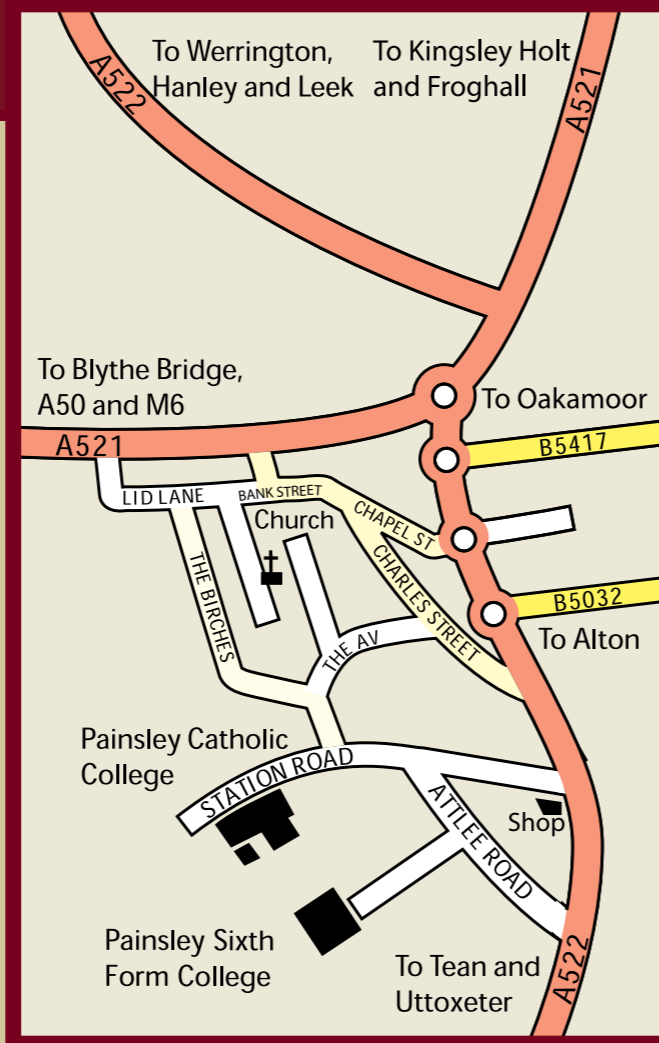
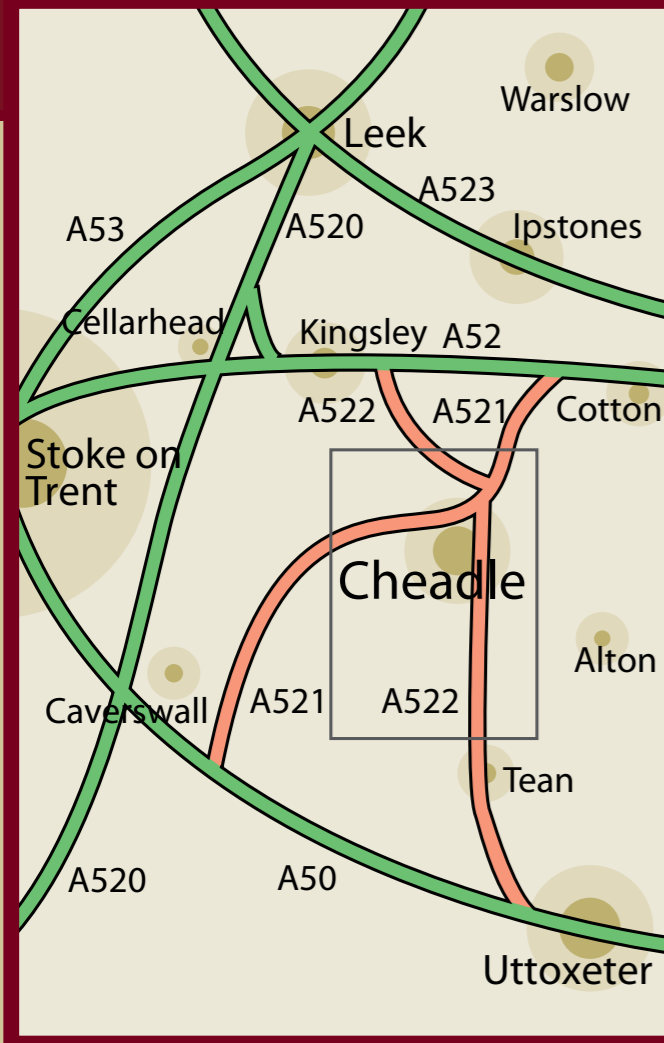


