

# Strategic Plan 2020 - 2023

"LIVE LEFEE"

to the FULL"

John 10:10



"This is what we are about. We plant the seeds that one day will grow.  
We water seeds already planted, knowing that they hold future promise.  
We lay foundations that will need further development.  
We provide yeast that produces far beyond our capabilities....  
It may be incomplete, but it is a beginning, a step along the way,  
An opportunity for the Lord's grace to enter and do the rest....  
We are prophets of a future not our own."

Saint Oscar Romero

## Introduction

We are delighted to introduce The Strategic Plan for The Romero Catholic Academy Strategy for the next three years 2020 – 2023. 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 (taken from **Christ at the Centre**)

We believe through our family of eight schools, we believe in synergy, collaboration and trust; 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 established Shared Services Team based centrally at Cardinal Wiseman Secondary School, the rapid development 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. We are excited to welcome the **Catering** job family into our Academy from August 2020 which will enable us to provide excellence in food for our children.

These are exciting times in education within The Romero Catholic Academy and we are proud that we are meeting the challenges head, striving to be at the forefront of innovation for the benefit of pupils. 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 family of schools so that all members of our community thrive.

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

1. **Provide effective Financial Management and Governance At all Levels to secure, protect and enrich Catholic Education**
2. **Developing, nurturing and supporting a work force who live out our Catholic ethos, values and virtues**
3. **Provide all pupils with high quality, inclusive education to enable them to reach their full God-given potential;**
  - a. **provide an opportunity post Lockdown to close gaps in learning and experience through our curriculum - **Romero Reconnects** and plan for blending learning through online/ remote learning alongside on site provision**

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 expectation is to collectively 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

Helen Quinn  
Catholic Senior Executive Leader

Brendan Fawcett

Brendan Fawcett  
Chair, Board of Directors



## Romero Vision, Mission, Values and Aims

Our **vision** and desired future is to be a “**A Beacon of Excellence for Catholic Education from 3 to 19 year olds**”.

Our objectives and our approach to reach those objectives is defined in our **Mission** statement “**We are a Christ-centred Community dedicated to faith formation, academic excellence and individual growth for all of our young people, all rooted in the Gospel message of Jesus Christ.**”

This Strategic plan, is owned by the Board of Directors in partnership with the Senior leadership (key leaders from Shared Services Team and all Principals). It 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.

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.

Underpinning this plan, working with stakeholders, our **Romero values** guide 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.

As eight Catholic Schools, collectively our **Romero aims** are:

- **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.
- **\*Reviewed\* Inspire, innovate and excel** - 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.

**These values and aims should be reviewed during 2020**



## From Strategic Plan to Operational Plan – ‘Live life to the full’

Through this plan there is a communicated strategic vision & plan that moves seamlessly from implementation into impact. This strategic plan can only be delivered through support from the Board of Directors, and the Romero priorities can only be delivered through the collective academies.



The Strategic aims and Priorities, are set by the Board of Directors. Working in partnership with the Senior Leadership of Romero, these cascade into the Academy Operational plans and also into Performance Management.

As The Romero Catholic Academy moves into the new phase through 2020 – 2023, moves us to a more concise model where we can influence further the systems and structures that we want to embed. As The Romero Catholic Academy, we are moving at pace through collective efficacy, making a difference for all members of our community of faith.

We believe in a vision where the pupils, staff and governance work together through Romero, drawing upon our talent across all members to innovate our thinking, inspired by the phrase '**Live life to the full**' which is taken from the Gospel of John 10:10. This is a year for academic excellence underpinned by healthy mind and body as we journey in faith and learning through the year as we prepare for a year that may be unpredictable!

2020 - 2023

## Strategic plan

Strategic aims

(This document)

2020 -2021

## Romero Operational plan

Priorities

Infographic

2020- 2021

## Academy Operational plan

Cardinal Wiseman

Corpus Christi

Good Shepherd

Sacred Heart and Blue Sky TSA

SS Peter and Paul

St Gregory

St John Fisher

St Patrick

## Three Year Overview

### SA 1- Provide effective Financial Management And Governance At all Levels to secure, protect and enrich Catholic Education Reports to CC1

#### Strategic Objectives

**1.1 Ensure the future of Catholic education is secure and stable through effective governance and parish engagement**

**1.2 Provide financial stability through a three-year strategic plan with regularity, propriety and compliance**

**1.3 Manage the premises and infrastructure with five-year plans guiding the strategic use of resources; establishing the Catering sector into the organisation**

