



**Annual Delivery Plan 2016-2017  
Executive Progress Summaries  
October 2017**

# FINAL KPA

## KPA 1 – Corporate Directorate Executive Lead: CBP

### **Context**

*This document was last updated by the substantive CEO in April 2017. It has been updated finally by the ACEO to close off the 2016-2017 KPA 1 ADP.*

**Objective 1:** Ensure that the DALP corporate vision and core values are reflected strongly at corporate and academy level thus strengthening the diverse nature of the organisation

Lead: CBP



Progress to date:

- Internal audit shows all academy core values and visions in line with DALP core values and visions
- Significant SST discussions around the theme of 'diversity'. Paper presented by LDA and discussed by SST
- This has remained a focus for 2017-2018. Events (with the CEO secondment to WCAT) meant that this could not be given the priority it needed.

Next steps:

This objective is an ADP and an ACEO PIP focus for 2017-2018.

**Objective 2:** Identify DALP MAT growth for 2016/17 and secure the capacity of the organisation to deliver the growth

Lead: CBP



Progress to date:

- All growth objectives for 2016/2017 met
- 3 primary academies and 2 special academies are now in DALP (delay caused by Notts LA issues) – secured by 1 October 2017
- £150K secured from Regional MAT Growth Fund, 2016-2017
- Growth strategy updated with specific 3 year growth targets
- RSC agreed growth plan in principle
- Capacity built into directorates, pools and academy capacity identified

Next Steps:

- Plan for further 2017/2018 growth – including a 5 year strategy agreed with trustees and then RSC
- Marketing strategy for 2017-2018 with potential good and better schools/academies to be developed
- Work closely with the RSC to identify a suitable secondary sponsor for 2017/2018

**Objective 3:** Ensure that the Business Directorate structures and processes deliver planned corporate growth which meets the needs of academies

Lead: CBP



Progress to date:

- Business Directorate structures in place including finance
- Operation of all teams monitored by COO and CFO

Next Steps:

- Ensure Business Capacity is appropriate for 2017/2018 growth and onwards
- Ensure the Op leads and FM team develop robust CSI
- Ensure the FM team develops further – including specialist financial leadership across the group.

**Objective 4:** Ensure that the new governance structures at both corporate and academy level are fully implemented and operate effectively

Lead: CBP



Progress to date:

- All structures processes/procedures are now in place at trust and local LAB level

Next Steps:

- Robust governance remains a focus for 2017-2018: more effective communication between the layers of governance; and eradicating overlap within the SoDs and some TORs.

**Objective 5:** Ensure DALP's leadership capacity and quality as an organisation is developed for the present and the future

Lead: CBP



Progress to date:

- Organisational leadership structures are in place and appropriate for future growth at executive level and within the Education and Business Directorates
- Clusters of academies with shared leadership have now been developed – this will facilitate smooth, and, where necessary, rapid further growth across the group
- The further development of the Op leads, FM s and EPDG is pivotal in this regard.

Next Steps:

- Capacity for growth remains a priority for 2017-2018. This is a priority detailed in the ADP KPA 1 and ACEO PIP for 2017-2018.

**Objective 6:** Ensure that DALP builds collaborative relationships with other local and regional MATs

Lead: CBP



Progress to date:

- Currently exploring closer links with two Nottinghamshire based MATs
- DALP is now represented in many local MAT forums – via various executives
- DALP mentored a local small developing MAT in 2016-2017
- CEO seconded to WCAT MAT (May 2017-July 2018) at request of DfE for support = huge compliment to the CEO and to DALP
- ACEO is now Chair of the East Midlands MAT CEO Forum for 2017-2018
- ACEO has remained as a member of the Notts CC Schools Forum

Next Steps:

- Continue to lobby nationally for greater MAT collaboration and partnership and to formally establish a relationship with another MAT
- Ensure the forums we sit on/lead gain ‘traction’ and clear impact viz. collaboration and partnership.

