**St Catherine of Siena Trustees Report 2017/2018**

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| The trust operates as a Multi Academy Company (MAC) for pupils aged between 3 and 11 in the Sandwell Borough. Within the MAC there are for primary schools.   * St Gregory’s Catholic Primary School has capacity for **240** pupils and an additional 26 (FT) pupils in nursery. The school accommodated a bulge class in 2017-2018 to meet a demand for places in the local area. We currently have 239 pupils educated on site. * St Francis Xavier Catholic Primary School has capacity for **210** pupils and an additional 52 part time pupils in nursery. * St Philip’s Catholic Primary School has capacity for **210** pupils and an additional 52 part time pupils in nursery. * Our Lady and St Hubert’s Catholic Primary School has capacity for 420 pupils when full and has a nursery on site providing for 26 FT places. The school is expanding from one form to two forms of entry (started September 2016). We are full 2-form entry across EYFS and KS1. Our expansion has moved into KS2. We currently have 364 pupils educated on site.   St Gregory’s Catholic Primary School is the registered office for the Company. |

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| **Structure, Governance and Management**  **Constitution**  The academy is a charitable company limited by guarantee and was set up by a Memorandum of Association on 1st April 2015.  The academy is constituted under a Memorandum of Association dated 1st April 2015.  The academy is governed by the Articles of Association included within the conversion documents of 1st April 2016; no amendments have been made to this document.  The principal object of the multi academy company is to:   * Secure and preserve the Catholic ethos and character of our schools through ecclesial communion. * Offer quality Catholic education across the primary phase within Sandwell, which will meet the expectations of parents, employers and future educational establishments. * Continue to raise the quality of education through joint accountability for standards whilst also committing to collective responsibility for improving provision in all four schools in order to promote achievement and improve pupil performance. * Continued enhancement of the quality of teaching and learning. * Facilitate the sharing of good practice and successful strategies for improving quality. Ensure best value in the use of finance and resources. * Ensure effective use of new technologies to enhance teaching and learning. * Improve the sharing and economies of scale regarding resources. |

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| **Members Liability**  **Method of Recruitment and Appointment or Election of Trustees**  The management of the academy is the responsibility of the Trustees who are elected and co-opted under the terms of the Trust deed.  Any persons may be appointed by the Foundation Member (Barberi and Newman Academy Trust). The Founder Member may appoint such additional Members as it thinks fit and may remove any such additional Members appointed by it. If the Founder Member ceases to exist and is not replaced by a successor institution, or becomes insolvent or makes any arrangement or composition with its right to appoint Members under the Articles shall vest in the Diocesan Bishop.  Every person nominated to be a Member of the Company shall either sign a written consent to become a Member or sign the register of Members on becoming a Member.  As part of the procedures for the recruitment of new members the completion of the Academy Foundation Director Application Form is compulsory and submitted to the Diocese for the approval of the Bishop. Any new member must also complete the Deed of Adherence to the Scheme of Delegation and an undertaking to the Diocesan Bishop. |

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| **Policies and Procedures Adopted for the Induction and Training of Trustees**  All Members are provided with, will have read and understood the terms of: The Articles of Association, The Master Funding Agreement, The Supplemental Funding Agreement, the lease entered into by the Company as tenant with the Trustees as landlord and the lease entered into by the Company as tenant with Sandwell MBC as landlord.  **Organisational Structure**  The Board of Directors are responsible fo the overall strategic direction of the St Catherine of Siena Multi Academy Company.  The Directors are responsible for the setting of personnel and strategic policies across the multi-academy, adopting a MAC Development Plan and budget, monitoring the multi-academy budgets and making strategic decisions about the direction of the multi-academy, capital expenditure and senior staffing appointments.  Leadership and Management across the multi-academy is delegated by Directors to the Academy Committee and Senior Leadership Team within each of the four schools. The Committee and Senior Leadership Team are reponsible at an executive level for implementing the policies adopted by Directors and reporting back periodically through the committee. The Principal of St Stancis Xavier Catholic Primary School is the Accounting Officer of the multi-academy and is responsible for the authorisation of spending at predetermined levels. In the event of his absence the other Principal Director will undertake the role of Accounting Officer. Some spend control is delegated to individuals and academy committees of the Board of Directors in accordance with the Financial Scheme of Delegation. |

