

Our Lady Help of Christians Catholic Academy Trust



Strategic Plan

2025-2028

September 2025 Update

1. Introduction & Context
2. Vision & Mission
3. Strategic Aims 2025 – 2028

1. Introduction & Context

This is an exciting time for the Trust as we continue our journey of growth in the south of the Diocese of Shrewsbury, culminating in reaching our full capacity of 31 schools and colleges by 2030. Alongside our rapid growth we continue to strive for excellence in all our current settings, focussing on helping our people achieve the best possible educational and life outcomes for all our children and young people.

To reflect this, we have developed a strategic plan that is ambitious and wide ranging, whilst recognising the challenges that all our schools and colleges face in the current educational climate. Together with this plan we have separate strategies for school improvement and financial stability, all underpinned by the Scheme of Delegation. In addition all the settings within the Trust have their own development plans and individual priorities.

In 2025 we have updated the plan to focus on six strands based on service:

- Serve our God
- Serve Our Young People
- Serve Our Colleagues
- Serve Our Leaders
- Serve Our Environment
- Serve Our Communities

As of September 2025 Our Lady Help of Christians Catholic Academy Trust (OLHoC) consists of two 11-18 secondary schools and thirteen primary schools based in Cheshire East, Cheshire West & Chester, Telford & Wrekin and Shropshire.

All Hallows Catholic College, Macclesfield, became a Voluntary Academy on 1 January 2013

St Alban's Catholic Primary, Macclesfield: Joined 1 March 2015

Saint Mary's Catholic Primary, Congleton: Joined 1 April 2015

St Paul's Catholic Primary, Poynton: Joined 1 March 2015

Christ the King RC & CE Primary School, Macclesfield: Joined April 2022

Ellesmere Port Catholic High School: Joined April 2023

St Joseph's Catholic Primary School, Winsford: Joined December 2023

Shrewsbury Cathedral Primary School, Shrewsbury: Joined February 2024

St Patrick's Catholic Primary School, Telford: Joined February 2024

St Luke's Catholic Primary School, Telford: Joined November 2024

St Peter & St Paul's Catholic Primary School, Newport: Joined November 2024

St Benedict's Catholic Primary School, Handforth Dean: Joined April 2025

Our Lady & St Oswald's Catholic Primary School, Oswestry: Joined June 2025

St John's Catholic Primary School, Bridgnorth: Joined June 2025

St Mary's Catholic Primary School, Middlewich: Joined June 2025

All the schools currently in OLHoC have joined under voluntary convertor arrangements. OLHoC is working with other schools to grow the Trust. This will enable a greater level of system led improvement, further collaboration between teachers and staff at all levels and better economies of scale which is vital in the current challenging financial climate in schools.

The geographical footprint of the Trust can be viewed by [clicking here](#).

The Diocese of Shrewsbury strategy for academisation can be [viewed here](#).

Key Performance Indicators:

- Each academy will be judged at least good by Ofsted.
- All teaching and learning will be engaging and effective.
- All groups of pupils will make good or better progress from their starting points.
- Strong leadership at all levels will maintain sustained and substantial improvement.
- Quality CPD and career opportunities will attract and retain the best staff.
- The Trust will provide good value for money and comply with all statutory regulations.

2. Vision & Mission

‘Meanwhile the child grew in maturity and he was filled with wisdom; and God’s favour was with him.’ Luke 2:39-40

To provide an inspirational, outstanding Catholic education for all the children and young people in our schools. Our ethos is driven by shared values, which are lived each day, as we strive for excellence in all areas of our work and cherish every person in our care.

Our shared vision is rooted in love, service, and faith with Christ at the centre of all we do, inspiring our pursuit of excellence across every area of the Trust.

- **Life-sustaining values, virtues, and aspirations**
- **Communities of welcome and love**
- **A faith that calls us to live with honourable purpose**

We educate the whole person, nurturing wisdom, character, and values so our young people may *aspire not to have more, but to be more*, making a meaningful contribution to their communities and God’s world.

Our mission statement is underpinned by the following values

- Honourable Purpose; doing the right thing
- Respect: treating others as you would like to be treated
- Co-operation: working together
- Compassion: wanting to help someone in need
- Stewardship: looking after God’s world for the future

We have a vision for Catholic education that goes beyond our individual schools and changes our perceptions from ‘my’ school, to ‘our’ schools. The Trust allows us to strengthen the work we all do together in providing a world class Catholic education for all the families within our localities and parishes.

Staff and governors work together to provide the best for our young people in all our schools throughout their education. The bonds formed between our schools enable a seamless faith learning journey of excellence in Christian education from the early years, through the key stages right the way through to the age of 18. The challenge for us all is how we can share our gifts and talents to ensure that education for all our children is outstandingly holistic as we seek to nurture and challenge our young people to become the best persons that God has created them to be.

The Trust is also working with the Diocese to implement their strategic plan that all schools within the Diocese will be within one of three CMATs by 2030.

3. Strategic Strands

Serve Our God

Deepen the spiritual and Catholic life of the Trust ensuring every school is recognised as a beacon of faith and mission within its community.

Strategic Priorities

- Ensure formation opportunities are consistently available for all staff and governors across the Trust.
- Provide clear structures for prayer, liturgy and worship in every school, rooted in the church's liturgical calendar.
- Strengthen links between schools, parishes and the diocese through regular joint celebration and collaboration.
- Ensure Catholic Social Teaching underpins the curriculum and wider life of every school, guiding pupils to put faith into action.



