

# Saint Nicholas Owen Catholic Multi Academy Company Strategic Development Plan 2016 – 2021



*In Jesus we live learn and serve*



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## Foreword



Saint Nicholas Owen Catholic Multi Academy Company (SNOMAC) was formed on 1<sup>st</sup> October 2014 by a group of six Catholic schools within the Archdiocese of Birmingham, to become academies in the context of a cohesive legal entity of like-minded and mutually supportive educational establishments.

SNOMAC aims to secure and preserve high quality Catholic education for the community it serves in the West Midlands region.

In an environment of unprecedented change with a marked reduction in the role and capacity of local authorities, SNOMAC will provide stability and development through supportive and collaborative working and by drawing on areas of identified excellence from across the six academies.

Pupils and staff will be at the heart of our drive for excellence as only by allowing each individual to excel and reach their potential will our academies and organisation as a whole achieve both our purpose and mission.

SNOMAC must achieve continual improvement in a period of significant challenge posed by national financial austerity and constraint. In an environment of diminishing local authority capacity we are stronger as a group of six than as standalone schools to meet this challenge. Substantial efficiency savings will have to be made over the period of the plan and our challenge will be to do better with less.

This document aims to set a clear direction of travel which will be reflected in the annual development plans and targets of each of the member schools.

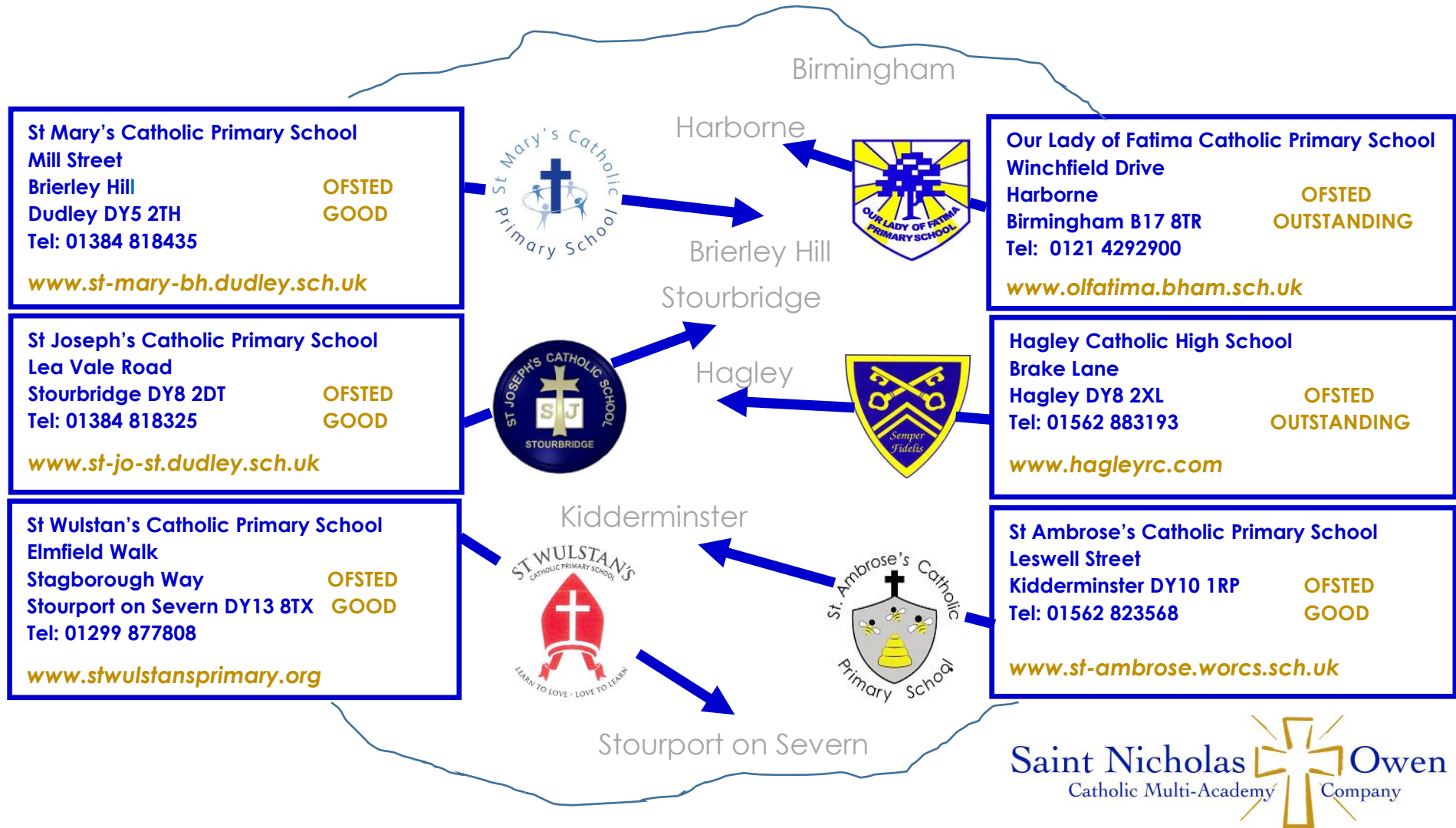
That direction of travel will be monitored by the Board of Directors against a set of agreed Measures of Progress (Appendix 1)

