



OUR LADY OF LOURDES CATHOLIC MULTI ACADEMY COMPANY

BUSINESS PLAN 2018-2021

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1. Introduction

The Barberi Newman Trust was incorporated on the 17th August 2012 to enable groups of schools within the Catholic Archdiocese of Birmingham to form a Multi Academy Company and convert to Academy status.

The Our Lady of Lourdes Catholic MAC is a Multi Academy Company comprising of four Catholic School and a Central Services Team. The Directors of the company are responsible for the educational outcomes of the students, the financial management and strategic development of the company and to uphold the Catholic ethos. The individual Academy Committees and Senior Leadership Teams support the Directors.

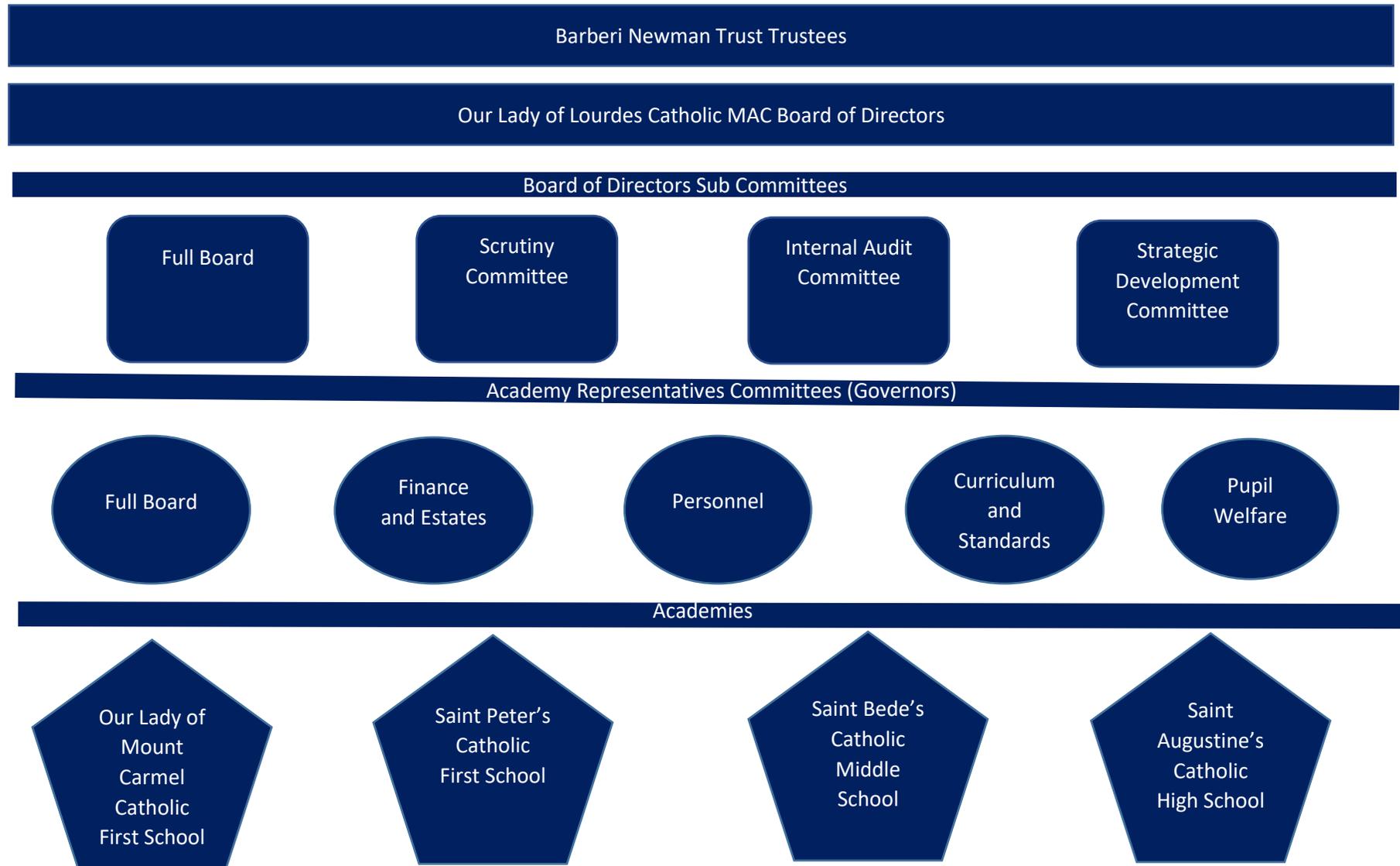
Our Lady of Lourdes Catholic MAC has elected to prepare a Business Plan. The Business Plan will facilitate the Directors in achieving the Multi-Academy’s strategic goals and the school leadership teams in delivering their individual School Continue to Improve Plans. In addition, the Business Plan will inform the Directors in providing the required support and challenge to the individual Academies for the delivery of the Plan.

