



**MCAULEY COLLEGE  
ACADEMY**

Excellence - no shortcuts, no excuses

**A Proposal to set up  
The McAuley College  
Academy  
Hull**

**Opening Sept 2011**

**Submitted by:**

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## Executive Summary

*The city of Hull continues to struggle to provide high quality education to its young people. Local and national initiatives have failed to improve standards significantly and there is a palpable sense of despair amongst parents in Hull.*

*The Free School model provides the most coherent and exciting opportunity to radically transform the quality of education in Hull. A unique adaptation of the Free School model, this innovative proposal uses the professional expertise, general capacity and physical site of St Mary's College, an 11-19 VA RC comprehensive school judged by OFSTED as 'outstanding' in July 2010. St Mary's College will oversee the inauguration and management of the Free School, to be known as 'The McAuley College Academy'.*

*Each year, St Mary's College is heavily oversubscribed with over 700 applications for 240 places. St Mary's College has no plans to expand, since it already meets its core purpose of providing secondary education to the Roman Catholic children of Hull and the East Riding. Committed to its mission to provide excellent education for all, the Governors and senior leaders of the school strongly believe that its success and capacity should be a resource for all children in the city. St Mary's already works effectively in partnership with other schools in a variety of ways, particularly as a leading Training School. However, for high, immediate and sustained impact, that resource is best focused through a Free School that is specifically designed to raise the aspirations of many more children in Hull. An expectation will be that McAuley College Academy students progress into higher education.*

*The McAuley College Academy will draw significantly from the framework established by US Charter schools. There will be a relentless focus on standards of English and mathematics and this will be balanced with a broader curriculum that focuses on authentic academic success whilst also developing a range of positive character traits.*

*Ideally sited within the grounds of St Mary's College, initially the Academy will be housed in temporary accommodation. However, St Mary's College is due to be partially rebuilt, releasing approximately 50 per cent of its buildings from September 2013, which would be utilised by the Academy. The close proximity of the two schools will allow sharing of staff, facilities and support functions. It will also ease the progression of McAuley College Academy graduates to St Mary's College sixth form.*

*The McAuley College Academy will have its own clear identity and ethos, distinct from St Mary's College. However, St Mary's College will provide executive leadership and governance enabling a mutually sustaining long term partnership. An experienced project management team and robust business plan are in place and subject to approval the new school will open in September 2011.*



# 1 Introduction

*The city of Hull continues to struggle to provide a high quality of education for its young people. School improvement initiatives introduced in the City over the last five years have had limited impact. Capacity to improve is poor. Clarity of vision is lacking. New school design and build through BSF are a huge opportunity for Hull but the understanding of how a successful school needs to operate is limited. This is an issue which is left unaddressed. Although small improvements have been made in 2010, only half of Hull secondary schools enabled more than 40 per cent of their Year 11 students to secure five GCSE's including English and Maths. Five secondary schools failed to achieve even the revised baseline of 35 per cent. The majority of young people in the city simply do not experience a high quality education.*

*The Free Schools' model provides a coherent high impact alternative for the young people of Hull. Unfettered by ineffective custom and practice, a school can be developed which can be tailored to meet the needs of inner city children who lack the aspiration to free themselves from the poverty trap. The Free Schools' license to innovate is crucial. A bold strong achievement ethos can be delivered by a curriculum which meets individual needs and also provides additional support and challenge through the teaching of 'character'.*

*St Mary's College has a long established track record of providing high quality education for the city of Hull. Judged by OFSTED as 'outstanding' in July 2010 we believe that St Mary's College has demonstrated an understanding of what it takes to achieve excellent standards with children who have high levels of deprivation. We would relish the opportunity to have a wider and more direct impact. Our mission is to serve the needs of all children and particularly those who are most disadvantaged.*

*Admission requests each year to St Mary's College number in the region of 700 for the 240 places available in year seven. Whilst we are able to cater for the Roman Catholic population of the area, we cannot satisfy all of the demand within our agreed admissions limit.*

*We believe that opening The McAuley College Academy could provide the most effective way to support the large number of parents who have high hopes for their children but despair at not gaining a place at St Mary's College. Levels of parental and student frustration are regularly evidenced at frequent admissions appeals hearings. Our analysis of the situation for young people in Hull finds alignment with the Government's developing education policy presenting a very real, practical solution.*

