

We strive for excellence within a caring and diverse community, nurturing the Catholic faith, respecting each other, living, working and growing together as part of God's family.

STRATEGIC PLAN 2020-2025



“St Patrick’s is a truly fantastic school firmly rooted in Catholic values. This Strategic Plan is a statement of the School’s purposes, aspirations and intended actions between 2020 and 2025.”

Governing Body of St Patrick’s Catholic Primary School

OUR VISION

To realise and develop the most promising potential in all pupils and staff and to be a truly outstanding school benefiting the community and society as a whole.

OUR MISSION

The mission of our School is the dissemination and promotion of knowledge and skills for life through nurturing our Catholic faith and living and working together as part of God's family. As a centre of academic, personal and social excellence we aim to:

- establish and maintain our position as one of the leading regional schools and to measure our performance against the highest standards
- provide the highest quality learning and teaching environment for the greater wellbeing of our pupils and deliver an outstanding educational curriculum
- produce graduates fully equipped to achieve the highest personal and professional standards
- make a significant, sustainable and socially responsible contribution to the local community and the UK.

CONTENTS

Headteacher's foreword	5
Values and vision	6
Strategic goals	9
Excellence in teaching and learning	10
Curriculum excellence	11
Enablers	13
People	14
Infrastructure and finance	15
Summary	16

HEADTEACHER'S FOREWORD

St Patrick's Catholic Primary School is in a strong and positive position and has been making sustained and rapid progress over the past three years. We are reaping the rewards of significant changes to the school's premises, curriculum, staffing structure, additional financial incomes and extended offers to our pupils and families. Investment in staff development has increased the level of expertise and sustainability of the School's leadership. These achievements, coupled with a strong financial performance, enable us to continue to support our strategic aims and objectives.

With widening participation from our partner organisations offering both additional and core services, we will deliver an outstanding pupil experience. We continue to make substantial investments in school premises, technology, playground and classroom equipment and resources, additional learning opportunities during and outside school hours to more of our pupils than ever before. We take great pride and pleasure in the many and varied achievements of our pupils both through their studies in school and their extra-curricular activities. Involvement in creative, academic and sporting activities is universal at St Patrick's.

The focus provided by our annual school improvement planning over the past five years has helped us to achieve the success we now enjoy. It is time now to plan more strategically for the next five years to allow us to capitalise on our achievements and focus on sustaining and further improving and widening the range of our services which is why our new Strategic Plan 2020–2025 is at the very core of our future aspirations. The main focus of our strategic planning remains unchanged - it is excellence of teaching and learning and of our curriculum. Our 2020–2025 plan sets out how we see the School continuing to raise achievements and embrace opportunities even in these challenging and uncertain times. Delivering this Plan will require us to be ever more responsive to shifts in our operating environment, being informed of and increasingly agile in our approach to the latest changes on the educational and political landscape. Positioning ourselves at the forefront of future technology and policy trends is critical if we are to meet the needs of our increasingly diverse population of staff and pupils within our financial capabilities and compete successfully with the very best in primary education.

Mr Ruslan Protsiv,
Headteacher, St Patrick's Catholic Primary School

OUR VALUES



In all we do as a School, we hold to the following values:

Achieve: We want to make a positive difference for children at St Patrick's in the way we challenge and support our pupils, governors and staff to achieve their best. Knowing what is expected of ourselves and others, receiving and acting on constructive feedback about our performance and providing feedback to others, even if the messages are difficult, will help to support this.

Support: It is important that we work as one team to make a positive difference for everyone at St Patrick's. We need to challenge and help each other by working together, sharing resources, knowledge and learning and create a shared sense of purpose across the school and with our families.

Pride: Pupils, governors and staff need to feel confident in their ability to deliver high results and manage change. Taking pride in belonging to St Patrick's community and celebrating success will inspire confidence in our stakeholders.

Inspire: We are working at the time of significant changes and need to find new creative ways of responding to the needs of pupils, staff and families. To do this, we need to be innovative and prepared to try different ways of working. Inspiring others to see the contributions we collectively make will help to make a positive difference for everyone at St Patrick's.

