



Strategic Plan 2018 - 2021



"It helps, now and then, to step back and take a long view.

The kingdom is not only beyond our efforts, it is even beyond our vision.

We accomplish in our lifetime only a tiny fraction of the magnificent enterprise that is God's work.

Nothing we do is complete, which is a way of saying that the Kingdom always lies beyond us....."

Saint Oscar Romero

Foreward

We are delighted to introduce The Strategic Plan for The Romero Catholic Academy Strategy for the next three years 2018 – 2021. The Multi-Academy Company was formed in August 2015 following the need to secure Catholic Education in the North East of Coventry for the Secondary School, Cardinal Wiseman and the seven Primary Schools. Since this time, the eight schools have increasingly moved to working as one company and contributing to the collective Mission, Vision, Values and Aims that drive our rapid and continuous growth as The Romero Catholic Academy. As one Company, all levels of leadership within and across each school, are committed to raising standards in their own faith community and whilst also ensuring our moral purpose to ensure everyone achieves better outcomes.

We see our key reason as one partnership, is to be part of the Church's mission in education, to place Christ and the teaching of the Catholic Church at the centre of people's lives. "Education is integral to the mission of the Church to proclaim the Good News. First and foremost every Catholic educational institution is a place to encounter the living God who in Jesus Christ reveals his transforming love and truth." This evangelising mission is exercised through the diverse interaction of Catholic schools with their local parishes, families, societies and cultures they serve. **(Christ at the Centre)** We believe through our family of eight schools, we can provide collectively a stronger Catholic Education than we previously could individually.

The Romero Catholic Academy sets out its vision. Our vision is to be a "Beacon of excellence for Catholic Education from 2- 19 years". We are committed to providing the best possible opportunities for the local people living within our faith communities to work hard to deliver outstanding education for students from preschool right up to age 19.

As eight established strong performing schools, a thriving Teaching School with an emerging Shared Services Team based centrally at Cardinal Wiseman Secondary School, the rapid and continuous growth of The Romero Catholic Academy is collectively driven by the Board of Directors, Committee of Principals, Committees of each Academy along with a team of 520 staff. Our collective moral purpose is to ensure every child, pupil and student choosing one of our schools reaches their God-Given potential so they can take up their place in the world contributing to society building God's Kingdom.

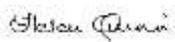
These are exciting times in education within The Romero Catholic Academy and we are proud that we are meeting the challenges head on and spearheading new developments. We believe that we can provide strong system leadership from within education to reshape the local offer alongside our partners to ensure all eight schools rise together. By standing tall, taking bold decisions and exploring new approaches we believe we can navigate the educational landscape as a Company so that all schools thrive.

Our **Strategic Aims** shape our plan and link into our priorities detailed in the operational one year plan for each school/ entity

1. **Ensure the future of Catholic education is secure and stable**
2. **Provide financial stability and effective governance across the MAC**
3. **Establish The Romero MAC as an employer of choice**
4. **Provide all Romero MAC children with the education and support to reach their full God-given potential.**

These strategic aims define our very being so that we can and will offer more for every child, family, member of staff and leader in The Romero Catholic Academy

Our very clear expectations is to achieve better outcomes for all our children and young people, it is within our power to do so. Being good is not good enough, we strive to be a Beacon of Excellence for Catholic Education in everything we offer.



Helen Quinn

Catholic Senior Executive Leader



Brendan Fawcett

Chair, Board of Directors



*"Be Ambitious For The Higher Gifts
1 Corinthians 12:3"*

Rationale

Our vision is to be a 'beacon of excellence' in providing the very best Catholic education for all our Romero pupils and students from 2 – 19 years old.

This Strategic plan, created by Senior leadership of the company, sets out how we will work as a community of faith, with governance at all levels, in partnership with all job families to realise our ambitious vision and unlock the God-given potential for all who form part of The Romero Catholic Academy.

The rationale behind this plan is a coherent drive for quality assurance, accountability and leadership arrangements – with actions that will promote networking such as inquiry-based learning, peer reviews, shared coaching and development programmes and learning walks.

