



carmel  
college



# STRATEGIC PLAN 2025-2028

[carmel.ac.uk](https://carmel.ac.uk)



# WELCOME TO CARMEL COLLEGE

As Principal of Carmel College, it gives me great pleasure to introduce you to our three-year Strategic Plan – a vision for growth, excellence, and opportunity rooted in our Catholic values.

Carmel has long stood as a beacon of educational distinction within the Liverpool City Region, and this new plan represents our unwavering commitment to the success and well-being of every student who walks through our doors.

## WHAT'S INSIDE

OUR ETHOS AND MISSION	Pg 3
STRATEGIC PLAN	Pg 4
STRATEGIC PRIORITY 1: ETHOS	Pg 6
STRATEGIC PRIORITY 2: CURRICULUM	Pg 8
STRATEGIC PRIORITY 3: QUALITY	Pg 10
STRATEGIC PRIORITY 4: STUDENT SUPPORT	Pg 12
STRATEGIC PRIORITY 5: PEOPLE	Pg 14
STRATEGIC PRIORITY 6: SUSTAINABILITY	Pg 16

*JA Gater*  
Janet Gater  
Principal

# OUR ETHOS AND MISSION



At the heart of Carmel College lies a simple yet profound mission: to be a centre of educational excellence, opportunity, challenge and support within a caring Christian environment.

Inspired by our traditions, we strive to nurture the whole person – intellectually, morally, and spiritually – celebrating the unique gifts of every individual.

We aim to create a supportive and inclusive community where students are empowered to grow into compassionate, capable and conscientious citizens. Our ethos is lived out daily through acts of kindness, mutual respect, and a shared commitment to service and the Common Good. At Carmel, every student matters, and every success is shared.

We are especially passionate about raising cultural capital, giving all our students access to the kinds of rich, formative experiences that broaden horizons and build confidence. Alongside academic studies, we offer a wide-ranging enrichment programme that includes opportunities like the Duke of Edinburgh Award, theatre trips, music ensembles, creative writing workshops, STEM challenges, and community volunteering. Our societies and clubs—such as MedSoc, Law Society, and Debate Club—enable students to engage in university-style learning and develop the curiosity, creativity, and leadership skills that set them apart. These opportunities are vital in helping our students become not just well-qualified, but well-rounded individuals.



**OFSTED**  
**OUTSTANDING**  
since 2002



Students at Carmel have very high aspirations. They are consistently challenged by teachers to achieve their highest potential. Students actively and enthusiastically participate in lessons.

**OFSTED**  
2024 Inspection





Carmel is an outstanding place to study. The teachers are very helpful and provide good support. The college provides different enrichment clubs and events across the year such as Culture Day that makes sure every group is included. The teachers will always push you because they believe in your ability and want you to do the best that you can.

#### MATIO DIAS-NARCY

BTEC Sport (Double), BTEC Human Biology



# OUR STRATEGIC PLAN SHAPING THE FUTURE

At Carmel College, strategic planning is not simply a matter of administration – it's a reflection of our ambition, values, and unwavering commitment to our students' success. Our three-year Strategic Plan is a carefully crafted vision designed to guide our growth, strengthen our foundations, and ensure we continue to deliver outstanding education in a rapidly evolving world.



## Each of our six strategic priorities serves a clear purpose and direction:

### 1. Ethos

We are committed to deepening a culture of inclusivity, compassion, and shared purpose, rooted in our Christian faith and values. Our goal is to shape not only academically successful students but also morally grounded individuals who act with kindness, humility, and a sense of service. We aim to create a community where every student feels seen, valued, and empowered to lead fulfilling lives and contribute meaningfully to society.

### 2. Curriculum

Carmel delivers an ambitious, inclusive and future-facing curriculum that meets the evolving needs of our students and the world they are entering. Whether through academic A-levels, BTECs, or new T Level and AAQ pathways, we ensure every student has access to a well-rounded education that supports high achievement and future progression. Our curriculum champions creativity, critical thinking, and global awareness, helping students become thoughtful, adaptable citizens.

### 3. Quality

At the heart of our mission is excellence in teaching and learning. We are proud to uphold the highest standards of pedagogy, supported by evidence-based practice and ongoing professional development. Through continuous innovation – including the development of our AI strategy and focus on assessment for learning – we equip students with the skills to thrive, achieve, and lead in a competitive world. Our results reflect the strength of this approach and we're proud of our consistently excellent national

ranking for value-added performance. Many of our students progress to leading universities, including Oxford and Cambridge, and increasing numbers are securing highly competitive degree apprenticeships with major employers.