# Head Office:

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The Painsley Catholic Academy, Station Road, Cheadle, Stoke-on-Trent, Staffs, ST10 1LH

## HOW TO FIND US:



# The Painsley Catholic Academy

## Better Together



## The Painsley Catholic Academy

### Better Together

## Central Services

The Painsley Catholic Academy.  
A company limited by guarantee registered in England & Wales with company number 08146661.  
Registered office address: Station Road, Cheadle, Staffordshire ST10 1LH.

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## Central Services

The Painsley Catholic Academy's objectives relate to the provision of Catholic education. All academies within the multi-academy company (MAC) are part of the Catholic Church and, as such, are to be conducted as Catholic academies in accordance with Canon Law, the teachings of the Catholic Church and the MAC Deed of Adherence of the Archdiocese of Birmingham.

This document provides clarity to the Local Governing Bodies (LGBs) of the schools listed below and is intended to ensure transparency around the central costs of the (MAC) in providing a number of centralised services to its member academy schools to ensure consistency, financial efficiencies and economies of scale.

### Painsley North:

Painsley Catholic College  
St. Giles' Catholic Primary School  
St. Thomas' Catholic Primary School  
St. Filumena's Catholic Primary School  
St. Joseph's Catholic Primary School  
St. Mary's Catholic Academy  
The Faber Catholic Primary School

### Painsley South:

Blessed William Howard Catholic High School  
Blessed Mother Teresa Catholic Primary School  
St. Anne's Catholic Primary School  
St. Austin's Catholic Primary School  
St. Dominic's Catholic Primary School  
St. John's Catholic Primary School  
St. Mary's Catholic Primary School  
St. Patrick's Catholic Primary School

## Duration

The central services offered will be reviewed annually and commence from 1st September 2018 to 31st August 2019.



## Scope of Service

The Painsley Catholic Academy will provide central services to its member academy schools as detailed below:

### Section A

#### MAC Senior Executive Team:

##### 1. Chief Executive Officer (CEO) - Mr Stephen Bell, whose core purpose will be to:

- a) Line manage the DCEOs and CFO.
- b) Provide dynamic and strategic support and leadership to the work of the Board of Directors of the MAC in the efficient and effective delivery of the MAC's strategic aims working closely with the Chair of the Board of Directors, Company Secretary and the committees of the MAC to secure a positive working relationship with the Board of Directors.
- c) To have overall management responsibility for the governance of the MAC, ensuring the highest standards of academic performance across all the individual academies within the MAC.
- d) To uphold the MAC's values and to provide visible leadership across the MAC to drive achievement of high standards in all areas of the MAC's work, inspiring and motivating all those engaged in the activities of teaching and learning by ensuring that school improvement is at the core of every decision taken so that each school meets all national targets/performance measures, particularly in ensuring the provision of sustainable outstanding education through the preservation and development of its Catholic character.
- e) Ensure that senior leaders in all academies are challenged and supported to ensure that the Catholic character of all academies is reflected in every aspect of school life, particularly the curriculum, the day to day organisation of the school, staff development, staff and pupil relationships and the partnership between school, parents and parishes.
- f) Strategically run the MAC and provide QA strategies for the schools including a review of teaching and learning, leadership and management and Pupil Premium etc.
- g) Professional development of staff including succession planning programmes.
- h) Request data from Principals in order to present the information for Directors.
- i) To provide updates on educational developments.
- j) To set agendas for LGB meetings.
- k) CEO support visits per year - number to be decided subject to the level of support required.
- l) To provide full support during inspections.
- m) School improvement work including external reviews (at least once per year).
- n) Regular (six weekly) co-ordinated school improvement exercises that will directly lead to school improvement.
- o) Chair of the half-termly Principals' meeting.
- p) To be the MAC's Chief Accounting Officer and as such be accountable for the financial health and probity of the MAC ensuring that robust systems are in place so that all funds within the MAC are managed efficiently, effectively and in accordance with the Academies Financial Handbook.
- q) To be responsible for compliance with statutory requirements, including safeguarding, health and safety and the provision of quality assurance systems to monitor and evaluate the effectiveness of the MAC and the academies within the MAC.
- r) To be responsible for devising and ensuring the implementation of all policies across the MAC.
- s) To ensure that the MAC has an effective system of appraisal that provides for the continuous development of all employees and which in particular is successful in developing future Catholic leaders of education.