Underpinning this plan are our Romero values guiding our work

- **Respect** - We respect and value those we work with and the contribution that they make. *Through this plan*, the identity and unique character of each individual Catholic academy and of a school's strengths, as well as understanding our strength collaboratively in working smarter together to overcome barriers to learning at individual or collective level.
- **Integrity** - We act fairly, ethically and openly in all we do.
- **Service** - We put our children at the centre of all that we do. *Through this plan*, we believe that every child, pupil, student and adult can be nurtured supported and challenged to reach their God-given talents and skills; this comes through service and a focus on developing highly quality skilled teams of staff in every aspect of our Company alongside empowering inspirational leadership at all levels to realise our vision.
- **Excellence** - We use our energy, skills and resources to deliver the best, sustainable results. *Through this plan*, we are resourceful in what we do, in whatever it takes, to improve outcomes for our Romero schools.

Aims Of The Romero Plan

As Catholic Schools in the Romero MAC we are committed to:

- **Spiritual Growth** - An ethos in which the Gospel message is proclaimed, community in Christ experienced, service to each other and the wider world community is recognised, and thanksgiving and worship of our God is cultivated.
- **Formation of the Whole Person** - Providing well rounded high quality education that empowers and enables pupils to recognise their full potential and respond to what God calls them to be.
- **Academic Excellence** - Building on the collaborative success of the Romero Partnership our schools will be inspirational, academically rigorous and innovative, achieving standards of excellence in all settings, supported by exceptionally caring staff who reflect the light of Christ.
- **Family Partnership** - Partnering with, upholding and supporting parents and guardians in their role as primary educators of their children.
- **Vibrant Communities** - Ensure diverse, dynamic, welcoming, compassionate communities available to all.
- **Global awareness** - Nurture the personal integrity and faith development of pupils that also challenges them to know and understand communities around the world.
- **Stewardship** - Ensuring a vibrant, sustainable future for our schools through unified support and prudent management of resources.



*"Be Ambitious For The Higher Gifts
1 Corinthians 12:3"*

From Strategic Plan to Operational Plan

Through this plan there is a communicated strategic vision & plan that moves seamlessly from implementation into impact. The school improvement plan can only be delivered through support from the Trust and the Trust priorities can only be delivered through the academies.

The Strategic aims and Priorities, agreed by the Senior Leadership of the Company, cascade into the Academy Operational plans and also into Performance Management.

As a Company, our new phase through 2018 – 2021, moves us to a more concise model of Trust influence where some of the systems and structures that we want to embed as a Company are beginning to fall into place and making a difference. We aim to move to a place where the children/ students, staff and leaders work together through Romero co-ordinated work generating independent collaborative groups that innovate our thinking.



Three Year Overview

Romero Priority 1- Provide effective Financial Management And Governance At all Levels to secure, protect and enrich Catholic Education