*This evangelising mission is exercised through the diverse interaction of Catholic schools with their local parishes, families, societies and cultures they serve.*

	2020 – 2021 2020 Year of the Word and 2021 May onwards City of Culture	2021 – 2022 2021 May – 2022 April City of Culture	2022 2023
<b>KPIs</b>	<ol style="list-style-type: none"> <li>50% retention of Romero pupils from Y6 – 7 Sep '21</li> <li>Surplus of places is lower than 3% (at Primary) and 6% (at Secondary)</li> <li>Growing reserves from 5% of GAG Income</li> <li>Staff Costs do not exceed 78% of total income</li> <li>Income generation 0.5% of GAG (£80K) (MUGA pitch/ lettings)</li> <li>Catering – 1,100 meals currently (including UIFSM) increases by 10% by July 2021</li> <li>Clean audit report</li> </ol>	<ol style="list-style-type: none"> <li>50% retention of Romero pupils from Y6-7</li> <li>Surplus of places is lower than 2%</li> <li>Reserves are retained at 5%+ of GAG Income</li> <li>Staff Costs do not exceed 78% of total income</li> <li>Income generation 0.75% of GAG (£120K)</li> <li>Clean audit report</li> </ol>	<ol style="list-style-type: none"> <li>60% retention of Romero pupils Y6-Y7</li> <li>Surplus of places is lower than 2%</li> <li>Reserves are retained at 5%+ of GAG Income</li> <li>Staff Costs do not exceed 78% of total income</li> <li>Income generation 1% of GAG (£170K)</li> <li>Clean audit report</li> </ol>
<b>Strategic objectives</b>	<b>Operational objectives</b>		
<b>1.1 Ensure the future of Catholic education is secure and stable through effective governance and parish engagement</b>	<ul style="list-style-type: none"> <li><b>COVID-19 – ensure tight engagement with Governance on Risk Management through September opening and the possibility of lockdown; establish review cycle; support for post COVID-19 Ofsted S5</b></li> <li>Governance; director/ LAC recruitment; director leading on staff voice 1 – 1 sessions; peer to peer review established and Chair; universal and targeted training; Prevent focus</li> <li>Consider appropriate expansion (including ARP, Nursery SSPP SJF and Y7)</li> <li>Liaison strategically with neighbouring MACs across Coventry and Warwickshire</li> <li>Marketing strategy to reduce surplus places below 5% in all Key Stages (especially at Secondary)</li> <li>Continue any links with Trinity to strengthen school improvement until December 2020</li> <li>Parish links strengthened further as we extend (due to COVID-19 19) the Year of the Word in 2020 into 2021. Support for new Parish Priests (St John Fisher; St Gregory)</li> </ul>		
<b>1.2 Provide financial stability through a three year strategic plan with regularity, propriety and compliance</b>	<ul style="list-style-type: none"> <li><b>COVID-19 – claim for eligible schools for COVID-19 expenditure; consider additional costs in light of managing current climate and procure across schools where possible</b></li> <li>Improve procurement and contract management through review of Supply base so it is streamlined; generate reduced costs through intelligence gained and better understanding through contract analysis (started during COVID-19 19). Look at discretionary and non discretionary spend.</li> <li>Look at staffing collectively across the MAC, cross phase (KS2/3 or SEN provision) to provide better transition and use of contracting.</li> <li>Look at strategies for working across one organisation to identify efficiencies and ways of working smarter with limited resources</li> <li>To complete the structuring of all pay scales and structures across SST and all schools so there is consistency and robust job evaluation. (Delayed due to COVID-19 19)</li> </ul>		
<b>1.3 Manage the premises and infrastructure with 5 year plans guiding the strategic use of resources</b>	<ul style="list-style-type: none"> <li><b>COVID-19 – ensure the Risk Management; Health and Safety (including PPE/ Cleaning/ Signage) is reviewed sourcing external support where possible</b></li> <li>Review the condition of current premises through completion of five year plan and prioritise accordingly; 50% completion towards premises up to an acceptable standard</li> <li>Look at effective ways for facilities management across all entities. Look to secure funding for longer term estate rebuilds/ refurbishments of a large scale using Every (linked with VB) CC1 Look to secure funding for expansion or refurbishment of key areas (Alumni CW Library?)</li> <li>To embed an effective IT infrastructure and associated resources and look at strategic approach. To look at possibility of outsourcing provision for IT in 2021/ 2022</li> <li>Establish ways of generating income through lettings; investment policy etc</li> <li>Establish a consistent approach to Health and Safety management</li> </ul>		

