of vocational catering programme at Spring Hall by 2017</p>	
<p><b>Rationale:</b> Be healthy, enjoy and achieve, contribute to the community, be fully prepared for leaving school, preparation for employment</p>	
<p><b>Area of Focus:</b> (A) Achievement of pupils (B) Quality of Teaching (C) Quality of leadership and Management (D) Behaviour and safety of pupils</p>	
<p><b>Lead person(s):</b>                  Julie Crabtree, Tony Mulgrew, Headteacher, GH funding Co-ordinator                  SMT with input/support from Lead Support Assistant 6 Form and work related learning</p>	
<p><b>Financial/Resource/Building/Staff Implication:</b>                  Develop community café kitchen and domestic style home living food technology classroom with four food preparation bays                  Release of support staff in 6<sup>th</sup> Form with Food Hygiene Level 2 qualification to support student learning                  Further Food Hygiene qualification training                  Increase hours of catering staff to manage new provision and move towards 9am - 9pm opening hours six days per week</p>	<p><b>Costs:</b>                  Kitchen - £25000                  Café - £20,000                  Food Prep room £40000                  Salaries inc: £20000</p>
<p><b>Start Date:</b> September 2015 <b>To be achieved by:</b> First cohort of students working on daily basis, five days a week - Sept 2017. Full completion July 2018</p>	
<p><b>Milestone(s):</b></p> <ul style="list-style-type: none"> <li>• Development of Catering provision at Spring Hall completed September 2017</li> <li>• Review of progress on a termly basis L/T/F and R Governors</li> <li>• Expansion of programme to five days a week September 2017</li> </ul>	
<p><b>Reviewed by:</b>                  Headteacher and sub committee of Finance and Resources, and Achievement, Teaching and Learning , DH and lead staff 6 Form Additionally through leadership team weekly meetings</p>	
<p><b>Monitoring arrangements:</b>                  Standing item on Governing Body agenda from September 2015                  Standing item on Finance and Resources and Achievement Teaching and Learning sub committees from September 2015</p>	
<p><b>Potential risk to success:</b></p> <ul style="list-style-type: none"> <li>• Local Authority clawback on school budget 2015-18 implemented costing school significant reserves</li> <li>• Funding needed not secured</li> <li>• Unforeseen circumstances affect ability to implement plan</li> <li>• Austerity measures</li> </ul>	



<b>Priority – Achievement, Teaching and Learning</b>	
3. Continue to ensure school’s catering provision and wider Food culture maintains a high profile locally and nationally	
<b>Impact on student achievement and personal development</b>	
Maintain the highest possible standards. Food quality remains high across the school and a positive lunchtime experience is maintained.	
<b>Link to Ravenscliffe@Springhall:</b> Applicable to both sites .Significant impact on both sites when RHS@SpringHall opens with clear consideration for running a profitable community café.	
<b>Rationale:</b> Be healthy, stay safe, enjoy and achieve, contribute to the community, be fully prepared for leaving school, prepare for adult life	
<b>Area of Focus:</b> (A) Achievement of pupils (B) Quality of Teaching (C) Quality of leadership and Management (D) Behaviour and safety of pupils	
<b>Lead person(s):</b>	
Headteacher, Deputy Headteachers, Catering Manager, Sixth Form management and pastoral staff	
<b>Financial/Resource/Building/Staff Implication:</b>	<b>Costs:</b>
Development of community café at Spring Hall together with Food Preparation suite	£50000
No additional staffing costs apart from increased hours as café opens and hours increased for Café management staff	To be determined
<b>Start Date:</b> Planning starts September 2015	<b>To be achieved by:</b> Café opens Spring 2017 with phased and carefully managed expansion
<b>Milestone(s):</b>	
<ul style="list-style-type: none"> <li>• Equipping funding secured by July 2016</li> <li>• Café sponsor identified and secured by July 2016</li> <li>• Operating procedures approved Autumn 2016</li> <li>• Café opens Spring 2017</li> <li>• Phased improvement of catering provision at RHS begins Spring/Summer 2017</li> </ul>	
<b>Reviewed by:</b>	
AT and L sub committee and full Governing Body through Headteacher’s reports. Monitoring via F and R and ATL Governor sub committees given link to Pupil Premium funding. Future Ofsted inspection possible from 2015 onwards	
<b>Monitoring arrangements:</b>	
Standing item on A T and L Agenda	
<b>Potential risk to success:</b>	
<ul style="list-style-type: none"> <li>• Staff absence, workload, conflicting priorities</li> <li>• Other enforced staff changes due to retirement/leadership transition</li> <li>• Reduced financial resources, clawback by Local Authority</li> <li>• Project scrapped due to unforeseen viability issues</li> <li>• Poor Ofsted evaluation secured</li> </ul>	

<b>Priority – Achievement, Teaching and Learning</b>	
4. Develop a School prefect and Sixth Form/Year 7 mentoring scheme, together with expanding the wheelchair buddies and dog walking buddies schemes	
<b>Impact on student achievement and personal development</b>	
Stronger friendships developed across the school. Older students assume a greater responsibility for their younger peers	
<b>Link to Ravenscliffe@Springhall:</b> Applicable to both sites - more challenging when RHS@Spring Hall opens and staff will have to show creativity in ensuring students from both sites have regular contact	
<b>Rationale:</b> Be healthy, stay safe, enjoy and achieve, contribute to the community, be fully prepared for leaving school	
<b>Area of Focus:</b> (A) Achievement of pupils (B) Quality of Teaching (C) Quality of leadership and Management (D) Behaviour and safety of pupils	
<b>Lead person(s):</b>	
Sixth Form Manager, Deputy Head Sixth Form, Deputy Head KS3 and KS3 Manager	
<b>Financial/Resource/Building/Staff Implication:</b>	<b>Costs:</b>
Develop prefect system (via formal application and interview.) Develop mentoring system and link selected KS5 students with new Year Seven students.	Nil
<b>Start Date:</b> July 2015 and annually thereafter	<b>To be achieved by:</b> Summer term each subsequent year
<b>Milestone(s):</b>	
<ul style="list-style-type: none"> <li>• First prefect appointed Summer 2015 with appropriate badge and recognition in assembly</li> <li>• Trial of new mentoring system Autumn 2015 with small number of Sixth Form identified students to start to link with their Y7 peers on a weekly basis</li> </ul>	
<b>Reviewed by:</b>	
AT and L sub committee through Headteacher's reports, SMT but particularly pastoral staff Y7 and 6 Form	
<b>Monitoring arrangements:</b>	
Standing item on A T and L Agenda each year through SDP section	
<b>Potential risk to success:</b>	
<ul style="list-style-type: none"> <li>• Lack of buy in by lead staff</li> <li>• Workload/capacity issues</li> <li>• Lack of buy in by older students</li> <li>• Value of the system is weakened because it is made to easy for a student to become a prefect/mentor</li> </ul>	

