
**THE RAEDWALD TRUST FINANCE,
OPERATIONS & HR TEAM IMPROVEMENT
PLAN 2018-2019**



RAEDWALD
T·R·U·S·T

FEBRUARY 2019

FINANCE, OPERATIONS & HR TEAM

1. Academy Priorities, Areas for Development (AfD), Key performance Indicators (KPI) Summary 2018 – 2019

Priority 1: Enabling inspirational leadership and management

AFD	Area for Development	KPIs	Actions	Evaluation Milestones
AFD 1.1	Create clear communication reporting lines within Admin.	1. Provision of timely information.	2. Create flowchart of roles and responsibilities within Admin.	3. FOHR meeting by December to share flowchart. 4. FOHR meeting by February half term to review implementation – meeting booked 5.3.19 to discuss the flowcharts for key tasks and roles and responsibilities.
AFD 1.2	Create a culture of shared responsibility and goal congruence amongst RT Admin staff.	1. Admin staff PDR objectives to be in line with RT Improvement Plan.	2. TBMs to meet with Admin staff individually. To be completed by end March 2019	3. Feedback from Head Teachers.
AFD 1.4	Set clear direction on all spend across the academies to always link to learner outcomes	1. Task internal audit to evaluate and review compliance.	2. TBMs.to remind Head Teachers, Head of Schools, FOHR group of procedures and processes. FOHR to review current processes.	4. By February FOHR to ensure procedures and processes are embedded in practice. New flowchart to be sent to Trust by end of 1.3.19 to clearly state procedures already in place. DS to

				evaluate adherence with fortnightly report to HEG.
AFD 1.6	FOHR to support Admin staff with IT digital rollout. Effective and consistent use of Office 365 and School Pod.	1. To provide training to Admin staff to empower to them to support school staff.	2. Confirm with FOHR training needs identified.	3. By June new digital strategy will be operational in all academies

Priority 2: Delivering High Quality Learning

AFD	Area for Development	KPIs	Actions	Evaluation Milestones
AFD 2.1	To identify and monitor spend on curriculum. Evaluate against outcomes.	1. Termly updates on spend and future plans to be discussed at HEG meeting.	2. Finance Officer to provide a reports on curriculum spend by subject area and by academy.	By February reports to be shared to inform next year's budget planning. DS to produce report for HEG 27.2.19 to show spend on curriculum and TPP for each academy.

Priority 3: Securing Safe and Energising Learning Environments

AFD	Area for Development	KPIs	Actions	Evaluation Milestones
AFD 3.1	To establish a centralised RT Single Central Record.	1. Standardise Single Central Record accessible to Head Teachers and key personnel.	2. TBMs to evaluate existing processes and to communicate future plans regarding visitor/contractor processes.	By end of November RT SCR to be in place. Trust SCR in place – modified by safeguarding pro advice. FBB joined 1.2.19 and to be added to Trust SCR by 1.3.19
AFD 3.1	FOHR to set an RT standard procedure for welcoming visitors.	1. Standardise welcome and signing process across all academies.	2. FOHR to determine appropriate process/greeting	By end of December welcome procedures to be in place.

			and steps to be taken to cover safeguarding and H&S.	To be reviewed at FOHR meeting. New leaflet produced for each site . Flowchart to be produced by 1.3.19.TBMs to evaluate effectiveness.
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Priority 4: Empowering Supportive, Skilled and Nurturing Staff

AFD	Area for Development	KPIs	Actions	Evaluation Milestones
AFD 4.1	Clear HR processes from academy to Trust and Trust to HR service provider	Dedicated HR processing role within Trust. All HR files standardised and centralised.	Consider time commitment required, skill set required and appoint role. External HR in to check all staff files to have a standard base to start from. Processes and procedures to be agreed and implemented.	By end of December all staff files to be reviewed, standardised and actions identified taken. To have dedicated HR person in post. AL in post. Processes and procedures to be commenced in term 2/6 and fully embedded by the end of March 2019
AFD 4.2	Improve Admin support to academies through training and development	Admin team are engaged in training plan.	FOHR group to construct a training plan after completing a skills audit for all admin staff.	By the end of March skills audit and training outline to be undertaken and produced. Training plan for each individual to be in place by the end of April 2019
4.3	Nolan principles knowledge to be shared within admin team	Admin team actively applying Nolan principles in centres by supporting management with decision making.	Incorporate Nolan principle training/awareness in training plan.	By end of July all admin staff to know and refer to Nolan principles and incorporate into working practices

Priority 5: Forging Focused Partnerships and Collaborations Benefitting Pupil Outcomes

AFD	Area for Development	KPIs	Actions	Evaluation Milestones
AFD 5.4	Admin team to work together to share best practice and to look outside of Trust for other partners to work with, share best practice and learn from.	Admin team representatives attending local and national networking/training groups – FASNA, RPA training, Browne Jacobsen, Schools Choice etc	FOHR to identify relevant training and networking opportunities. Identify specialists within the Trust admin team to work with external partners to bring knowledge to internal team.	By the end of February FOHR to have identified opportunities and specialists. To be reviewed at FOHR meeting March 2019