



Strategic Plan

2021 - 2026

EMMAUS
CATHOLIC MAC
Our journey with Christ

Contents	Pages
What we have achieved so far	3 – 4
Mission, Vision and Values	4 – 5
The Multi Academy Company we want to be	6 – 10
Five Year Strategic Goal Framework	11 – 12
Five Year Key Performance Indicators (KPIs)	13 - 16



Working together to make our schools better and our communities stronger

What we have achieved so far

On 1st February 2021 St Nicholas Owen and St Catherine of Siena Catholic Multi Academy Companies joined together to create the larger Emmaus Catholic MAC.

As our **Mission Statement** outlines:

We are a family of schools united in Christ and working as one, to provide the very best Catholic education, faith formation and personal growth, rooted in Gospel values.

Today, there are 10 schools in our family, one secondary, nine primary schools, including a Teaching School, spanning the Birmingham, Dudley, Sandwell and Worcestershire Local Authorities. We have over 3000 children, over 400 staff and over 100 Directors and Local Governors.



Our Lady & St Hubert's



St Mary's



St Ambrose



St Gregory's



Our Lady of Fatima



St Joseph's



St Francis Xavier



St Philip's



St Wulstan's



Hagley Catholic High School

To say that the last year has been quite a journey almost feels like an understatement, not least because when we set out to bring our two Multi Academy Companies together we could not have anticipated the challenges of doing so amidst a pandemic.

Like everyone else in the education sector and beyond, we have had to find new and innovative ways of working and communicating. Technology, online and remote ways of learning and meeting, whilst being an unanticipated and accelerated necessity, have been instrumental in enabling our MAC to continue to grow, develop and succeed. It is our challenge, therefore, moving forward to retain and build on the positive practices that have emerged from this experience as the world begins to open up again.

The value of being part of a multi academy trust has been widely recognised nationally during the pandemic. In Emmaus MAC, we have found comfort in being part of a larger family of schools and central services team who could lean on each other and share our practice, experiences and resources for the common good and wellbeing of all our children, young people, staff and communities. We are fully committed to growing our MAC, in line with the Diocesan vision, so that Catholic schools not yet part of a MAC can experience the benefits of and contribute to being part of a larger family.

We have created, and continue to develop, a strong governance model that has a skilled and credible Board of Directors supported by Local Governing Bodies. The Governance review in May 2021, conducted by our external School Improvement Partner, identified that governance across the MAC is strong.

With children at the heart of everything we do, school improvement continues to be a priority. All of our schools are currently graded as Good or better by Ofsted. We recognise, however, that we still have much work to do. Our aspiration is for all our schools to achieve an outstanding judgement in both Ofsted and s48 inspections in the future.

The next five years will focus on aligning our systems and processes as a larger MAC of 10 schools, consolidating our successes and continuing on 'our journey with Christ' to achieve **our vision** of providing:

**Excellent Catholic education for all in the heart of our communities:
nourishing faith, nurturing talent and fostering aspiration**



We exist to provide excellent Catholic education for all

The writing of this Strategic Plan, coincides with the sharing of the updated Archdiocese of Birmingham's vision: 'Unfolding God's Plan' with schools and parishes across the Archdiocese:

Our vision is to be a Catholic diocese which is faithful to the mission entrusted to us by Jesus Christ, full of missionary disciples who work together co-responsibly in vibrant communities of faith, joyful in their service of God and neighbour.

At Emmaus Catholic MAC we are committed to working together co-responsibly, in our service of God and our communities, to provide the highest quality Catholic education for all, thus supporting the Diocesan vision. We will bring this to life through our values (how we do things) and our strategy (what we are doing).

Our Values

Our core values underpin the way we work. They sum up what we stand for, influence our organisational culture and drive how and why we do things.

Believe	Christ and the teaching of the Catholic Church are at the centre of all we do. We believe there is no limit to what, with Christ, we can attain.
Achieve	We encourage our staff and young people to: be curious about the world, embrace new ideas, meet challenges and aspire to reach the highest standards.
Sustain	As responsible stewards of our people, resources and environment, we promote sustainability to preserve Catholic education and protect our communities.
Share	We work collaboratively, with integrity and respect, to share expertise, training opportunities and best practice for the benefit of all.
Serve	We recognise the Christian call to serve within our schools and wider communities. By caring for others and putting their needs first, we acknowledge the gifts God has given us and recognise Christ in those we meet.