<p><b>Priority – Achievement, Teaching and Learning</b>                      5. Ensure productive and efficient introduction of SEND 2014 reforms across the school ensuring that a strong student and family voice is heard and agreed key points for action are implemented with meaningful EHC plans in place for all students</p>	
<p><b>Impact on student achievement and personal development</b>                      Stronger and more focussed relationships between students/staff and families with specific focus on achieving measurable outcomes. This may potentially influence a restructure of the way school holds parent information meetings</p>	
<p><b>Link to Ravenscliffe@Springhall:</b> Applicable to both sites</p>	
<p><b>Rationale:</b> Be healthy, stay safe, enjoy and achieve, contribute to the community, be fully prepared for leaving school, prepare for adult life</p>	
<p><b>Area of Focus:</b> (A) Achievement of pupils (B) Quality of Teaching (C) Quality of leadership and Management (D) Behaviour and safety of pupils</p>	
<p><b>Lead person(s):</b>                      Headteacher, Deputy Headteachers, KS3, KS4, Sixth Forms significant input by KS Managers and lead support staff with support from newly appointed SIP</p>	
<p><b>Financial/Resource/Building/Staff Implication:</b>                      Release time for lead staff and further access to appropriate SEND training                      Staff Governor workshops</p>	<p><b>Costs:</b>                      Up to £1000 a year</p>
<p><b>Start Date:</b> September 2015</p>	<p><b>To be achieved by:</b> July 2018 by which time all students should have transferred on to an EHC plan</p>
<p><b>Milestone(s):</b></p> <ul style="list-style-type: none"> <li>• 2014/15 pilots completed for in year age groups, Y9, Y11 and Y13 and Y14</li> <li>• Further transfer for students on to EHC plans throughout 2016, 2017 and 2018</li> </ul>	
<p><b>Reviewed by:</b>                      AT and L sub committee through Headteacher's reports, SIP in termly discussions, Annual feedback to Governors AT and L Committee by three KS Managers</p>	
<p><b>Monitoring arrangements:</b>                      Standing item on A T and L Agenda. Parent Support Group, L A Information via SEN team, newsletters and CMBC Pathfinder co-ordination</p>	
<p><b>Potential risk to success:</b></p> <ul style="list-style-type: none"> <li>• Staff absence, workload, conflicting priorities</li> <li>• Other enforced staff changes due to retirement/leadership transition</li> <li>• Further legislation changes reduces focus</li> <li>• Other unforeseen circumstances</li> </ul>	

<p><b>Priority – Achievement, Teaching and Learning</b>                  6. Involve the whole school community in a two yearly Victoria Theatre Showcase connecting Performance from all the Crews at Ravenscliffe, (Highbury and Woodbank and Ravenscliffe) 2016 and yet to be identified 2018 event (Russia 2018 World Cup?) and celebration event 2018 for Ravenscliffe@SpringHall</p>	
<p><b>Impact on student achievement and personal development</b>                  Increased student self esteem, Greater community cohesion and improved relationships with Rotary and LBG, Covea and other community partners leading to greater T&amp;L opportunities for students.                  Increased opportunities to showcase student talent across all 3 special schools. Improved transitional and working relationships between all 3 schools.</p>	
<p><b>Link to Ravenscliffe@Springhall:</b> Applicable to both sites</p>	
<p><b>Rationale:</b> Be healthy, stay safe, enjoy and achieve, contribute to the community, be fully prepared for leaving school</p>	
<p><b>Area of Focus:</b> (A) Achievement of pupils (B) Quality of Teaching (C) Quality of leadership and Management (D) Behaviour and safety of pupils</p>	
<p><b>Lead person(s):</b>                  Headteacher, Deputy Headteachers (JH) Music and performing arts staff - TS, LN, JI and others.</p>	
<p><b>Financial/Resource/Building/Staff Implication:</b>                  Rehearsal time: allocated under timetable for Friday mornings.                  Release time for music staff to work with Primary special schools. Zero cost to RHS                  Potential sponsorship from LBG                  Event costs in excess of £4,000. Hope that the event will generate a zero loss through high attendance.</p>	<p><b>Costs:</b>                  Within current roles and responsibilities</p>
<p><b>Start Date:</b> September 2015 (Rehearsals and planning) July 2016 date already secured <b>To be achieved by:</b> July 2016 and July 2018</p>	
<p><b>Milestone(s):</b></p> <ul style="list-style-type: none"> <li>• Initial meeting with 3 schools September 2015</li> <li>• Staff release time Autumn 2017/Spring/summer 2016 and 2017 and 2018</li> <li>• Rehearsal time summer 2016 in preparation for July 2016 and again in Summer 2018</li> </ul>	
<p><b>Reviewed by:</b>                  AT and L sub committee through Headteacher's reports</p>	
<p><b>Monitoring arrangements:</b>                  Standing item on A T and L Agenda</p>	
<p><b>Potential risk to success:</b></p> <ul style="list-style-type: none"> <li>• Staff absence, workload, conflicting priorities</li> <li>• Other enforced staff changes due to retirement/leadership transition</li> <li>• Unforeseen circumstance prevents concert taking place</li> <li>• Key staff leaving Ravenscliffe</li> <li>• Possible closure of Victoria Theatre</li> <li>• Austerity measures</li> <li>• Reputational issues e.g. loss of community support due to major incident involving Ravenscliffe</li> </ul>	

<p>Priority – Achievement, Teaching and Learning</p> <p>7. Ensure statutory obligation for external commitment to work with school are fulfilled following retirement by current SIP in July 2015. Develop a strong working relationship with a newly appointed School Improvement Partner from Autumn 2015/Spring 2016</p>	
<p>Impact on student achievement and personal development</p> <p>Strong relationship developed which ensures that teaching and learning remain outstanding in the majority of circumstances</p>	
<p>Link to Ravenscliffe@Springhall: Applicable to both sites</p>	
<p>Rationale: Be healthy, stay safe, enjoy and achieve, contribute to the community, be fully prepared for leaving school, students prepared for adult life</p>	
<p>Area of Focus: (A) Achievement of pupils (B) Quality of Teaching (C) Quality of leadership and Management (D) Behaviour and safety of pupils</p>	
<p>Lead person(s):</p> <p>Headteacher, Deputy Headteachers, SIP and all teaching staff</p>	
<p>Financial/Resource/Building/Staff Implication:</p> <p>External consultancy (SIP costs) including Headteacher’s performance reviews</p> <p>NB newly appointed SIP has to “buy” into Ravenscliffe ethos</p>	<p>Costs:</p> <p>£3000 per annum</p>
<p>Start Date: September 2015</p> <p style="text-align: right;">To be achieved by: July 2018</p>	
<p>Milestone(s):</p> <ul style="list-style-type: none"> <li>• Search for new SIP commences with preferred candidate in post for final year and first school visit December 2015</li> <li>• Subsequent trial visits Spring 2016, Summer 2016</li> <li>• Ensure appropriate termly reports in a format that matches school needs are produced in a timely fashion</li> </ul>	
<p>Reviewed by:</p> <p>AT and L sub committee through Headteacher’s reports</p>	
<p>Monitoring arrangements:</p> <p>Standing item on A T and L Agenda</p>	
<p>Potential risk to success:</p> <ul style="list-style-type: none"> <li>• Staff absence, workload, conflicting priorities</li> <li>• Other enforced staff changes due to retirement/leadership transition</li> <li>• Lack of suitable SIPs</li> <li>• Personality clash between SIP, Headteacher and/or other staff</li> <li>• Ofsted inspection</li> </ul>	

<p><b>Priority – Achievement, Teaching and Learning</b> 8. Prepare the school fully for its next Ofsted inspection (2015-18)</p>	
<p><b>Impact on student achievement and personal development</b> Support it to secure an outstanding judgement. A successful inspection if school's outstanding reputation is sustained so that its students receive the best possible resources and experiences</p>	
<p><b>Link to Ravenscliffe@Springhall:</b> Applicable to both sites</p>	
<p><b>Rationale:</b> Full rationale as before</p>	
<p><b>Area of Focus:</b> Full rationale as before</p>	
<p><b>Lead person(s):</b>Headteacher, Leadership team, AT &amp; L Governors, SIP (newly appointed), all teaching staff, all staff and Governors</p>	
<p><b>Financial/Resource/Building/Staff Implication:</b>Release time for lead staff to prepare adequately for an inspection</p>	<p><b>Costs:</b> From existing CPD budget</p>
<p><b>Start Date:</b> September 2015    <b>To be achieved by:</b> July 2016 and each subsequent July with SEF updated once yearly</p>	
<p><b>Milestone(s):</b></p> <ul style="list-style-type: none"> <li>• Leadership development weekend and self audit against all key issues within September 2015 revised Inspection Framework</li> <li>• SIP reports (termly) to determine if RHS is "ready for inspection"</li> </ul>	
<p><b>Reviewed by:</b> SIP, Leadership Team, Governors, Each term</p>	
<p><b>Monitoring arrangements:</b> Governors A T and L agenda each half term 2015-2018</p>	
<p><b>Potential risk to success:</b></p> <ul style="list-style-type: none"> <li>• A focus on other issues means that the school does not prepare adequately for Ofsted</li> <li>• Staff absence, workload, conflicting priorities</li> <li>• Spring Hall project deflects attention from preparation for Ofsted</li> <li>• Ofsted criteria for outstanding are not achievable</li> </ul>	