## SA 2 - Developing, nurturing and supporting a work force who live out our Catholic ethos, values and virtues Reports to CC2

### Strategic Objectives

#### 2.1 Strengthening work force through effective professional development and system leadership opportunities

#### 2.2 Development of pathways for succession planning

#### 2.3 Forward-thinking, consistent and professional HR provision

	<b>2020 – 2021</b>	<b>2021 – 2022</b>	<b>2022 - 2023</b>
<b>Strategic objectives</b>	<b>Operational objectives</b>		
	<ol style="list-style-type: none"> <li>1. 97% staff complete agreed CPD/ Romero pathways or OD strategy</li> <li>2. Absence is 3% or lower by July 2021</li> <li>3. Staff turnover to be below 13%</li> <li>4. Applications for new roles by increases by 5%</li> <li>5. 20% of new roles are filled by internal staff for promotional opportunities</li> <li>6. 75% of staff agree 'My wellbeing is considered I the work place'</li> </ol>	<ol style="list-style-type: none"> <li>1. 99% staff complete agreed CPD/ Romero pathways or OD strategy</li> <li>2. Absence is 3% or lower by July 2022</li> <li>3. Staff turnover to be below 12%</li> <li>4. Applications for new roles by increases by 6%</li> <li>5. 22% of new roles are filled by internal staff for promotional opportunities</li> <li>6. 78% of staff agree 'My wellbeing is considered I the work place'</li> </ol>	<ol style="list-style-type: none"> <li>1. 99% staff complete agreed CPD/ Romero pathways or OD strategy</li> <li>2. Absence is 3% or lower by July 2022</li> <li>3. Staff turnover to be below 11%</li> <li>4. Applications for new roles by increases by 7%</li> <li>5. 25% of new roles are filled by internal staff for promotional opportunities</li> <li>6. 80% of staff agree 'My wellbeing is considered I the work place'</li> </ol>
<b>2.1 Strengthening work force through effective professional development</b>	<ul style="list-style-type: none"> <li>• <b>COVID-19 To improve current provision for wellbeing and workload; devise collective strategy to manage the climate (home working; Risk Assessments (VERA)</b></li> <li>• To review and implement the Romero Professional development offer (to include SST roles and generic areas); to improve provision for RQT, NQT, School direct, Teach First</li> <li>• To develop the Romero University platform</li> <li>• Apprenticeship strategy is established and exploration of all job families (TA; estate; IT; Catering *new*)</li> <li>• Review of Performance Management/ Appraisal across the MAC for all staff including the first relating to the Romero Charter for pupils</li> <li>• To look at capturing CPD on Arbor so that we have visibility of staff qualification/CPD</li> <li>• To establish cycle of events and activities that recognise performance and service</li> <li>• Investment in staff to develop expertise that can shape individual schools and collectively across the MAC and to develop a Learning and Development strategy and implementing first phase</li> </ul>	<ul style="list-style-type: none"> <li>• To review and extend Romero Offer</li> <li>• Staff at all levels and job families are driving and innovating professional development</li> <li>• Implementing and evaluating Learning and Developing strategy making adjustments</li> <li>• To look at integrating the Teaching school and link to the Hub model</li> <li>• To look at externally sourcing the Romero University model</li> </ul>	<ul style="list-style-type: none"> <li>• To look at stronger link with national providers and Universities to develop our offer and opportunities for staff</li> <li>• To look at international links and how we can improve our professional development through research and development</li> <li>• To have greater access to Educarem</li> </ul>