What sort of Multi Academy Company do we want to be?

Our Ambition

Students:	6,000+
Staff:	800+
Governance:	200+
Schools:	18/19

Believe and Achieve – Better Outcomes

Our vision is to provide **excellent Catholic education for ALL**. We are proud that all our schools are currently Ofsted and s48 graded good or better, but want every school in our family to aspire to be outstanding and for this to become reality for every single one of our pupils.

We expect nothing but the best and will work kindly, fairly and safely with our children and their families to encourage and support them. We rely on our senior leaders and managers to support this ambition and know that we can achieve this.

We want to develop the resilience of every single one of our pupils and staff members to enable them to persevere and believe that they can, so they do!



We will be a learning organisation

We will learn from our experiences and reflect before moving on which will make us more efficient, effective and strategic. With Gospel values at the heart of all we do, we will take every opportunity to find the best moral and ethical ways forward to support and educate our young people.

We will:

- Make evaluation and learning central to everything we do
- Focus on outcomes so that we can measure the impact we are having, particularly in the wake of COVID recovery and lost learning
- Share our knowledge, performance indicators and findings so we can find new ways to support our children and staff as well as influence thinking in other organisations

Our curriculum, in and beyond the classroom, will allow children to be curious, ambitious and willing to practise so that they gain the knowledge, skills and understanding to be socially active citizens.

We see the curriculum as a **learning journey** that embraces almost everything a pupil does at an Emmaus MAC school. It is a set of skills, knowledge, understanding and experiences with the thread of Gospel and Emmaus values and principles running through it. It is the vehicle through which our young people journey towards a better understanding of themselves and the role they can and will play in their community, their parishes and their society. We hope that in addition to encouraging our young people to be ambitious, it also develops a commitment to social action and serving others less fortunate than ourselves.

Achieving high standards is important, whether it be in the respect and tolerance they show to each other and society in general, or in their studies and the contribution they make to school life. We want our young people to work hard, show resilience and be ready and skilled to cope with whatever life throws their way. Doing as well as they possibly can in examinations is important and we take their attainment seriously to make it as good as it can be. We know that functional skills such as reading, writing, oracy and numeracy are vitally important and are an entitlement regardless of a child's age but, we are also clear that examination and assessments outcomes alone are by no means enough. We are committed to ensuring all of the God-given talents and skills they have are developed to the full.

When children leave one of our schools they will **know how to keep themselves safe and healthy.** They will have a **broad experience** that includes academic, sporting, physical/activity, dramatic, artistic, musical and most importantly opportunities for spiritual and personal growth. Emmaus MAC schools will provide time for our young people to learn and enjoy their studies before and after the school day. We know that this can play a critical role in keeping their interest and excitement. This is especially important for some of our most vulnerable children.

We expect our young people to be **community minded** with a willingness to get involved and volunteer, ready for the next stages of their journey. We want them to be able to draw upon a deep understanding of Gospel values to help them. They will be tolerant of others and willing to listen to others and appreciate the diverse views and lifestyles that others may have.

We acknowledge the significant role that parents and carers play in our children's development. Our schools play a crucial part in **helping the child decide on their vocation**. We do all we can to support parents and carers so that their children have every opportunity to succeed. Every child, made in the image and likeness of Christ, is of equal value and we will always work tirelessly to support their individual needs.

We expect the curriculum at our schools to be **enjoyable, rich, varied, exciting, relevant and often challenging, but above all, enormously rewarding**. We know that some of our children face significant challenges but this won't stop us giving them a top class education leading to top class outcomes.

Sustain – People, Resources and Environment

We want to be **a great place to work and learn**. A sustainable and socially conscious organisation, focussing on staff and pupil wellbeing, where people thrive and are provided with opportunities to develop professionally and personally.

Pupils and Parents

Our goal is to provide exceptional opportunities for learning. Every school in the Emmaus family will have close to 100% occupancy across all year groups and waiting lists of pupils wishing to join.