<b>Priority – Personnel</b>	
9. Establish Governor Transition Plan to ensure high quality governance maintained and clarity of roles, responsibilities and provide challenge and support to newly appointed Headteacher. To identify and appoint new Chair of Governors from 2018. To secure replacement Governors for DP, DB and AC plus potential loss of Parent Governors. Identify and appoint new School Improvement Partner	
<b>Impact on student achievement and personal development</b>	
Maintenance of high quality School Governance, meaning increased efficiency and improved Teaching and Learning for students	
<b>Link to Ravenscliffe@Springhall:</b> Applicable to both sites	
<b>Rationale:</b> Be healthy, stay safe, enjoy and achieve, contribute to the community, be fully prepared for leaving school	
<b>Area of Focus:</b> (A) Achievement of pupils (B) Quality of Teaching (C) Quality of leadership and Management (D) Behaviour and safety of pupils	
<b>Lead person(s):</b>	
Governors Chairs Committee and Headteacher – various committees working together as a group on own priorities	
<b>Financial/Resource/Building/Staff Implication:</b>	<b>Costs:</b>
Governor time and cost of expenses to attend additional meetings, Governor Induction Headteacher time within job description Recruitment costs linked to Clerk role	Up to £500
<b>Start Date:</b> September 2015 RHS@SH scheduled to be operational	
<b>To be achieved by:</b> At least 2 new Governors inducted and in post by September 2018 (first year after)	
<b>Milestone(s):</b>	
<ul style="list-style-type: none"> <li>• Establish working group at Chairs Committee of Governors meeting in Autumn 2015</li> <li>• Programme series of meetings and approve plan Governors meeting July 2016</li> <li>• Review progress against plan December and termly throughout 2017 and onwards</li> </ul>	
<b>Reviewed by:</b>	
Full Governing Body with input from person performing new SIP role, identification of, and recruitment of suitably skilled new Governors and retention of existing Governors	
<b>Monitoring arrangements:</b>	
Standing item on all sub committee agendas with feedback to full Governing Body meetings	
<b>Potential risk to success:</b>	
<ul style="list-style-type: none"> <li>• Lack of time</li> <li>• Commitment to completing task by Governing Body members</li> <li>• Unable to secure services of suitable SIP</li> <li>• Continued absence of Local Authority support</li> <li>• Lack of suitable candidates with the necessary skills and the required attitude that fits the 'Ravenscliffe spirit'</li> </ul>	



<b>Priority – Personnel</b> 10. Support appointed NQT to achieve full QTS in school year 2015/16 – plus FH to provide mentor support newly appointed Teacher and former employee who has just completed QTS year to successfully embark on teaching career at Ravenscliffe.	
<b>Impact on student achievement and personal development</b> Enhancement of Art rationale curriculum area and teaching. Measurably improved Art and complex needs opportunities for students across the school and across full ability range	
<b>Link to Ravenscliffe@Springhall:</b> Applicable to both sites. Develop flexible working practices in both teachers to enable them to deliver outstanding teaching at both sites	
<b>Rationale:</b> enjoy and achieve	
<b>Area of Focus:</b> (A) Achievement of pupils (B) Quality of Teaching (C) Quality of leadership and Management (D) Behaviour and safety of pupils	
<b>Lead person(s):</b> School Leadership team and FH, Calderdale Learning Services, SIP, Governing Body ATL committee	
<b>Financial/Resource/Building/Staff Implication:</b> NQT reduced timetable by one day per week Release time for teacher mentor NQT release time and funding to ensure excellent induction year	<b>Costs:</b> NQT salary £23845 Release time for mentor within job description
<b>Start Date:</b> September 2015	<b>To be achieved by:</b> July 2016 (QTS for Claire Hamilton) and successful teaching for Claire and Lucy
<b>Milestone(s):</b> <ul style="list-style-type: none"> <li>Weekly meetings between NQT and mentor. NQT in Maths likely to achieve full QTS in July 2016.</li> </ul>	
<b>Reviewed by:</b> SMT and Local Authority (Lindsey Murray registered authority in Calderdale for NQT's seeking to achieve full QTS)	
<b>Monitoring arrangements:</b> Mentor to give half termly updates via SMT. Headteacher to report to Personnel Committee. Local Authority representative to liaise with mentor	
<b>Potential risk to success:</b> <ul style="list-style-type: none"> <li>NQT fails to fulfil expectation, lack of mentoring in school or Local Authority support</li> <li>Capability procedures have to be considered for either/or candidate</li> </ul>	

<p><b>Priority – Personnel</b> 11. Develop and implement a school Leadership transition plan to secure high calibre replacements for at least 11 senior staff across all designations.</p>	
<p><b>Impact on student achievement and personal development</b> Sustaining and improving high quality leadership and management across all aspects of leadership in school</p>	
<p><b>Link to Ravenscliffe@Springhall:</b> Applicable to both sites. Additional staff responsibility at Spring Hall for Admin Team and Premises team within current staffing levels.</p>	
<p><b>Rationale:</b> enjoy and achieve, stay safe, contribute to the community</p>	
<p><b>Area of Focus:</b> (A) Achievement of pupils (B) Quality of Teaching (C) Quality of leadership and Management (D) Behaviour and safety of pupils</p>	
<p><b>Lead person(s):</b> School Leadership team and Governing Body chairs committee, Personnel Committee, SIP, Calderdale Learning Services</p>	
<p><b>Financial/Resource/Building/Staff Implication:</b></p> <ul style="list-style-type: none"> <li>• Leadership residential weekend annually with release time in lieu</li> <li>• Standing item on agenda of all committees</li> </ul>	<p><b>Costs:</b> £1000 £2000 Release time for senior leaders £2000 advertising and recruitment p.a.</p>
<p><b>Start Date:</b> September 2015 <b>To be achieved by:</b> Phase 1 September 2018. Phase 2 September 2021 (NB all replacement staff can only be replaced as retirements occur)</p>	
<p><b>Reviewed by:</b> LT, Governing Body, Chairs Committee and Personnel Committee of Governing Body</p>	
<p><b>Monitoring arrangements:</b> Headteacher to report to Personnel Committee, F and R Committee and full Governors. Liaison and input with SIP</p>	
<p><b>Potential risk to success:</b></p> <ul style="list-style-type: none"> <li>• Poor replacements appointed leading to drop in standards (as judged by Ofsted, LA and other outside agencies)</li> <li>• Budgetary restriction mean lack of suitable qualified applicants</li> <li>• Workload</li> <li>• Lack of suitably qualified recruits</li> <li>• Lack of LA support</li> </ul>	