The Plan will be updated annually and in line with the evolving priorities of the individual schools and the requirements of the statutory Education Authorities and the Birmingham Catholic Archdiocese.

Performance and delivery risks against the Business Plan are reported on a termly basis to the Board of Directors by the Strategic Development Committee. The individual Academies are accountable for the performance of the Business Plan at Academy level. The Boards of Academy Representatives are expected to report their Academy’s performance against Plan targets to the Strategic Development Committee.



2. Our Lady of Lourdes Catholic MAC structure



3. Strategic Objectives

Our Mission

To create a transparent growth model for successful, seamless Catholic education by developing effective accountability, leadership and teaching and learning at all levels, which will ensure that the attainment of all groups of learners which will enable the very best learning opportunities for the young people we serve, and therefore ensuring they can contribute effectively to the wider world

Our Vision

Quality Seamless Catholic education from Reception to Post 16 for all.

The Multi Academy Vision is delivered using the nine characteristics of successful Multi Academies as identified by David Carter, National School's Commissioner:

1. There is a well-communicated strategic vision and plan that moves seamlessly from implementation into impact. The School Improvement Plan can only be delivered through support from the Trust (MAC) and the Trust priorities can only be delivered through the Academies;
2. There is a clear accountability framework for the performance of the Trust that all staff understand, including what happens when key staff underperform;
3. There are clear quality assurance (QA) systems in place to improve consistency and performance;
4. There is a clear delegated framework for governance at Trust Board and Local Governing Body levels that makes the responsibilities of both the Board and any Local Governing Bodies (LGBs) explicit;
5. There is a trust-wide School Improvement Strategy that recognises the different interventions needed at different stages of a school's improvement journey;
6. There is a systematic programme of school-to-school support that is focused on the needs of individual academies;
7. There is evidence of skilled management of trust risk indicators;
8. There is a clear succession plan for the key posts within the MAT (MAC);
9. There is a trust-wide commitment to making a contribution to local, regional and national educational networks beyond the MAT (MAC).



Key areas of focus

Our strategic objectives are:

1. To promote the Gospel Values through Catholic education;
2. To contribute to the improvement in the quality of educational standards and outcomes through promoting excellence in teaching, leadership and governance for ALL young people in our MAC;
3. To ensure a broad and balanced curriculum from Reception to Post 16;
4. To ensure financial sustainability in a challenging climate;
5. To continue to strive towards Academic and Pastoral excellence through appropriate Delivery Principles.

As an enabler to the delivery of the Business Plan, the Directors will explore alternative future funding models over and above our funds from the Education and Skills Funding Agency (ESFA) for 2018 and beyond.

4. Delivery Principles

It is our intention for our Academies to strengthen further school-to-school support within the Multi Academy to aid leadership development and opportunities. We will continue to build our links with other Multi Academies to share good practice and provide future opportunities for growth. We will improve partnership links with other organisations that provide support to our Multi Academy.