<b>2.2 Development of pathways for succession planning</b>	<ul style="list-style-type: none"> <li>• To improve opportunities across job families for secondments, placements and sabbaticals both internally and externally (with links from Diocese/ Coventry LA)</li> <li>• To have clarity over job families, staff skill sets, CPD needs and progression pathways identified</li> <li>• Creative Leadership pipeline provides solutions across schools including Executive leadership; cross phase deployments across Primary and Secondary (particularly around protected posts, Lay Chaplaincy; Gift team strategic RE).</li> <li>• To conclude Structuring in Admin at CW and in the Shared Services Team</li> </ul>	<ul style="list-style-type: none"> <li>• Systematic leadership across all schools at all levels that drives rapid school improvement</li> <li>• To provide one year secondments and placements for succession planning either in the MAC or beyond and consider cross sector (Primary v Secondary)</li> </ul>	<ul style="list-style-type: none"> <li>• Being more creative with secondment and placements so they are planned purposefully into the academic cycle</li> </ul>
<b>2.3 Forward-thinking, consistent and professional HR provision</b>	<ul style="list-style-type: none"> <li>• <b>COVID-19 -support for delayed recruitment and also support CV CEV and absence management in light of post lockdown climate. Home working policy completed</b></li> <li>• Linking with finance; harmonise all pay scales and structures across SST and all schools so there is consistency and robust job evaluation and clear line structures and accountability</li> <li>• 'Employer of choice' is established; benefits and salary sacrifice in place; staff rewards and benefits are embedded</li> <li>• To tighten the process further with regards to the recognition of performance and service in staff across the work force</li> <li>• To continue policy and procedure cycle (Home working; TOIL; CES)</li> <li>• To use Arbor to generate KPI reports, HR Metrics and enable benchmarking</li> <li>• To consider specialised curriculum staff for KS2 into KS3</li> <li>• To review the approach to facilities management</li> <li>• To consider how we can deliver effective pastoral, safeguarding and SEND provision through joined up approach</li> <li>• To consider how we can use supply pool to reduce costs and recruit NQTs at risk to a pool</li> </ul>	<ul style="list-style-type: none"> <li>• Established metrics are used effectively to inform practice</li> <li>• 'Employer of choice' is more established; benefits and salary sacrifice in place; staff rewards and benefits are embedded</li> <li>• Outsourcing provision from within organisation where there is capacity.</li> <li>• To develop the supply pool across the MAC so there is a consistent service where we have absence or cover required.</li> <li>• Looking at awards across HR (and other areas in the organisation) and working towards what success would look like</li> </ul>	<ul style="list-style-type: none"> <li>• Continuing to look at outsourcing provision from within organisation where there is capacity.</li> <li>• Award winning HR/ IT / Estates/ Finance and Curriculum provision</li> </ul>

