

DIVERSE ACADEMIES LEARNING PARTNERSHIP ANNUAL DELIVERY PLAN 2017-2018

KPA 1 Summary

<p>KPA 1 Executive Lead: Debbie Clinton (DLC) Acting CEO</p>	<p>Corporate Provision</p> <ul style="list-style-type: none"> • Review DALP strategic vision, core values and their strength and depth across the MAT • Complete deep dive into diversity and its strength and depth across the MAT • Review DALP growth strategy – including pace and range – link to 6 below • Produce revised strategic vision for DALP 2018-2024 • Meet DALP growth targets for 2017-2018 • Secure foundations for ‘DALP 2’ and, possibly, ‘DALP 3’ • Develop and secure DALP regional hubs and clusters • Review local governance further in light of above bullet • Support, challenge and improve a ‘struggling’ MAT – as identified by the RSC • Establish and secure the DALP Institute of Leadership and Professional Development (ILPD) • Establish a corporate L&M succession plan with associated professional development opportunities • Review and develop the executive PA function across the group • Ensure that DALP is fully prepared for a full MAT inspection in all dimensions • TPPs Corporate
<p>Objective 1: Review our DALP strategic vision, core values and their strength and depth across the MAT</p>	
<p>Success Criteria:</p> <p>1.1a Produce revised DALP strategic plan which incorporates strategic vision and core values MET/PARTIALLY MET/NOT MET Evaluation:</p> <p>1.1b Ensure widespread sharing of the draft plan and involvement at all levels of the MAT MET/PARTIALLY MET/NOT MET Evaluation:</p> <p>1.1c Share the plan routinely and widely through the regular ACEO blog MET/PARTIALLY MET/NOT MET Evaluation:</p>	

Objective 2: Review our DALP growth strategy and meet agreed growth targets for 2017-2018

Success Criteria:

2.1a Produce revised DALP growth strategy

MET/PARTIALLY MET/NOT MET

Evaluation:

2.1b Ensure widespread agreement to the revised growth strategy

MET/PARTIALLY MET/NOT MET

Evaluation:

2.1c Share the growth strategy routinely and widely through the regular ACEO blog

MET/PARTIALLY MET/NOT MET

Evaluation:

2.1d Meet agreed MAT growth targets for 2017-2018

MET/PARTIALLY MET/NOT MET

Evaluation:

Objective 3: Complete our 'deep dive' into diversity – ensuring its strength and depth across the MAT

Success Criteria:

3.1a Produce revised DALP diversity definition

MET/PARTIALLY MET/NOT MET

Evaluation:

3.1b Ensure widespread agreement to the revised definition

MET/PARTIALLY MET/NOT MET

Evaluation:

3.1c Share the revised definition of diversity routinely and widely through the regular ACEO blog

MET/PARTIALLY MET/NOT MET

Evaluation:

Objective 4: Secure strong foundations for 'DALP 2' and 'DALP 3'

Success Criteria:

4.1a Review financial leadership and management (quality and structure) capacity

MET/PARTIALLY MET/NOT MET

Evaluation:

4.1b Review business leadership and management (quality and structure) capacity

MET/PARTIALLY MET/NOT MET

Evaluation:

4.1c Review educational leadership and management (quality and structure) capacity

MET/PARTIALLY MET/NOT MET

Evaluation:

4.1d Use formal partnerships (with WCAT, FASNA, RSC, ISBL, other successful MATs) to assess readiness and capacity

MET/PARTIALLY MET/NOT MET

Evaluation:

Objective 5: Further strengthen and secure DALP's cluster leadership – including LAB governance

Success Criteria:

5.1a Ensure that all educational CSI evaluates cluster leadership quality

MET/PARTIALLY MET/NOT MET

Evaluation:

5.1b Ensure that all business and corporate CSI evaluates cluster leadership quality

MET/PARTIALLY MET/NOT MET

Evaluation:

5.1c Ensure that all CSI evaluates the quality of LAB governance across each cluster

MET/PARTIALLY MET/NOT MET

Evaluation:

5.1d Develop systematic quality assurance of all CSI to further assess cluster leadership quality