Jo Griffin - Chair of the Board

## Introduction

Saint Nicholas Owen Catholic Multi Academy Company (SNOMAC) comprises five primary schools and one secondary school which are located across the West Midlands area to the south west of Birmingham. The total potential combined pupil population of SNOMAC is 2116 and at June 2016 the number on roll was 2093. SNOMAC is now in its third academic year of operation.

## Member Schools



## Constitution

SNOMAC is an exempt charitable company limited by guarantee and is governed by a Board of Directors which has overall responsibility for ratifying policies and procedures, the activities and performance of the company, regulatory compliance, principal and vice-principal appointments and approval of the Annual Report and Accounts.

The Board has three Committees (Finance and Audit, People and Resources and Standards and Performance). These are supported by the Committee of Principals. Each school has its own Academy Committee to which a number of key responsibilities are delegated as set out in our Scheme of Delegation.

A Principal Director has been appointed as Accounting Officer to have ultimate responsibility for the assets of SNOMAC, its financial operations and internal controls.

## Motto and Mission Statement

*In Jesus we live learn and serve*

Together we are committed to excellent education for all  
rooted in Gospel values,  
inspiring a love for life-long learning  
and following the compassion of Christ.



## Our Values



- **Wellbeing**

High standards of health, safety and wellbeing throughout SNOMAC

- **Striving for Excellence**

Outstanding educational and personal development for all

- **Lifelong Learning**

A passion for lifelong learning

- **Staff Development**

A strong culture of continuous professional development amongst all staff

- **Catholic Ethos**

Everything we do is based on Gospel values

- **Service to the Community**

A culture of tolerance and mutual respect for all

## Key Challenges:

- Maintaining or gaining the Ofsted 'Outstanding' rating for all SNOMAC schools in an increasingly demanding educational and financial climate
- Meeting the challenges posed by 'cash flat' funding settlements set against significant and unavoidable cost increases
- Implementing an appropriate staffing structure to meet effectively the future needs of the organisation in a tightening fiscal environment
- Retaining and recruiting high quality staff, especially at senior leadership level, who reflect the values of the organisation
- Ensuring key policies and procedures reflect ever changing regulatory, statutory and governance frameworks and that our governance and internal controls remain fit for purpose
- Preserving individual school identity within an interdependent corporate environment



## Organisational Focus Categories

Committee	Category	Encompassing	Aspiration
<b>Board of Directors</b>	Regularity	Governance	To ensure the highest standards of governance and professional conduct throughout SNOMAC.
<b>Standards &amp; Performance</b>	Quality of Education	Teaching and learning	To provide the best possible education for all pupils through excellence in teaching, individual pupil centred nurture, support, and development and school to school support.
		Academic performance	To ensure the best possible outcomes and destinations for all groups of learners.
		Leadership and management	To nurture effective and inspiring leadership and management throughout SNOMAC.
	Ethos, Culture and Community	To encourage, preserve and uphold:	
	Safeguarding & Welfare	<ul style="list-style-type: none"> <li>• The safety of pupils and all other stakeholders</li> <li>• All aspects of child protection and welfare</li> </ul>	
	Personal Development & Behaviour	<ul style="list-style-type: none"> <li>• Personal Development and the wellbeing of others in our whole community</li> <li>• The highest standards of individual behaviour</li> </ul>	
	Catholic Life	<ul style="list-style-type: none"> <li>• Gospel values</li> <li>• The compassion of Christ</li> </ul>	
Ethos	<ul style="list-style-type: none"> <li>• A love for life-long learning</li> </ul>		
Community relations & cohesion	<ul style="list-style-type: none"> <li>• Respect and tolerance of others</li> </ul>		



## Organisational Focus Categories (continued)

Committee	Category	Encompassing	Aspiration
<b>People and Resources</b>	Resources and Assets	Physical environment	To manage the site, premises, facilities and equipment so as to provide the best possible platform for effective organisational and educational performance.
		Plant and equipment	
	People	Human resources Professional Development Workforce Relations	To recruit, retain, develop, motivate and effectively deploy high quality staff across SNOMAC.
		Organisational structure	To design, implement and maintain sustainable organisational structures that are focused on successful leadership, development and succession planning.
		Code of conduct	
	Health and safety	To maintain a safe and healthy environment for all through effective management.	
<b>Finance and Audit</b>	Finance	Financial performance	To maintain sound, efficient and effective management and development of SNOMAC's finances. To ensure that SNOMAC remains solvent and a 'going concern'.
	Regularity	Audit and compliance	To be robust in our approach to audit, risk management, internal control and legal and regulatory compliance.