**Objective 7:** Ensure that DALP’s Corporate Leadership and Management structure functions effectively

Lead: CBP



Progress to date:

- Education and Business Directorate L and M structures functioning better than expected at this stage 9 months on from establishing operational leads
- Finance L and M much improved with FMs in place and Group Finance Controller

Next Steps:

- Embed Finance L and M in particular – especially the development of the FM team
- Further develop the corporate function L and M roles and ensure academies and the centre secure appropriate cost reductions through 2017-2019
- Further develop LMM meeting programme and the quality of LM across the corporate L and M structure

Debbie Clinton

**ACEO**

October 2017

## **KPA 2 – Education Provision**

**Executive Lead: Simon Jones, Executive Principal/ DCEO (Education)**

**Objective 1:** Ensure further improvement/refinement of the Education Challenge Support and Intervention ('CSI') model across DALP

**Lead: DLC/SJO**



### **Progress to date:**

1. All Full Academy Reviews ('FARs') completed by Executive Principal ('EP')/Principal ('P') or Academy Director ('AD').
2. Due Diligence FARs completed by DCEO or EPs.
3. QA processes carried out for all FARs and outcomes fed back to inform 2017/18 FAR processes.
4. All CSI meetings completed by DCEO or EPs. Last cycle of CSI meetings completed by EPs.
5. Feedback from FARs and CSI processes remain very positive and development points built into new cycle.
6. Executive Assistant Principal ('EAP')/Lead Practitioner ('LP') team now complete following appointments of EYFS lead, Post 16 lead and 2 x LP SEND leads.
7. Maths and English Interim Reviews ('IRs') completed and feedback now means that all 2017/18 reviews will take place during the scheduled FARs.
8. Safeguarding IRs now trialled and will take place for all academies in term 1 2017/18.
9. An EP is assigned the CSI portfolio responsibility for 2017/18.
10. Statutory education policies now in place centrally on the DALP website.

### **Next Steps:**

1. Trial the new Safeguarding Reviews.
2. Trial the new FAR structure.
3. Trial the new CSI documentation and templates.
4. Review the allocation of EAP based upon 'need'.
5. Review any potential duplication of policies in individual academies.

**Objective 2:** Ensure the improved impact of reformed Strategic Development Groups ('SDGs') across the group

**Lead: SJO**



### **Progress to date:**

1. Chairs have continued to effectively lead their respective SDGs.
2. Terms of Reference ('TORs') reviewed and reissued for 2017/18.

3. Significant impact noted in many groups. This work has contributed to curricular reform, use of CLFP, shared use of common templates, rewriting of policies, refined identification of SEND students, collaborative approach to attendance monitoring etc.

**Next steps:**

1. Establish 3 new SDGs: EYFS, Professional Development Group ('PDG') and Teaching and Learning ('T&L').
2. Develop leadership and succession planning within SDGs.
3. Raise the profile of SDG leads at Senior Leaders Development Group ('SLDG') meetings.
4. Review tight/loose policy and practice.

**Objective 3:** Raise standards in Maths across the academies through developing rigorous and robust challenge, support and intervention by the EAP Maths

**Lead: IM**



**Progress to date:**

1. Extensive external factors have contributed to volatility in Maths outcomes. These include:
  - a. Framework changes from KS1 to KS5.
  - b. Little support or clarity from exam boards concerning grade boundaries at GCSE.
2. Three Maths EAPs now in post.
3. Maths Team Network Group ('TNG') remains a strong focussed group led by IM.
4. Outcomes have improved at several academies, but have remained static in some others.
5. Notable and significant improvements seen at WGHS and TPA.

**Next Steps:**

1. Review of national data sets to inform future entry advice.
2. Develop closer links with AQA exam board.
3. Develop leadership and succession planning model to ensure subject leadership absence does not impact students.

**Objective 4:** Ensure the best possible Ofsted inspection outcomes for all relevant academies

**Lead: DLC**



**Progress to date:**

1. S8 monitoring visits successfully completed at ROA, WPA and QEA.
2. Internal review documentation revised to reflect potential inspection updates and focus areas.

3. All statutory policies reviewed and uploaded to the DALP website.
4. S5 Ofsted inspection judged ROA to be 'Good' for the first time.
5. A Principal has become a qualified Ofsted inspector.

**Next Steps:**

1. Review the latest statements from Ofsted and incorporate into the FAR process.
2. Review the FAR process to consider if S8 or S5 are most appropriate for 2017/18.
3. Academy Principal training as a lead Ofsted inspector.