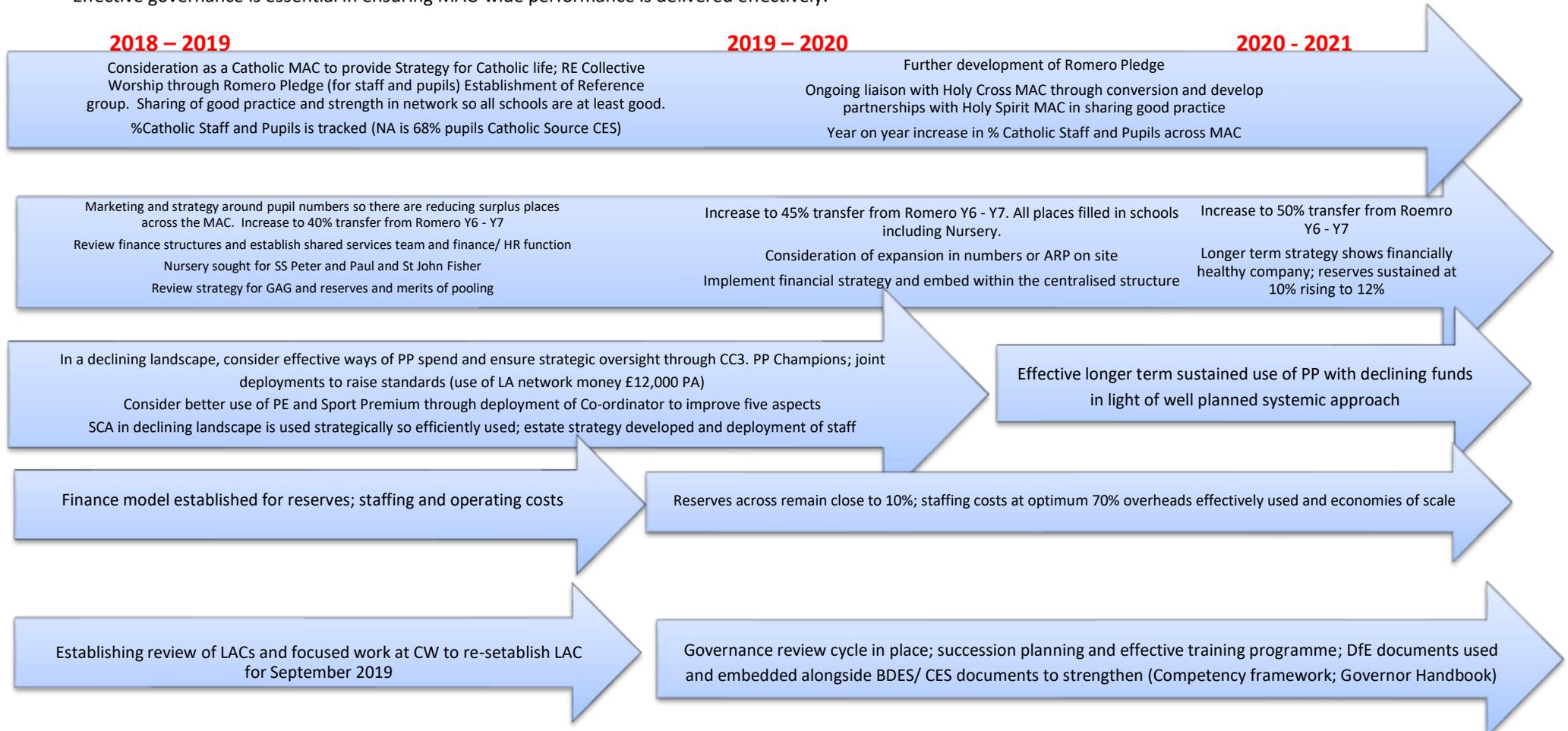
Strategic Aim

1. Ensure the future of Catholic education is secure and stable

- That Romero is faithful to the Church’s mission in education, to place Christ and the teaching of the Catholic Church at the centre of people’s lives.
- This evangelising mission is exercised through the diverse interaction of Catholic schools with their local parishes, families, societies and cultures they serve.

2. Provide financial stability and effective governance across the MAC

- That all schools are financially viable through a three year strategic plan, alongside the ability to demonstrate Value for Money with quality range of services, the deployment of a skilled work force both centrally and across entities and efficiency in the management of the estate.
- Effective governance is essential in ensuring MAC-wide performance is delivered effectively.



*“Be Ambitious For The Higher Gifts
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Romero Priority 2 - Develop Effective High Quality Leadership and Staffing At All Levels