## Scope of Service

##### 2. Deputy Chief Executive Officers (DCEO) - Mrs Gillian Wretham (Painsley North) and Mrs Cathy Horton (Painsley South). Their core purpose is to:

- a) Line manage the Principals within their region.
- b) To lead their own school by example as Principal and to provide dynamic and strategic support and leadership to the work of the CEO in the efficient and effective delivery of the MAC's strategic aims.
- c) To support the CEO in ensuring the highest standards of academic performance across the designated individual academies within the MAC.
- d) To uphold the MAC's values and to provide visible leadership across the MAC to drive achievement of high standards in all areas of the MAC's work, particularly in ensuring the provision of sustainable outstanding education through the preservation and development of its Catholic character.
- e) DCEO support visits per year - number to be decided depending on level of support required.
- f) Full DCEO support during inspections.
- g) School improvement work including external reviews (at least once per year).
- h) Regular (six weekly) co-ordinated school improvement exercises that will directly lead to school improvement.
- i) Appraisals for Principals.
- j) To support the CEO in ensuring compliance with statutory requirements, including safeguarding, health and safety, compliance with the MAC Scheme of Delegation and Funding Agreement(s) and the provision of quality assurance systems to monitor and evaluate the effectiveness of the MAC and the academies within the MAC.
- k) To provide effective and inspirational leadership, vision and strategic focus to achieve the highest levels of performance ensuring a culture of continuous improvement and continuous professional development within the identified schools.
- l) To inform the CEO about planned strategic decisions relating to the annual budget of each of the identified academies within the MAC.
- m) To support the CEO in ensuring the implementation of all policies across the MAC.
- n) To advise and support the effective system of appraisal that provides for the continuous development of all employees which is successful in developing future Catholic leaders of education.

##### 3. MAC Chief Financial Officer (CFO) - Mrs Joanne Bradbury - whose core purpose will be to:

- a) Line Manage: Academy Finance Manager/MAC Accountant, Academy Business Director/MAC Accountant, MAC Business Manager/Compliance Officer, MAC Marketing Co-ordinator, MAC HR Team.
- b) Support the CEO in the strategic development and operation of the MAC contributing to Board meetings, meetings with the Department for Education, ESFA, the Diocese and other significant organisations as required. In addition, to draft the 'Governance' statements for the end-of-year accounts for Directors to approve.
- c) Support the CEO to ensure the MAC Development Plan, targets and performance are implemented and monitored including MAC policies. The CFO will produce first draft of the MAC Financial policies and Financial Scheme of Delegation for Directors to approve. CFO will then ensure these policies are embedded across the MAC with the support of the MAC Business team.
- d) Provide outstanding leadership and management of the Central function including all business aspects of the MAC ensuring the delivery of professional support services to schools.
- e) Full support to each school during inspections.
- f) Strategic responsibility of the Finance obligations under the Multi-Academy constitution, including strategic oversight of budget setting and financial controls, and all aspects of compliance and the statutory obligations relating to the company.
- g) Responsible for providing strategic leadership and line management to the senior team leaders for: HR, Health and Safety, Risk management, estates Management, Facilities management, Administration, Marketing and Communication, governor services and for monitoring the MAC Development Plan against strategic business objectives.
- h) CFO support visits per year - number to be decided depending on level of support required.
- i) CFO support with line management set-up for support staff.
- j) Chair of the half termly MAC Business Forum.
- k) Through sound business planning, ensure that the MAC has the human, material and financial resources it needs to operate effectively.
- l) Provide leadership and line management to the MAC Accountants who will lead and manage the operational finance teams ensuring completion of all financial and audit returns to the ESFA, other statutory bodies, with regular financial reporting to the CEO, CFO and Board of Directors.
- m) Responsibility of all aspects of Company Secretarial obligations under the Multi-Academy constitutions and the statutory obligations relating to the company. To ensure compliance with all relevant legal and regulatory requirements, Company Memorandum and Articles, the Funding Agreement including the submission of the end-of-year accounts (unqualified).