<b>Priority – Personnel</b>	
13. The plan for projected rise in pupil numbers and consequent staffing implications linked to this – see attached sheet	
<b>Impact on student achievement and personal development</b>	
Maintenance of high standards of education (externally judged by Ofsted?) as well as ensuring staffing commitments can be met financially allowing for projected increase of £100,000 as Spring Hall opens.	
<b>Link to Ravenscliffe@Springhall:</b> Applicable to both sites.	
<b>Rationale:</b> stay safe, enjoy and achieve, be fully prepared for leaving school	
<b>Area of Focus:</b> (A) Achievement of pupils (B) Quality of Teaching (C) Quality of leadership and Management (D) Behaviour and safety of pupils	
<b>Lead person(s):</b> Headteacher, Leadership Team, Chairs of Governor Committees	
<b>Financial/Resource/Building/Staff Implication:</b> Uncertain however, projections for 2015-16 are .8 teacher increase and 1 to 2 support staff increase.	<b>Costs:</b> £50,000
<b>Start Date:</b> 1.9.15.	<b>To be achieved by:</b> Annually thereafter
<b>Milestone(s):</b> Establish staffing plan and present to Governors Summer 2015. Review of plan on termly basis via Finance and Resources Committee. Report provided by Headteacher’s Report to Governors.	
<b>Reviewed by:</b> Headteacher, Leadership Team, Chairs of Governor Committees and SIP	
<b>Monitoring arrangements:</b> Standing item on all relevant Committee Agendas	
<b>Potential risk to success:</b>	
<ul style="list-style-type: none"> <li>• Lack of finance</li> <li>• Lack of suitably qualified or experienced staff</li> <li>• Actual numbers of students fail to match expectations</li> <li>• Physical capacity issues</li> </ul>	

<b>Priority – Personnel</b>	
14. Further develop the schools leadership and staff transition plan to ensure high quality replacements for retiring staff are recruited in every future vacancy	
<b>Impact on student achievement and personal development</b>	
Check that evaluations internally and externally still suggest school is holding its 'Outstanding' status and pupil teaching and learning opportunities continue to improve.	
<b>Link to Ravenscliffe@Springhall:</b> Applicable to both sites	
<b>Rationale:</b> enjoy and achieve, contribute to the community, stay safe, be healthy, be fully prepared for leaving school	
<b>Area of Focus:</b> (A) Achievement of pupils (B) Quality of Teaching (C) Quality of leadership and Management (D) Behaviour and safety of pupils	
<b>Lead person(s):</b> MM, TH, JN, JC, JH	
<b>Financial/Resource/Building/Staff Implication:</b> Recruitment costs – up to £1500 for advertisement and administration Time release for staff involved in interviews/selection process Increased costs for mentoring/peer support and induction	<b>Costs:</b> £1500 per post (maximum) £600 per post per day Time costs and release time
<b>Start Date:</b> September 2012	<b>To be achieved by:</b> Ongoing
<b>Milestone(s):</b>	
<ul style="list-style-type: none"> <li>• By September 2012 ensure school has necessary number of teachers to support its timetable requirements</li> <li>• Ensure safeguarding support issue is addressed by September 2013 with all necessary recruitment issues considered</li> </ul>	
<b>Reviewed by:</b>	
Headteacher/Leadership team on ongoing basis and Personnel Committee of Governing Body	
<b>Monitoring arrangements:</b>	
Personnel meetings every term and full Governing Body meetings	
<b>Potential risk to success:</b>	
<ul style="list-style-type: none"> <li>• Workload</li> <li>• Lack of suitably qualified recruits</li> <li>• Staff absence</li> <li>• Lack of Local Authority support</li> </ul>	

Ravenscliffe High school and Sports College  
Pupil Number projections 2015-20  
5 Year Plan

Year	Highbury projected Nos	Woodbank Projected Nos	Ravenscliffe Numbers of leavers	Net gain or loss	Projected Nos on roll	Impact at Ravenscliffe
Sept 2015	Year 6 = 11	Year 6 = 8	15	+ 4	143	Significant
Sept 2016	Year 5 = 14	Year 5 =10	14	+10	153	Major
Sept 2017	Year 4 = 10	Year 4 =11	20	+1	154	Major
Sept 2018	Year 3 = 7	Year 3 = 9	19	- 3	151	Major
Sept 2019	Year 2 = 6	Year2 = 10	20	- 4	147	Significant
Sept 2020	Year 1 = 12	Year 1=10	19	+ 3	150	Major

1. NB: Possibly 24 in year group: September 2016! We MAY NOT be in Spring Hall by then
2. Additionally 6 x potential 6<sup>th</sup> Form students from Lydgate have looked at Ravenscliffe this term
3. No mainstream based students with SEN have been factored in. We always get some referrals!
4. Could 3 pastoral Year 7 groups work? To be determined



<p><b>Priority – Finance and Resources:</b>                  16. Work with Primary Special Schools and Local Authority to ensure funding matrix is fit for purpose and provides equitable funding with external moderation of pupil bandings</p>	
<p><b>Impact on student achievement and personal development</b>                  Appropriate levels of funding accompanies students attending school. Individual student progress demonstrated. High levels of parent and student satisfaction (Annual survey)</p>	
<p><b>Link to Ravenscliffe@Springhall:</b> Applicable to both sites</p>	
<p><b>Rationale:</b> Be healthy, stay safe, enjoy and achieve, contribute to the community, be fully prepared for leaving school</p>	
<p><b>Area of Focus:</b> (C) Quality of leadership and Management</p>	
<p><b>Lead person(s):</b>                  Headteacher and Leadership/SMT teams, Mark Woolley and Education Finance Department Calderdale Council, John Perry and SEN Team</p>	
<p><b>Financial/Resource/Building/Staff Implication:</b>                  School budget relies on accurate reports to LA re level of individual student SEN. Headteacher to attend meetings with Primary Special School heads and Local Authority to ensure agreed moderation which fairly reflects student and school need.                  Headteacher active member of School’s Forum attending half termly meetings and sharing meeting information with Special School Headteacher colleagues.</p>	<p><b>Costs:</b>                  Within Headteacher’s job description</p>
<p><b>Start Date:</b> September 2015 <span style="float: right;"><b>To be achieved by:</b> January 2016 and annually thereafter to 2018</span></p>	
<p><b>Milestone(s):</b></p> <ul style="list-style-type: none"> <li>• Discussion with SEN team on an annual basis</li> <li>• Special School heads to meet once termly</li> </ul>	
<p><b>Reviewed by:</b>                  Special School Heads to feedback to Governors</p>	
<p><b>Monitoring arrangements:</b>                  Governor Finance and Resources Committee</p>	
<p><b>Potential risk to success:</b>                  Time constraints mean</p> <ul style="list-style-type: none"> <li>• LA fail to participate in moderation process.</li> <li>• Special School Heads do not meet at appropriate time.</li> <li>• Accurate student data not collated and transmitted.</li> <li>• Changes in special school heads retirement/resignation</li> <li>• Other unforeseen issues eg personal issues affecting Headteachers</li> </ul>	