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| **OBJECTIVES AND ACTIVITIES**  **Objects and Aims**  The principal object and aims of the Company are restricted to the following; to advance for the public benefit education in the United Kingdom, in particular but without prejudice to the generality of the foregoing by establishing, maintaining, carrying on, managing and developing Catholic schools offering a broad and balanced curriculum and conducted as Catholic Schools in accordance with the Code of Canon Law of the Latin Church from time to time and the doctrinal, social and moral teachings of the Catholic Church from time to time and following directives and policies issued by the Diocesan Bishop to ensure that the formation, governance and education of the Academies is based on the principles of Catholic doctrine, and at all times serving as a witness to the Catholic faith in our Lord Jesus Christ.  **Objectives, Strategies and Activities**  The MAC Development Plan is reviewed annually by Trustees.  The current Improvement plan has targets for 2018-19 :   * To embed the mission, motto and vision of the MAC in all aspects of Catholic Life and RE provision in school. * To facilitate staff training and pupil events e.g. shared Mass and retreat days. * To participate in termly RE cluster meetings with the DES and implement updates. * To embed the ‘Catholic Pupil Profile’ values and virtues through collective acts of worship/assemblies. * To promote and develop mission and liturgy across our schools * To ensure teacher assessments are consistent across the Academy through joint moderation sessions. * To Improve procedures for teaching and evidencing pupils working at greater depth across the Academy. * To Improve Maths standards across all schools at ARE and greater depth and increase the percentage of pupils working at greater depth by the end of KS2 in Maths. * To re-establish the MAC website that meet the requirements of the DfE and EFA and all leaders to use the portal to share best practice. * To Increase the progress measures of pupils working at ARE/exceeding levels in writing in KS1 and KS2 across the Academy * To ensure best value and effective procurement of supplies through negotiating with suppliers and buying in bulk where possible * To create and maintain a fixed asset register for each school. * To create a 3 year MAC estate management plan (including building work, repairs etc.) * Source revenues / bids for the MAC to generate capital. |

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| **Public Benefit**  The Trustees believe that the Academy’s aims are demonstrably to the public benefit and have considered the guidance contained in the Charity Commissioners guidance on public benefit and have considered this when planning future objectives and aims.  Many activities and programmes enable the objectives of the academy to be realised. In addition to the quality of teaching and learning to ensure the outcomes and achievements for all pupils are recognised a number of advanced activities take place in the public benefit:   * Extra-curricular activities for all students * Breakfast clubs and after school clubs * Nursery education * Holiday activities programmes * Parental engagement sessions * External professional services |

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| **Strategic Report**  **Achievements and Performance**  The St Catherine of Siena Multi Academy Company has operated effectively during its period of operation from the 1st September 2017 to 31st August 2018. We have operated within our budget and have built a surplus during this period. This will be used for future innovations and development work linked to improving resources linked to teaching and learning and the achievement of students. This in turn will improve our effectiveness during the forthcoming academic years.  Two schools within the St multi-academy are currently judged to be ‘Good’ by Ofsted and two schools are currently judged to be ‘Outstanding.’  Recent School Inspections outcomes:  **St Gregory’s February 2018**  **The school continues to be good.**  Based on the evidence gathered during this short inspection. The school has demonstrated strong practice and marked improvement in certain areas. This may indicate that the school is improving towards being outstanding. It is recommended that the school’s next inspection be a section 5 inspection.  **St Philips May 2018**  **The school continues to be good.**  **Our Lady and St Hubert March 2014 (outstanding) next Inspection due March 2019 onwards**  **St Francis Xavier June 2007 (outstanding) Inspection is imminent**  As a multi-academy we are judged in terms of our pupil outcomes and in terms of our successes. The key headline figures given below show that the strong links between the financing of the academy and the multi-academy development plan objectives are intrinsically linked. |