Our Staff

Through our first-class talent management programme, we will offer innovative leadership programmes and career opportunities. All employees will have an active professional development plan that is genuinely bespoke to their needs. Together with the outstanding reputation of our schools, we will attract the best candidates in the profession.

We will be a diverse organisation that works with others to achieve this aim

We will ensure that equality, diversity and inclusion are at the heart of everything we do. From the way we support our young people, their families and our staff we will:

Promote opportunity and achievement for all

Be as accessible, flexible and inclusive as possible

Build a diverse and representative workforce

Work productively with our key partners, including the Archdiocese of Birmingham, trade unions, local authorities, other schools and the charity sector.

Treat everyone we support fairly and with respect in accordance with Gospel values

We want to give staff and pupils **access to better technology** that will help to prepare them for the future and giving them the skills to manage the way they use it so they become masters not servants of technology.

We will use digital technology to help us be more efficient and effective

We will become a more digitally efficient organisation through:

Evaluating how well we use technology across a range of services including teaching and learning

Implementing a plan to provide better support for our children and staff through technology that makes sharing resources easier

Establishing technology as a major vehicle for improvement and efficiency across the MAC

We wish to create a physical learning environment that supports the delivery of 21 century education with innovative teaching and learning spaces. Alongside this, we aim to create environmentally sustainable schools, teaching children, by example, how to use resources wisely.



Gardening Club pupils showcasing their home-grown produce.

Share – Supporting each other because we are one MAC

By 2026 we will be sharing the best of our MAC talent and resources across our schools and working with more organisations and partners to make sure our pupils and colleagues have access to the very best education and opportunities.



Serve - Reaching more students in the heart of our communities

By 2026 we want to educate over 6,000 children in strong performing schools across the 3 – 18 age-range.

Our desire to grow is motivated purely by a moral duty to secure and protect Catholic education in line with the Archdiocese of Birmingham growth plan. We believe that our MAC model works and that we have a moral obligation, therefore, to share our model with other Catholic schools within the Archdiocese so that we can serve more families in the heart of our communities

We will regularly evaluate and be mindful of risk

As we prepare for more schools to join our MAC, thus allowing us to support many more communities and improve the lives of those educated by us, we will need to manage the risk to our existing schools within the MAC. To do this, we will need to be reflective, evaluative and realistic, ensuring that we have aligned and established sound systems and procedures for the schools currently within our MAC. We will do this by being open and honest with ourselves and identifying and tackling risks well in advance. We will manage, rather than avoid, risk so that we stay competitive and innovative in all that do for those that we serve.

We are committed to keeping each school at the heart of its community, supporting the regeneration of communities, providing aspiration, ambition, support and encouragement and creating local solutions for local issues.

Five-Year Key Performance Goal Framework

	Five year strategic ambition	Five year strategic objectives
Achieve & Believe	<p>Become an exemplary provider of primary and secondary education</p> <p>All schools have an educational offer defined by aspiration, enrichment and opportunity that provides spiritual, social, personal and cultural capital</p>	<p>Outcomes for all children are significantly above national averages in all schools</p> <p>All schools are judged to be at least Good by Ofsted & s48 with an increasing number achieving outstanding or elements of outstanding in Ofsted inspections or external SIP visits</p> <p>The Emmaus Learning Journey is clearly defined as a rounded educational offer from age 3 – 18</p>
Sustain	<p>Emmaus MAC schools are the destination of choice at primary and secondary level</p>	<p>Create innovative, high-quality teacher training programmes which attract a continuous supply of excellent candidates to Emmaus MAC schools</p> <p>Create a sustainable recruitment system which emphasises brand and talent management, to attract the best candidates and fulfil MAC personnel needs</p> <p>Build an attractive talent management programme which retains and develops staff by offering exceptional personal development, clear career progression opportunities with competitive rewards and benefits</p> <p>Develop a robust marketing strategy for the recruitment and retention of both staff and pupils</p> <p>High quality staff and pupil wellbeing strategies are firmly and</p>