## SA 3 – Provide all pupils with high quality, inclusive education to enable them to reach their full God-given potential Reports to CC3

### Strategic Objectives

- 3.1** Pupils, students and staff contribute to the Catholic ethos of the school, engage in high quality collective worship and access excellence in RE
- 3.2** Majority of Pupils and Students (70%) performance is at age- related expectations and end of KS is at least in line with national
- 3.3** Through strong leadership 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 2-19years

	<b>2020 – 2021</b> <b>2020 Year of the Word and 2021 May onwards City of Culture</b>	<b>2021 – 2022</b> <b>2021 May – 2022 April City of Culture</b>	<b>2022 – 2023</b>
<b>"Live life to the full"</b> John 10:10	<p>1. All schools judged at least Good and increasingly more aspects Self evaluated as Outstanding</p> <p>2. Year of Word is extended and City of Culture underpins the curriculum</p> <p>3. All end of KS outcomes at least in line and 5 schools above; three year trend is above national in 5 schools and above with at least 70% in RE EnMa in all year groups Y1 upwards (KS2 national is 65% RWMa KS4 national 4+EnMa is 73%) P8 is 0+</p> <p>4. At least one more school secures Outstanding in S48 (SJF, SSPP and SG, CC due 2021)</p> <p>5. Establish Romero Leaders of Education/ Evidence Leaders of Education System leaders increase by 4 across the MAC and increased system leadership (especially around SEND and subject development internal and external)</p>	<p>1. All schools judged at least Good and more aspects Self evaluated as Outstanding</p> <p>2. <b>Year of Word</b> is implemented and infused through collective worship, Collective Worship and RE.</p> <p>3. All end of KS outcomes at least in line and 6 schools above; three year trend is above national in 5 schools and above with at least 70% in RE EnMa in all year groups Y1 upwards (KS2 national is 65% RWMa KS4 national 4+EnMa is 75%)</p> <p>4. At least 1 more school secures Outstanding in S8</p>	<p>1. All schools judged at least Good and more aspects Self evaluated as Outstanding</p> <p>2. <b>Legacy</b> of Year of the Word and Mission week (if completed if not planned for this year)</p> <p>3. All end of KS outcomes at least in line and 7 schools above; three year trend is above national in 6 schools and above with at least 70% in RE EnMa in all year groups Y1 upwards (KS2 national is 65% RWMa KS4 national 4+EnMa is 75%)</p> <p>1. At least 1 more school secures Outstanding in S8</p>
	<b>Operational objectives</b> <div style="display: flex; justify-content: space-around; align-items: center;">        </div>		
<b>3.1 Pupils, students and staff contribute to the Catholic ethos of the school, engage in high quality collective worship and access excellence in RE</b>	<ul style="list-style-type: none"> <li>• <b>COVID-19</b>- support for mental health well being through new RSHE policy and practice in place (using Ten Ten resources); Sacraments, Masses and Collective Worship in a virtual climate under review <ul style="list-style-type: none"> <li>• Romero child reviewed and amendments made; cascade through PM; Vocation focus</li> <li>• To ensure the Romero CPD offer is complemented by the Vocations offer.</li> <li>• Gift team and chaplaincy work embedded coherently across the MAC</li> <li>• Across schools, pupils and students are leading collective worship for their own school and at Romero events; look at balance of online and gatherings as appropriate (PHE guidance);</li> <li>• Fully engage in City of Culture experience and integrate into our Romero child offer; all schools achieve Games mark silver</li> <li>• Consider a Mission Week in 2021 across the MAC to review Values and Vision (as detailed in Operational Plan); Training day for all Romero staff is set for Friday 12<sup>th</sup> February</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• To review and extend Romero CPD Offer so there is a comprehensive offer of Catholic life, RE and Collective worship</li> <li>• Staff at all levels and job families are contributing and extending the Catholic life, RE and Collective worship</li> </ul>	<ul style="list-style-type: none"> <li>• CPD offer is refined and implemented in all job families</li> </ul>
<b>3.2 Majority of Pupils and Students performance is at age- related expectations and end of KS is at least in line with national</b>	<ul style="list-style-type: none"> <li>• <b>COVID-19</b> support for Attendance of pupils; recovery curriculum; blended learning as well as embedding curriculum which has been partially completed; Catch up funding is effectively spent and impact monitored along with support for Pupil Premium, Vulnerable and SEN pupils; EEF reports <a href="#">here</a> <ul style="list-style-type: none"> <li>• PiXL and Arbor embedded across in year across all schools; Outcomes are tracked closely, Behaviour tracking is piloted and Attendance is 96.8% across Romero (PA lower than 9%)</li> <li>• Assessment for and of learning is strengthened in core and foundation subjects and tracking of data at Primary is tightened up and shared via SharePoint. Reporting to LACs includes core data and RE data with context groups. All schools are moving above national.</li> <li>• All schools moving above national for progress (through internal Scaled scores model) and attainment with increasing number moving well above national (including in year PiXL data where appropriate)</li> <li>• Assessment for and of learning is strengthened in core and foundation subjects and tracking of data at Primary is tightened up and shared via SharePoint.</li> <li>• City of Culture (postponed to May 2021) opportunities embedded in all schools and curriculum offered. Engagement with all schools</li> <li>• System leadership develops cross phase especially KS2/3</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• All schools moving above national for progress and attainment with increasing number moving well above national (including in year PiXL data where appropriate)</li> <li>• Systematic leadership across all schools at all levels that drives rapid school improvement</li> <li>• Attendance is 97% across Romero (PA lower than 8%)</li> </ul>	<ul style="list-style-type: none"> <li>• All schools moving above national for progress and attainment with increasing number moving well above national (including in year PiXL data where appropriate) for expected and greater depth and P8 school 0+</li> <li>• Systematic leadership across all schools at all levels that drives rapid school improvement</li> <li>• Attendance is 97.5% across Romero (PA lower than 8%)</li> </ul>

