



Saint Catherine of Siena Accountability Structure 2018-19

Accountability	Action	By Whom	Frequency	Follow up Actions (if necessary)
School	Regularly monitor the effectiveness of teaching and learning by systematically planning the following: <ul style="list-style-type: none"> • Lesson observations • Work scrutiny • Learning walks • Pupil interviews 	Monitoring should be conducted by all members of staff with curriculum or wider responsibility, including: <ul style="list-style-type: none"> • SLT • Subject Leaders/SLEs • Phase Leaders • Heads of Department 	Weekly (minimum)	Constructive, honest feedback Further lesson observations Further scrutiny CPD / Training
	Ensure the school has a comprehensive programme of formative and summative assessment to routinely measure the progress of every child	Local Academy Committee Principal Class Teacher	Summative Assessment- at least half-termly Formative Assessment- every lesson	Action Plans for areas of concern Individual Support Programme
	Hold rigorous pupil progress meetings which hold teachers to account for the progress of every child in their class	SLT & Class Teacher (to be observed by a member of the LAC at least twice each year)	At least half-termly	Capability Procedures
	Ensure a robust programme of Performance Management for all members of school staff, setting high expectations through the setting of aspirational targets Make the expectation of the MAC clear that all teaching must be at least good and much should be outstanding	Schools should be able to communicate clearly the professional lead for individual Performance Management. This could be: <ul style="list-style-type: none"> • Head of Key Stage • SLT • Principals • By an external advisor, LAC Chair, Link Director and Chair of the MAC 	All to be conducted annually with a mid-year review in the Spring Term	Targets set in the Autumn and reviewed in the Summer Term Performance and targets monitored at the mid-year review CPD / Training Individual Support Programme
	Regularly present performance data detailing the attainment and progress of all pupils to the LAC and to the Board of Directors	Principal SLT	Termly	LAC to investigate any areas of concern and notify the Standards Committee Action Plans to address areas of concern
	Regularly review pupil progress data and hold the school to account for any underperformance, ensuring the strategic priorities identified are consistent with outcomes for children	Chair of the LAC (may be delegated to other LAC members)	Half termly	Monitor the impact of any agreed actions ensure issues raised are followed up by the LAC Communicate any concerns to the Standards Committee



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Local Academy Committee	Evaluate the outcomes of Performance Management in relation to pay recommendations	Pay Committee	Annually	Inform the Board that Performance Management of all staff has been completed and keep a record of all pay decisions Ensure each member of staff is contacted in writing to inform them of pay decisions
	Set the strategic priorities for the school with the SLT	LAC	Termly	Agree a programme of activity to evaluate progress towards the identified priorities
	Carry out regular monitoring visits to the school to assess progress against the identified priorities	LAC	At least termly	Report back to the LAC on the outcome of any monitoring activity
	Report to the Board of Directors on current standards, improvement priorities and evaluative monitoring activity	Chair of the LAC via the MAC notification form	Half termly following each LAC meeting	Use the notification form to notify the Board of any Standards related issues
	Provide sufficient challenge and rigour to the school's SLT to ensure information provided is robust	LAC	Ongoing	Keep a thorough record of the LAC holding the SLT to account via high quality minutes
Standards Committee	Request progress data from each HT/Principal and LAC Chair and provide to sufficient challenge to ensure continual improvement	Principal and LAC	Termly	Further scrutiny, additional information requested Action Plans
	Ensure each Principal and Academy Committee provides a thorough presentation to the committee detailing the school's current position supported by evidence	LAC Chair, Principal, SLT	Termly	Committee feedback to Principals on areas being monitored Monitoring of T&L
	Commission school improvement support for school's identified as having a need. Ensure this support is regularly evaluated for impact	Full Committee NSS/ NLE Principal Directors/ Accounting Officer	Half termly	Monitor the impact of any support provided to ensure any weaknesses are addressed rapidly