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| **Key Performance Indicators**  **The achievements of the four schools across the multi-academy have been at least good during the 2017 – 2018 academic year:**  **ST GREGORY’S CATHOLIC PRIMARY SCHOOL**  **EYFS**   |  |  | | --- | --- | | **Progress** | **Result** | | **Achieving good level of development** | **80%** |   **Phonics Screening Checks**   |  |  | | --- | --- | | **Year** | **Pass Rate** | | **Year 1** | **90%** | | **Year 2 (Re-sits)** | **0%** |   **Key Stage 1 (End of Year 2)**   |  |  |  | | --- | --- | --- | | **Subject** | **Reaching Expected Standard** | **Above Expected Standard** | | **Reading** | **83%** | **37%** | | **Writing** | **70%** | **33%** | | **Mathematics** | **83%** | **33%** | | **Reading, Writing and Maths** | **73%** | **23%** | | **Science** | **87%** | **27%** |   **Key Stage 2 (End of Year 6)**   |  |  |  |  | | --- | --- | --- | --- | | **Subject** | **Reaching Expected Standard** | **Above Expected Standard** | **Average Scaled Score** | | **Reading** | **90%** | **35%** | **106** | | **Writing** | **100%** | **26%** | **n/a** | | **Grammar, Punctuation and Spelling** | **97%** | **35%** | **107** | | **Mathematics** | **90%** | **19%** | **106** | | **Reading, Writing and Mathematics Combined** | **87%** | **16%** | **n/a** |   **Progress**   |  |  | | --- | --- | | **Subject** | **Average Progress** | | **Reading** | **0.6** | | **Writing** | **1.5** | | **Mathematics** | **-0.6** |   **Attendance and Pupil Numbers**   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  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Expected Standard** | **Average Scaled Score** | | **Reading** | **87%** | **27%** | **104** | | **Writing** | **80%** | **23%** | **n/a** | | **Grammar, Punctuation and Spelling** | **90%** | **53%** | **109** | | **Mathematics** | **90%** | **27%** | **106** | | **Reading, Writing and Mathematics Combined** | **77%** | **13%** | **n/a** |   **Progress Score**   |  |  | | --- | --- | | **Subject** | **Average Progress** | | **Reading** | **1.8** | | **Writing** | **2.0** | | **Mathematics** | **1.9** |   **Attendance and Pupil Numbers**   |  |  | | --- | --- | | **Attendance** | **Number of pupils on roll** | | **96%** | **239** | |  |  |   **OUR LADY AND ST HUBERT’S CATHOLIC PRIMARY SCHOOL**  **EYFS**   |  |  | | --- | --- | | **Progress** | **Result** | | **Achieving good level of development** | **75%** |   **Phonics Screening Checks**   |  |  | | --- | --- | | **Year** | **Pass Rate** | | **Year 1** | **95%** | | **Year 2** | **0%** |   **Key Stage 1 (End of Year 2)**   |  |  |  | | --- | --- | --- | | **Subject** | **Reaching**  **Expected**  **Standard** | **Above**  **Expected**  **Standard** | | **Reading** | **87%** | **33%** | | **Writing** | **82%** | **25%** | | **Mathematics** | **87%** | **23%** | | **Science** | **89%** | **n/a** | | **RWM combined** | **79%** | **18%** |   **Key Stage 2 (End of Year 6)**   |  |  |  |  | | --- | --- | --- | --- | | **Subject** | **Reaching Expected Standard** | **Above Expected Standard** | **Average Scaled Score** | | **Reading** | **91%** | **55%** | **109** | | **Writing** | **88%** | **39%** | **n/a** | | **Grammar, Punctuation and Spelling** | **88%** | **61%** | **111** | | **Mathematics** | **79%** | **45%** | **107** | | **Reading, Writing and Mathematics Combined** | **76%** | **36%** | **n/a** |   **Progress Score**   |  |  | | --- | --- | | **Subject** | **Average Progress** | | **Reading** | **3.3** | | **Writing** | **2.2** | | **Mathematics** | **2.6** |   **Attendance and Pupil Numbers**   |  |  | | --- | --- | | **Attendance** | **Number of pupils on roll** | | **97.16%** | **364** |   **ST PHILIP’S CATHOLIC PRIMARY SCHOOL**  **EYFS**   |  |  | | --- | --- | | **Progress** | **Result** | | **Achieving good level of development** | **68%** |   **Phonics Screening Checks**   |  |  | | --- | --- | | **Year** | **Pass Rate** | | **Year 1** | **90%** | | **Year 2 (Re-sits)** | **100%** |   **Key Stage 1 (End of Year 2)**   |  |  |  | | --- | --- | --- | | **Subject** | **Reaching Expected Standard\*** | **Above Expected Standard** | | **Reading** | **80%** | **20%** | | **Writing** | **73%** | **7%** | | **Mathematics** | **80%** | **13%** |   **Key Stage 2 (End of Year 6)**   |  |  |  |  | | --- | --- | --- | --- | | **Subject** | **Reaching Expected Standard\*** | **Above Expected Standard** | **Average Scaled Score** | | **Reading** | **81%** | **26%** | **105** | | **Writing** | **77%** | **19%** | **n/a** | | **Grammar, Punctuation and Spelling** | **87%** | **32%** | **107** | | **Mathematics** | **74%** | **13%** | **103** | | **Reading, Writing and Mathematics Combined** | **65%** | **6%** | **n/a** |   **Progress**   |  |  | | --- | --- | | **Subject** | **Average Progress** | | **Reading** | **-0.17** | | **Writing** | **+4.5** | | **Mathematics** | **+1.6** |   **Attendance and Pupil Numbers**   |  |  | | --- | --- | | **Attendance** | **Number of pupils on roll** | | **97%** | **250** | |  | |