<p><b>Priority – Finance and Resources:</b> NOT STARTED: LIKELY TO BE DELAYED BY Ravenscliffe@SpringHall                  17. Investigate potential benefits/risks of school becoming an Academy in the light of changing local landscape once Ravenscliffe@SpringHall has been completed</p>	
<p><b>Impact on student achievement and personal development</b>                  Potential impact on student achievement and personal development not known (and open to political interpretation)</p>	
<p><b>Link to Ravenscliffe@Springhall:</b> Applicable to both sites</p>	
<p><b>Rationale:</b> Be healthy, stay safe, enjoy and achieve, contribute to the community, be fully prepared for leaving school</p>	
<p><b>Area of Focus:</b> (C) Quality of leadership and Management</p>	
<p><b>Lead person(s):</b>                  Headteacher and Leadership Team in Partnership with Governing Body. Advice/Support from LA, Chairs Committee of Governing Body, SIP</p>	
<p><b>Financial/Resource/Building/Staff Implication:</b>                  Changing landscape in Calderdale with increasing numbers of Secondary Schools, becoming Academies and reducing role of LA, may impact on relative funding to school and provision of adequate services.</p>	<p><b>Costs:</b>                  Unknown as yet. Potential need to buy in additional services. Potential to increase income as Academy</p>
<p><b>Start Date:</b> Spring Term 2017 (but continued monitoring of the political landscape and nationally                  After General Election 2015 whether Academy programme will continue to run, and the careful assessment of the financial benefits of academy status)</p>	
<p><b>To be achieved by:</b> Ongoing investigation as fluid situation develops</p>	
<p><b>Milestone(s):</b></p> <ul style="list-style-type: none"> <li>• Termly discussion by Headteacher with Governing Body</li> <li>• Headteacher and Chair of Governors to attend LA advice briefings</li> <li>• Influenced by decision on Ravenscliffe@SpringHall project</li> </ul>	
<p><b>Reviewed by:</b>                  Governors Finance and Resources Committee on termly basis</p>	
<p><b>Monitoring arrangements:</b>                  Headteacher’s reports to Governors                  SIP reports following visits (should SIP remain in place)</p>	
<p><b>Potential risk to success:</b></p> <ul style="list-style-type: none"> <li>• Lack of information regarding consequences/benefits of becoming Academy</li> <li>• National focus on “mainstream” Academies with little information for Special Schools</li> <li>• Continued lack of clarity with 16-19 provision based at Spring Hall</li> <li>• General Election 2015 means Academy programme is jettisoned</li> </ul>	

**RAVENSCLIFFE HIGH SCHOOL AND SPORTS COLLEGE****THREE YEAR SCHOOL DEVELOPMENT PLAN 2015 - 2018**

<b>Priority – Finance and Resources:</b> 18. (a) To complete renovation of small Sensory Room at Ravenscliffe to ensure high quality teaching and learning facility for all students, especially those with complex learning difficulties (b) To complete other itemised spending priorities as identified in attached sheet with yearly updates September 2016-2017	
<b>Impact on student achievement and personal development</b> (a) Higher quality learning experiences in a state of the art facility. AV evidence to demonstrate clear student progress. (b) More fit for purpose teaching areas which are repaired/refurbished/improved to an acceptable standard	
<b>Link to Ravenscliffe@Springhall:</b> Applicable to both sites in <b>2017</b>	
<b>Rationale:</b> enjoy and achieve, stay safe, be healthy, be fully prepared to leave school	
<b>Area of Focus:</b> (A) Achievement of pupils (B) Quality of Teaching (C) Quality of leadership and Management (D) Behaviour and safety of pupils	
<b>Lead person(s):</b> Specified teachers/leadership team (a) GH, JB, JC (b) JT, AG, JD, JH	
<b>Financial/Resource/Building/Staff Implication:</b> Refurbishment funded through school budget. Sensory room refurbished through grant application (Lords Taverners)	<b>Costs:</b>
<b>Start Date:</b> Autumn 2015 <b>To be achieved by:</b> September 2016	
<b>Milestone(s):</b> <ul style="list-style-type: none"> <li>• Tenders received from three installers – Autumn 2015</li> <li>• Teaching areas renovated during academic year 2015/16 (as identified on Spending Priorities list)</li> <li>• Refurbishment completed and new teaching area developed – September 2016</li> </ul>	
<b>Reviewed by:</b> Project team above and Finance and Resources committee of Governing Body	
<b>Monitoring arrangements:</b> Monitoring team as above to regularly update Headteacher and F and R Governors sub committee on project progress and eventual impact on Teaching and Learning	
<b>Potential risk to success:</b> <ul style="list-style-type: none"> <li>• No further funding available from school budget</li> <li>• Unsuccessful application to charitable organisations</li> <li>• Too many other projects meaning this priority gets missed</li> </ul>	

**SPENDING PRIORITIES LIST – 2015/16 - SCHOOL IMPROVEMENT PLAN -- Submitted by: Finance and Resources Committee**

Items highlighted in blue can be dealt with by Dave and Tony

Item	Anticipated Cost £	Priority and year	Source of funding			General Repairs/Maint
			DFC	RCCO	Other	
<b>Main School Building</b>						
Replace windows and asbestos boards Rooms 1/2/3/6/10	26000	1		✓		✓
Room 5 – re-decorate						
Food Tech Room – re-decorate						
Headteacher’s office						
Boys Toilets – plaster touch ups						
Small Sensory Room refurbish - JC (NB ask GH to consider Lords Tavs or Wooden Spoon grant or similar)	10,000					
Consider creating 1 room Physio/Room 12 redecorate and equip with Gym equipment						
DT Room refurbishment – April/July 2015						
Removal of Garage including asbestos (awaiting costs – DB)		1	3000			
Room 1 – replacing work surfaces			1500			
Room 3 –plastering plumbing			3000			
Room 6–plastering plumbing			1500			
Room 10 –plastering plumbing			1500			
Suitable shelving and cupboards for all the above			2000			
Hardcore extra parking at Pavilion			2000			
Hall Lighting						
Item	Anticipated Cost £	Priority and year	Source of funding			General Repairs/Maint
			DFC	RCCO	Other	
<b>Pavilion</b>						

**Spring Hall**

Mini Bus or alternative eg People Carrier	20000	2		20000		

**SPENDING PRIORITIES LIST – 2015/16 - SCHOOL IMPROVEMENT PLAN - ICT**

**Submitted by: Finance and Resources Committee**

Item	Anticipated Cost £	Priority Grading	DFC	RCCO	OTHER	ICT Repairs/Maint
Room 2 – replace five PCs	1750	2				
Room 4 – replace five PCs	1750	2				
Room 5 – replace five PCs	1750	2				
Room 6 – installation of fixed network points	1500	2				
Room 7 – replace 2 PCs	700	2				
Room 9 – Replace 1 PC	350	1				
Room 10 – installation of fixed network points	1500	2				
Room 12 - replace 2 PCs	700	2				
Room C - replace 3 PCs	1050	2				
Room D - replace 11 PCs	4000	2				
Pavilion - projector in Dance Studio	1000	3				
Library - replace 3 pcs	1050	1				
iPads - purchase five more to complete set of 16	1600	2				
Servers - replace one school server	7500	1				

Priority		
1	URGENT	Prevent school closure, address high risk to Health and Safety, breach of legislation, address immediate curriculum/staffing need (as soon as practicably possible) Current financial year
2/3	ESSENTIAL/DESIRABLE	Prevent serious deterioration of fabric or function, address medium risk to Health and Safety and improve current teaching and learning (within two years) Improve fabric or function, extend teaching and learning (3-5 years)
Code	Curr Access = CA	DDA Access = DDA Health & Safety = H&S

