

## The PFMAC Strategic Plan

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2021

*'We believe each person is a unique creation made in the image and likeness of God, called by name, with a special vocation and gifts to bring to the world. We seek to develop these talents in each individual by being a beacon for Catholic education in Oxfordshire.'*

This document outlines where an organisation as a whole, is, and is heading, and the principles and measures by which it describes its priorities. It is a guiding document to ensure all parts of an organisation plan to achieve their common goals.

### Background and Context

- The PFMAC is an expanding organisation and, as such, needs a strategic plan that aligns the schools within it.
- The strategic plan does not replace the schools' individual development plans but is rather a set of principles and indicators that demonstrate the shared values that underpin all that we do.
- The strategic plan sets out a vision of a continuously improving family of schools.
- The strategic plan will be subject to revision.

## Catholic ethos

We aim to:

- Provide Catholic Christian education for all pupils in our schools, creating better citizens of the future by nurturing reflective, caring individuals who have a clear moral compass, derived from Gospel values and virtues.
- Demonstrate the highest possible standards and aspirations for our children to prepare them for the future.
- Offer service and support to all Catholic schools in the area.
- Develop charitable networks and include an international dimension in our reach.

Success criteria

- Children, staff and parents are able to articulate the value of being a member of our Catholic community and support is given to those of other faiths.
- The ethos is apparent in a high level of discipline, positive attitudes and the quality of relationships in and out of school.
- High standards of academic achievement are maintained.
- Strong and positive relationships between the parish and school communities are enjoyed by all.
- Daily prayer and collective worship is integral to school life.
- The outstanding liturgical life of the schools is valued by pupils, staff, parents and the local parish.
- As a result of the relationships fostered with other Catholic schools outside the PFMAC, all Catholic schools in Oxfordshire will want to join the PFMAC.

## Standards

We aim to:

- Pursue proactively and rigorously the highest standards in education for all pupils in our schools.
- Support each other in a shared drive to becoming outstanding (Ofsted and Diocesan inspections).
- Nurture fully rounded pupils, capable of demonstrating the correct balance of personal development and academic attainment.
- Develop all members of our community and provide high quality continued professional development.

Success criteria

- The PFMAC will be able to demonstrate that all schools have made progress together towards being at least good or better.
- Data will demonstrate that the vast majority of pupils are making good progress towards aspirational targets.
- Systems will be in place to measure the full development of every learner, clearly aligned with the Section 48 guidelines, and demonstrating personal development, as well as academic achievement.
- There will be well-planned effective arrangements at every transition point so that it results in a positive experience for all.

## Staff development and succession planning

We aim to:

- Develop a pool of talented, effective and visionary Catholic leaders at all levels across the PFMAC.
- Nurture the talents of our staff and provide development opportunities across all PFMAC schools to build and share innovative practice.
- Attract, recruit and retain the best practitioners and provide opportunities for creative sharing, when appropriate.

#### Success criteria

- Staff actively seek development opportunities and are eager to engage in continual professional development.
- Vacancies are filled 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 PFMAC.
- We acknowledge the challenge that highly capable and motivated staff bring, and are always striving to support their careers beyond their time in the PFMAC.

## Improving facilities

#### We aim to:

- Provide learning environments which reflect the dignity of the individual and our obligation to care for one another is reflected within the environment in our schools.
- Have facilities which facilitate the delivery of a modern curriculum.
- Ensure there are appropriate maintenance plans and funding in place and they are acted on in a timely manner.

#### Success criteria

- Parents know how important our facilities are and what we are doing to continually improve them.
- Children and staff visibly respect their learning environment.
- We have equipment and facility plans for all sites, including short, medium and long-term objectives.
- Our facilities are well used, both in and out of school time, by school and the wider community.

## Leadership and governance

We aim to:

- Have high quality leadership at all levels.
- Retain the individual character of each school within the partnership of schools.
- Ensure high quality communication at all levels and with all stakeholders.
- Manage the PFMAC's finances to ensure excellent opportunities and facilities for all.
- Provide the highest standards of welfare and safeguarding for all.
- Everyone involved in the governance of the PFMAC knows their personal responsibilities.

Success criteria:

- There is highly effective and consistent communication across the PFMAC.
- We analyse and have continuous improvement plans for all our communications, including but not limited to how visitors use our websites and the attendance at and reporting of our events.
- Our schools are highly respected.
- Audits will demonstrate the PFMAC's finances are robust.
- Children and families will feel safe.
- Scheme of Delegation is understood by all stakeholders and is effective.