Success Measures

- By 2028, all schools are judged *Good* or *Outstanding* for Catholic Life and Mission.
- Annual staff survey shows at least 90% confidence in delivering the Catholic ethos.
- Young people take part in at least three liturgical or mission activities, collectively and individually, per term in every school.
- Evidence from curriculum reviews and pupil voice confirms Catholic Social Teaching is consistently applied and understood.

Serve Our Young People

Provide an excellent and inclusive education in which every child is known, valued and able to flourish.

Key Strategic Priorities

- Ensure consistently high-quality teaching and learning across all schools.
- Deliver a broad and balanced curriculum rooted in Catholic values that is ambitious, inclusive and meets the needs of all learners.
- Secure strong outcomes for disadvantaged pupils and those with SEND, so gaps close rapidly.
- Strengthen personal development, safeguarding and wellbeing so every pupil feels safe, supported and ready to learn.
- Improve attendance and reduce persistent absence across the Trust.
- Provide high-quality enrichment opportunities that develop pupils' gifts, talents and cultural capital.
- Prepare pupils for life beyond school through excellent careers education, information, advice and guidance.



Success Measures

- By 2028, every school demonstrates sustained improvement in pupil progress, attainment and overall provision.
- Trust-wide progress and attainment exceed national averages across all key stages.
- Persistent absence across the Trust falls below national averages by 2027.
- Annual pupil surveys show at least 90% feel safe, happy and supported in school.
- Have outstanding pastoral care and safeguarding in every setting with a strong sense of identity, belonging, and purpose.

Serve Our Colleagues

Attract, develop and retain talented staff so that every colleague feels valued, supported and able to thrive.

Strategic Priorities

- Recruit and retain high-quality staff across all roles and phases.
- Provide structured induction and mentoring so that new colleagues are well supported.
- Deliver high-quality professional development and training opportunities for all staff.
- Create clear career pathways that develop and retain future leaders.
- Promote staff wellbeing and workload balance across all schools.
- Ensure fair, transparent and competitive pay and conditions within the Trust framework.
- Strengthen collaboration across schools to share expertise and build professional networks.



Success Measures

- Staff retention improves year-on-year, with turnover reduced to below national averages by 2028.
- Annual staff survey shows at least 85% satisfaction in professional development, wellbeing and workload support.
- Increasing numbers of staff progress into leadership roles within the Trust each year.
- All staff confident and capable in using digital tools and AI responsibly

Serve Our Leaders

Develop strong and sustainable leadership at every level to secure excellence and stability across the Trust.

Strategic Priorities

- Build leadership capacity at all levels through targeted training and development.
- Provide robust governance and accountability structures that drive improvement.
- Ensure financial sustainability and effective resource management across all schools.
- Strengthen succession planning to secure future leadership in schools and the Trust.
- Support school leaders through effective challenge, guidance and professional mentoring.
- Develop leadership collaboration across schools to share best practice and expertise.
- Monitor and evaluate leadership impact through regular reviews and external validation.



Success Measures

- All schools and the Trust operate within balanced budgets by 2027.
- Annual leadership surveys show at least 85% of leaders feel well supported and equipped for their role.
- By 2028, a clear pipeline of future leaders is established, with internal candidates filling the majority of senior vacancies.
- Fully functioning Trust Board, with a complete skillset aligned to governance needs.
- Local Governing Boards demonstrate through minutes and monitoring records that they provide effective challenge and remain focused on raising standards in teaching and learning.

Serve Our Environment

Promote sustainability and stewardship so that every school models care for God's creation and reduces its environmental impact.

Strategic Priorities

- Reduce energy use and carbon emissions across all schools.
- Increase recycling and minimise waste through whole-school initiatives.
- Develop sustainable travel plans and encourage greener transport.
- Incorporate environmental awareness and care for creation into the curriculum and wider life of schools.
- Improve the quality and sustainability of school estates, ensuring resources are used responsibly.
- Build partnerships with local and national organisations to support environmental projects.
- Ensure environmental responsibility is embedded in Trust-wide policies and decision-making.



Success Measures

- By 2028, Trust-wide energy consumption and carbon emissions are reduced by at least 20% compared with 2025 benchmarks.
- All schools achieve recognised Eco-Schools accreditation (or equivalent) by 2027.
- Curriculum reviews and pupil voice demonstrate that environmental stewardship and Catholic Social Teaching on care for creation are embedded in school life.

Serve Our Communities

Strengthen partnerships with families, parishes and wider communities so that schools are recognised as centres of service, witness and outreach.

Strategic Priorities

- Build strong relationships with parents and carers through clear communication and active engagement.
- Strengthen parish and diocesan links so that schools are fully integrated into the life of the Church.
- Increase opportunities for pupils to serve their local and global communities through volunteering and social action.
- Celebrate diversity and foster inclusion so that all families feel welcomed and valued.
- Develop effective partnerships with local organisations, charities and businesses to enhance opportunities for pupils and families.
- Promote the role of schools as hubs of community support, particularly for vulnerable families.
- Share the mission and achievements of the Trust widely, strengthening its reputation across communities.



Success Measures

- Annual parental surveys show at least 90% satisfaction with communication, engagement and support from schools.
- By 2027, every school runs at least two parish-linked or diocesan events each year, strengthening Church–school partnerships.
- Pupil records demonstrate sustained growth in volunteering and social action activities year-on-year