<p><b>3.3</b> Through strong leadership 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</p>	<ul style="list-style-type: none"> <li>• <b>COVID-19</b> schools to work closely on opening to all year groups from September and then swiftly identifying the needs of pupils in their journey of learning; regular review and assessment is needed and analysis of gaps as they arise so there can be universal and tailored support for pupils; groups and years of pupils as required</li> <li>• Recovery Curriculum <ul style="list-style-type: none"> <li>• Learning behaviours; engagement in learning</li> <li>• Different types of learners; Vulnerable, SEN, PP, Low attendance Greater depth learning via Teams</li> <li>• Blended learning training and approach embedded (Teams and Seesaw at Primary) continuing with Google Classroom (Secondary)</li> <li>• Autumn transitional package; <ul style="list-style-type: none"> <li>• KS1 very core heavy to address gaps in each term with a review to move forward</li> <li>• KS2 identified missing learning required; PiXL Autumn package will be key</li> <li>• Maths – Pre Chapter knowledge checks completed (see Maths Teams site)</li> </ul> </li> </ul> </li> <li>• Curriculum innovation (establishing at Primary across the seven schools) <i>For Secondary – see the Academy plan</i> <ul style="list-style-type: none"> <li>• Embedding the curriculum (especially from Spring 2 and Summer 1 2021) and reviewing</li> <li>• Need to look at closing the curriculum gaps for foundation subjects</li> <li>• Core/ Foundation subjects – sequencing and assessment through recall and retrieval</li> <li>• The development of remaining Foundation subjects <ul style="list-style-type: none"> <li>i. RE Tier 1 History Geography</li> <li>ii. Tier 2 (Training required) D and T, computing (Microsoft) and Science (focus for 2020 2021)</li> </ul> </li> <li>• KS2 3 transition is key</li> <li>• Knowledge <ul style="list-style-type: none"> <li>• Knowledge checkers; Knowledge organisers; Year 3 4 5 6 linking to Year 8 9</li> </ul> </li> </ul> </li> </ul> <p>All schools</p> <ul style="list-style-type: none"> <li>• Prevent Agenda is a focus; Diversity and inclusive curriculum in all Key Stages; embedding the Prevent Toolkit <ul style="list-style-type: none"> <li>• Positive imagery in English History and Geography; RE and Collective worship</li> <li>• Environment and resource audit (EYFS upwardly)</li> </ul> </li> <li>• Support for SEN particularly in EYFS and those through FAP to provide tailored support; strategic overview considered for support across schools; link this to Catch up Funding to maximise benefits; consider Romero champion and individual schools to keep momentum</li> <li>• Complete SEND and Curriculum reviews at Primary extending to Secondary; consider smarter ways of SEND provision</li> <li>• Curriculum fully implemented through the working group and curriculum reviews completed) at Primary and linked to Secondary; the intent detailed on the website is consistent across all schools with an individualised final paragraph to show adaptations locally in schools</li> <li>• Thrive established in four schools and consideration into spreading the practice to the remaining four (including Secondary)</li> <li>• Coaching established – using Andy Buck ‘Basic’ approach (Honk Leadership) <a href="#">click here</a></li> <li>• Use of Iris at Secondary shared across Primary as way of improving quality of teaching and learning</li> <li>• (SA2) To consider specialised curriculum staff for KS2 into KS3 or overstaffing at Cardinal Wiseman to provide curriculum support in KS2</li> <li>• Sharing of recall and retrieval practice; using Rosenshine Principles of Instruction <a href="#">click here</a></li> <li>• To look at cross phase subject specialism leadership to ensure coherence from KS2 to KS3 curriculum; Strategic oversight of curriculum in subjects so there is coherence.</li> <li>• (SA2 linked) To improve opportunities across job families for secondments, placements and sabbaticals for subject leadership and aspects across EYFS to KS5</li> </ul>	<ul style="list-style-type: none"> <li>• Whole Education SEND review led by Partnership</li> <li>• Subjects across phases transitions well and there is a joined up approach to planning progression across the eight schools.</li> <li>• Subject knowledge is a strength across as a result of shared expertise.</li> </ul>	<ul style="list-style-type: none"> <li>• Curriculum position to be reviewed</li> </ul>
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## In five years time 2025

1. All schools are the desired school of choice for the diverse communities that they serve. Cardinal Wiseman is seen as the school of choice from Year 7.
2. The legacy of **Year of Well being, Year of the Word, City of Culture, Tokyo Olympics, Commonwealth games, Mission week** provide an enriched curriculum and wealth of opportunities for pupils.
3. The **physical learning environments** across the Multi-academy enable **inspiration, innovation and excellence**.
4. Staff and volunteers at all levels understand and embrace the culture of **servant leadership and system leadership**.
5. All members of the community, feel **valued** and take **pride** in being part of The Romero Catholic Academy.