*Specifically we intend to work with families from deprived areas throughout Hull. We feel that these families would benefit from this sustainable and innovative approach to raising aspirations and closing the achievement gap.*











## 2 The Mission, Values and Beliefs

*The mission of The McAuley College Academy is as follows:*

**To work with all our students to assist them to develop the high expectations, academic skills and character traits that will best help them to be successful in a university education and beyond. Fostering personal confidence and happiness we will challenge students to take responsibility for building a better world for the next generation.**

*The values and beliefs of The McAuley College Academy are as follows:*

-  *Every child can achieve, no matter what their starting point.*
-  *High expectations deliver the best outcomes, through a culture of success.*
-  *There are no shortcuts and no excuses when it comes to learning.*
-  *It takes academic achievement coupled with positive character traits to succeed – we believe in explicitly teaching both.*
-  *Frequent assessment, monitoring and data analysis will form the basis of an individualized learning plan for all students.*
-  *Parents and students choose this school and we expect them to participate fully in the school experience and actively support the school in its mission.*
-  *The right people make the difference; we will select only the best staff to work with and for our students.*
-  *We will do whatever it takes to help a child to achieve.*

## 3 School Ethos

*We will instil high aspirations from the outset - namely the expectation that pupils will progress to sixth form, gain appropriate qualifications, apply for and be accepted into university. We will provide our continued support through an alumni service to give every opportunity for our students to graduate from university.*

*In order to achieve the above we intend to employ the best features of the pastoral systems and the teaching and learning pedagogy (such as TEEP - the Teacher Effectiveness Enhancement Programme), which have been successfully developed at St Mary's College alongside the highly acclaimed KIPP (Knowledge is Power Programme) approach, which has been so successful in the USA.*

*The KIPP philosophy is to build a partnership between parents, students, and teachers that puts learning first. Indeed the vision of developing The McAuley College Academy has been born out of a visit by two of St Mary's College leadership team to KIPP schools in New York.*



*In these successful US Charter schools it is clear that through the provision of outstanding teacher practice, more time in school learning and a strong culture of achievement, students are being supported 'to climb the mountain to and through college' .*

*Furthermore we fundamentally support the KIPP organisation's assertion that 'demographics do not define destiny'. Over 80 per cent of KIPP students are from low-income families and eligible for the US equivalent of 'free school meals'. Nationally, more than 90 per cent of KIPP middle school students have gone on to college-preparatory high schools, and over 85 per cent of KIPP alumni have gone on to college.*

*In short we believe that a 'hybrid' combining the best of UK comprehensive methodology with the 'whatever it takes, no excuses' attitude enabled through the freedom earned by the Charter schools in the USA (and now available for Free Schools/Academies in the UK) will provide an exemplary formula for closing the attainment gap in inner cities such as Hull.*

*Just as relationships within St Mary's College are built upon the five pillars of encouragement, concern, respect, forgiveness and reconciliation, so too a KIPP approach is built upon a core set of operating principles.*

**High Expectations** - *Clearly defined and measurable high expectations for academic achievement and conduct that make no excuses based on the students' backgrounds. Students, parents, teachers, and staff create and reinforce a culture of achievement and support through a range of formal and informal rewards and consequences for academic performance and behaviour.*

**Choice & Commitment** - *Students, their parents, and the school staff will specifically choose to work within The McAuley College Academy, based upon its core principles. Therefore, everyone must make and uphold a commitment to the school and to each other to put in the time and effort required to achieve success.*

**More Time** - *There are no short cuts when it comes to success in academic study and life. With an extended school day and weekend/Summer school opportunities, students will have more time in the classroom to acquire the academic knowledge and skills that will prepare them for sixth form and university, as well as more opportunities to engage in diverse extra curricular experiences.*

**Power to Lead** - *The school will recruit effective academic and organisational leaders who are truly 'mission-aligned'. Free School status will enable them to have control over their school budget and personnel. This will allow fast response capability, for example in swiftly adjusting budgets or making staffing changes, in order to maximise the effectiveness of interventions in support of learning.*





**Focus on Results** – The McAuley College Academy will have a relentless focus on high student performance which will be regularly measured and monitored using a range of appropriate testing techniques and robust and regular data analysis.