We will further develop our Central Team and the services provided to our Multi Academy and, where viable, external bodies. We will continue to strive for Academic and Pastoral excellence across all our schools and become a beacon of teaching excellence.



5. Identification of Focus Areas and Plan

The table below outlines our key plan and expected outcomes for 2018-20. Each focus area is linked to one or more of our strategic objectives. Focus Areas are grouped into the following sections, to reflect the priorities of the Our Lady of Lourdes Catholic MAC:

1. Governance
2. Staffing and Leadership
3. Teaching and Learning
4. Financial Planning
5. Central Support Services
6. MAC Integration



Section 1: Governance		
Focus Area	Plan	Expected outcomes
Strategic direction set for the Multi Academy	Business Plan circulated to all stakeholders to uphold the existence of Catholic Education in Redditch, Bromsgrove and surrounding areas for the foreseeable future.	Business Plan is ratified by Directors and implemented.
Ensure high quality Governance across the Multi Academy.	<p>Proactive sub-committees of the Board of Directors who report to the Board.</p> <p>Enhancing the current governance of the Board of Directors and Local Governing Bodies by ensuring skills gaps are identified.</p> <p>Actively recruit high quality Directors and Governors by promoting the work of our current officers and demonstrate the personal reward they receive.</p>	<p>The Board of Directors are challenged to ensure that a framework is established and maintained for optimising the deployment of all resources available to the Multi Academy to enable it to meet its business and financial objectives.</p> <p>The Board of Directors fully understands the management of risk by the Multi Academy and has in place mitigating actions to tolerate and control such risk.</p> <p>Board of Directors is continually refreshed with the right skills-set to drive forward the Multi Academy.</p> <p>Governors have the essential balance of skills and experience along with clear plans and processes in place to carry out their role effectively.</p>



	<p>Establish Link Directors to key areas to support fellow Directors, Governors and Multi Academy officers.</p> <p>Procure an Independent Quality Assurer to evaluate the performance of the Board Directors of the Multi Academy and Local Governing Bodies.</p>	<p>Key Directors provide a link to the Academy Committees and Board of Directors with clear communication channels.</p> <p>Independent Quality Assurer appointed to provide the Boards with a Quality Assurance programme reporting on good practice and areas upon which to continue to improve.</p>
Induction of New Directors	<p>New Directors are provided with a comprehensive induction programme and training for the role.</p> <p>New Directors are mentored by an existing Directors to provide peer-to-peer support.</p>	<p>New Directors will receive an induction programme reflecting best practice and relevant training.</p> <p>Mentor Directors will provide support and guidance.</p>
Enable our Governors	<p>Governing bodies are clear in their role of supporting the Business Plan and work towards achieving the objectives in partnership with the Board of Directors.</p> <p>Assess the quality of Governance across the Academies; ensure a skills matrix is completed annually and training is provided to plug the gaps.</p> <p>Review the Scheme of Delegation to ensure that the Governors are able to function, support and challenge the school leadership teams to deliver outstanding teaching and learning.</p>	<p>Academy Representatives take ownership of the Business Plan to ensure the progress within their individual Academies is monitored and reviewed.</p> <p>Annual skills matrix completed. Training programme is in place.</p> <p>Governors function within the capacity of the Scheme of Delegation and fulfil their role as the critical friend to the Academy Leadership team.</p>