<b>Priority – Finance and Resources</b>	
19. To complete the Ravenscliffe@SpringHall project and achieve the opening of a five star quality centre March 2017	
<b>Impact on student achievement and personal development</b>	
Creating space at Ravenscliffe and providing fit for purpose premises for Sixth Form students.	
<b>Link to Ravenscliffe@Springhall:</b> Spring Hall site but supports creation of more space at Ravenscliffe site	
<b>Rationale:</b> enjoy and achieve, contribute to the community, stay safe, be healthy, be fully prepared for leaving school	
<b>Area of Focus:</b> (A) Achievement of pupils (B) Quality of Teaching (C) Quality of leadership and Management (D) Behaviour and safety of pupils	
<b>Lead person(s):</b>	
Headteacher, Leadership team, Bursar, Local Authority (Alison Fearn) Chairs of all Committees, LA strategy group, community support partners	
<b>Financial/Resource/Building/Staff Implication:</b>	<b>Costs:</b>
Funding to build secured Autumn 2015, Equipping challenge 2015-2017 and income generation 2017 onwards	£500,000 to equip
<b>Start Date:</b> July 2015 <b>To be achieved by:</b> March 2017	
<b>Milestone(s):</b>	
<ul style="list-style-type: none"> <li>• Building milestones project managed by Alison Fearn</li> <li>• Equipping challenge £250,000 2015-2016</li> <li>• Equipping challenge £250,000 2016-2017</li> <li>• Securing Room sponsorship from corporate/business partners</li> <li>• School organised PR events including 2015-2016 Spring Walk for SpringHall and Big Bike Bash 2</li> <li>•</li> </ul>	
<b>Reviewed by:</b>	
Co-ordinating team above and Governing Body Finance and Resources sub committee	
<b>Monitoring arrangements:</b>	
Half termly through F and R Committee. Standing item on all sub committee agendas. Standing item on Leadership Team/SMT meetings and half termly monitoring meetings with Local Authority project lead and strategy group.	
<b>Potential risk to success:</b>	
<ul style="list-style-type: none"> <li>• Insufficient funding</li> <li>• Further Government cuts to school funding</li> <li>• Unanticipated construction problems</li> <li>• Project over runs meaning completion is delayed</li> <li>• Unforeseen factors</li> </ul>	

<p><b>Priority – Finance and Resources</b>                  20. Undertake condition survey of leaking roof and make essential repairs to make watertight in preparation for full replacement when sufficient funds accrued (five years) (AMP page 2) Continue in the absence of LA funding to self maintain the main school roof to minimise issues linked to drain/fall pipes linked to leakage/flood</p>	
<p><b>Impact on student achievement and personal development</b>                  Safe sealed building allowing comfortable learning to take place daily.</p>	
<p><b>Link to Ravenscliffe@Springhall:</b> N/A - RHS main building only</p>	
<p><b>Rationale:</b> Be healthy, stay safe,</p>	
<p><b>Area of Focus:</b> (C) Quality of leadership and Management</p>	
<p><b>Lead person(s):</b>                  Headteacher, Premises Manager, Caretaker and Finance and Resources committee</p>	
<p><b>Financial/Resource/Building/Staff Implication:</b>                  Obtain estimates/budget costs for roof work, prioritising areas (if possible) in most urgent needs of repair/replacement                   Increase and improve day to day management of the roof, especially in times of severe weather and during autumn leaf fall, paying particular attention on a weekly basis to maintaining clear internal drainpipe</p>	<p><b>Costs:</b>                  AMP indicates (P4 of 35) total cost of £368,274.65 to replace                  Full survey may cost £25,000                  Managed by Dave Blackburn and tony Phelps within existing role. Minimum of 2 roof check every week during Autumnleaf fall period.</p>
<p><b>Start Date:</b> Not Known. Action decided by CMBC Asset management team                  Safety necessitate                  Managed by school premises staff - school roof not currently identified by DfE assessor as being highest priority (Autumn 2014)</p>	<p><b>To be achieved by:</b>When funds permit or when Health and</p>
<p><b>Milestone(s):</b>  <ul style="list-style-type: none"> <li>Regular discussions and monitoring through F and R Committee</li> </ul></p>	
<p><b>Reviewed by:</b>Autumn 2015, 2016, 2017 by Finance and Resources and Health and Safety committee in light of impact of winter weather</p>	
<p><b>Monitoring arrangements:</b>                  Termly Governing Body sub committees with input from Headteacher and Premises Manager as required</p>	
<p><b>Potential risk to success:</b>  <ul style="list-style-type: none"> <li>Lack of sufficient funds to undertake essential work</li> <li>No longer cost effective to undertake "patch" repairs</li> <li>Lack of appropriate support from Local Authority</li> <li>Austerity measures nationally affecting LA funding to schools for essential maintenance/refurbishment projects</li> </ul></p>	

<p><b>Priority – Safeguarding, Health and Safety:</b></p> <p>21. (a) Refresh and Re-accredit existing staff in Team Teaching over two training days (5/6 September 2015 following in house Trainer re-accreditation for MM, JN, JH, CO’N in April 2015. To be refreshed in 2017 and every two years thereafter</p> <p>(b) Deliver a new staff Team Teach training course September 2015</p> <p>(c) Refresh all CMBC transport staff with 6 hour refresher Team Teach course November 2015 and 2017</p> <p>(d) To ensure all staff are regularly trained in PREVENT and FGM (CSE)</p> <p>(e) To further develop the school’s use of CPOMS with potential involvement of Lead Support Staff</p> <p>(f) To ensure that Safeguarding at Ravenscliffe follows “best practice” guidance from the Lead Office at Calderdale Council</p>	
<p><b>Impact on student achievement and personal development</b></p> <p>Improved behaviours management for all students. Fewer recorded incidents. Staff protected from allegation</p> <p>Safe and positive learning environment</p>	
<p><b>Link to Ravenscliffe@Springhall:</b> Applicable to both sites</p>	
<p><b>Rationale:</b> Be healthy, stay safe, enjoy and achieve, contribute to the community, be fully prepared for leaving school</p>	
<p><b>Area of Focus:</b> (D) Behaviour and safety of pupils</p>	
<p><b>Lead person(s):</b></p> <p>MM, JN, JH and CO’N</p>	
<p><b>Financial/Resource/Building/Staff Implication:</b></p> <p>Due to lack of L.A.. financial support, Trainer accreditation and supply costs to be paid from School training budget</p> <p>Additional salary costs for eighty support staff attending Training Days</p>	<p><b>Costs:</b></p> <p>£1600 Trainer costs</p> <p>£2000 Support Staff dil</p> <p>£3000 Materials, supply etc.</p>
<p><b>Start Date:</b> September 2015 and then every 2 years</p>	<p><b>To be achieved by:</b> Need to repeat on two yearly basis i.e. September 2017</p>
<p><b>Milestone(s):</b></p> <ul style="list-style-type: none"> <li>All four trainers re-accredited by May 2015 in order to undertake in house training September 2015 and provide two day (12 hour) introductory course for newly appointed staff – 4/5 September 2015</li> </ul>	
<p><b>Reviewed by:</b> L/T and SMT and feedback from Pastoral Teams in weekly SMT/LT meetings</p>	
<p><b>Monitoring arrangements:</b></p> <p>Governors Safeguarding Committee, SMT monitoring of Team Teach records</p>	
<p><b>Potential risk to success:</b></p> <ul style="list-style-type: none"> <li>Trainers fail to reach standards required for re-accreditation</li> <li>Budget pressures on future training costs.</li> <li>Staff fail to follow Team Teaching protocols leading to HR related difficulties</li> </ul>	