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	Commission the ongoing consultative expertise of a school improvement professional, ensuring their work is highly effective in sustaining ongoing school improvement	Full Committee Accounting Officer	Termly	Plan termly opportunities to receive feedback from the appointed consultant and use this information to inform future strategic school improvement decisions
	Routinely evaluate all aspects of practice in schools through provision of highly effective monitoring activity	Chair of Standards Committee Principal Directors	Ongoing via Principals Committee	Monitor the evaluative effectiveness of monitoring activities and use this information to triangulate with all other sources of evidence
Senior Executive Principal	Oversee all key pupil progress meetings to ensure the board have a secure understanding of current standards and projected outcomes	SEP alongside the HTs/principals and SLT in the relevant school	Half termly	Agree actions at each meeting for the school carry out and monitor the impact at the following meeting
	Lead all significant change, ensuring the board have the right information on which to base strategic decisions and that the board's vision is clearly communicated	SEP in conjunction with the board of directors, LAC and SLT at the relevant school	As determined by the strategic decisions of the board	Agree a process for all change which will determine the series of actions required to ensure all significant change is managed effectively
	Attend LAC meetings and make recommendations to the strategy committee on how to continually improve the effectiveness of governance at a local level	SEP	Five meetings each half term	SEP to routinely make recommendations to the board about changes that can be made to strengthen governance locally
	Develop consistency of documentation across the MAC to ensure that monitoring and evaluation is easily facilitated at all levels	SEP, working with principals and the strategy committee	Ongoing	Monitor the impact of the documentation and routinely make changes to improve their effectiveness



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	<p>Provide bespoke school support and challenge to address any identified weaknesses and to continually raise standards</p> <p>Ensure aspirational targets are set for all pupils and that teaching is effective in enabling the targets to be achieved</p>	<p>SEP with school SLT and any staff named in the school specific support plan</p> <p>SEP and school principal and SLT</p> <p>SEP to communicate an update on this data regularly to the standards committee</p>	<p>Update half termly</p> <p>Review and update half termly</p>	<p>Regularly report to the standards committee on the impact of support and next steps for all schools</p> <p>Regularly monitor progress towards targets and update the standards committee half termly</p>
	<p>Conduct routine monitoring and evaluation visits to all schools to support schools to improve whilst also providing the board with accurate information about current standards in every school</p>	<p>SEP working alongside the school SLT</p>	<p>Once each half term or more frequently where required</p>	<p>Report to the board on standards at each school and actions being taken to address any identified weaknesses</p>
	<p>Create opportunities for staff at all levels to develop professionally and plan strategically to deploy all staff to achieve the highest quality provision across the MAC</p>	<p>SEP, principals & strategy committee</p>	<p>Ongoing</p>	<p>Regularly discuss the strategic deployment of staff with principals and provide a report to the strategy committee following any agreed changes</p>
	<p>Oversee and lead on all matters relating to capability/ disciplinary in all MAC schools</p>	<p>SEP with school principal</p>	<p>As required</p>	<p>As required</p>
	<p>Ensure robust safeguarding procedures are in place at all MAC schools and regularly monitor their impact</p>	<p>SEP, DSLs and principals</p> <p>Principal to routinely report on safeguarding to the LAC</p>	<p>Termly review</p>	<p>Report to strategy committee with any recommendations or concerns</p>
	<p>Carry out an annual pupil premium review and direct change based on the outcomes</p>	<p>SEP, Principal and other relevant staff</p>	<p>Annually</p>	



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		Principal to share the report with the LAC and update them termly on the impact of PP spending		Report to standards on any agreed actions and the impact of changes
	Monitor the effectiveness of behaviour policies across all schools and be part of the LAC annual review	SEP, school SLT SEP to report to Mission Committee and make recommendations where relevant	Termly (as part of the monitoring and evaluation visits)	Report to mission committee with any recommendations and carry out actions as directed by them
	Develop consistency of practice and approach across the MAC, ensuring that staff and pupils can smoothly transition from one school to another	SEP working with Principals SEP to report to strategy committee	Ongoing	Monitor the ongoing consistency across the MAC and work with principals to continually review way to improve this
	Be the main point of contact for trade unions where necessary and liaise effectively between the board, members and union representatives	SEP	As required	As required
	Lead on all standards related inspections, including Ofsted and DfE inspections, ensuring that Principals are well supported and that potential risks are minimised	SEP	As required	Ensure any actions identified during inspection are swiftly addressed and report to the standards committee on progress towards achieving actions
	Maintain and develop a MAC wide communication strategy ensuring that communication is consistent and effective	SEP, reporting to the strategy committee and routinely updating with principals	Review termly	Continually monitor, evaluate and improve the strategy