## Measures of Progress

It is vital that we measure regularly our progress towards the aspirations we have set in an honest, meaningful and transparent manner. Set out in Appendix 1 to this plan is a range of Measures of Performance which will be used by the Board of Directors to do this.

## Annual School Development Plans

Each Individual school within SNOMAC will produce a School Development Plan annually identifying how their plan for progress correlates with the aspirations and direction set by this plan.

## Unit Development Plans

(E.g. Department/Key Stage/Subject)

Each leader of a 'unit' may, at the discretion of the respective Principal, be expected to produce a simple Annual Unit Development Plan. This will identify key objectives to support the respective School Development Plan.



## Current Measures of Progress (2016-17)

Category	Measure of Progress / Success Criteria
<b>Regularity</b>	<u>Governance:</u> <ul style="list-style-type: none"> <li>The Directors conduct an annual internal review using the FMGS template and create and monitor an action plan for any remedial actions required.</li> <li>SNOMAC successfully undertake periodic external reviews of Governance (3 Year)</li> </ul>
	<u>Compliance:</u> <ul style="list-style-type: none"> <li>SNOMAC satisfy external auditors of compliance via an annual 'Regularity Audit'.</li> </ul>
<b>Quality of Education</b>	<u>Teaching and Learning:</u> <ul style="list-style-type: none"> <li>Over time, most teaching, from all practitioners, in every phase and subject area is at least good. Some teaching, in every school, is outstanding.</li> <li>Raising Achievement Plans / School Development Plans address School Improvement Partner report priorities.</li> <li>Excellent practice is furthered by modelling, disseminating and sharing within and across SNOMAC schools.</li> </ul>
	<u>Academic performance:</u> <ul style="list-style-type: none"> <li>A large majority of pupils achieve well, in line with or beyond national averages, and make at least expected progress from their starting points.</li> <li>Every SNOMAC school demonstrates excellent achievement in at least one phase or one subject area.</li> </ul>
	<u>Leadership and management:</u> <ul style="list-style-type: none"> <li>Leadership at all levels is substantive and secure.</li> <li>Principals learning from each other on a scheduled basis [C'ttee of Principals] is extended to Vice Principals.</li> <li>SIP Leadership &amp; Management reports 2016/2017 indicate improvement from 2015/2016.</li> </ul>
<b>Ethos, Culture and Community</b>	<u>Safeguarding &amp; Welfare:</u> <ul style="list-style-type: none"> <li>For most pupils attendance is at or above the national average.</li> <li>Pupil Perception questionnaires demonstrate that they feel safe at SNOMAC schools; that any issues they raise, including bullying, are followed-up; that there is access to specialist support where necessary and that they are taught protective behaviours within the curriculum.</li> <li>SNOMAC School Councillors report and parental questionnaires make it clear that pupils are well cared for.</li> </ul>