	Directors and Governors encouraged to attend and participate in school events.	Profile of the Directors and Governors raised with staff.
Section 2: Staffing and Leadership		
Focus Area	Plan	Expected outcomes
<p>Catholic Leadership recruitment</p> <p>Recruitment and retention of high quality staff</p> <p>Succession Planning</p> <p>Development of staff</p>	<p>The Multi Academy aims to recruit staff at all levels who are motivated and supportive of our Mission. In turn we will strive to offer career opportunities to all staff as a result of being identified through the performance management and appraisal process.</p> <p>Internal training will be offered to staff at all levels through a coaching and mentoring approach but particularly at middle leadership level.</p> <p>More formal training will also be offered at Leadership level and there is an expectation that staff will access external courses.</p> <p>Support development of staff to promote and strengthen Catholic Leadership supported by the Teaching School 'school-to-school offer'.</p> <p>The Teaching School will provide training opportunities across the Multi Academy and support the development of all teaching staff across the Multi Academy Academies.</p> <p>Training opportunities will be sourced to meet the needs of the individual Continue to Improve Plan for all staff.</p> <p>The Strategic Development Committee will use the Apprenticeships levy to support development of staff through the process of nomination and selection to the Strategic Development Committee.</p>	<p>A well trained and highly motivated work force which support the Mission of the Multi-Academy.</p> <p>Staff are developed and prepared for succession opportunities. Leadership training opportunities are available to nurture the next leaders.</p> <p>Reduced risk of lack of leadership recruitment with a focus on Catholic leadership.</p> <p>Internal support provided from St Augustine's Teaching School.</p> <p>Training opportunities from various providers are offered to all staff.</p> <p>Annual opportunities across the multi-Academy for use of the Apprenticeship levy.</p>



	<p>Support the growth of high quality apprenticeships by providing apprenticeship opportunities across the Multi Academy.</p> <p>Continue to support external school/s as requested by the Birmingham Diocesan Education Service (BDES) and or National College for Teaching and Leadership (NCTL)</p>	<p>Apprentices appointed to the Multi Academy, providing paid learning opportunities.</p> <p>School-to-School support provided by the Teaching school and Specialist Leaders of Education, Leadership teams and NLE's within the Multi-Academy</p>
Chief Executive Officer	Explore the appointment of a Chief Executive Officer to the Multi Academy who will have primary responsibility for the performance, both Academic and operational, of the Multi Academy.	Appointment of a Chief Executive Officer in line with remit of the Diocese Education Service.
Staffing profile/ forecast	<p>Vacancies will be evaluated for Academy and Multi Academy need. Each position will be graded appropriately to role and level of responsibility.</p> <p>3-5 year staffing forecasts and financial implications are set in line with expected funding allowing for in year flexibility.</p> <p>Build capacity into the staffing profile by MAC-wide staffing appointments.</p>	<p>Appointments are evaluated for the need of the Academy and Multi Academy. Appointments made that are graded correctly for the role and level of responsibility. Reduced overlap in roles across the Multi Academy.</p> <p>Staffing forecasts are set in line with expected funding enabling the strategic planning of the Academies' finances.</p> <p>Multi Academy appointments are made where staff are allocated across the Academies, reducing the overlap of roles and providing possibilities for roles within Academies who could not fund them alone.</p>



Section 3:	Teaching and Learning	
Focus Area	Plan	Expected outcomes
Continue to Improve plan	School Continue to Improve Plans reviewed bi-annually to ensure they reflect the MAC wide priorities and deliver high standards.	Improved student and school outcomes, Student results, broad curriculum, schools full and solvent.
Professional Partner	Procure services of a Professional Partner to assess the individual school's performance and identify priorities and actions for improvement in partnership with the school Governing Bodies.	The Directors, Academy Representatives and School Leadership Teams will be provided with an independent judgement on the Multi Academy performances and areas for improvement that will inform the school's Continue to Improve Plans and the Multi Academy Business Plan.
Pupil Premium Grant (PPG)	<p>Pupil premium MAC plan.</p> <ul style="list-style-type: none"> • Shared moral purpose for PPG pupils; • School visits by Key staff (after initial school meeting) reporting on and supporting PPG pupils; • PPG transition project carried out by Professional Partner looking at transition points and particularly the experiences and expectations of PHA (Previously Higher Attainment) PPG pupils; • MAC Teaching and Learning Group pupil premium group focus to continue. 	<p>Improved outcomes for PPG pupils across the MAC over time.</p> <p>Better working relationships between all schools.</p> <p>Development of leadership skills and capacity.</p>
Progress	<p>Key stage progress and monitoring meetings across the MAC</p> <ul style="list-style-type: none"> • Middle school shares KS2 outcomes explicitly with First and High schools, looking at pupils' trajectories to aid planning and delivery. 	Improved progress and outcomes from KS1 to KS2 and KS4



