



ST FRANCIS & ST CLARE
CATHOLIC MAC



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GROWING YOUR MAC CONSIDERATIONS OF THE SBM

CASE STUDY - Bhaksho Raj,
Chief Operating Officer

The title/role/responsibilities you hold, will determine what you need to consider?

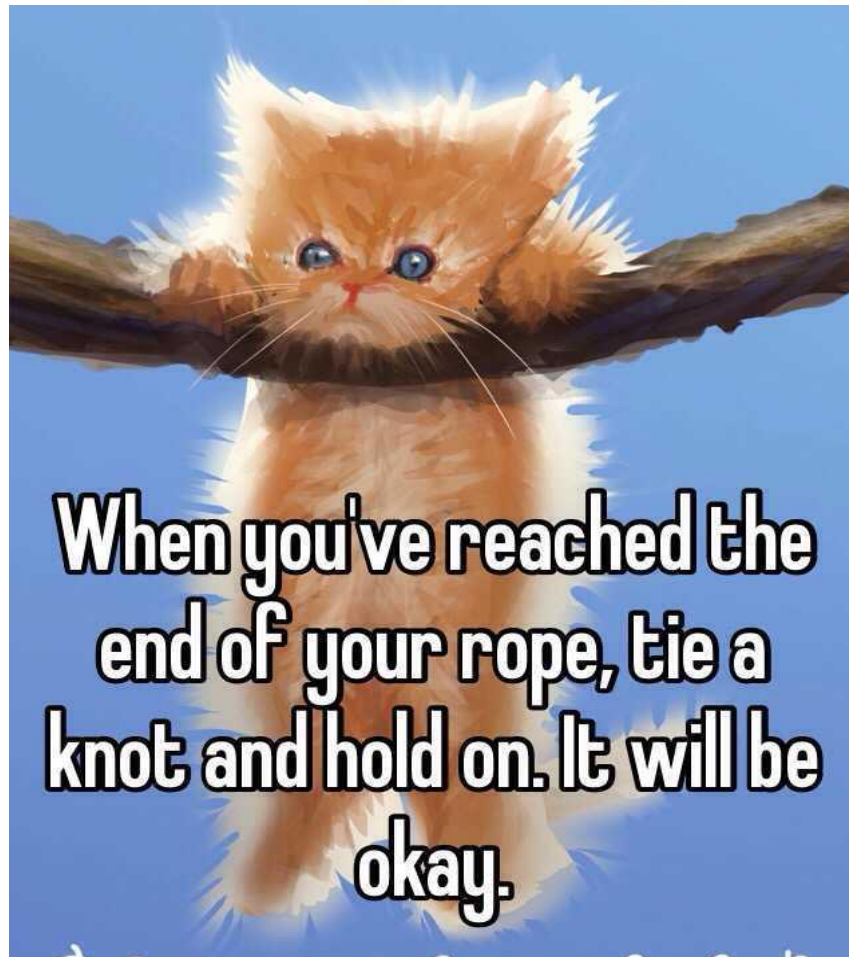
- The School Business Manager role has been an evolving profession and can be perceived very differently in both remuneration and responsibility.

Finance Manager
Principal Business Manager
Operations Director
Business Director
Chief Operating Officer
Administration/Office Manager
Finance Director

FORMING A NEW MAC/EXISTING MAC'S COMING TOGETHER - COMMON CONSIDERATIONS

- Due Diligence
- Legals
- TUPE
- Compliance
- Finance
- Governance
- Site
- Systems and processes

Your journey to Conversion - COMPLETED!
That was the easy bit!!



What are the considerations for business functions? CENTRALISATION V DECENTRALISATION

- Systems
- Processes
- HR
- Site
- Governance/clerking
- Finance
- IT
- Health and Safety

CHANGE MANAGEMENT - KEY TO ANY
CHANGES!

SHORT/LONG TERM STRATEGY and GAINS **with little change (no centralisation)**

SHORT TERM - Stability and not upsetting the flow of work and inherent practices. Easy to adopt. Everything continues as before - what are the gains and opportunities for development? No efficiency gains.

LONG TERM - is it best use of resources and is there any opportunities for development? What are the benefits of a MAC in terms of business strategy? Hinders pace of development

SHORT/LONG TERM STRATEGY and GAINS **with change (centralisation)**

SHORT TERM - Risk of upsetting inherent practices, potential loss of experienced staff not wishing to change. Organisational difficulties in managing workload and communications during a period of change

LONG TERM - Effective use of resources, timely and accurate processes and systems being developed to benefit the entire organisation. Strategy to build business sectors and create excellence and sustainability. Increased capacity opportunities for pace of development and CPD

St Francis and St Clare's Story so far.....

- 2 MAC's merged (5 schools) & (4 schools) on 1st September 2020
- Another school joined 1st March 2020 (Current total of 10 schools)
- 3 more to join by September 2020 (13 schools)
- Current staff headcount 484
- In excess of 20 million budget
- 9 Central Staff
- 4.5% of GAG for central services costs
- Ofsted ratings from RI to Good

Centralised Provisions

- IT Provision across the MAC.
- HR Provision - 2 internal HR officers
- Finance Provision - 1 bank account, MAC Accountant - orders locally, invoices and all other functions centrally
- CREST growth and development for expertise in Health and Safety and Safeguarding - income generation.
- Clerking/Policy compliance - 1 Clerk to oversee Board and pull all committees together and liaise with local clerks for LGB's
- Governance structures and communications.
- Communication groups for learning and teaching and business functions across the MAC

What are the benefits to our MAC?

- Integrated services.
- Professional and skilled personnel.
- Timely and proactive support and provision.
- Developed systems and procedures giving beyond compliance.
- Effective and creative use of resources.
- Creative income generation strategies.
- Release of Principal time.
- Opportunities for Estate to be effectively managed within the given resources.
- Effective Governance links - Directors/Governors/LGB.
- Data rich/dashboards to effectively monitor and manage
- Pace and capacity for continued growth a reality targeted to the need of the organisation
- Continued culture shift to move to **one organisation** v central provision seen to support separate schools

SFSC continues to strive in being an effective, sustainable, self improving and income generating MAC.....

- Develop effective management tools and reports monitoring and decision making.
- Developing software to meet the needs of our organisation ie working with IMP and PS Financials designed specifically for MACs
- Develop structures within centralised services to continue to provide and further improve business provision beyond compliance and excellence practice.
- Procurement Power of a MAC - 1 million Chartwell contract
- Induction programmes to secure and sustain staff.
- Investment and investigation into well-being strategies.
- Professional and targeting IT provision and intranet website access linking SFSC.
- Partner with other strong providers to deliver services to benefit continued excellence and income generation