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## Scope of Service

### Section B

#### MAC BUSINESS MANAGEMENT PRINCIPLES FOR 2018/19

1. To ensure that the enlarged Painsley Catholic Academy achieves economy (value), efficiency (maximising output), and effectiveness (maximising impact on T&L) focussing on the principles of best value: To challenge, compare, consult and to compete. We aim to achieve this in all we do through our central services team to ensure that our children benefit in the classroom from financial savings and efficiencies made.
2. To procure the best deals for the enlarged MAC - all contracts to be scrutinised and to be renegotiated across 15 schools with contract start/end dates falling in line. Financial savings here could be made across: photocopiers, buses, renegotiating SLAs (already in progress) and other commercial contracts - estimate approximately £100,000+ over the next couple of years in financial savings
3. ICT (moving away from SLAs from Entrust - cost saving) as a new ICT central support team comes together for the MAC.
4. Finance - move away from Entrust from September 2019 using one financial system and operating as a corporate finance team - cost savings made as Entrust will not be required. During 2018/19 all statutory consolidated financial returns will be undertaken by Head Office.
5. Marketing - this will result in consistency in communications and practice across all schools.
6. HR - to ensure consistency in practice and communication across all schools, led by the central finance team.
7. Compliance - GDPR, H&S, websites - to ensure that the MAC is statutory compliant - this does not currently exist across the MAC and is picked up separately across the individual schools resulting in inconsistencies.



# Better Together

## Scope of Service

### Section C

#### MAC Business Team

##### 1. MAC Finance Manager and Accountant (Painsley North) - Mr James Sanders:

- a) Line Manager to Head Office Finance team.
- b) For 18/19 the MAC will operate on two finance systems - HCSS Painsley South and PS Financials Painsley North. Painsley North will continue with the centralised finance system and operations currently in place and Painsley South will continue with their current financial systems and operations and will continue to use Entrust for in the short term. From September 2019 the MAC will move to using one financial system to ensure economies of scale, financial efficiencies and to ensure a smooth and effective accounting and finance service to schools.
- c) To provide accurate period end (monthly) budget updates for the CEO/CFO and Principals (Painsley North) ensuring that the schools maximise on financial efficiencies and produce a balanced budget for each school at the end of the financial year.
- d) Consolidation of the March accounts for all 15 schools for the initial budget forecast return by 18th May 2019.
- e) Consolidation of the Budget Forecast Returns (BFR) for the 15 schools. The two accountants will oversee the budget process and visit the Principals to ensure the budgets are balanced. The consolidating will be undertaken by James Sanders, Chartered Accountant and Painsley's Finance Manager by 27th July 2019.
- f) VAT returns (Painsley Academy is VAT registered).
- g) 2018/19 end-of-year accounts - liaising with auditors, consolidate accounts for all 15 schools - this will be completed in-house, report from both Accountants to Resources committee on financial performance for Painsley North and Painsley South with an overview and commentary from the MAC Finance Manager in relation to the MAC consolidated accounts.
- h) Payroll - from 1st April 2019 - HT will move from Stoke payroll bureau to CARVAL - the payroll bureau used by Painsley. The payroll implementation will be managed and co-ordinated by Painsley's Finance Manager with the support from the Academy Business Director and Painsley (South) Bursars. The Academy Finance Manager with the support of the Academy Business Director will also ensure that the TPS end of year certificates are completed and audited in relation to the statutory company regulations.