<p><b>Ethos, Culture and Community (cont.)</b></p>	<p><u>Personal Development &amp; Behaviour:</u></p> <ul style="list-style-type: none"> <li>• SNOMAC's already low exclusion rate decreases further for vulnerable groups of pupils.</li> <li>• Most pupils, the vast majority of the time, are well equipped and ready to learn.</li> <li>• SIP reports state that pupil behaviour is at least good and often outstanding.</li> </ul> <p><u>Catholic Life:</u></p> <ul style="list-style-type: none"> <li>• SNOMAC pupils actively participate in regular, planned Collective Worship [and Sacramental preparation where appropriate].</li> <li>• They come together formally as a Catholic community every year: for Masses, for reflection, more occasionally for retreats and by contributing to an Anniversary of Formation booklet.</li> <li>• Section 48 Self Evaluation Forms 2016/2017 demonstrate that the Catholic Life of SNOMAC schools is at least Good.</li> </ul> <p><u>Ethos:</u></p> <ul style="list-style-type: none"> <li>• Most parental questionnaires say that their child(ren) is (are) happy at school.</li> <li>• Pupils have a clear understanding of SNOMAC's Motto and Mission and how to live them out in their daily lives.</li> </ul> <p><u>Community relations &amp; cohesion:</u></p> <ul style="list-style-type: none"> <li>• Pupil-organised fund raising and special events reach out to the disadvantaged locally, nationally &amp; internationally.</li> <li>• Pupils are visible ambassadors / positive role models for SNOMAC's inclusive values.</li> </ul>
<p><b>Resources and Assets</b></p>	<p><u>Physical Environment &amp; Plant and Equipment:</u></p> <ul style="list-style-type: none"> <li>• Each School carries out an annual review of maintenance, safety compliance, condition, suitability and sufficiency based on a simple standard proforma with a scoring matrix. Progress is measured by maintaining and improving score ratings.</li> <li>• SNOMAC will have made bids for capital projects and where successful will complete the works.</li> <li>• Environmental pupil satisfaction surveys are conducted and reviewed.</li> </ul>
<p><b>People</b></p>	<p><u>Human Resources &amp; Professional Development:</u></p> <ul style="list-style-type: none"> <li>• All support staff (excluding zero hour contracts/optional) are engaged in an annual review focused on performance and development.</li> <li>• All teaching staff are engaged in an annual formal performance management process.</li> <li>• Each academy commits an appropriate annual budget to CPD and plans the professional development of its staff.</li> <li>• Key common HR polices are being developed, approved and embedded across all schools in SNOMAC.</li> </ul>

<p><b>People (cont.)</b></p>	<p><u>Workforce Relations:</u></p> <ul style="list-style-type: none"> <li>• Staff retention rates remain high and are monitored annually.</li> <li>• The number of formal grievance procedures lodged remains low and is monitored.</li> </ul>
	<p><u>Organisational Structures:</u></p> <ul style="list-style-type: none"> <li>• Organisational structures are reviewed on a regular basis and declared fit for purpose.</li> <li>• SNOMAC is developing succession plans for key leadership posts and is facilitating career development internally.</li> </ul>
	<p><u>Code of Conduct:</u></p> <ul style="list-style-type: none"> <li>• All individuals working for or on behalf of the organisation adhere to a code of conduct.</li> <li>• Serious breaches are monitored and challenged; and are expected to be very rare.</li> </ul>
	<p><u>Health and Safety:</u></p> <ul style="list-style-type: none"> <li>• SNOMAC is developing a robust annual school self-assessment checklist and action plan. The Directors monitor and challenge Academy Committees to deliver time-constrained remedial actions.</li> <li>• Pupil/Staff accident rates are monitored annually and are expected to remain low.</li> </ul>
<p><b>Finance</b></p>	<p><u>Financial Performance:</u></p> <ul style="list-style-type: none"> <li>• SNOMAC maintains up to date Financial Regulations that are timely and fit for purpose.</li> <li>• A rolling three year SNOMAC budget is set annually and consolidated from individual school budget forecasts. Any imbalance between planned income and expenditure for an individual school is challenged by Directors in a robust and timely manner.</li> <li>• Individual schools and SNOMAC as a whole are regularly challenged by Directors to achieve value for money and efficiency savings.</li> <li>• Timely, adequate and appropriate financial monitoring takes place at all levels throughout the organisation.</li> </ul>
	<p><u>Audit and Compliance:</u></p> <ul style="list-style-type: none"> <li>• SNOMAC meets all statutory, regulatory and compliance deadlines for financial accounts, returns and reports.</li> <li>• SNOMAC maintains effective internal controls which are regularly tested via two independent bodies through the processes of internal and external audit. Action plans are agreed and remedial actions are monitored by Directors.</li> <li>• The Directors maintain a register of risk (Risk Register) which is reviewed annually or in response to any new or developing threat.</li> </ul>

## Directors, Officers and Principals

### Directors:

#### Foundation

Deirdre Finucane  
Joanna Griffin (Chair)  
Aaron Harlow  
Darren Kehoe  
Peter Parry  
Christopher Piggott  
Geoff Taylor - Smith

#### Principal

Ted Hammond  
Clare van Vliet

#### Parent

David Harris  
Maxine Millward

#### Staff

Paulette Berry  
Benjamin McArdle

### Officers:

**MAC Business Director:**

Karl Wilcox

**Accounting Officer:**

Ted Hammond

### Principals:

**Hagley Catholic High**

Ted Hammond

**St Ambrose's Catholic Primary**

Ian Clubley

**St Joseph's Catholic Primary**

Andrew Carry

**St Mary's Catholic Primary**

Olga O'Beirne

**St Wulstan's Catholic Primary**

Kim Savage

**Our Lady of Fatima Catholic Primary**

Clare van Vliet