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| **Accolades of our four schools:**  Current achievements, awards and collaborative partners linked to the schools are given below.  St Francis Xavier Catholic Primary School:   * Designated a National Teaching School * Fair Trade School Status * Healthy School Status * Quality Mark award.   St Philip’s Catholic Primary School:   * The Gold Sports award * RWI recognition award from Ruth Miskin * Working towards Eco School Award * Recognition award - UNICEF * Basic skills quality mark.   Our Lady and St Hubert’s Catholic Primary School:   * Designated national teaching school. (2 x NLEs and 6 x SLEs designated on site). * Outstanding lead school to school support provider * Singapore maths national lead school and Professional development lead teaching school for maths and maths mastery with Maths Hub. * National Pedagogy for Deeper Learning 6Cs school – 21st Century Skills Curriculum School. * Quality mark (6th renewal), ICT mark, Science mark, Well-being charter mark, Music Mark. * Naace Outstanding Curriculum award winners, UNICEF rights respecting schools, Fair trade status, Eco-school + Green Flag award.   St Gregory’s Catholic Primary School:   * National Support School (1 NLE) * Science Quality Mark Silver * Level 1 UNICEF Rights Respecting School Award * Arts Mark Award * Investors in People renewal established. |

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| **Going Concern**  After making appropriate enquiries, the board of trustees has a reasonable expectation that the academy has adequate resource to continue in operational existence for the foreseeable future. For this reason it continues to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the Accounting Policies.  **FINANCIAL REVIEW**  The academy has a number of financial policies in place to ensure that it maintains and develops systems of financial control which conform to the requirements of propriety, regularity and of sound financial management.  Those policies include but is not exhaustive to; Accounting, Risk Management, Gifts and Donations, Business Continuity, Charges and Remissions and Anti-Fraud. In addition, the academy has an in depth Financial Scheme of Delegation and Financial Procedures Document which all financial staff read and sign their acceptance.  The St Catherine of Siena Multi Academy Company receives 99% of its funding through the Department for Education via the Education Funding Agency in the form of the General Annual Grant.  **Reserves Policy**  Reserves are defined by the Directors as that part of the Company’s unrestricted funds that are freely available to spend on any of the schools purposes.  Any reserves held are in accordance with the requirements laid down in the Master Funding Agreement and by the Education Funding Agency. The Directors will review the level of reserves and policy for reserves annually.  The appropriate level of reserves is determined by the Directors and will fluctuate depending on operational needs. The Directors seek to ensure that reserves do not tie up money unnecessarily, thus limiting the amount spent on activities and reducing the potential benefits the multi-academy can provide. However, they recognise that, if reserves are too low, then the multi-academy’s solvency and its future activities can be put at risk.  **Investment Policy**  As a Catholic Academy all investment considerations are made in line with the ethical and environmental standards upheld by the Catholic Church. Board of Director approval is required prior to any investment activity taking place. It is the role of the Board to ensure that the investments are made for a period of time that is supportive of the development of the multi-academy and is in line with the Directors accepted ethical standards.  **FUNDRAISING:**  The trustee body is made up of individuals who regularly devote time to running the charity and possess the appropriate skills and abilities. Trustees delegate strategic financial management to the Accounting Officer and the SCOS Strategic Finance Team. Day-to-day financial management is in turn delegated to individual schools through the Scheme of Delegation.  The Board of Directors has agreed a formal schedule of matters reserved for their decision, i.e. those which should not be delegated. Beyond this, the board has appointed separate committees to deal with specific areas of Academy business, and has determined the delegated responsibilities to be assigned to those committees, to ensure that matters can be dealt with in appropriate detail and with sufficient frequency. Fundraising sits under the Finance and Audit Committee. This committee is chaired by a director who adheres to its own agreed Terms of Reference and the details outlined in the Financial Procedures Handbook and accompanying documentation e.g. Charities’ Act, Companies’ Act, Academy Financial Handbook etc. The membership of the committee includes an executive director – the Accounting Officer, who is an advisor and none voting member. HE withdraws when discussions involve performance management, remuneration and pay. The establishment of committees does not absolve the Board of Directors of its overall responsibility to manage the finances of the Academy.  Within this, the Finance and Audit committee oversee any fund raising.  