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## Scope of Service

### Section C

#### 2. Business Director and Accountant (Painsley South) - Mr John Dryer:

- a) Line Manager to: Painsley (South) Bursars, Finance Officer (BWH), Site Manager (BWH).
- b) To support the CFO in ensuring that the Central function, processes and procedures, including all business aspects of the MAC are undertaken consistently ensuring a smooth and efficient delivery of professional support services across the schools.
- c) To support the CFO in ensuring all MAC wide Business, finance, HR, and Facilities Management policies, processes and procedures are implemented within each school ensuring consistency in approach and delivery.
- d) Lead and manage the operational finance team for Painsley South through the work of the academy ensuring completion of all financial and audit returns for 2017/18\* to the ESFA, other statutory bodies, with regular financial reporting to the CEO, CFO and Resources committee as appropriate. \*From 2018/19 all financial returns will be undertaken from Painsley's Head Office by the Academy Finance Manager with the support of the Business Director.
- e) To provide accurate period end (monthly) budget updates for the CEO/CFO and Principals (Painsley South) ensuring that the schools maximise on financial efficiencies and produce a balanced budget for each school at the end of the financial year. A particular financial focus for 18/19 will be IT across the MAC.
- f) To have financial oversight of ICT across the schools.
- g) To work with the CFO and Academy Finance Manager in sourcing, installing and implementing one MAC finance system to be in place from 1st September 2019.
- h) To work with the Academy Finance Manager in ensuring a smooth transition onto the CARVAL payroll system for the Painsley South schools. Implementation and live from 1st April 2019.
- i) Under the direction of the CFO, to lead on MAC procurement ensuring the MAC focusses on the principles of best value: To challenge, compare, consult and to compete.
- j) To lead on asset management planning across the schools within the MAC to inform future capital projects, working with Entrust's Property Development Officer and architects to ensure capital projects have been procured, tendered, project managed and completed by agreed deadlines.
- k) To support the CFO in identifying other income streams to increase revenue income across the MAC.



# Better Together

## Scope of Service

#### 3. MAC Compliance Officer and Clerk to the Board of Directors (0.4 FTE) - Mrs Lizzie Baskeyfield:

- a) To ensure MAC compliance in relation to GDPR. To act as Data Protection Lead for the MAC and will work with the DPO in reporting any data protection breaches to Directors, CEO/CFO, Principals and Information Commissioners Office.
- b) To ensure all MAC websites are compliant in relation to statutory information which must be easily accessible on all school websites and to undertake half termly audits to ensure the information is displayed and current. These website compliance audits will also include website checks in relation to governance, ensuring school governance, LGB and Member information is up-to-date on each website including the MAC overarching website which includes Board of Director and Director core committee regulatory information.
- c) To ensure all MAC policies are updated and communicated to each school ensuring that these are also included on each website via the school Bursars.
- d) Health and Safety (H&S) - to support the H&S Officers within each school to ensure any new regulatory information is communicated to the appropriate colleagues and implemented as necessary.
- e) To act as Clerk to the Board of Directors. To ensure all papers are uploaded to the MAC website in a timely manner and in accordance with the 'Governance Information Internal Timeline' spreadsheet. In addition to finalising agendas and minutes, this will also include prompts to schools for uploading LGB governance papers as appropriate and prompting Committee Clerks to ensure the relevant papers for each Directors' core committee are also uploaded in accordance with the Scheme of Delegation and Clerking duties and responsibilities.