### 4. Student Support

Our students are at the centre of all we do. We believe in nurturing the whole person – academically, emotionally, and socially. That's why we offer a comprehensive programme of pastoral care, additional learning support, enrichment opportunities, and personal development initiatives. From mental health resources to career guidance, we are committed to helping every student navigate their journey with confidence and resilience.

### 5. People

Our staff are our strength. We recruit, retain and nurture a high calibre team of educators and support staff who are passionate about making a difference. Through structured induction, ongoing training, and a culture of collaboration and respect, we invest in our people so they can, in turn, invest in our students. Well-being, inclusion and recognition are key pillars of our working environment.

### 6. Sustainability

Sustainability at Carmel is holistic – encompassing financial stewardship, environmental responsibility, and strategic foresight. We are committed to maintaining strong financial health, upgrading our estate, and aligning with national sustainability goals, including a pathway to net zero by 2030. Additionally, we are exploring options for academy conversion to further enhance our long-term security and mission impact.



Our Mission is to be a centre of educational excellence, opportunity, challenge and support within a caring Christian environment.



I've had so much fun and have experienced so many different things during my time at Carmel. I've learnt a lot and am grateful for all the opportunities I have been given and the people I have met here.

**ELIANA MAE MACARAIG**

UAL Art Foundation at Carmel College

# PRIORITY 1 ETHOS



## Strategic Goals

- 1.1 Engender an inclusive, welcoming, supportive community where everyone is valued
- 1.2 Prepare students to lead fulfilling and purposeful lives as responsible and global citizens who uphold both Gospel and British values and contribute to the Common Good
- 1.3 Provide an exceptional, relevant education which encourages the development of the whole person, inspired by the Carmelite tradition
- 1.4 Promote a caring environment, rooted in the virtues of service, kindness, humility, gratitude and respect
- 1.5 Work together for the benefit of each person as well as the wider community
- 1.6 Recognise, celebrate and treasure, without exception, the unique gifts and dignity of each person, ensuring equality and fairness for all, as found in the teaching and example of Our Lord Jesus Christ



Students enjoy an inclusive culture at college. They are courteous and respectful. Students celebrate one another's differences. They are compassionate and empathetic. Leaders and teachers promote the 'Carmel mindset' in a caring and supportive culture...

**OFSTED**

2024 Inspection





Provide students with an ambitious, inclusive and well-balanced curriculum which delivers an outstanding educational experience and enables progression to positive destinations.

## PRIORITY 2 CURRICULUM

“

Carmel has given me the confidence to push myself academically. The support from my teachers has helped me achieve more than I ever thought possible. I've grown so much in such a short time. The opportunity to explore topics beyond the curriculum has deepened my love of learning and sharpened my ability to think critically and independently.

### CERYS BURCH

English Language and Literature,  
History, Theology, Philosophy  
& Ethics



“

Leaders design an inclusive, broad and highly ambitious curriculum that affords students, including those with high needs, the opportunity to maximise their potential and to support their progression to aspirational destinations.

### OFSTED

2024 Inspection

### Strategic Goals

- 2.1 Offer an ambitious, inclusive and well-balanced curriculum which promotes inclusion and student achievement and helps meet the needs of the local, national and global economy
- 2.2 Nurture creativity across college by providing a curriculum that is built upon subjects, skills, values and breadth, preparing students to make a successful future contribution to the workforce
- 2.3 Develop students as creative, independent and well-informed young adults, capable of contributing to and questioning the world around them
- 2.4 Successfully develop and introduce AAQ qualifications in response to the government's Level 3 Reform policy
- 2.5 Develop dynamic partnerships with stakeholders that support a relevant and innovative curriculum
- 2.6 Offer high quality impartial Careers Education, Information, Advice and Guidance (CEIAG) to all students (pre-enrolment, enrolment and post enrolment) to ensure an appropriate programme of study and positive future progression
- 2.7 Raise aspirations, advance social mobility and widen participation, particularly with access to Higher Education and higher-level apprenticeships







“ Carmel has really helped me appreciate education, the support and encouragement I received has had a strong impact on my development. My whole time here I've felt the need to dive deeper into my subjects to expand my understanding and there was always support by my teachers through their hard work to deliver detailed lessons, constructive feedback and valuable resources.

**DAVID IPATE**  
Geography, History, Politics

Provide students with an outstanding educational experience, built upon excellent teaching and learning, to enable progression to positive destinations.