Lessons will be planned taking into account such analyses to ensure that they build upon the students' current levels of knowledge and academic performance in a structured and productive manner. This will enable all students to succeed at the school.

All school staff, parents and teachers will be asked to sign a learning pledge prior to admission. Every person will commit to doing whatever it takes to help the student learn. This will include a commitment to excellence. In particular, students and their parents will be expected to abide by the school rules and hours of attendance. Simply put, students must attend school regularly and punctually, behave at all times in an appropriate manner, work hard and complete all homework.

The McAuley College Academy will not be a faith school. St Mary's explicitly exists for the Roman Catholic community of Hull and the East Riding of Yorkshire and its admission arrangements are established accordingly. There is no need for another Catholic secondary school in Hull or for an extension to the provision offered by the existing one. The 'ethos' of the Academy would be developed from the KIPP mantra 'Work hard, be nice'.

## 4 The Curriculum

The curriculum of The McAuley College Academy will be fast paced, intensive and rigorous. Knowledge focused, it will offer an authentic learning platform which will be both broad and balanced in scope as well as flexible and adaptable in implementation.

It will embrace new technologies to ensure that its students are well equipped for the workplace of the future. Lesson resources will be digitally stored and staff, parents and students will be able to access learning materials remotely. Students will be encouraged to share questions regarding their learning at any time with other students and staff via a virtual learning environment.

At key stage three the focus will be on ensuring that all students have a good grasp of English and Maths initially in order to enable them to successfully access other parts of the curriculum. Once students become established in these subjects the curriculum will gradually be widened to a core of English, maths, science, ICT, humanities, PE, music (learning to read music and play a musical instrument) and a modern foreign language. During years seven and eight the emphasis will be on study through the use of cross-curricular projects enabling the students to pursue individual interests and gain further life skills in areas such as team work, creative thinking, reflective learning etc.



*Classes will be populated according to current attainment and individual needs rather than simply student age.*

*An enrichment curriculum involving art and design, performing arts and further PE options will support the core and provide examination options in key stage four. At key stage four the emphasis will be on ensuring that students achieve the highest level of GCSE results in an optimum number of subjects (8-12 according to individual preference). It is intended that all students will study for the English Baccalaureate. In addition they will be offered a range of other GCSE subjects, with the focus remaining on academic excellence.*

*Learning will be further enhanced by an emphasis on maintaining a healthy body, which will include opportunities to take part in a range of sports, the provision of high quality student meals and snacks and PHSCE days. Co-location with St Mary's College will enable access to high quality PE and sport, catering and performing arts facilities.*

*In addition to encouraging academic excellence, The McAuley College Academy will provide a broader education for its students by ensuring that the teaching of 'character' is included within the overall curriculum. This will include reinforcement of key life skills as part of the everyday ethos of the school. For example students will be encouraged to shake hands and make eye contact regularly. Students will be given practical opportunities to ensure that they can transfer these skills outside the school environment by being encouraged to take part in charitable work and interact with members of the local community.*

*It is intended that The Academy will establish links with a number of prestigious universities both in the UK and beyond. Students will then have the opportunity to visit these establishments regularly for additional educational opportunities and to encourage them to see university as an entirely natural next step.*

## 5 School Location and Buildings

*It is proposed that, initially, the school will be located within the St Mary's College grounds and housed within temporary 'Portacabin-type' accommodation. This will include a core of five classrooms, a central meeting area plus toilet and storage facilities and office space. The temporary accommodation will also be equipped with a 'state of the art' computer network plus portable hardware and appropriate software. The Academy will also have its own dedicated external area. An extension to the temporary accommodation will be required in September 2012 to accommodate the new intake unless permanent accommodation has been secured before that time.*




*Under current BSF plans, St Mary's College is due to be extensively rebuilt and refurbished, with completion due by September 2013.*



*It is proposed that the 50 per cent of buildings currently earmarked to be demolished and replaced should be retained for recycling as The McAuley College Academy. This building is ideally suited to 500-600 students in size and contains all the essential elements of a school – a learning resource centre, hall, classrooms, offices and Science laboratories. Whilst some refurbishment will be needed to ensure that the fabric of the building is retained in a suitable condition, it is anticipated that the retention of this building will be cost effective relative to a new build.*