KS2 outcomes	Continue to develop the role of the best practice steering groups in Maths and Numeracy at KS2: <ul style="list-style-type: none"> • Combined effort of First and Middle School. 	Improved outcomes and shared responsibility at KS2.
Leadership and Outcomes	ASDAN / PIXL Edge accreditation Project: <ul style="list-style-type: none"> • Pupils identified by St Bede's are entered into an ASDAN qualification; • Supported by and partially planned by Year 12 pupils; • Yearly project. 	Developing leadership in pupils in both KS3 and KS5; School leadership working collaboratively.
Family Support Officer	Explore the appointment of Family Support Officer / Team to support the Multi Academy.	Appointed Family Support Officer / Team providing an all-through approach and continuity for families.
Admissions	Academies to align their admission policies and PANs to leverage the benefits of seamless education.	Seamless transition for pupils through the Multi-Academy admission points.
Section 4: Financial Planning		
Focus Area	Plan	Expected outcomes



<p>Maintain the framework of financial planning and control, treasury management and systems to enable proper management of financial provisions and improve financial efficiency.</p>	<p>Continue to improve the framework of financial planning setting minimum three-year plans to support the introduction of the National Funding Formula.</p> <p>Set affordable school contributions towards direct central services costs.</p> <p>Monitor and evaluate the use of grants such as Pupil premium, Sports Premium and Y7 Catch Up.</p> <p>The Multi Academy aim to have reserves to ensure sustainability. Schools should have a financial sustainability plan setting their ability to reach this aim. Reserves will be invested in high interest accounts to maximise their use.</p>	<p>Clear financial plans in place for each Academy. A financial sustainable Multi-Academy.</p> <p>Realised economics of scale secured by central negotiated contracts.</p> <p>Reporting and monitoring of Pupil premium and Sports premium grants at Academy level. Multi-Academy wide interventions embedded and student outcomes enhanced.</p> <p>Reserves utilised for maximum benefit.</p>
<p>Financial Assurance</p>	<p>Operate a system to identify Academies' risk to balance the autonomy of Academies with the need to provide assurance to the ESFA through actively monitoring individual Academies, working with the Governors on formal intervention, intervening quickly and decisively where there is a risk to public funds, ensuring remedial action is timely.</p>	<p>Accounting Officer with the support of the MAC Business Manager assurance visits outcomes reported to the Internal Audit committee. Academies supported with embedding recommendations. Good practices across the Multi Academy.</p>
<p>Section 5: Central Support Services: Finance, ICT, Estates and Payroll</p>		
<p>Focus Area</p>	<p>Plan</p>	<p>Expected outcomes</p>



<p>Integrated support and shared services</p>	<p>The core functions of the Central Team are to ensure statutory responsibilities of the Directors are completed and to support the School Leadership Teams. Continue to strengthen the Central Team support function which includes: Preparing financial statements in line with the Department for Education (DfE) and Education and Skills Funding Agency (ESFA) requirements, cash flow, bank reconciliation, VAT returns, taxation advice, tender process, Accounting Officer support and reporting, budget preparation and monitoring, monthly/quarterly management accounts, bid preparation, writing and submission, capital projects management, software and processes training for school finance staff and other staff as requested, asset management, HR support, payroll and contract support, legal support and advice, brokerage of insurance and brokerage of other core services, estates statutory compliance, Estates Director responsibility actions, policy writing, external audit link work, manage apprenticeship levy usage, health and safety advice and support, support in the writing of the Multi Academy Business Plan and others as requested by the Board of Directors.</p>	<p>All commissioned services whether from third parties or the Central Team staff benefit over time to the learner and to the business, ensuring they are effective, efficient and avoid duplication and unnecessary bureaucracy and providing a cost effective infrastructure to ease the burden on the schools.</p>
<p>Additional Funding streams</p>	<p>Investigate further funding streams to generate income in addition to the Education and Skills Funding Agency funding.</p>	<p>Funding streams generated for the Academies.</p>
<p>MAC Transport</p>	<p>Provision of MAC Transport to continue providing students with a school transport service. Explore additional transport services.</p>	<p>MAC Transport continues to provide a student transport service.</p>
<p>Lourdes IT</p>	<p>The Central Team aim to continue to develop LOURDESIT and provide high quality customer based service. In addition, we aim to have a seamless network across all our schools. We aim to embrace the strength of our current team and develop the team structure.</p>	<p>Lourdes IT supporting Academies with in the Multi Academy providing a seamless network across the Multi Academy and high quality IT provision for the end-user.</p>