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	Continually monitor and develop the quality of the curriculum across the MAC, ensuring that all pupils within the MAC access equally high quality provision	SEP will broker relevant support to provide appropriate evaluation at each school	Ongoing	Report to standards and strategy on the effectiveness of the curriculum and use the information gathered about provision in each school to inform the content of the 'MAC Offer'
	Lead on monitoring, evaluating and continually improving the Catholic life across the MAC	SEP, principals and PICL	Termly review alongside mission committee	Regularly report to the mission committee and support them in carrying out routine monitoring and evaluation of Catholic life
	Ensure regular reporting from the Standards Committee about the detailed work they have undertaken to monitor, evaluate and improve school performance	Chair of the Standards Committee	Half-termly	Instruct further scrutiny or inspection of T&L Meeting with LAC and Principals Review of Action Plans
Board	Ensure the Principals Committee is effective in maintaining a self-improving school system	Chair of Standards Committee Chair of Principals Committee Accounting Officer	Termly	Request feedback from the Principals Committee at all Board meetings, ensuring this report highlights the effectiveness of the school improvement activity the committee has undertaken
	Ensure a rigorous system is in place to measure the performance of each Principal and that performance is directly linked to pay and appraisal	Chair of Directors Link Director Chair of LAC	Annually (with an interim review)	Where underperformance of a Principal has been identified, be swift to seek the advice of the MAC HR/ legal advisors
	Set the strategic direction for all schools and maintain constant oversight of progress towards strategic priorities	Chair of Standards Committee Chair of Directors Accounting Officer	Termly	Continually monitor the effectiveness of the systems in place to measure performance and ensure communication between all those responsible for evaluating and improving performance is highly effective



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	<p>Continually monitor school and leadership performance across the company through School Improvement Visits, Performance Management and School/MAC evaluation.</p>	<p>Chair of Outcomes Committee Board of Directors SIP</p>	<p>Termly</p>	<p>Regularly monitor and evaluate school and leadership standards. Formally communicate updates, changes and procedures to head teachers and senior leaders. Commission SIP and engage with evaluations and reports, develop subsequent action plans and challenge.</p>
	<p>Develop consistency of practice and approach across the MAC, ensuring that staff and pupils work collaboratively from one school to another</p>	<p>Chair of Standards and Outcomes Committees Board of Directors SIP</p>	<p>Termly</p>	<p>Support MAC initiatives, issue formal communications to schools and communities. Actively engage with LAC committees. Report on MAC activity and collaborative training, support, activities and events.</p>
	<p>The board and the Finance and Audit Committees, must meet regularly to and take full responsibility for the academy trust's financial affairs and use resources efficiently to maximise outcomes for pupils.</p>	<p>Chair of Directors. Chair of Finance and Audit Committees. Finance and Audit Committees.</p>	<p>Minimum monthly (in current climate).</p>	<p>Formally report to LACs and current financial position and standards. Formally challenge and intervene when spends and practice are not in line with MAC policy.</p>
	<p>The academy trust must establish a robust control framework that includes:</p> <ul style="list-style-type: none"> • ensuring delegated financial authorities are complied with • maintaining appropriate segregation of duties • co-ordinating the planning and budgeting process • applying discipline in financial management, including managing debtors, creditors, cash flow and monthly bank reconciliations • planning and oversight of any capital projects • management and oversight of assets • regularity, propriety and value for money in the organisation's activities <ul style="list-style-type: none"> • reducing the risk of fraud and theft • independent checking of financial controls, systems, transactions and risks 	<p>Chair of Directors. Chair of Finance and Audit Committees. Finance and Audit Committees.</p>	<p>Minimum monthly (in current climate).</p>	<p>Hold Strategic Senior Leadership Team to account. Formally support and challenge schools when key practice in finance, offices or senior leadership does not meet MAC or national policy. Evaluate current practice and identify areas for development and change. Formally report changes and procedures to LAC and HTs when needed.</p>



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	<p>Budget responsibilities The board must:</p> <ul style="list-style-type: none"> - approve a balanced budget for the financial year. - Monitor budgets, financial updates and reports monthly. - Submit a BFR and 3-year outturn. - Monitor the in-year spends and budget management by head teachers, ensuring there is rigour and scrutiny on management and spends. - Manage its cash position robustly. - Ensure operational procedures across all four schools secure financial rigour and policy compliancy. 	<p>Chair of Directors. Chair of Finance and Audit Committees. Finance and Audit Committees.</p>	<p>Minimum monthly (in current climate) for management. Returns and formal submissions – annually.</p>	<p>Hold Strategic Senior Leadership Team to account. Formally support and challenge schools when key practice in finance, offices or senior leadership does not meet MAC or national policy. Evaluate current practice and identify areas for development and change. Formally report changes and procedures to LAC and HTs when needed.</p>
	<p>Ratify key policies and decisions which ensure financial compliancy, regularity and efficiency across the MAC.</p>	<p>Chair of Directors. Chair of Finance, Pay Progression and Audit Committees. Finance, Pay Progression and Audit Committees.</p>	<p>As needed.</p>	<p>Record ratified decisions, action plan outcomes and follow up, formally disseminate and communicate across all schools.</p>