Periodically the schools will organise fund raising events that support national fund raising events such as Children in Need and Comic Relief. All money collected is counted with two members of staff present.  If the PTA or any such organisation hold a fund raising event it is the responsibility of the event organiser to control the funds prior to the them being handed to School Staff. If the cash raised is to be held by the school for safe keeping, then it must be counted with two people present, one of whom is a member of staff. When school staff have any funds, it is then dealt with under the Financial Procedures Handbook.  All charity initiatives and events are reported to the Local Academy Committee and are recorded in school accounts. In the first instance, the LAC has the overriding responsibility to control how many initiatives take place during any one term and school year. They are also responsible for overseeing the quantity, frequency and amount of money they request. If any concerns are raised, they are referred to the Finance and Audit Committee. Fund raising complaints follow schools’ local policies in the first instance and the MAC complaints procedure as an escalation level after the schools’ policies.  **RELATED PARTIES:**  The SCOS MAC is not part of any wider network or soft federation. All schools related to the SCOS MAC are declared and registered as part of company activity. Relationships with parties, individuals or businesses are declared annually as part of declarations of interest and they are published by the MAC online.  **PRINCIPAL RISKS AND UNCERTAINTIES**  An analysis of potential risks has been undertaken by the Senior Leadership Teams and the Board of Directors and the risks are monitored by the Business Manager alongside the Accounting Officer for the multi-academy. All potential risks are identified and reported in the risk register and reviewed annually.  The Company has considerable reliance on continued government funding through the EFA. The schools revenue is ultimately public funded and this level of requirement is expected to continue with all funding from this source. There can be no assurance that government policy or practice will remain the same or that public funding will continue at the same levels or on the same terms.  This risk is limited in a number of ways:   * Ensuring pupil numbers are retained * Other funding streams are identified * Ensuring the provision of high quality education is provided * Monitoring reserves, investments and purchases to ensure that available funds are used effectively.   The Company risk register highlights a number of low risk areas that Directors monitor. The risk register identifies two high risk areas, these are competition risk and technology risk. This is monitored by Directors and is reviewed annually.  **PLANS FOR FUTURE PERIODS**  The St Catherine of Siena Multi Academy Company has had a very successful 12months. Each of the four schools within the multi-academy will continue to build on the successes of 2016 - 2017.  Future developments for the Company include:   * Achievement of Pupils - Ensuring that Principals and Directors have an in-depth knowledge of the strengths and weaknesses of each school, whilst sharing good practice to support all schools within the multi-academy. * Resources – Identification of income and bid funding opportunities * Resources – Effective use of all assets held within the MAC to ensure best value and income generation. * Teaching and Learning – To further develop the outstanding practice within the MAC. * Estate – To develop the school sites to ensure state of the art facilities. * Safeguarding – To ensure all pupils are secure and safe within the MAC, complying with the most recent safeguarding recommendations.   **FUNDS HELD AS CUSTODIAN TRUSTEE ON BEHALF OF OTHERS**  The Company and its Trustees do not act as the Custodian Trustees of any other charity.  **DISCLOSURE OF INFORMATION TO AUDITORS**  Each of the persons who are Trustees at the time when this Trustee’s report is approved has confirmed that:   * So far as that Trustee is aware, there is no relevant audit information of which the charitable company’s auditors are unaware and; * That Trustee has taken all the steps that ought to have been taken as Trustee in order to be aware of any relevant audit information and to establish that the charitable company’s auditors are aware of that information.   Trustee’s report, incorporating a strategic report, approved by order of the board of trustees, as the company directors, on and signed on the board’s behalf by:  Krystyna Bickley Accounting Officer 16/10/18 |

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| **NAME** | **6.12.17** | **Extra Ordinary Meeting 1.2.18** | **28.2.18** | **7.3.18** | **18.7.18** |
| K Bickley | X | X | X | X | Apologies |
| A Dickinson (left easter 18) | X | Apologies | X | X | LEFT |
| M O’Brien | Apologies | X | X | X | X |
| J Arch (resigned) | X | X | X | X | LEFT |
| J Gardner | X | X | X | X | X |
| F Foley | X | X | X | X | Apologies |
| R Jones | X | X | X | X | X |
| K Shah | X | Apologies | X | X | Apologies |
| C Hancox | X | X | X | X | Apologies |
| C Cullen | X | X | Apologies | X | X |
| I Bickley | X | X | X | X | X |
| Michelle Crawford |  |  |  |  | X |
| Carmel Hinton |  |  |  |  | X |
|  |  |  |  |  |  |
| M Jones (resigned 9.2.18) | X | X | - | - | - |
|  |  |  |  |  |  |
| Observers |  |  |  |  |  |
| J Downes (from Easter onwards) | - | - | - | - | X |
| D Doyle | X | X | X | X | X |