**Objective 5:** Ensure the best possible provision and outcomes for SEND pupils/students across all academies

**Lead: DLC/SJO**



**Progress to date:**

1. Identification mechanism of SEND students has been reviewed and new students registered as SEND.
2. Two LPs for SEND have been appointed for a 1-year secondment. One of these is a primary specialist, the other a secondary specialist. Both are SENCOs.
3. SEND outcomes and progress is a key feature of CSI processes. Attendance, punctuality, reward and sanctions are also discussed on a regular basis.
4. An EP has now been given portfolio responsibilities across the MAT for SEND.

**Next Steps:**

1. Embed the new EP portfolio structure.
2. Allocate specific activities to each of the LPs for 2017/18.
3. Review the identification of SEND students to ensure compliance with advice provided.
4. Complete the transition of both special academies into the MAT processes and systems.
5. Implement the SEND section of the ADP 2017/18.

**Objective 6:** Ensure successful, quality implementation of DALP LAB and PT governance reforms



**Lead: DLC/AKE**

**Progress to date:**

1. Reformed CLAB in place.
2. Link Governor programme in place.
3. Common templates being used in all 2016/17 MAT academies.
4. CSI/LAB portfolio team agendas aligned.
5. All 2016/17 FARs praised governors.
6. Governor Mark achieved or submitted at almost all 2016/17 MAT academies.

7. NCEA CoG achieved NCG status.

**Next Steps:**

1. New DALP academies' LABs will remain a focus to ensure consistency across the MAT.
2. Review operation and efficiency of the CLAB.
3. Review the Link Governor programme effectiveness to ensure impact can always be noted.
4. Review the CSI/portfolio relationship to ensure all documents remain both timely and relevant.

**Objective 7:** Ensure further improvement/refinement in educational leadership and management



**Lead:** DLC/ER

**Progress to date:**

1. The Academy Directors Leadership Group ('ADLG') has been renamed the PLG and meet on a regular basis, chaired by an EP.
2. The Executive Principals Development Group ('EPDG') meets regularly and provides a forum for both CPD and MAT developments.
3. The Professional Entitlement Group ('PEG') SDG has been replaced by 2 more focused SDGs. The first is the T&L SDG and the second being the PDG SDG.
4. An EP has taken responsibility for leading the Trent Valley Teaching School Alliance ('TVTSA').
5. An EP is now responsible for development of the Institute of Leadership, Research and Development ('ILRD').
6. The work of the TVTSA has been reviewed and it now supports or is led by all academies in the 2016/17 MAT structure.
7. TA has received designated OLEVI training status.

**Next Steps:**

1. Embed the EP portfolio structure.
2. Develop the ILRD.
3. Investigate the development of SCITT.
4. Design Education succession plans for each academy and the central DALP staffing structure.
5. Review the leadership structure within the central DALP team to ensure both effective CPD and student impact can be seen whilst ensuring financial prudence.

**Objective 8:** Ensure significant improvements in all DALP 16-19 provision





**Lead: DLC/PS**

**Progress to date:**

1. An interim review of each Post 16 centre has been completed. This has either been a stand-alone review or as part of a FAR.
2. The Post 16 SDG has successfully shared best practice and the impact can be seen at all centres.
3. All secondary academies saw an increase in Post 16 applications and almost all centres expanded.
4. The outcomes at Post 16 were very positive across the MAT and overall performance improved when compared to 2015/16.
5. All Post 16 SDG members received training on new Post 16 qualifications and the impact this would have on option choices, curriculum offer and CEIAG advice.

**Next Steps:**

1. A detailed IR to be carried out at the HSFC.
2. Develop a full 2-19 cohesive and coordinated approach to CEIAG for all academies.
3. Review the curriculum and examination implications for the new AS/A2 levels.
4. Ensure all aspects of Post 16 education are woven into all discussions at SDGs.

**Objective 9:** Ensure significant improvements in the quality of educational training and development across the group



**Lead: DLC/ER**

**Progress to date:**

1. All academies have a training plan in place.
2. All TNGs operated in 2016/17.
3. Some TNG chairs' briefings occurred.
4. A clear expectation in place for all TNGs.
5. EP designate now responsible for TNG development in 2017/18.