*By housing The McAuley Academy on or near to St Mary's College, existing pupil transport networks can be exploited. The Academy will also then be located within a 10 minute walking distance of Hull University. It also fosters a dynamic relationship between the two schools, which will be a powerful force for disseminating cutting edge, effective professional practice across the region.*

*Alternatively, should this not be possible, we will be investigating further a number of possible options (which have already been identified) both within the local area and more centrally in the city. Options include:*

-  Location within buildings in the nearby Hull University campus*
-  Location within buildings in the nearby Endsleigh Centre, which currently has close connections with St Mary's College*
-  Location within existing primary or secondary school buildings where these are surplus to requirements or become so due to BSF*

## 6 Admissions

*The proposed capacity for The McAuley Academy is in the region of 500 to 600 students by 2016. This will begin with 100 year seven pupils being admitted to the school in September 2011.*

*We will have a fully inclusive and non-selective admissions policy. However, we will discuss with parents and students the specific aims of the school. The academic and intensive nature of the curriculum will be made very clear. Parents will need to understand the level of commitment expected and judge the appropriateness of the school for their family.*

*We will support all students with SEN, using the specialist expertise of St Mary's College SEN staff to assess needs and monitor progress. Approximately 50 per cent of year seven students in Hull who have a statement of SEN are currently admitted to St Mary's College.*

*Our admissions policy will be fully compliant with the admissions code. However, we would welcome the opportunity to be able to prioritise places for children from disadvantaged backgrounds and look forward to this opportunity potentially from July 2011 as part of a nationally revised admissions code.*





We aim to assess all students' current attainment levels prior to entry to enable us to offer personalised and intensive support. This will allow each student to make up any lost ground within the first year at the McAuley College Academy as quickly as possible.

## 7 The Schools' Relationship

*As previously stated, it is intended that The McAuley College Academy will develop its own distinctive culture and identity, quite separate from that of St Mary's College. It will have its own head teacher and core, dedicated staff. However, a mutually supportive long-term relationship between St Mary's College and The Academy will prove highly beneficial to both schools and provide the capacity and capability to realise the vision as described. This will be formally established through the leadership/trustee/governor positions within the Academy leadership structure and will be more intensive in its nature during the initial phase of developing The McAuley College Academy.*

*Specific examples of how this relationship might benefit both schools in practical terms would be the recruitment and sharing of specialised staff, provision of services such as meals and maximising use of dedicated areas such as Sports Halls etc.*

*St Mary's College is a residency school for the Future Leaders Programme and it is through our involvement with this programme that we first encountered and experienced the KIPP methods that are proving so successful in the United States. The partnership between St Mary's College and the Future Leaders Programme itself is a way to build leadership capacity, providing an opportunity for Future Leaders' candidates to complete a residency year working alongside outstanding school leaders. Leadership qualities will be nurtured and developed to the highest level.*

*As an 'outstanding' school, St Mary's College welcomes the opportunity to be involved in outreach work and has built capacity accordingly. Key personnel in the College have successfully assisted another school in Hull by providing both leadership, pastoral and curriculum support. The St Mary's College 'brand' is highly regarded in the region and will prove attractive when recruiting staff.*

*The two schools will be able to collaborate in a variety of ways, including pioneering developments in teaching and learning theory. Moreover, St Mary's College, as a well established school with recognised 'outstanding' leadership, will be able to support The Academy in its infancy. Experienced governing body capacity, familiar with a wide range of complex school issues, will also be important.*

*Tried and tested methods of pastoral care, including the designation of personal learning mentors and the development of 'behaviour for learning' will be strong features of the new academy operating framework.*



The corporate body for The McAuley College Academy will be **St Mary's Sports Development**, a company limited by guarantee and with established charitable status. The company was originally established to promote PE, sport and healthy lifestyles for the students of St Mary's College and Hull. It is the management company for an onsite sports academy which is available for use by St Mary's College and members of the public (out of school hours). By utilising this existing company, the costs and administration involved in creating an additional company can be avoided.