<p>Lourdes Estates</p>	<p>Estates team to become part of the Central Team function with the possibility to support schools outside of the Multi Academy and generate additional funds. The Estates team will take on all operational duties, compliance testing, project planning and refurbishment works, reducing the need for contractors.</p>	<p>Lourdes Estates team appointed to the Central Team working across the Multi Academy, removing the burden of operational duties from the Academies' leadership teams. Reduction in contractors required to complete non-specialised tasks.</p>
<p>Payroll services</p>	<p>Explore transfer of the payroll function in-house to the Central Team with the appointment of payroll clerks to support the Multi Academy schools. SAGE payroll to be implemented to support the payroll function parallel to the finance function.</p>	<p>Payroll clerks appointed to the Central Team supporting the Multi Academy payroll function. SAGE fully integrated with staff trained and efficient in its use.</p>
<p>General Data Protection Regulation</p>	<p>General Data Protection Regulation (GDPR) compliance. Appoint a working group to ensure GDPR compliance. Data Protection Officer appointment.</p>	<p>GDPR compliant. DPO appointed.</p>
<p>Section 6: MAC Integration Plan</p>		
<p>Focus Area</p>	<p>Plan</p>	<p>Expected outcomes</p>
<p>Expanding the Multi Academy</p>	<p>A key purpose is to have high performing schools in all phases of our MAC, with each school having a different starting point in their journey of improvement and working collaboratively to achieve our objective.</p>	<p>Multi Academy increased in number of Academies. Each new Academy supported</p>



	<p>Our improvement approach is for schools to support schools.</p> <p>For each joining school or group of schools we will ensure that the level of risk is considered and evaluated at each stage.</p>	<p>through the conversion process and support plan to aid improvement.</p> <p>The Multi Academy leadership teams demonstrating the school-to-school support within the Partnership.</p> <p>Feasibility studies completed for each school wishing to join the Multi Academy to enable the level of risk to be known.</p>
Alumni	An alumni network for current and past students and stakeholders. Provide additional external links to business, creating further workplace opportunities for our pupils.	
School-to-School Support	<p>Collaborative working of Multi Academy Academies in support of MAC events and projects.</p> <p>Shared resources across the Multi Academy</p>	Participation at annually run events from all stakeholders.



6. Challenges.

The Board of Directors have identified the following challenges:

- Recruitment and retention of committed and capable Directors and Academy Representatives with the appropriate range of skills
- Continuing reduction in real terms educational funding
- Transition uncertainty period to National Funding Formula
- Fluctuation in local birth rates and pupil numbers
- Recruitment of Catholic leaders and potential leaders
- Recruitment and retention of high quality teaching staff
- Diocesan proposals for full academy programme and expansion of the existing MACs
- Ensuring a sustainable Post 16 provision
- Improving and maintaining educational outcomes (attainment and progress)
- Local housing developments impacting on student numbers
- Changes to the National Curriculum
- Schools Commissioner focus areas
- Impact of Local Authority policy
- Impact of Government policies and BREXIT
- Reduction of the Catholic population