|  |  |
| --- | --- |
| **Foundation Director**  Joyce Gardner (Chair)  Finula Foley  Terri Steele (OLSH)  Mary O'Brien (Vice-Chair)  Carol Cullen (Safeguarding Director)  Ian Bickley  VACANCY  VACANCY | 12th April 2019  12th April 2019  5th September 2021  12th April 2019  1st June 2020  19th September 2020 |
| **Parent Director**  Roderick Jones  Kiran Shah | 25th June 2019  1st November 2019 |
| **Staff Director**  Michelle Crawford  Chris Hancox | 17th April 2022  1st November 2019 |
| **Principal Director**  Carmel Hinton (12m, shared with D Doyle)  Krystyna Bickley | 16th April 2019  1st April 2019 |

Directors access all paperwork through a secure password controlled system. Directors can attend any Academy Committee meeting, without notice.

The Directors effectively challenge the Principals and Academy Committee in each school through the scrutiny of minutes, Principal reports, feedback and reports from the MAC School Improvement Partner, Diocese, internal audits and benchmarking comparisons.

The Audit/Resources Committee formed part of the main board of trustees in 2016-2017. Its purpose was:

* To act as the co-ordinating body for spending committees, preparing and recommending to the Board of Directors an Annual Budget Plan and cash flow forecasts for each academy for approval.
* To authorise remedial action where appropriate.
* To give consideration to decisions taken at committee/board level and the impact on the academies financial position.
* To consider the financial implications relative to school improvement plans and priorities.
* To give consideration to approve expenditure items as described in the scheme of delegation.
* To annually review the Academy Financial Regulations and Scheme of Delegation.
* To ensure the Register of Business Interests is kept up to date.
* To ensure the academies have sound financial controls in place.
* To review appropriate benchmarking data, budget projections, medium/long term financial plans to ensure the academies budgets are realistic and sustainable.

**Personnel**

* To have knowledge of the number of staff, both teaching and non-teaching and levels of salaries, allowances and enhancements and pay progression within the context of the Academy Improvement Plan.
* To monitor policies and procedures related to personnel, i.e. disciplinary codes, dismissal, early retirement schemes, appraisal systems, equal opportunities, Health and Safety (Welfare) and personal development.

**Pay**

* To draw up a pay policy for recommendation to the Board of Directors and thereafter to review the policy.
* The Committee will receive the report and recommendation of the Appointed Directors on the Principal’s pay review, regarding requests, etc.

**Health and Safety/Premises**

* To be ultimately responsible for the maintenance, development and letting of the academies buildings and grounds.
* To ensure each school/college has an annual maintenance programme in accordance with the academies delegated budget and development plan.
* To be responsible for compliance with all current Health and Safety requirements and associated regulations.
* To ensure that the Academy Health and Safety Policy is regularly reviewed to maintain validity.
* Develop and submit for Trustee approval a 5 year estate management strategy.
* Ensure all buildings and contents are appropriately insured.

**Resources**

* To be responsible for the effective use of Academy resources.
* To ensure that purchases of resources conform to best value and financial procedures.
* To carry out an annual review of the use of resources effectively.
* To agree and sign an annual Best Value Statement.

The academy buy in an annual audit support service through Crowe, Clark, Whitehall who undertake termly internal audit controls checks.

**Review of Value for Money**

The accounting officer has responsibility for ensuring that the academy trust delivers good value for money in the use of public resources. The accounting officer understands that value for money refers to the educational and wider societal outcomes achieved in return for the taxpayer resources received.

The accounting officer considers how the trust’s use of its resources has provided good value for money during each academic year, and reports to the board of trustees where value for money can be improved, including the use of benchmarking data where available. The accounting officer for the academy trust has delivered improved value for money during the year by:

* Ensuring all services previously traded through the Local Authority have been reviewed and purchased as a single multi-academy buy back or sourced from an external provider.
* The multi-academy has robust monitoring systems in place to ensure there is no wastage or extravagance.
* The multi-academy monitors the largest expenditure area very closely to ensure that staffing is efficient, effective and meets the needs of each school in driving standards forward.