Strategic Aim

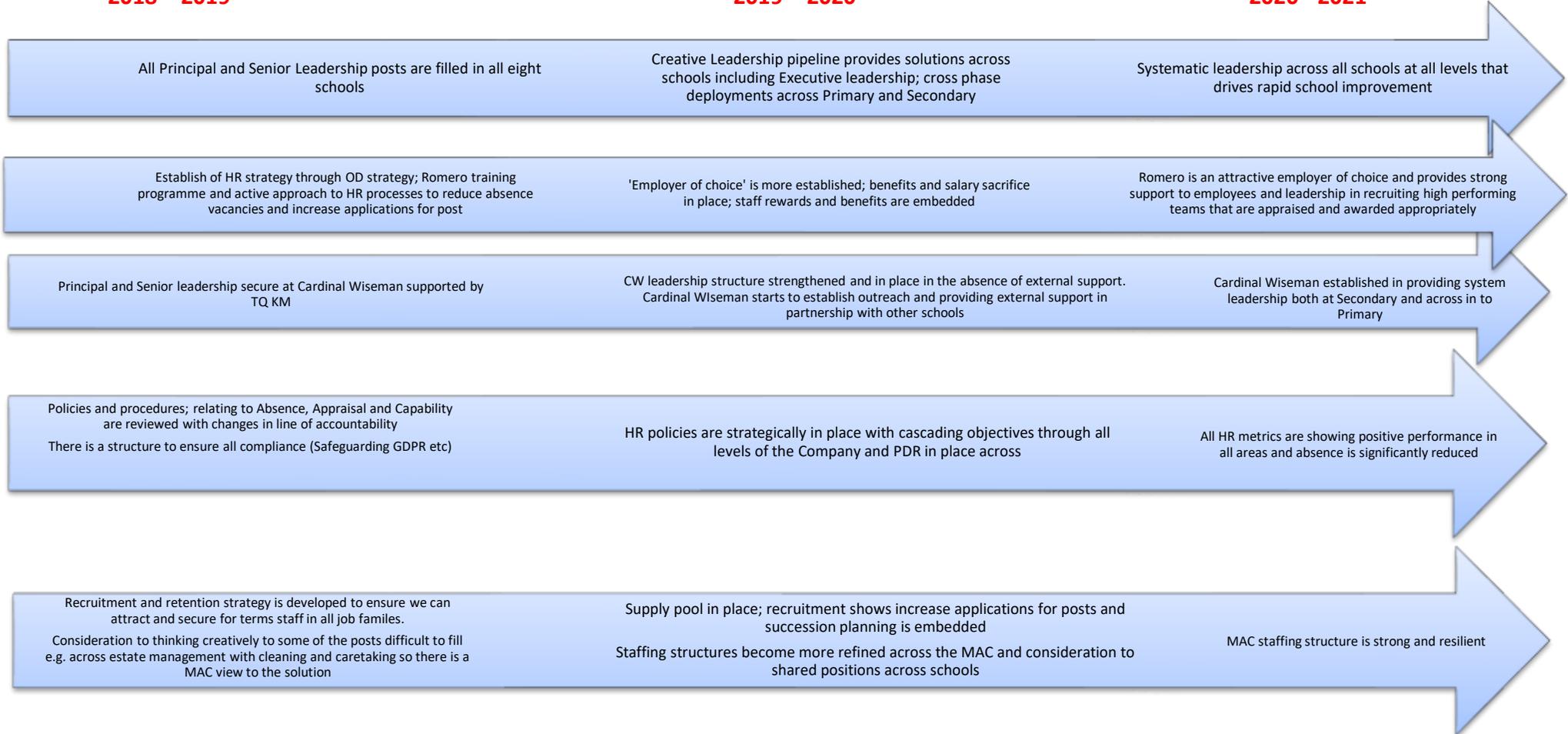
3. Establish The Romero MAC as an employer of choice

- Our ability to recruit and retain high quality staff is greater than 'national' for schools and academies.
- We gain a reputation for developing and nurturing staff and morale is high.
- Our managers are supported, we are compliant and meet relevant standards/levels. The Romero MAC is recognised for it's HR provision with low absence.