7. Risk Management

SNAPSHOT OF MAJOR RISKS INDICATORS:

- Risk 1 The Catholic Identity of the Multi Academy
- Risk 2 Academy site/s are unavailable for occupation for a significant period of time
- Risk 3 Multi Academy and or Academy Representatives suffer from a significant or prolonged governance failure
- Risk 4 There are insufficient staff or resources to deliver services to the appropriate level
- Risk 5 There are insufficient funds to deliver the services to the appropriate level
- Risk 6 An Academy's or Academies' achievement by pupils fall below standards
- Risk 7 The quality of teaching falls below standard
- Risk 8 The leadership in, and management of, the Multi Academy or an Academy falls below acceptable standards
- Risk 9 The behaviour and safety of pupils, staff or visitors falls below acceptable standards



8. SWOT analysis

STRENGTHS	WEAKNESSES
<p>Good and Outstanding Ofsted's Top 100 listing – St Augustine's Catholic High School Top Performing school in the Midlands Improving SATs Results Good facilities across the MAC Modest consolidated surplus funding balance Quality of teaching judged overall GOOD or OUTSTANDING Broad and balanced curriculum offered</p>	<p>Catholic Leader successions Recruitment of quality and visionary Governance Pension deficit payments rather than funding student needs Recruitment of Academy Representatives and Directors In-year overspends reducing reserves</p>
OPPORTUNITIES	THREATS
<p>Develop the Central Team to provide shared services Additional funding Expand the Multi Academy Use reserves to improve facilities Grow strong leadership across the Multi Academy Offer a broader curriculum Housing developments – new families Development and progression opportunities for staff MAC Transport provision</p>	<p>Lack of coherence within the Multi Academy Ineffective communication across the Multi Academy Recruitment of quality staff Staff retention Changes to leadership Unexpected dip in examination performance Real terms funding reduction New school developments Change in government legislation Lack of succession planning</p>



9. SUMMARY FINANCIAL POSITION – for year ending 31st August 2017

	Unrestricted fund £	Restricted fund £	Restricted Fixed Asset Fund £	Total Funds £
Statement of Financial Activities				
INCOME AND ENDOWMENTS FROM				
Donations and Capital grants	93,152	1	2,137,704	2,230,857
Charitable activities				-
Funding for the academy's educational operations	256,807	9,604,233		9,861,040
Other trading activities	177,100	-		177,100
Investment income	1,044	-		1,044
Total	528,103	9,604,234	2,137,704	12,270,041
EXPENDITURE ON				
Charitable activities				-
Academy's educational operations	315,061	9,904,690	272,312	10,492,063
NET INCOME/(EXPENDITURE)	213,042	(300,456)	1,865,392	1,777,978
Transfers between funds	(66,778)	57,957	8,821	-
Other recognised gains/(losses)				-
Actuarial gains/losses on defined benefit schemes	-	178,000		178,000
	146,264	(64,499)	1,874,213	1,955,978
Total funds brought forward	187,074	(3,459,969)	21,727,487	18,454,592
TOTAL FUNDS CARRIED FORWARD	333,338	(3,524,468)	23,601,700	20,410,570



	Unrestricted fund	Restricted fund	Restricted Fixed Asset Fund	Total Funds
	£	£	£	£
Balance Sheet				
FIXED ASSETS				
Tangible assets	-	-	23,587,851	23,587,851
CURRENT ASSETS				
Debtors	34,144	259,998	87,502	381,644
Cash at bank and in hand	333,386	915,194	84,046	1,332,626
	367,530	1,175,192	171,548	1,714,270
Creditors				-
Amounts falling due within one year	(34,192)	(628,660)	(157,699)	(820,551)
NET CURRENT ASSETS	333,338	546,532	13,849	893,719
Total Assets less Current Liabilities	333,338	546,532	23,601,700	24,481,570
Pension Liability	0	(4,071,000)	0	(4,071,000)
Net Assets	333,338	(3,524,468)	23,601,700	20,410,570