Respect: Respecting and celebrating the diversity of our community is key to ensuring fairness and equality. Seeing things from the viewpoint of other people helps us to gain a better understanding of the needs of our school community.

Empower: The school values will empower pupils, staff, governors, families and FOSPA to be the best they can be in supporting our pupils' education and preparing them for the independent and successful life. To be truly empowered, we need to make right decisions.

OUR VISION



Our strategic goals are excellence in teaching and learning and curriculum. Our three enablers represent what we need to realise our goals. Our commitment to this Strategic Plan is collective and democratic: the entire School is responsible for its delivery and achievement.

We monitor and report on progress against our key performance indicators (KPIs) and targets annually. We anticipate that, over time, the aims and objectives for each of the strategic goals will remain essentially the same, with the strategies, KPIs and targets being modified in response to changes in our operating environment and the national policy developments.

Unless otherwise stated, the targets run for the life of the Strategic Plan.

Underpinning the School-level Strategic Plan are the complementary strategies and plans of our various school areas. These provide further detail on how the School will implement the strategies set out in this Plan.

STRATEGIC GOALS



Our strategic goals are
excellence in teaching and learning and
curriculum

STRATEGIC GOAL

EXCELLENCE IN TEACHING AND LEARNING

This goal encompasses the quality, breadth and relevance of the teaching and learning of our pupils.

AIM

To stimulate in our pupils a lifelong thirst for knowledge and learning and to encourage an independent and innovative attitude and an aspiration to achieve success within and beyond the School.

OBJECTIVES

To meet our aim we will:

- endeavour to use latest research and practice to underpin and inform our teaching
- develop each pupil's capacity to learn by inquiry, through mastering of the core concepts and skills, particularly in areas of their interest and strength
- foster a climate in which excellence in teaching is promoted, developed and celebrated

KPI

1.0 Proportion of children achieving high outcomes in personal and academic development

TARGETS

1.1 Increase pupil and parent satisfaction with academic and pastoral curriculum and support

1.2 Develop and utilise online learning platform to make school and home learning seamless

1.3 Increase quality of teaching through better planning, learning resources and accurate teacher assessment

STRATEGIES

We will achieve our objectives by:

- motivating and preparing our pupils to participate in many varied extra-curricular activities as part of their learning, recognising the benefits this brings to their educational, social and personal development
- offering high quality weekly professional development opportunities for our staff
- planning and teaching outstanding cross-curricular lessons
- making learning interesting, enjoyable and meaningful to our pupils
- enabling our more able pupils to engage with independent research and the processes of discovery, knowledge generation and knowledge exchange
- expanding and enhancing our online education provision
- enabling our staff to embrace new technologies as part of enhancing the learning experience, and to deliver prompt and effective feedback.

STRATEGIC GOAL

CURRICULUM EXCELLENCE

This goal encompasses the breadth, depth and quality of our curriculum.

AIM

To offer a vibrant and interactive curriculum that explores the world, generates ideas and discoveries, captivates pupils' interest and makes learning exciting and relevant.

OBJECTIVES

To meet our aim we will:

- design and implement our curriculum rooted in the Catholic values of the school
- realise the full potential of the breadth and volume of our curriculum
- provide leadership on, and make advances in embedding practical opportunities to solve real-life challenges
- embed pupil attributes and high aspirations in all our curriculum subjects
- equip our pupils with skills and knowledge which will enable them to succeed in life

STRATEGIES

We will achieve our objectives by:

- fostering innovative approaches to creative and cross-disciplinary learning, including encouraging outstanding team-teach collaborations
- extending our range of continuing personal and professional development programmes
- fostering links with secondary schools, business and financial community to support innovation in our curriculum to equip our pupils with knowledge and skills the employers seek
- develop our pupil and parent voice framework to reflect in our curriculum aspirations and needs of our pupils and parents
- driving increased high-impact knowledge learning through exploration and problem-solving
- further increasing the quality, depth and breadth of our out-of-school learning opportunities making the curriculum relevant and creating opportunities to apply the learned skills and knowledge.