2018 – 2019

2019 – 2020

2020 - 2021



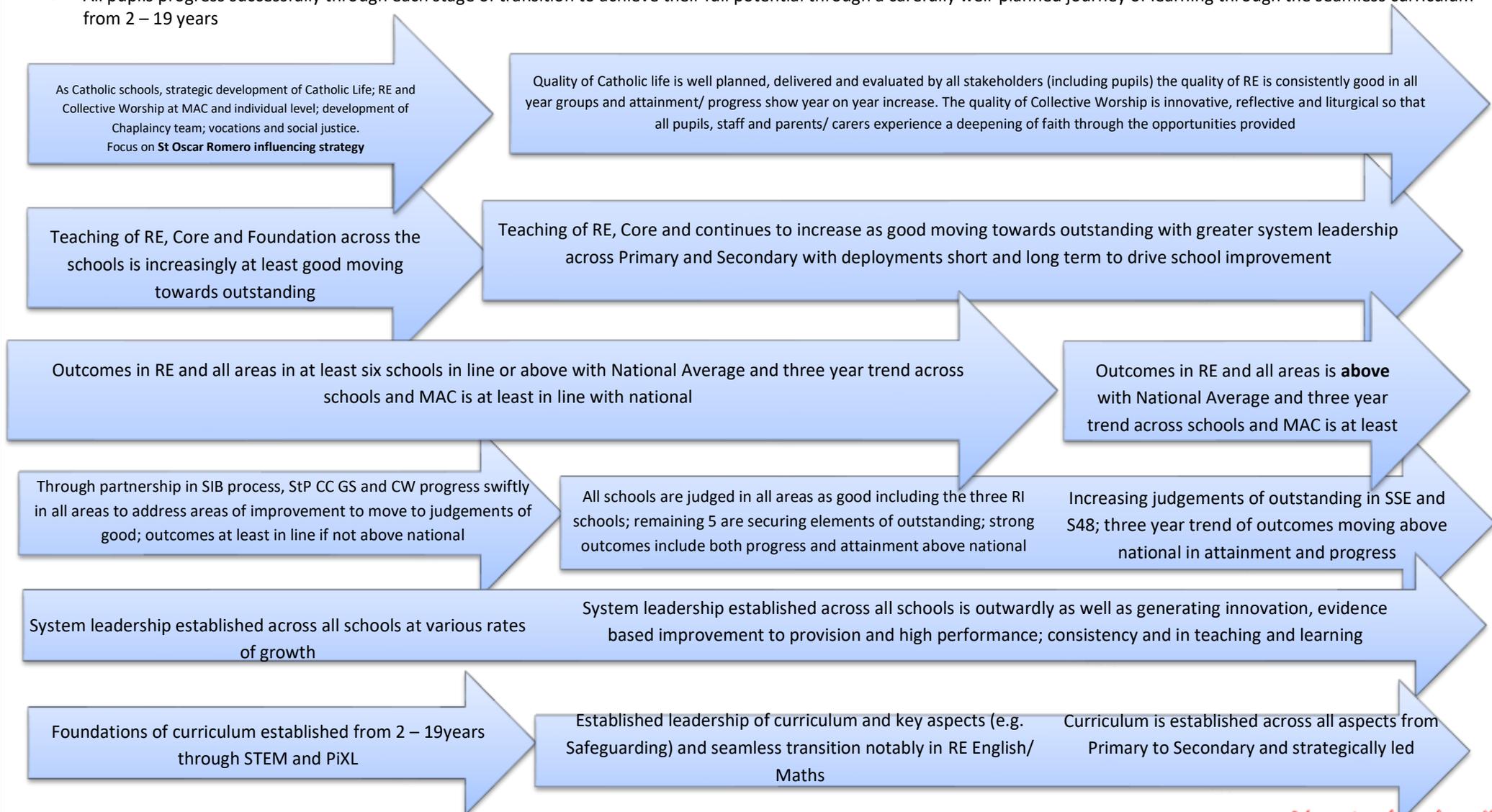
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Romero Priority 3 – Provide all pupils with high quality education to enable them to reach their full God-given potential

Strategic Aim

4. Provide all Romero MAC children with the education and support to reach their full God-given potential.

- Students performance exceeds national standards in any age related test.
- A range of opportunities are available to provide a well rounded education.
- All pupils progress successfully through each stage of transition to achieve their full potential through a carefully well-planned journey of learning through the seamless curriculum from 2 – 19 years



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