#### 4. MAC Marketing Co-ordinator - Mrs Marie Nee:

- a) To support each school within the MAC with marketing and PR activities to raise awareness and the profile of our schools resulting in an increase in pupil numbers.
- b) To produce a MAC Marketing/Advertising calendar to forward plan all press releases by using each school's Academic calendar.
- c) To update the school prospectus for Painsley Catholic College and Blessed William Howard on an annual basis.
- d) To update the school prospectus for the primaries where appropriate.
- e) To co-ordinate all general press releases across the MAC in relation to good news stories, achievements, open evenings and to arrange press photographers where appropriate.
- f) To book all adverts with the local press for each school in relation to Prospective Parents' Evenings/Open Evenings.
- g) To work with Principals in relation to any marketing/publicity literature and give-away items to promote each school to new parents and students.
- h) To work with the Principals in relation to press releases following examination results eg SATs, GCSEs and 'A' Levels.
- i) To ensure all websites across the MAC have up-to-date good news items/promotions and follow the MAC branding guidelines.
- j) To work with the CEO/CFO and HR team to produce a MAC Recruitment brochure to promote the benefits of working across the Painsley Catholic Academy to entice applicants to Painsley.
- k) To provide marketing literature to promote healthy eating and school dinners across each school to ensure maximum take-up of school lunches.
- l) To promote 'Free School Meals' (FSM) to parents ensuring those parents eligible complete the relevant paperwork to ensure the schools receive the appropriate funding to support FSM students.
- m) To create a MAC-wide newsletter.

#### 5. MAC ICT support:

The MAC ICT team will be supported by a MAC Network Manager (Mr Chris Snow) who will oversee a consistent approach to all ICT across the schools including procurement of new systems and software to ensure first-class ICT delivery. It is envisaged that the central support team will provide a central support service to each school as a first wave of support, thus reducing the need for external ICT support SLAs.

# Better Together

## Scope of Service

### Section C

#### 6. MAC HR support:

The HR support across the enlarged MAC is a developing team and will inevitably grow as the MAC grows in size. The basic tasks/process and procedures listed below have been discussed generally at the Bursars meeting and with Admin Managers, but are yet to be finalised with the MAC Business team, and this will take place in September to ensure all concerned are clear of the new central systems and for HR tasks that will remain within each school. The list below gives a flavour of what the Central HR team envisage undertaking with some tasks remaining in the individual schools. Note: this list is not exhaustive and will change as processes and procedures are finalised.

**Central HR Team - Mrs Janet Stewart-Lilly (0.6 FTE), Mrs Samantha Marshall (0.4 FTE), Mrs Alison Turnbull (0.2 FTE) and Mrs Joanne Brereton (0.4 FTE).**

Areas of responsibility:

#### 1. The Recruitment process:

- a) From an approved 'Advert Request' form, draft a job advert (approved Advert Request form MUST be signed off by the CEO for all new appointments in the first instance and then to the Accountants for financial checks against budgets).
- b) Once financial approval given, the advert will be sent to the requesting Principal for approval.
- c) Once approved the team will email details to Stoke payroll (Painsley South) with the associated documents.
- d) Advert will be placed either on-line or in print.
- e) Be the contact point for advert enquiries for Senior Leadership appointments i.e. Principal, Vice Principal and Assistant Principal (all other recruitment enquiries to be dealt with by Bursars/Admin Managers).
- f) To co-ordinate the full recruitment and appointment process for Senior Leadership posts liaising with the CEO/DCEOs and Directors.
- g) Responsibility for distributing the MAC Staff Information Sheet to Bursars for completion across each school.
- h) To provide full template letters for each HR process to ensure consistency across the MAC.
- i) For all recruitment vacancies: following interview - produce a 'Job Offer' letter and 'Statement of Employment Particulars'.
- j) Staff induction for new staff to be consistent across the MAC.
- k) Maintain staff files - these to be kept locally in individual schools.
- l) Single Central record - to be maintained in individual schools by Bursars/Admin Mgrs.
- m) Regular SCR and HR compliance checks to be undertaken across the schools by the central team/CFO.
- n) Administration of the PDS system sharing best practice across the Painsley MAC.