## PRIORITY 3 QUALITY



### Strategic Goals

- 3.1 Maintain an excellent standard of teaching, learning and assessment
- 3.2 Develop an effective whole-college AI strategy
- 3.3 Maintain robust formative and summative assessment practices, enabling students to practice retrieval strategies and embed learning
- 3.4 Provide SEND and high needs students with the support and access arrangements they need to enable them to achieve in-line with their peers
- 3.5 Quality-assure and rigorously monitor individual student progress against starting points
- 3.6 Quality assure student progress within subject areas using national SFC benchmarks
- 3.7 To be a research-informed college where pedagogy and curriculum delivery is developed through professional dialogue and enquiry
- 3.8 Invest in the professional development of all staff

“ The quality of teaching is consistently very high. Teachers give clear explanations and accurately model correct solutions. They select interesting and challenging learning resources and produce comprehensive booklets to support learning.

**OFSTED**  
2024 Inspection







During my time at Carmel, I received outstanding support with my university application, from initial information sessions about Oxford and Cambridge that inspired me to apply, to detailed feedback on my personal statement, and multiple mock interviews in preparation for my Oxford interview. I genuinely believe I wouldn't have received my offer from Oxford without Carmel's support.

**DION JOSH**

Biology, Chemistry, Maths

Provide support, care and guidance to enable all students to complete and achieve on their programme of study and progress successfully into positive destinations.

## PRIORITY 4 STUDENT SUPPORT



### Strategic Goals

- 4.1 Provide a safe learning environment and equip students with the knowledge and skills to keep themselves safe
- 4.2 Maintain high expectations of student behaviour and attitudes
- 4.3 Provide a high quality pastoral programme
- 4.4 Provide high quality pastoral care with students at the heart
- 4.5 Provide high quality specialist additional learning support
- 4.6 Maintain effective transition arrangements, particularly for students with Education Health Care Plans and/or High Needs
- 4.7 Provide a wide range of extra-curricular opportunities for students to enhance their physical and mental well-being, and thereby, their personal resilience
- 4.8 Provide high quality impartial careers advice and guidance to support positive progression to Higher Education, apprenticeships or employment



Attendance rates at college are very high. Students enjoy coming to college and they have very high expectations for what they can achieve. They strive to be the best that they can be.

**OFSTED**

2024 Inspection





I enjoy all of my subjects and my teachers give me as much support as I need. I've never been supported so well by any teachers, they go out of their way to help. My courses are so fun and interesting and they're the reason I enjoy going to college.

**IVA IVANOVA**

Criminology, BTEC Psychology,  
BTEC Business

**Recruit and retain a high calibre of happy and healthy staff in order to provide the best experience for our students.**

# PRIORITY 5 PEOPLE



## Strategic Goals

- 5.1** Provide a high quality working environment
- 5.2** Recruit people using rigorous, fair and professional selection methods
- 5.3** Provide timely and effective induction support
- 5.4** Develop the personal and professional skills of people at college
- 5.5** Embed a supportive culture which is inclusive, positive and fair
- 5.6** Promote an environment where the physical and mental wellbeing of all people is actively promoted
- 5.7** Embed culture and environment where people feel engaged with the wider College and feel valued for their contribution



Students work diligently and produce work of a consistently high standard. They demonstrate incredibly positive attitudes to learning.

Students enjoy coming to college and they have very high expectations for what they can achieve. They strive to be the best that they can be.

**OFSTED**

2024 Inspection





“ I really enjoy college life. It's probably my favourite stage of education so far. All of my teachers are lovely and I always feel supported by them. Performing Arts is one of the most fun lessons I take. The practical lessons are always enjoyable, and I love being able to perform on the stage and to act in our plays.

**LUCAS PROSSER**

BTEC Performing Arts,  
BTEC Psychology, English  
Language & Literature

Secure the future of the college by prioritising financial security, first-class accommodation and resources, environmental sustainability and local/national reputation.

# PRIORITY 6 SUSTAINABILITY



**Strategic Goals**

- 6.1 Review options regarding conversion to a Catholic 16-19 Academy
- 6.2 Carefully monitor college's finances to maintain at least 'good' financial health as defined by government agencies
- 6.3 Develop the college's accommodation to enable optimal delivery of the curriculum and provide students with a first-class learning and social environment
- 6.4 Consolidate market share of school leavers to further secure the college's position in the local area
- 6.5 Ensure a contemporary, personalised journey, from applicant to alumni, supported by technology
- 6.6 Make progress towards net zero by 2030 as part of the FE Climate Change Map

“ Students benefit from taking part in a wide range of high-quality enrichment activities that help them to explore and extend their talents and interests. Activities cover areas of well-being, academic extension and competitive sports.

**OFSTED**

2024 Inspection





Prescot Road, St Helens,  
Merseyside, WA10 3AG

**Tel:** 01744 452200 (Reception)  
01744 452214 (Admissions)

**Email:** [info@carmel.ac.uk](mailto:info@carmel.ac.uk)  
**[www.carmel.ac.uk](http://www.carmel.ac.uk)**



**IMAGINE YOUR FUTURE**