	<p>Become a more environmentally sustainable organisation</p> <p>Emmaus staff and pupils have access to better and more efficient technology</p>	<p>consistently embedded across the organisation</p> <p>Develop a robust Estates Plan which includes Net Carbon Zero planning</p> <p>All schools incorporate sustainability in their development plans and curriculum planning for all pupils in all year groups</p> <p>An evolving Green Digital Strategy supports staff and pupils to prepare for the future and gives them the skills to manage the way they use it so they become masters not servants of technology</p>
Share	<p>As a system leader, contribute to government policy and lead on sector improvement</p>	<p>Lead extensive inter-MAC collaboration</p> <p>Forge formal partnership with external organisations</p>
Serve	<p>By becoming a dynamic part of the social fabric, through Catholic social teaching, we drive the transformation of our communities, particularly those that are socially disadvantaged</p> <p>The MAC is an efficient and effective organisation with fit for purpose systems and processes</p>	<p>Social responsibility is fostered through a programme of community engagement and action</p> <p>Long-term financial sustainability is secured with schools operating within budget, having efficient cash balances and reserves. All schools are adequately resourced to meet the ever changing needs of their pupils</p> <p>All schools meet the needs of their pupils and the wider community with fit for purpose teaching and learning environments</p>

Five-Year Key Performance Indicators (KPIs)

EDUCATION

KPIs for Year 5	Baseline Measure 2021
At KS4 overall Progress 8 is positive and in the highest 20% of schools nationally. Aspirational Progress 8 score of 1 or higher	In 2019 overall progress 8 was positive 0.35
At KS4 overall Attainment is positive and in the highest 20% of schools nationally	In 2019 overall Attainment was positive and in the highest 20% of schools nationally
At KS5 Value Added is positive and in the top 10% of schools nationally	In 2019 Value Added was in line with the national average
At KS5 the average attainment score in the best three A Levels continues to be in the top 10% nationally	In 2019, at KS5 the average attainment score in the best three A Levels was in the top 10% nationally
All Emmaus MAC primary schools continue to achieve at or above the national average for attainment in KS2 Reading, Writing and Maths	All Emmaus MAC schools are at least achieving in line with the national average for attainment at KS2 for Reading, Writing and Maths
All Emmaus MAC primary schools are at or above the national average for attainment in KS1 Reading, Writing and Maths	National comparator data for KS1 is restricted to within the DfE
All Emmaus MAC primary schools have positive progress scores in Reading, Writing and Maths at KS2	Not all Emmaus MAC primary schools currently have positive progress scores in Reading, Writing and Maths at KS2
All Emmaus MAC schools to be at or above national average for attendance	For 2018/19, 80% of Emmaus MAC schools had attendance in line with the national average or better
All Emmaus MAC schools are at or above the national average for persistent absence	70% of Emmaus MAC schools are at or above national average for persistent absence as of 2018/19. Subsequent years' data has not been used as it has been impacted by COVID-19
All Emmaus MAC schools continue to be judged 'good' or 'outstanding' by Ofsted	All Emmaus MAC schools are currently judged 'good' or 'outstanding' by Ofsted
Through partnership with the Haybridge Teaching School Hub, Emmaus MAC offers innovative, high quality teaching programmes which attract a continuous supply of high quality teachers	OLSH is currently a Teaching School and runs a SCITT. Once Teaching Schools are replaced by Teaching School Hubs from September 2021, Emmaus MAC and OLSH will become a partner with Haybridge Teaching School Hub
The Emmaus Learning Journey is embedded and a part of every Emmaus MAC child's experience	Work will start in the academic year 2021/22 to define the Emmaus learning Journey from age 3 - 18
All Emmaus MAC schools have at least one member of staff trained as a Mental Health	Not all Emmaus schools currently have trained Mental Health First Aiders

First Aider to support staff and pupil wellbeing	
Lead extensive inter-MAC collaboration through an open source and out-bound approach to sharing practices	This year there have been half-termly Committee of Principals meetings, a MAC wide Inset day and more sporadic subject coordinator meetings. There needs to be greater collaboration and sharing of practice.
Forge formal partnerships with educational and vocational organisations to secure life-long learning opportunities for children and adults	Some schools have individual partnerships with organisations, however there is no current Emmaus MAC formal partnership programme
Safeguarding continues to be a 'golden thread' running through all of our schools	External audits conducted in each school by an experienced safeguarding consultant will support compliance and best practice

