

Strategic Plan

Final Version

2nd December 2015

Strategic Plan n. (1) *The document that outlines where an organisation, as a whole, is and is heading, the principles and measures by which it describes its priorities. (2) A guiding document to ensure all parts of an organisation plan to achieve their common goals.*

Background & Context

- The newly formed PFC MAC is its own entity and as such needs a strategic plan that aligns the schools within it
- The strategic plan is not a school plan, it is a set of principles and indicators that demonstrate the value that can be added by multiple schools collaborating towards common goals
- Many of the strategic principles can never be completed, ticked off, done. They set out a vision of a continuously improving set of schools for many years to come.
- The Strategic Plan is one of many inputs to school planning, and no school should expect to address every line in every planning year
- The Strategic Plan is refined each year and should be revised every 3-4 years. It is largely a stable document, unlikely to change radically over time.

Catholic Ethos

Principles

- We provide outstanding Catholic, Christian, education from the ages of 4 to 19 for pupils in North & West Oxfordshire. Creating better citizens of the future by nurturing reflective, caring individuals who have a clear moral compass, derived from Gospel values and virtues.
- We demonstrate that there is a clear link between Catholicity and standards.
- We offer service and support to all Catholic schools in the area
- We develop charitable networks and include an international dimension in our reach.
- We believe our catholic ethos makes our MAC distinctive and attracts prospective parents. Our collective “Unique Selling Point” (USP) is valued by parents, staff and pupils

Catholic Ethos

Observable Indicators....

- Overall Catholicity is measured and nurtured
- The ethos is apparent in high level of discipline, positive attitudes and the quality of relationships in and out of school
- The pupils know and respect the Catholic community of which they are part
- There are Priests and visitors from the parish communities in the schools on a regular basis, where they are welcomed, involved and familiar with the schools and school life
- We have our own definition of Catholic ethos (from Section 48) shared by all schools
- All our leavers value their experience of Catholic school life
- There is daily prayer in school which is integral to school life
- The outstanding liturgical life of the schools is valued by pupils, staff, parents and the local parish

Standards

Principles

- The MAC exists to pursue, proactively and rigorously, the highest standards in education for pupils from aged 4 to 19
- Each school will support each other in a shared drive to becoming outstanding (Ofsted and Diocese inspections)
- We believe in nurturing fully rounded pupils, capable of demonstrating the correct balance of personal development and academic attainment
- Delivery of performance management by the academy committees is consistent across all MAC schools and relevant to their type of school
- All performance management will be aligned to the strategy of the MAC

Standards

Observable Indicators...

- The MAC will be able to demonstrate over the next 3 years that all 3 schools have made progress together towards being or becoming outstanding
- Data will demonstrate outstanding progress and attainment in all areas and in all schools for all pupils
- Systems will be in place to measure the full development of every learner, clearly aligned with the Section 48 inspection guidelines
- We will adopt ways to evidence the development of an individual student as a whole person, not just the academic data connected to them.
- There will be well planned effective arrangements at every transition point so that it results in a positive experience for all
- There will be joint projects, and earlier and longer links between the schools

Staff development and succession planning

Principles

- There will be a pool of talented, effective and visionary Catholic leaders at all levels across the MAC
- We recognise and nurture the talents of our staff and provide development opportunities across all MAC schools to build and share innovative practice.
- We are aspirational, our recruitment process is rigorous, we attract, recruit and retain the best practitioners
- We share effective practitioners, and, where appropriate, we employ new staff or create new positions to work across the MAC
- We will identify best practice across the MAC, celebrate it and share it
- We develop the Catholic leaders of the future

Staff development and succession planning

Observable Indicators...

- Our staff actively seek development opportunities, we encourage continuous professional development
- It is easy to fill vacancies with high calibre staff
- We know when best practice has been identified and shared
- We are consistent in the way we recruit and reward people throughout the schools of the MAC
- We acknowledge the challenge that highly capable and motivated staff bring, and are always striving to support their careers beyond their time with the MAC

Improving facilities

Principles

- The dignity of the individual and our obligation to care for one another will be reflected in the environment in our schools
- The facilities are attractive to prospective parents and facilitate the delivery of a modern curriculum
- We aspire to create facilities that visibly reflect the ethos and values of those who work and learn in our schools
- There are appropriate maintenance plans and funding in place and they are acted on in a timely manner
- We believe that there is an urgent need for a new school as BGN has reached capacity on the current site

Improving facilities

Observable Indicators...

- We are working closely with the diocese to build support to develop our facilities
- Parents know how important our facilities are and what we are doing to improve them continually
- We are ready to initiate major new projects as they are approved by the diocese
- We have equipment and facilities plans for all sites including short, medium and long term objectives.
- Our facilities are well used both in and out of the school time by school and community members

Extending the MAC

Principles

- The MAC is for all Catholic families of North & West Oxfordshire and those pupils and parents who value a Catholic and faith based education
- We promote the benefits of the MAC (our best practices and our experiences) particularly to and with the non-MAC feeder schools.
- We maintain an open dialogue and active relationship with other local Catholic schools about the benefits of becoming a formal part of the MAC.

Extending the MAC

Observable Indicators...

- We see greater collaboration between the MAC schools and the other Catholic schools in the area
- We can demonstrate that the MAC is a sound financial entity, and an attractive place in which to work with access to great resources
- We are regularly asked about the development of the MAC and the leaders of the other Catholic schools (Staff & Governors) are engaged with us
- We have the support of the diocese to extend the MAC as appropriate

Communications & Public (Parent) Relations

Principles

- We believe it is vital that each school retains its own identity within the partnership of schools that make the MAC
- Throughout the MAC there are high quality relationships across and within the schools and exemplary relationships with pupils, parents and outside agencies.
- We are good at communicating with everyone – staff, pupils, parents, PTA's, directors, academy committee members and our community
- We celebrate our pupils' work publicly, not just their achievements and awards
- Everyone involved in the governance of the MAC knows their personal responsibilities
- Our schools are highly respected within our communities

Communications & Public (Parent) Relations

Observable Indicators...

- There is common and consistent communication across the MAC
- We know and understand how our stakeholders wish to communicate with us and their preferred channels
- We regularly use questionnaires to inform and refine our communications plans
- We analyse and have continuous improvement plans for all our communications, including, but not limited to:
 - How visitors use our websites
 - The attendance at, and reporting of, our events
 - Feedback to our reports and correspondence