<p><b>22. Priority – Safeguarding, Health and Safety</b>                  To undertake essential refresher and induction training for all school staff within Safeguarding and Moving and Handling and e safety on an annual basis</p>	
<p><b>Impact on student achievement and personal development</b>                  Safe moving and handling of all students. Greater protection of all staff from injury and allegations, all staff achieving “best practice” in Safeguarding and maintaining e safety protocols</p>	
<p><b>Link to Ravenscliffe@Springhall:</b> Applicable to both sites</p>	
<p><b>Rationale:</b> Be healthy, stay safe, enjoy and achieve, contribute to the community</p>	
<p><b>Area of Focus:</b> (D) Behaviour and safety of pupils</p>	
<p><b>Lead person(s):</b>                  MM, JN, JH, JB, DS, GH</p>	
<p><b>Financial/Resource/Building/Staff Implication:</b>                  Due to lack of L.A.. financial support, staff re-accreditation and supply costs to be paid from School training budget                  Additional salary costs for support staff attending Training Days                  Instructor training – DS, JB and JN                  Annual Safeguarding refresher through staff meeting – Sept 2015 and Sept 2017                  Formal 1/2 day Refresher training in Moving and Handling for all staff on a 2 yearly cycle, continuing September 2016 &amp; 2018. Key Message Refresher training delivered Sept 2015 and Sept 2017</p>	<p><b>Costs:</b>                  £2000                   £3000                   Up to £2000 for support staff additional salary day to attend Training day Refresher or receive day in lieu</p>
<p><b>Start Date:</b> September 2015 and every 2 years <b>To be achieved by:</b> Need to refresh on yearly basis i.e September 2015</p>	
<p><b>Milestone(s):</b></p> <ul style="list-style-type: none"> <li>All three trainers re=accredited by November 2014 in order to undertake in house training September 2015 onwards and yearly thereafter and provide additional support for JN</li> </ul>	
<p><b>Reviewed by:</b> Feedback from Pastoral Teams and Safeguarding Health and Safety Committee of the Governing Body Safeguarding Instructor team JN/MM and Moving and Handling team, JN/DS, JR</p>	
<p><b>Monitoring arrangements:</b>                  Governors Safeguarding Committee, SMT monitoring of records</p>	
<p><b>Potential risk to success:</b></p> <ul style="list-style-type: none"> <li>Trainers fail to reach standards required for re-accreditation</li> <li>Budget pressures on future training costs.</li> <li>Staff fail to follow Safeguarding and Moving and Handling protocols leading to increased HR related staffing difficulties</li> </ul>	



<p><b>Priority – Safeguarding, Health and Safety</b> 23. Incorporate CDM (Construction, Design and Maintenance) regulations into the school’s self management procedures for all future building projects on site</p>	
<p><b>Impact on student achievement and personal development</b> All pupils kept safe through adherence to best practice in CDM aspects of H&amp;S at Ravenscliffe</p>	
<p><b>Link to Ravenscliffe@Springhall:</b> Applicable to both sites. As a new build RHS@SH will be compliant with all CDM regulations and additionally achieve highest possible BREAM standard.</p>	
<p><b>Rationale:</b> stay safe</p>	
<p><b>Area of Focus:</b> (D) Behaviour and safety of pupils; quality of leadership and management</p>	
<p><b>Lead person(s):</b> MM, JC, TH, D Beaumont and identified successor Governor, D Blackburn with advice from Gary Laird Tony Mulgrew Catering provision Tony Phelps facilities</p>	
<p><b>Financial/Resource/Building/Staff Implication:</b> No significant financial costs, but considerable time taken by identified school staff – MM, DB, TH to ensure familiarity and compliance with CDM regulations and careful management of all building maintenance requirements with all contractors. Continue to ensure all contractors are CHAS registered</p>	<p><b>Costs:</b>  <b>3300 estimated) for LA Health and Safety Audit May 2015</b></p>
<p><b>Start Date:</b> September 2015 <b>To be achieved by:</b> July 2016 and every July thereafter</p>	
<p><b>Milestone(s):</b></p> <ul style="list-style-type: none"> <li>• Meetings ongoing involving lead persons on termly basis or as needed</li> <li>• Operational planning involving TH, MM, DB – Review of operational procedures by Safeguarding, Health and Safety Committee - annually</li> <li>• Health and Safety Audit by CMBC 7 May 2015 and then Spring 2018</li> </ul>	
<p><b>Reviewed by:</b> Governing Body Safeguarding, Health and Safety committee, MM, JC, TH and DB</p>	
<p><b>Monitoring arrangements:</b> Half termly through meetings with Headteacher, TH, Duncan Beaumont – feedback</p>	
<p><b>Potential risk to success:</b></p> <ul style="list-style-type: none"> <li>• Workload/overload</li> <li>• Lack of information and support from Local Authority</li> <li>• Mistakes made due to “innocent ignorance” of CDM requirements</li> <li>• Succession planning fails to appoint suitably qualified/experienced staff</li> </ul>	

<p><b>Priority – Safeguarding, Health and Safety</b>                  24. Continue DBS check five year rolling programme to ensure all staff, volunteers and Governors have up to date DBS checks</p>	
<p><b>Impact on student achievement and personal development</b>                  All pupils kept safe through adherence to best practice in Safeguarding at Ravenscliffe</p>	
<p><b>Link to Ravenscliffe@Springhall:</b> Applicable to both sites.</p>	
<p><b>Rationale:</b> Be healthy, stay safe, enjoy and achieve, contribute to the community, be fully prepared for leaving school</p>	
<p><b>Area of Focus:</b> (D) Behaviour and safety of pupils</p>	
<p><b>Lead person(s):</b>                  School Administration Manager, Headteacher and Chair of Safeguarding H and S Committee, Schools HR Adviser</p>	
<p><b>Financial/Resource/Building/Staff Implication:</b>                  Funded from schools delegated budget</p>	<p><b>Costs:</b>                  £47 per check                  £5000 in total over five years approximately for staff, Governors and Volunteers                  Training updates from Calderdale HR team as appropriate £200 per year</p>
<p><b>Start Date:</b> Ongoing  <b>To be achieved by:</b> Five year rolling programme for staff to manage costs and staff turnover</p>	
<p><b>Milestone(s):</b></p> <ul style="list-style-type: none"> <li>School Administration Manager to ensure newly appointed staff checked before starting work</li> </ul>	
<p><b>Reviewed by:</b>                  Headteacher and Administration Manager should current Government guidance/legislation change</p>	
<p><b>Monitoring arrangements:</b>                  Chair of Safeguarding H and S Committee to check current system at least annually. SIP to update, advise and check systems as required</p>	
<p><b>Potential risk to success:</b></p> <ul style="list-style-type: none"> <li>DBS not updated according to programme.</li> <li>Newly appointed staff and volunteers not appropriately checked.</li> <li>Impact of cost on school budget</li> <li>Persons unfit for working with children accidentally appointed</li> </ul>	

<p><b>Priority – Safeguarding, Health and Safety</b>                  25. Continue three year rolling programme to ensure compliance with health and safety/DDA, Access needs, in conjunction with Finance and Resources Spending and Priorities Development plan</p>	
<p><b>Impact on student achievement and personal development</b>                  All pupils kept safe through adherence to best practice</p>	
<p><b>Link to Ravenscliffe@Springhall:</b> Applicable to both sites. Development of Emergency Plan for RHS@SH. Close monitoring of site safety, Community access and re-evaluation of procedures as necessary. Devise a site safety plan and site maintenance schedule and checks schedule by 2017, prior to opening and being operational.</p>	
<p><b>Rationale:</b> Be healthy, stay safe, enjoy and achieve, contribute to the community, be fully prepared for leaving school</p>	
<p><b>Area of Focus:</b> (A) Achievement of pupils (B) Quality of Teaching (C) Quality of leadership and Management (D) Behaviour and safety of pupils</p>	
<p><b>Lead person(s):</b>Headteacher, Leadership Team, Estate Manager Chairs of Finance and Resources and Safeguarding Health and Safety Committee</p>	
<p><b>Financial/Resource/Building/Staff Implication:</b>                  From within school delegated budget, DFC and additional successful bids/grants for funding, voluntary contributions and donations                  Update of School Emergency Plan for both sites                  Advice from Calderdale H and S.                  Refurbishment costs secured through bid writing where possible.</p>	<p><b>Costs:</b>  <b>Budget for Building Development</b>                  £500 per year for site development staff release time.</p>
<p><b>Start Date:</b> September 2015 <b>and ongoing</b> <b>To be achieved by:</b>According to Priority list and available finance</p>	
<p><b>Milestone(s):</b></p> <ul style="list-style-type: none"> <li>School Site – As Spring Hall opens to re-evaluate the purpose and use of all teaching areas at Ravenscliffe and to develop a costed plan for School Development Plan 2018-21 to complete refurbishment to ensure all teaching areas are fit for purpose for student numbers and pupil need.</li> <li>Asbestos levels reduced to a minimum at Ravenscliffe site.</li> <li>Complete refurbishment of small Sensory Room</li> </ul>	
<p><b>Reviewed by:</b>Headteacher , F and R Committee and Safeguarding H and S Committee and leadership Team Development weekend February 2017 and each year thereafter</p>	
<p><b>Monitoring arrangements:</b>Finance and Resources and Safeguarding Health and Safety Committees as advised by Headteacher</p>	
<p><b>Potential risk to success:</b></p> <ul style="list-style-type: none"> <li>Restricted funding, unanticipated emergency building issues to resolve.</li> <li>Budgetary restriction</li> <li>Austerity measures</li> </ul>	