MET/PARTIALLY MET/NOT MET

Evaluation:

Objective 6: Support, challenge and improve a 'struggling' MAT – as identified by the RSC

Success Criteria:

6.1a Agree the MAT, and the CSI parameters, with the RSC

MET/PARTIALLY MET/NOT MET

Evaluation:

6.1b Ensure that all business and corporate CSI for the partner MAT is top drawer

MET/PARTIALLY MET/NOT MET

Evaluation:

6.1c Ensure that all educational CSI for the partner MAT is top drawer

MET/PARTIALLY MET/NOT MET

Evaluation:

6.1d Formally evaluate the impact of the partnership – on the MAT and on DALP

MET/PARTIALLY MET/NOT MET

Evaluation:

Objective 7: Establish and secure the DALP ILPD – ensuring successful corporate leadership and management CPD and succession planning

Success Criteria:

7.1a Finalise and agree the DALP ILPD vision, structure, budget (2017-2018) and organogram

MET/PARTIALLY MET/NOT MET

Evaluation:

7.1b Ensure the ILPD CPD programmes are fully developed across the MAT

MET/PARTIALLY MET/NOT MET

Evaluation:

7.1c Ensure that ILPD activities support and enhance DALP's succession planning

MET/PARTIALLY MET/NOT MET

Evaluation:

7.1d Develop robust QA and evaluation for all ILPD activities

MET/PARTIALLY MET/NOT MET

Evaluation:

7.1e Develop close, effective ILPD relationships with partners – including the DALP TSA

MET/PARTIALLY MET/NOT MET

Evaluation:

Objective 8: Review and develop the PA function across the group – necessary to ensure the most effective, and cost-effective, executive support for DALP leaders

Success Criteria:

8.1a Finalise and agree a PA review structure – across education, business and corporate function

MET/PARTIALLY MET/NOT MET

Evaluation:

8.1b Evaluate and then share the review findings

MET/PARTIALLY MET/NOT MET

Evaluation:

8.1c Implement the review findings

MET/PARTIALLY MET/NOT MET

Evaluation:

Objective 9: Revise DALP TPPs across education, business and financial teams

Success Criteria:

9.1a Evaluate current TPPs in all three teams

MET/PARTIALLY MET/NOT MET

Evaluation:

9.1b Create revised TPPs for all three teams – based on best practice

MET/PARTIALLY MET/NOT MET

Evaluation:

9.1c Share the revised TPPs widely across the group

MET/PARTIALLY MET/NOT MET

Evaluation:

9.1d Agree and formalise future TPPs review and evaluation arrangements

MET/PARTIALLY MET/NOT MET

Evaluation:

KPA 2 Summary

<p>KPA 2 Executive Leads: Simon Jones (SJO) Dave Cotton (DC) Neil Holmes (NHS) Cat Thornton (CT) Louise Davidson (LDA) Caroline Saxelby (CSA)</p>	<p>Education Directorate</p> <ul style="list-style-type: none"> • Academy Performance and outcomes • Partnership and collaboration • Academy improvement and support • Performance management and appraisal • Quality of education provision • Student engagement and leadership • Ofsted Inspection readiness/meeting Ofsted Requirements • QA and accountability • Continuing professional development • Leadership development/succession planning • Academy to Academy, School to School Support • Sponsorship Projects • TPPs Education
<p>Objective 1: Expand and improve the reach and impact of the Teaching School Alliance and secure further funding to support school improvement Lead: DC</p>	
<p>Success Criteria:</p> <p>1.1a Growth Business model in place which ensures the future sustainability of the Teaching School Alliance MET/PARTIALLY MET/NOT MET Evaluation:</p> <p>1.1b Marketing strategy in place with clear impact success criteria for improving course attendance and revenue MET/PARTIALLY MET/NOT MET Evaluation:</p> <p>1.1c 'Big 3' plan in place with 3 year priorities identified and links to clear success criteria MET/PARTIALLY MET/NOT MET Evaluation:</p> <p>1.1d Funding secured which is focussed on school improvement MET/PARTIALLY MET/NOT MET Evaluation:</p> <p>1.1e The Designated Olevi Centre is a flag ship for developing best practice in the region</p>	

MET/PARTIALLY MET/NOT MET

Evaluation:

1.1f Hub centres have been identified and deliver quality CPD events

MET/PARTIALLY MET/NOT MET

Evaluation:

Objective 2: Ensure all academies have effective data tracking and MIS systems in place which support raising standards across all areas.