DIGITAL TECHNOLOGY

KPIs for Year 5	Baseline Measure 2021
Emmaus staff and pupils have access to better and more efficient technology	Working with IT consultants, the Strategic ICT Lead and IT team to create an Emmaus Digital Strategy to be presented to and approved by Directors in the Autumn term 2021

ESTATES

KPIs for Year 5	Baseline Measure 2021
Procurement and management of repairs are delivered on budget in line with top 5 priorities ensuring statutory compliance	Maintenance (statutory compliance) contracts are procured by individual schools with data being compiled centrally and budgets not meeting the needs
The Emmaus MAC vision for an innovative teaching and learning space is delivered in each school which will adhere to the Emmaus MAC Estates Policy	There is no current Emmaus MAC Estates Policy setting the standards we expect for existing and new Emmaus MAC schools and there is considerable variation across the estate
All Emmaus MAC schools have environmentally sustainable plans and are working towards an implementation programme	Schools' use of energy is inefficient, consuming too much at too high a price; buildings deliver inadequate lighting in spaces which have poor and difficult to control heating

FINANCE

KPIs for Year 5	Baseline Measure 2021
All schools are at PAN in all year groups	Not all Emmaus schools are at PAN in every year group
All Emmaus schools continue to set balanced in-year budgets and balanced five year forecast budgets	Not all Emmaus schools have achieved an in-year balanced budget or three year balanced forecast budget
Maintain sustainable staffing expenditure in line with government benchmarking data	Some Emmaus schools' average staffing costs are higher than the government benchmarks
Emmaus staff schools maintain 10% reserves in line with the Reserves Policy	90% of Emmaus MAC schools maintain 10% reserves in line with the Reserves policy
A procurement policy is implemented which reduces total costs across the MAC by 5% by 2026 onwards	The procurement programme is in its infancy and whilst some substantial savings have been made for our schools, this needs formalising as part of a rolling programme of work

GOVERNANCE

KPIs for Year 5	Baseline Measure 2021
All Ofsted inspections continue to provide a positive narrative statement regarding inspections	Leadership and Management, including Governance, is graded as Good or Better in all the most recent Emmaus MAC schools' Ofsted reports
Regular external MAC wide reviews of our approach to governance at all levels shows that it is effective and consistently acts in the interest of our children	Our external SIP review of governance in Summer 2021 identified that governance is effective overall, but that we need to adopt a more consistent approach to governance across the MAC, focussing particularly on holding leaders to account
Emmaus MAC has an effective and consistent Governor recruitment strategy	Recruitment activity is currently adhoc. Over 50% of our LGBs currently have a governor vacancy
All new Emmaus MAC Directors and Governors receive a high quality induction and rich CPD offer to support their roles in challenging and holding executive and senior leadership to account	We have developed an Emmaus MAC Induction programme which now needs embedding across our MAC schools
Every Emmaus MAC school follows standardised policies that meet all legal compliance requirements	In addition to the statutory CES policies, we are in the process of developing Emmaus model policies for our schools

KPIs for Year 5	Baseline Measure 2021
Emmaus MAC has an ongoing recruitment programme that fulfils all MAC personnel needs; 100% of vacancies are filled with suitably qualified candidates	Recruitment across Emmaus schools is generally healthy but would be stronger with identified progression routes for staff
Through the relationship with the Haybridge Teaching School Hub, Emmaus schools are named partner schools for the Haybridge SCITT programme which attracts a continuous supply of high quality teachers	Currently our Lady and St Hubert's is a Teaching School with a SCITT. Following the introduction of Teaching School Hubs this will change from September 2021 and OLSH will become a partner in the Haybridge Teaching School SCITT
Emmaus MAC is recognised for its talent management and leadership development programmes; all employees have an active professional development plan	Emmaus will launch an induction programme for senior leaders in September 2021 and is developing a coaching approach to CPD.
There is a robust Emmaus wellbeing strategy in place for staff and pupils	MAC wide work on wellbeing is in its early stages; staff will be surveyed in early September 2021 and representatives from each school will be invited to contribute to a wellbeing working group
Every Emmaus MAC school follows standardised policies that meet all legal compliance requirements	Emmaus has an increasing suite of MAC wide policies; where no policy exists, up to 10 different policies may be in use