**Next Steps:**

1. Review the TORs for TNGs.
2. Hold regular development meetings for chairs of TNGs.
3. Appoint all chairs based on performance and ensure expectations of chairs is clear.
4. Ensure full representation of all TNGs by all academies or academy clusters.
5. Formalise the key 'DALP Day' focus during Autumn term.
6. Ensure all TNGs produce action plans.

7. Ensure all TNGs produce termly impact statements for SST.

**Simon Jones**  
**EP and DCEO (Education)**  
**October 2017**

### **KPA 3 – Business Directorate**

#### **Executive Lead: GCO**

**Objective 1:** Finalise and implement the DALP Business Directorate strategy  
Lead: GCO



Progress to date:

- Strategy Completed “Operational Directorate Strategy”
- Internal Audit and Blue-sky being implemented in 2017/18
- Development and implementation of operational due diligence to support conversion process
- Robust approach and sign off to organisational projects
- Clear lines of communication and reporting have been developed through operational strategy, management and network groups. TOR and TPPs (completed in Autumn Term)

Next Steps:

- Develop Academy Operations Structure
- Embed QA and reporting cycle demonstrating impact
- Revise budgeting approach for operational functions
- Develop and embed operational professional standards and career development framework

**Objective 2:** Review, develop and implement a DALP wide finance strategy  
Lead: LDM



Progress to date:

- The focus since September has been in the delivery of the cost reduction plans and forecast 0 for 17/18 and a 5-year financial plan.

Next Steps:

- A clear road map needs to be produced in Nov/Dec for the balance of the 17/18.

**Objective 3:** Improve the delivery of the finance management function across DALP  
Lead: LDM



Progress to date:

- Sound team developed and infrastructure/process.

Next Steps:

- When appropriate implement next version of PSF

**Objective 4:** Develop and implement a DALP Sites and Facilities strategy

Lead: AW



Progress to date:

- Health and safety Policy and Procedure reviewed, monitoring systems in place with associated risk being linked to local risk registers. Trial of online training complete and will be reviewed and rolled out in 2017/18
- Initial review by ERA has highlighted some saving areas to be negotiated through existing and further reviews to be carried out

Next Steps:

- Review organisational approach to H&.
- Ensure accountability is clear through a clarity of roles and responsibilities and embedding NASBM standards against roles
- Appointed Procurement Manager who will carry out an initial review of contracts, initially focusing on Catering/Cleaning

**Objective 5:** Develop and implement a Human Resources strategy to support the growth of DALP

Lead: GCO



Progress to date:

- Pay and Reward Policy updated and agreed
- JE process developed and implemented
- Apprenticeship levy implemented and appointments and training
- Recruitment Manager appointed
- KPI and Issues log embedded supporting proactive PM processes
- L&G training rolled out

Next Steps:

- Contract and T&C's review to be carried out
- Flexible working and workload policy and guidance to be developed
- Staff development policy and guidance to be developed

**Objective 6:** Develop and implement a DALP Marketing and Communications strategy

Lead: VW



Progress to date:

- Partly appointed Marketing Structure – held roles linked to financial challenge
- M&C Strategy in place
- Marketing plan template in place
- Web presence project agreed but linked to availability of resources
- A plethora of marketing activities delivered and supported by MMs and Head of M&C

Next Steps:

- Review strategy and place to align with resources available
- Work with AOMs to review marketing support at academy level
- TPPs to be embedded

**Objective 7:** Ensure management information systems are of the highest quality, fit for purpose and fully operational across all academies and at corporate level

Lead: CEL



Progress to date:

- Data Manager and Core Data role in place
- MIS strategy agree at SST
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Next Steps:

- Develop academy data structures which integrate with corporate structure
- TPP and reporting cycle to be embedded

**Objective 8:** Develop and implement a DALP wide IT Systems Management and Development strategy

Lead: PRN






Progress to date:

- Successfully supported the IT integration of 5 academies
- Roll out of 365 across all academies
- IT Structure in place
- Audit of IT carried out
- IT standards developed

Next Steps:

- IT Strategy group to develop 3/5-year plan
- Embed standards and develop KPI/QA reporting cycle

**Gary Corban**  
**Chief Operating Officer**  
**October 2017**

<u>Key</u>	
	= Achieved
	= On Target
	= Below Target