Lead: DC

Success Criteria:

2.1a Full due diligence carried out of all data and mis systems across the trust

MET/PARTIALLY MET/NOT MET

Evaluation:

2.1b A centralised approach to collecting performance, attendance and exclusion data is in place

MET/PARTIALLY MET/NOT MET

Evaluation:

2.1c CSI templates are pre-populated with relevant data where appropriate

MET/PARTIALLY MET/NOT MET

Evaluation:

2.1d Central dashboard is in place which allows trust level analysis of performance

MET/PARTIALLY MET/NOT MET

Evaluation:

2.1e Data teams are working effectively with all academies and ensuring efficiencies are being delivered

MET/PARTIALLY MET/NOT MET

Evaluation:

2.1f Greater time is spent by all leaders supporting improving student outcomes rather than 'churning' data out

MET/PARTIALLY MET/NOT MET

Evaluation:

Objective 3: Ensure that the use of Alternative Curriculum/Provision is used strategically and appropriately across DALP academies

Lead: NHS (PKN)

Success Criteria:

3.1a Produce a DALP definition of outliers that can used to define pupils who need an alternative provision beyond the normal school environment

MET/PARTIALLY MET/NOT MET

<p>Evaluation: 3.1b All DALP academies have a clear and robust response to the Ofsted 'off-roll' definition MET/PARTIALLY MET/NOT MET Evaluation: 3.1c All internal and external provision used by DALP academies is quality assured and meets required educational and safeguarding requirements MET/PARTIALLY MET/NOT MET Evaluation: 3.1d All DALP pupils with an alternative provision have an individual plan and are tracked at CSI meetings MET/PARTIALLY MET/NOT MET Evaluation:</p>
<p>Objective 4: Develop the DAPA initiative into a working model within DALP Lead: NHS</p>
<p>Success Criteria: 4.1a Continue to explore with the RSC the use of the former vision studio school as a PLAN A for DAPA central hub MET/PARTIALLY MET/NOT MET Evaluation: 4.1b If 4.1a is not successful develop a plan based upon existing infrastructure to present to DALP trust board MET/PARTIALLY MET/NOT MET Evaluation: 4.1c Bring all DALP students with external provision under the DAPA provision for a September 2018 start MET/PARTIALLY MET/NOT MET Evaluation:</p>
<p>Objective 5: Manage the transition of YPA and RPA into DALP Lead: NHS</p>
<p>Success Criteria: 5.1a Ensure legalities and transfer is complete for an October 2017 conversion date MET/PARTIALLY MET/NOT MET Evaluation: 5.1b Set up and ensure DALP QA procedures are in place (CSI, FAR, Interim reviews) MET/PARTIALLY MET/NOT MET Evaluation:</p>

5.1c Develop the capacity of the new joint LAB at YPA and RPA

MET/PARTIALLY MET/NOT MET

Evaluation:

5.1d Ensure that the curriculum in place is delivered efficiently with the budget that has been set

MET/PARTIALLY MET/NOT MET

Evaluation:

5.1e Work with core services to ensure the support staff structure is efficient and within the budget

MET/PARTIALLY MET/NOT MET

Evaluation:

5.1f Represent DALP on the local SEN board to provide advice on best practice for special education

MET/PARTIALLY MET/NOT MET

Evaluation:

5.1g Develop joint leadership capacity of YPA and RPA

MET/PARTIALLY MET/NOT MET

Evaluation:

Objective 6: Establish and secure the DALP ILRD – ensuring successful educational leadership and management CPD and succession planning

Lead: LDA

Success Criteria:

6.1a DALP ILRD vision, structure, budget and organogram are finalised

MET/PARTIALLY MET/NOT MET

Evaluation:

6.1b CPD programs are fully developed across the MAT

MET/PARTIALLY MET/NOT MET

Evaluation:

6.1c The ILRD activities support and enhance succession planning

MET/PARTIALLY MET/NOT MET

Evaluation:

6.1d Research and development is at the heart of the ILRD and best practice papers form a basis for moving the organisation forward

MET/PARTIALLY MET/NOT MET

Evaluation:

6.1e ILRD systems ensure efficient access for all to key resources across the MAT

MET/PARTIALLY MET/NOT MET

<p>Evaluation: 6.1f A clear QA & review procedure, for monitoring ILRD impact, is established MET/PARTIALLY MET/NOT MET Evaluation:</p>
<p>Objective 7: Articulate more explicitly the core value of Diversity and ensure that every academy has diversity at the heart of all it does. Lead: LDA</p>
<p>Success Criteria: 7.1a The diversity definition for DALP is finalised and shared MET/PARTIALLY MET/NOT MET Evaluation: 7.1b What diversity 'looks like' across the MAT is agreed MET/PARTIALLY MET/NOT MET Evaluation: 7.1c Academies and corporate functions undertake activities that meet DALP diversity expectations MET/PARTIALLY MET/NOT MET Evaluation: 7.1d The diversity expectation both within and outwith the MAT is established MET/PARTIALLY MET/NOT MET Evaluation:</p>
<p>Objective 8: Establish close, collaborative working of cluster of primary academies to increase capacity for primary improvement leading to sustainable improvement and high quality education for all pupils Lead: CTH</p>
<p>Success Criteria: 8.1a Establish clear, effective and cost efficient leadership structures in the cluster primary academies (leadership at all levels) MET/PARTIALLY MET/NOT MET Evaluation: 8.1b Establish shared systems and processes enabling effective collaborative working to increase capacity in all primary academies MET/PARTIALLY MET/NOT MET Evaluation: 8.1c Ensure CPD needs of each academy are fully met through collaborative approach, shared planning for development and draws on the best practice across all academies MET/PARTIALLY MET/NOT MET</p>

Evaluation:

8.1d Review budget allocations to gain cost savings through collaborative approach and use of expertise across the primary academies to improve provision

MET/PARTIALLY MET/NOT MET

Evaluation:

8.1e Explore and deploy excess secondary capacity to increase primary capacity and further improve quality of provision

MET/PARTIALLY MET/NOT MET

Evaluation:

8.1f Review and secure rigorous assessment systems in all primary academies to underpin school improvement

MET/PARTIALLY MET/NOT MET

Evaluation:

8.1g Gather and review primary national updates and research outcomes and disseminate effectively to ensure all DALP members fully informed, change is managed effectively and the primary

MET/PARTIALLY MET/NOT MET

Evaluation:

Objective 9: Ensure effective function of TNGs develop and maintain high quality teaching and learning across all DALP academies

Lead: CSA

Success Criteria:

9.1a All academies/clusters are represented and contribute to the organisation and development of TNGs

MET/PARTIALLY MET/NOT MET

Evaluation:

9.1b TNGs identify and agree areas for improvement in T, L & A across DALP academies and successful strategies are implemented to address these. TNGs work in partnership focussing on new Key Stage 4&5 specifications.

MET/PARTIALLY MET/NOT MET

Evaluation:

9.1c All academies engaged in an activity to strengthen T, L & A – impact is regularly reviewed and measured

MET/PARTIALLY MET/NOT MET

Evaluation:

9.1d Best practice is disseminated throughout DALP, using DALP professional development days and presentations to ELG

MET/PARTIALLY MET/NOT MET

Evaluation:

9.1e TNGs publish complete collection of Best Practice Papers for all academies

MET/PARTIALLY MET/NOT MET

<p>Evaluation: 9.1f Appropriate TNG Leads contribute to DALP Strategy Groups and Teams MET/PARTIALLY MET/NOT MET Evaluation:</p>
<p>Objective 10: All Educational Directorate Staffing resources are deployed exclusively on a needs and priority basis to maximise the impact of MAT resources. Lead: SJO</p>
<p>Success Criteria: 10.1a Clear EAP action plans in place for each academy which lead to improved student outcomes. MET/PARTIALLY MET/NOT MET Evaluation: 10.1b EAP action plans reviewed and responds to 'in year' needs. MET/PARTIALLY MET/NOT MET Evaluation: 10.1c Broad themes from EAP action plans discussed and leads to collaborative planning. MET/PARTIALLY MET/NOT MET Evaluation: 10.1d The positive impact of EAP action plans results in successful PM cycles for EAP's. MET/PARTIALLY MET/NOT MET Evaluation:</p>
<p>Objective 11: Review the entire process of Education reviews across the MAT to ensure the most effective practice facilitates academy improvement. Lead: SJO</p>
<p>Success Criteria: 11.1a FAR process delivers excellent CPD. MET/PARTIALLY MET/NOT MET Evaluation: 11.1b FAR process provides an excellent base for academy improvement. MET/PARTIALLY MET/NOT MET Evaluation: 11.1c FAR's offer value for money and meet the need of all academies. MET/PARTIALLY MET/NOT MET Evaluation: 11.1d Subject reviews contribute effectively to academy improvement.</p>

MET/PARTIALLY MET/NOT MET

Evaluation:

11.1e All internal education reviews and audits will have considered resources and academy priorities before being approved.

MET/PARTIALLY MET/NOT MET

Evaluation:

Objective 12: The current CSI processes are updated to maximise efficiency whilst delivering impact in all academies.

Lead: SJO

Success Criteria:

12.1a CSI meetings use pre-populated data to reduce preparation time.

MET/PARTIALLY MET/NOT MET

Evaluation:

12.1b CSI meetings incorporate Business Directorate areas on a regular basis.

MET/PARTIALLY MET/NOT MET

Evaluation:

12.1c Tight principles and practice routinely scrutinised through CSI meetings and show full compliance.

MET/PARTIALLY MET/NOT MET

Evaluation:

12.1d SDG impact statements highlight CSI in all academies and as a result positive impact can be noted in all academies.

MET/PARTIALLY MET/NOT MET

Evaluation:

12.1e ELG routinely coordinates MAT wide CSI processes and actions that impact on student progress.

MET/PARTIALLY MET/NOT MET

Evaluation:

KPA 3 - Summary

KPA 3 Executive Lead: Gary Corban (GCO)	Business Directorate
Objective 1: Ensure DALP business directorate structures demonstrate improvements in respect of cost efficiency, compliance and professional and technical 'quality' Lead: GCO	
Success Criteria: 1.1a Business Directorate QA programme in place MET/PARTIALLY MET/NOT MET Evaluation: 1.1b VFM statements are produced on a termly/annual basis MET/PARTIALLY MET/NOT MET Evaluation: 1.1c Internal Audit and Interim Review framework is in place and feeds into Academy/Corporate action plans MET/PARTIALLY MET/NOT MET Evaluation: 1.1d Business Directorate 'Due Diligence' identifies timely risks and transitions issues MET/PARTIALLY MET/NOT MET Evaluation:	
Human Resources	
Objective 2: Improve the compliance and quality of people management practice across the organisation Lead: SGR	
Success Criteria: 2.1a Termly/Annual reports outlining the impact of people management practice MET/PARTIALLY MET/NOT MET Evaluation: 2.1b Monthly/termly compliance issues being raised to Academy/Corporate leaders MET/PARTIALLY MET/NOT MET	

Evaluation:

2.1c Staff engagement programme is place

MET/PARTIALLY MET/NOT MET

Evaluation:

2.1d HR Strategy (2017/20) is in place

MET/PARTIALLY MET/NOT MET

Evaluation:

2.1e Pay and Reward Strategy in place

MET/PARTIALLY MET/NOT MET

Evaluation:

2.1f Recruitment/Resourcing Strategy in place

MET/PARTIALLY MET/NOT MET

Evaluation:

Estates & Facilities Management

Objective 3: Develop and implement the 5 year rolling development and planned maintenance strategy across the organisation