<p><b>Priority – Community Cohesion:</b> 26. To develop a transition to two sites timetable in 2015-2016 and then separate site timetable that provides all students with an exciting and relevant curriculum offer.</p>	
<p><b>Impact on student achievement and personal development</b> Exciting timetables provide greater emotional support for students and develops increased aspiration of the student body</p>	
<p><b>Link to Ravenscliffe@Springhall:</b> Applicable to both sites</p>	
<p><b>Rationale:</b> Be healthy, stay safe, enjoy and achieve, contribute to the community, be fully prepared for leaving school, prepare for adult life</p>	
<p><b>Area of Focus:</b> (A) Achievement of pupils (B) Quality of Teaching (C) Quality of leadership and Management (D) Behaviour and safety of pupils</p>	
<p><b>Lead person(s):</b> JC/JT with input from SMT. Ensure all teachers deliver their own Strength subjects and that daily inter-site movement for staff is kept to a minimum</p>	
<p><b>Financial/Resource/Building/Staff Implication:</b> Summer 2015-16 ensure appropriate release time is available for timetables to be drafted Identify new member of staff to work with JT to write timetable 2016-2017 (possibly JP) and allow release time in Spring/Summer 2016 Ongoing year by year timetable release time</p>	<p><b>Costs:</b> Supply costs of £200 per day as necessary £1000 to allow for up to 6 release days (3 per staff member)</p>
<p><b>Start Date:</b> 4 May 2015 <b>To be achieved by:</b> Introduced to staff June 2015 and each subsequent year and required changes/improvements noted for Summer 2016</p>	
<p><b>Milestone(s):</b></p> <ul style="list-style-type: none"> <li>• Review of impact by SMT by December 2015</li> <li>• Review/revise as necessary Spring/Summer 2016</li> </ul>	
<p><b>Reviewed by:</b> SMT and Governor AT and L Committee</p>	
<p><b>Monitoring arrangements:</b> Report to Governors Achievement, Teaching and Learning Committee through termly updates</p>	
<p><b>Potential risk to success:</b></p> <ul style="list-style-type: none"> <li>• Absence of key member of staff</li> <li>• Staff changes and unclear communication</li> <li>• Suitable successor to be identified</li> <li>• Spring Hall project becomes unviable due to significant unforeseen issues</li> </ul>	

<p><b>Priority – Community Cohesion</b>                  27. Further develop and embed core British values into the school working day e.g. decency, respect for others regardless of ethnicity, tolerance, respect for the law, self control and the appreciation of democracy. To further ensure that these values are constantly promoted throughout the school on a daily basis.</p>	
<p><b>Impact on student achievement and personal development</b>                  Stronger and more resolute individuals across the student and staff teams. The emotional wellbeing of the school community will be strengthened</p>	
<p><b>Link to Ravenscliffe@Springhall:</b> Applicable to both sites .Need to ensure an even greater focus on this issue as the school community separates in 2017 by ensuring there is still a strong connection between the two sites.</p>	
<p><b>Rationale:</b> Be healthy, stay safe, enjoy and achieve, contribute to the community, be fully prepared for leaving school, preparation for adult life</p>	
<p><b>Area of Focus:</b> (A) Achievement of pupils (B) Quality of Teaching (C) Quality of leadership and Management (D) Behaviour and safety of pupils</p>	
<p><b>Lead person(s):</b>SMT, IR via the RE provision within school , all pastoral staff and whole staff team.</p>	
<p><b>Financial/Resource/Building/Staff Implication:</b>                  Limited financial implication however, the need for a strong commitment to supporting this from every stakeholder in school.                  Continued opportunities to develop the staff as an effective and mutually supportive team e.g. staff away weekends, challenges, social events.                  A range of community events that encourage all ethnic groups to enjoy time together</p>	<p><b>Costs:</b></p>
<p><b>Start Date</b>September 2015<b>To be achieved by:</b>July 2018 and beyond</p>	
<p><b>Milestone(s):</b></p> <ul style="list-style-type: none"> <li>Regular RE focussed days exploring other religions, customs and cultures e.g. Christmas, Eid, Passover, Hanukah, Diwali ensuring these are timetabled across the year to match the actual festival</li> <li>Strong repeated messages linked to “British values” via weekly assemblies and special celebratory events - 2018 100 year anniversary of end of World War 1</li> <li>2017 opening of Ravenscliffe@SpringHall and ensuring that this is utilised by the widest possible representative groups of the community eg fully inclusive</li> </ul>	
<p><b>Reviewed by</b>                  Headteacher and Governing Body, Parent questionnaires, Staff questionnaires, SIP and Ofsted</p>	
<p><b>Monitoring arrangements:</b>                  Standing item on across all sub committees as appropriate</p>	
<p><b>Potential risk to success:</b></p> <ul style="list-style-type: none"> <li>Absence of key member of staff</li> <li>Staff changes and unclear communication</li> <li>Spring Hall divides the school community irrevocably</li> <li>A damaging incident where the school’s reputation is severely compromised.</li> </ul>	

<p><b>Priority – Community Cohesion</b> 28. Prepare for full revision of School Prospectus from September 2017 (in time for the opening of Ravensclffe@Springhall and amend current version via additional supplementary sheets)</p>	
<p><b>Impact on student achievement and personal development</b> Increased pride in being a member of the Ravenscliffe community</p>	
<p><b>Link to Ravenscliffe@Springhall:</b> Applicable to both sitesbut possible separate Prospectus for Ravenscliffe@Springhall</p>	
<p><b>Rationale:</b> enjoy and achieve, contribute to the community, be fully prepared for leaving school</p>	
<p><b>Area of Focus:</b> (A) Achievement of pupils (B) Quality of Teaching (C) Quality of leadership and Management (D) Behaviour and safety of pupils</p>	
<p><b>Lead person(s):</b> MM, JH, TH, GH</p>	
<p><b>Financial/Resource/Building/Staff Implication:</b> Staff release time for photographic and administration purposes Printing costs</p>	<p><b>Costs:</b> £600 to be confirmed © £1000</p>
<p><b>Start Date:</b> September 2016 <b>To be achieved by:</b>July 2017 (Timescales to be confirmed once remaining number of current Prospecti has been determined)</p>	
<p><b>Milestone(s):</b></p> <ul style="list-style-type: none"> <li>• New prospectus published and available once current supplies have run out.</li> <li>• Photographs (taken in house) to be collated by Easter 2017</li> </ul>	
<p><b>Reviewed by:</b> Governors, TL and A Committee, SMT, Parent Governors as specific focus group</p>	
<p><b>Monitoring arrangements:</b> Headteacher and School Administration Manager</p>	
<p><b>Potential risk to success:</b></p> <ul style="list-style-type: none"> <li>• Significant cost savings prevent publication</li> </ul>	