# Better Together

## Scope of Service

#### 2. General HR undertaken by the Central Team

- a) Salary change letters.
- b) Maternity/paternity leave pay/process.
- c) Acknowledge resignations.
- d) Organising safeguarding training.
- e) Updating HR policies -be aware of required dates and action.
- f) Ad-hoc HR data requests.
- g) Staffing updates for Directors' meetings - central team will liaise with payroll and Bursars.
- h) Attendance at staff welfare meetings.
- i) Clerking responsibilities at the following Director meetings: Resources, Audit and HR.
- j) Taking minutes at half-termly MAC Business Forum meetings - book venues, arrange catering.
- k) Settlement agreements.
- l) Liaison with HR Consultants who provide specialist HR and employment advice.
- m) Employment contracts (Painsley North). Painsley South to continue to use Stoke payroll to provide contracts until the transfer to the Carval payroll system.



## Responsibilities of the School

The academy schools listed above will ensure that it makes the agreed contribution towards central costs of the MAC as agreed by the Board of Directors and that this expenditure will be included in their approved budgets and strategic financial planning.

The academy school staff will ensure that all information requested by the MAC is available to assist with the procurement of services.

The Local Governing Bodies of the academy schools will ensure that the services provided by the MAC are monitored and best value is evaluated on a regular basis.



# Better Together

## Responsibilities of the Service Provider

**The CEO will act as Accounting Officer for the MAC who will provide expertise and support to all the academy schools in all educational matters - See 'Section A' above. The CEO will endeavour to ensure all support is offered on a fair basis but schools must recognise that circumstances may lead to additional support being required in one or more schools. The CEO will actively promote school-to-school improvement.**

The Deputy Chief Executive Officers will spend one day per week visiting the primaries within their geographical areas. The DCEO will endeavour to ensure all support is offered on a fair basis but schools must recognise that circumstances may lead to additional support being required in one or more schools.

The support given by the Chief Financial Officer will include at least a one 2 hour on-site visit per month for each school across the MAC.

The Painsley Catholic Academy will appoint key personnel with MAC-wide Business responsibilities (see Section C above) to ensure consistency in practice, processes and procedures and to ensure that the MAC operates as 'one'.

During 2018/19 the Painsley Catholic Academy will procure a number of services on behalf of its member academies ensuring best value is achieved. These services will include:

- HR Employment specialist advisors;
- Insurance - both buildings and balance of risks
- External and internal auditors
- Transport
- Photocopiers
- Energy
- IT support and systems across the MAC
- All SLAs through Entrust and Staffordshire County Council that each school currently signs up to annually, including legal support
- One financial package to be procured and rolled out across all schools for implementation in September 2019
- Health and Safety advice from an independent consultant;
- Training for Directors and Governors on LGBs to provide a full understanding of their new responsibilities
- The Painsley Catholic Academy will appoint a Clerk to the Board of Directors and committees (all internal appointments)
- The Painsley Catholic Academy will ensure that there is an ongoing programme of procurement services to realise economies of scale across the MAC.

A percentage of any surplus funds will be held centrally by the MAC and used for the purposes of educational improvement, governance training and staff development. The Painsley Catholic Academy will ensure that maximum interest is gained on surplus balances and the use of these funds will be agreed by the Board of Directors in consultation with the CEO/Accounting Officer and detailed in the MAC Development Plan.

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## Terms of Payment

In accordance with the decision of the Board of Directors of The Painsley Catholic Academy and the Local Governing Bodies of the academy schools, payment of the central costs from each academy's General Annual Grant will be made.





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## Signatures

**On behalf of the Academy:**

Name of Academy: .....

Signature: .....

Print Name: .....

Position: .....

Date: .....

**On behalf of The Painsley Catholic Academy (service provider):**

Signature: .....

Print Name: .....

Position: .....

CEO or CFO/Company Secretary

Date: .....