KPI

2.0 Design and implement new challenging curriculum offering a broader and deeper range of skills and opportunities

TARGETS

2.1 Increase pupil and parent satisfaction with the opportunities and support for developing pupils' skills and knowledge

2.2 Offer disadvantaged pupils a broad range of cultural, sports, personal and academic learning and development opportunities after school and during holidays

2.3 Devise and implement personalised programmes of learning and opportunities for SEND pupils

ENABLERS



The realisation of our strategic goals is enabled by exceptional people, high-quality infrastructure and financial sustainability.

ENABLER

PEOPLE

Our success in achieving our strategic goals depends on the outstanding performance and contribution of all of our staff.

AIM

To value, support, develop and utilise the full potential of our staff, working with each other across our community to make the School a stimulating and successful place to work and develop.

OBJECTIVES

To meet our aim we will:

- attract, reward and retain the best people
- develop the knowledge, capabilities and skills of our people
- maintain a sustainable staffing profile which meets our evolving needs
- be inclusive, supportive and collegial in our approach, which is underpinned by principles of dignity and respect, equality and diversity, health and safety
- promote and support staff wellbeing.

KPI

3.0 Proportion of staff who have had an annual performance management review with evidence of meeting of objectives and development needs

TARGETS

3.1 Increase the number of high professional development opportunities to all categories of staff

3.2 Develop school system leadership capacity

STRATEGIES

We will achieve our objectives by:

- promoting the attractiveness of the School as a significant institution, and supporting new staff to enable them to become most effective
- rewarding excellence and success in a variety of ways
- motivating our staff to be part of our life-changing aspirations by clearly linking individuals' objectives to those of the School/Phase annual performance management reviews
- investing strategically in our staff in order to inspire and equip them to deploy a range of skills to shape, influence and lead, and supporting professional and career development, planning and advancement
- fostering a culture of high aspiration and performance, drawing on excellent leadership, effective management and employee engagement
- promoting flexible interdisciplinary, team working and shadowing opportunities
- implementing a wide range of approaches to support staff wellbeing and a healthy work-life balance
- providing safe and accessible working environments
- fostering our ethos of collegiality, tolerance, compassion and strong ethics, through effective employee engagement and empowerment, transparency and excellent communications
- continuing to develop constructive partnership working and effective consultation/negotiation with our staff and the recognised trade unions.

ENABLER

INFRASTRUCTURE AND FINANCE

High-quality infrastructure and financial strength are key to enabling us to achieve our strategic goals.

AIM

To provide a modern, efficient and stimulating working and learning environment underpinned by financial strength to sustain outstanding academic and extra-curricular activities.

OBJECTIVES

To meet our aim we will:

- pursue consistency and continuity in quality and experience across all elements of our premises, managements systems, outdoor, and information technology infrastructures
- ensure that we have the information we need to support learning, teaching, research and effective decision-making
- secure long-term financial viability
- ensure high standards of accountability, probity and financial control and deliver best value in all our activities
- ensure effective governance.

KPI

4.0 Operating surplus as percentage of turnover

TARGETS

4.1 Increase our total income per staff full-time equivalent (FTE) year-on-year

4.2 Increase pupil numbers in Nursery

STRATEGIES

We will achieve our objectives by:

- adapting our infrastructure to meet the changing needs, approaches and working patterns of our diverse population of staff and pupils and the families we serve to best support our mission
- demonstrating agility in our approach to planning and delivery of projects, pursuing consolidation and re-configuration opportunities where required
- making strides to improve our use of space and deliver increased value for money, by demonstrably improving our learning and teaching space utilisation
- further improving our leadership and governance framework to enhance decision making and accountability
- regularly updating our short- and long-term financial forecasts, and using these to guide decision-making
- maintaining a comprehensive and effective risk management, internal audit and assurance framework and carefully managing major financial risks to the School
- prioritising and aligning our resources to our strategic priorities by actively monitoring the educational and funding environment and objectively appraising the short- and long-term financial implications of all major decisions
- periodically reviewing and updating our financial strategy and undertaking an annual assessment of our financial sustainability
- growing and diversifying our income from a wide range of financially sustainable activities which generate surpluses for re-investment.



St Patrick's Catholic Primary School

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