The trustees of this company are as follows:

██████████ – ██████████  
██████████ – ██████████  
██████████ – ██████████

## 8 Business Case Development

St Mary's College leaders are confident that they have the capacity and expertise to embark immediately on the development of The McAuley College Academy. The project team consists of a small group of experienced and dedicated senior staff led by a project manager with experience in project management methodology and delivery of large projects.

Specifically, the core project team members are as follows:

██████████ – ██████████  
Project sponsor and project team member – specific responsibility for communications and admissions policy.

██████████ – ██████████  
Project manager

██████████ – ██████████  
Project team member – specific responsibility for pastoral and curriculum development planning

██████████ – **Director of Learning (Business Manager)**  
Project team member – specific responsibility for financial and site development planning

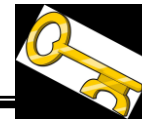
██████████ – **External Human Resources Consultant**  
██████████



*External expertise will be utilised where appropriate. Through the governors of St Mary's College and other business relationships we have access to educational, financial, strategic, facilities and human resource expertise. We intend to consult with a wide range of members of the local community to ensure that their views are fully considered and incorporated where possible.*

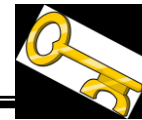
*An outline project plan for the realisation of this proposal is shown in the Gantt chart and demonstrates that we can deliver a completed business case in a 10-week turnaround time. This will enable us to meet the challenging timescale of opening the Academy in September 2011.*

*By moving forward quickly with this proposal, we believe that the needs of the children of Hull can be best served by providing more of them with an opportunity to access the quality of education that every child in Hull deserves.*



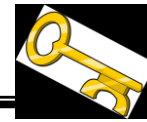
## 9 Outline Project Plan – Gantt Chart

TASK	Responsibility	WEEK 1	WEEK 2	WEEK 3	WEEK 4	WEEK 5	WEEK 6	WEEK 7	WEEK 8	WEEK 9	WEEK 10
<b>PROJECT MANAGEMENT</b>											
Establish corporate body											
Detailed project plan											
Monitoring of progress											
Project co-ordination											
Project reporting											
Co-ordinate business case											
<b>START UP</b>											
Identify project sponsors											
Discussions with LA etc											
Governor and Diocesan links											
<b>ETHOS AND VISION</b>											
Refine and develop ethos and vision											
<b>GOVERNANCE</b>											
Arrangements for trust and governors											
Identify possible candidates											
Accountability arrangements											
<b>PUBLIC CONSULTATION</b>											
Public consultation plan											
Implement plan											
Evidence for business case completed											



TASK	Responsibility	WEEK 1	WEEK 2	WEEK 3	WEEK 4	WEEK 5	WEEK 6	WEEK 7	WEEK 8	WEEK 9	WEEK 10
<b>ADMISSIONS</b>											
Admissions plan 2011											
Admissions policy											
Appeals procedure											
Admissions documentation											
Demonstration of demand											
<b>MARKETING</b>											
Marketing plan											
Corporate image											
Publicity campaign											
Recruitment of students											
<b>COMMUNITY COHESION</b>											
Parental engagement plan											
<b>SITE, BUILDINGS AND EQUIPMENT</b>											
Consider site options											
Secure site (initial)											
Layout plans (initial)											
Procurement plans (inc legal)											
Infrastructure plans											
ICT strategy											
Fixtures and fittings identification											
Outline plan longer term site											





TASK	Responsibility	WEEK 1	WEEK 2	WEEK 3	WEEK 4	WEEK 5	WEEK 6	WEEK 7	WEEK 8	WEEK 9	WEEK 10
<b>CURRICULUM</b>											
Overview of curriculum plan											
KS3 curriculum plan											
Y7 curriculum plan											
Extra curricular plan											
Transition plan											
SEN support plan											
<b>PASTORAL MANAGEMENT</b>											
Pastoral management plan											
Behaviour policy											
Exclusion policy											
Multi-agency discussion											
<b>STAFFING</b>											
Senior staff recruitment proposal											
Staff roles and responsibilities											
<b>FINANCIAL PLANNING</b>											
Staff costs											
Initial site costs											
Initial ICT costs											
Initial fixtures and fittings costs											
Expansion costs (year 2)											
Longer term site costs											
Overall start-up costings											
Capital costs incl option appraisal											
SLA agreement with St Mary's College											
Five-year financial plan by year											
Demonstration of financial viability											