Lead: AJW

Success Criteria:

3.1a Each site has a current condition survey, costed for the next 5 years, with a 15/20 years' forecast

MET/PARTIALLY MET/NOT MET

Evaluation:

3.1b Planned Maintenance Programme (PMP) developed and costed ready for implementation 2018/19

MET/PARTIALLY MET/NOT MET

Evaluation:

3.1c Prioritised site specific development plans to have been produced with the stakeholders

MET/PARTIALLY MET/NOT MET

Evaluation:

3.1d Business cases used to evaluate viability and priority of capital projects, finalised and agreed at SST

MET/PARTIALLY MET/NOT MET

Evaluation:

3.1e No outstanding H&S/Compliance works

<p>MET/PARTIALLY MET/NOT MET</p> <p>Evaluation:</p> <p>3.1f All projects to be managed against set budgetary requirements</p> <p>MET/PARTIALLY MET/NOT MET</p> <p>Evaluation:</p>
<p>Objective 4: Develop and implement tight practice and principles for procurement, health and safety and site staffing structures</p> <p>Lead: AJW</p>
<p>Success Criteria:</p> <p>4.1a Revenue expenditure in all key areas identified, cost/value strategy established</p> <p>MET/PARTIALLY MET/NOT MET</p> <p>Evaluation:</p> <p>4.1b Amalgamation of site based contracts to deliver service benefits and cost reduction across the MAT</p> <p>MET/PARTIALLY MET/NOT MET</p> <p>Evaluation:</p> <p>4.1c Reduction of the corporate risk profile to protect the stakeholders and board</p> <p>MET/PARTIALLY MET/NOT MET</p> <p>Evaluation:</p> <p>4.1d Proactive management in the delivery of contracts, service levels, compliant standards and policies across the MAT</p> <p>MET/PARTIALLY MET/NOT MET</p> <p>Evaluation:</p> <p>4.1e Site structures are aligned with a clustered networks across multiple academies</p> <p>MET/PARTIALLY MET/NOT MET</p> <p>Evaluation:</p> <p>4.1f Integrated systems and services to reduce impact on each academy</p> <p>MET/PARTIALLY MET/NOT MET</p> <p>Evaluation:</p>
<p>Risk and Project Management</p>
<p>Objective 5: Develop and evaluate methodology in respect of risk and project management</p> <p>Lead: KBN</p>
<p>Success Criteria:</p>

5.1a Business Directorate and Academy administrative development cycle in place

MET/PARTIALLY MET/NOT MET

Evaluation:

5.1b Business Risk Strategy in place

MET/PARTIALLY MET/NOT MET

Evaluation:

5.1c Project management embed and review on a project by project basis

MET/PARTIALLY MET/NOT MET

Evaluation:

5.1d Reduction of the corporate risk profile to protect the stakeholders and board

MET/PARTIALLY MET/NOT MET

Evaluation:

Academy Operations

Objective 6: Implement appropriate links between Academy and Corporate Structures

Lead: KBN

Success Criteria:

6.1a Revenue expenditure in all key areas identified, cost/value strategy established

MET/PARTIALLY MET/NOT MET

Evaluation:

6.1b Amalgamation of site based contracts to deliver service benefits and cost reduction across the MAT

MET/PARTIALLY MET/NOT MET

Evaluation:

6.1c Proactive management in the delivery of contracts, service levels, compliant standards and policies across the MAT

MET/PARTIALLY MET/NOT MET

Evaluation:

6.1d Site structures are aligned with a clustered networks across multiple academies

MET/PARTIALLY MET/NOT MET

Evaluation:

6.1e Integrated systems and services to reduce impact on each academy

MET/PARTIALLY MET/NOT MET

<p>Evaluation: 6.1f Partnership and collaboration of broader support network groups MET/PARTIALLY MET/NOT MET Evaluation:</p>
<p>Information Technology</p>
<p>Objective 7: Develop and implement the 5 year rolling development and planned IT strategy across the organisation Lead: PRN</p>
<p>Success Criteria: 7.1a Reduction of infrastructure based issues logged MET/PARTIALLY MET/NOT MET Evaluation: 7.1b Corp IT Function fully resourced and embedded MET/PARTIALLY MET/NOT MET Evaluation: 7.1c Minimum standard of IT equipment across all academies MET/PARTIALLY MET/NOT MET Evaluation: 7.1d IT Standards developed and delivered to meet academy needs MET/PARTIALLY MET/NOT MET Evaluation: 7.1e Embedded the use of collaborative working MET/PARTIALLY MET/NOT MET Evaluation: 7.1f Compliant security systems and DR process MET/PARTIALLY MET/NOT MET Evaluation:</p>
<p>Marketing and Communications</p>

<p>Objective 8: Drive the implementation of the group wide 2016-19 marketing and communications strategy Lead: VRW</p> <p>Success criteria: 8.1a M&C strategy (2016-19) embedded, driving consistently high standards of communications which are principally executed 'digital by default' MET/PARTIALLY MET/NOT MET Evaluation: 8.1b Corporate-led M&C structure fully resourced, with appropriate mix of professional expertise embedded to broaden capabilities and capacity MET/PARTIALLY MET/NOT MET Evaluation: 8.1c Data informed annual marketing plans reduce down reactive, low-value promotional work and drive up high-value campaign developments MET/PARTIALLY MET/NOT MET Evaluation: 8.1d Strategic approach to web presence implemented based on a user-focused, expandable platform and which visually connects all academies as a group MET/PARTIALLY MET/NOT MET Evaluation: 8.1e Framework for QA, review and development of marketing and communications activities universally understood and implemented MET/PARTIALLY MET/NOT MET Evaluation: 8.1f Staff communications plan devised and delivered, with all staff able to access timely and relevant information, fostering a greater sense of group organisational culture and a shared understanding of DALP values MET/PARTIALLY MET/NOT MET Evaluation: 8.1g B2B marketing strategy developed and aligned to organisational growth, identifying routes to market within agreed geographical territory and which is supportive of the vision MET/PARTIALLY MET/NOT MET Evaluation</p>
<p>Data and Information</p>
<p>Objective 9: Develop and implement a consistent approach to supporting academy and corporate reporting cycles Lead: CEL</p>

Success Criteria:

9.1a Corporate and Academy reporting cycle in place

MET/PARTIALLY MET/NOT MET

Evaluation:

9.1b Corporate and Academy data teams in place

MET/PARTIALLY MET/NOT MET

Evaluation:

9.1c Consistent approach to capturing data

MET/PARTIALLY MET/NOT MET

Evaluation:

9.1d Reduction of satellite MIS systems (reduction in cost)

MET/PARTIALLY MET/NOT MET

Evaluation:

Financial Information and management of the organisation

Objective 10: Build on the reporting cycle of 2016/2017 – ensuring robust accurate, timely information presented to key stakeholders.

Budgets, monthly management accounts and forecasts

Lead: LDM

Success Criteria:

10.1a Clear financial management year planner and deliver outputs to appropriate timescales

MET/PARTIALLY MET/NOT MET

Evaluation:

10.1b Monthly management accounts to timetable

MET/PARTIALLY MET/NOT MET

Evaluation:

10.1c Budgets and forecasts delivered that all understand to standard group wide format and drive improvements in the forecast accuracy

MET/PARTIALLY MET/NOT MET

Evaluation:

10.1d Financial summaries to the Board and SST are clear and concise including clear executive summaries

MET/PARTIALLY MET/NOT MET

Evaluation:

10.1e Ensure statutory and regularity returns delivered on time to Companies' House and ESFA

MET/PARTIALLY MET/NOT MET

Evaluation:

10.1f Improve budget process in 2017/2018 in respect of timing and review meetings

MET/PARTIALLY MET/NOT MET

Evaluation:

Objective 11: Facilitate the creation and implementation of a targeted group wide cost reduction programme for 2017/2018

Lead: LDM

Success Criteria:

11.1a Clear process and recorded planned costs reductions – academies and central

MET/PARTIALLY MET/NOT MET

Evaluation:

11.1b Ensure cost reduction actions successfully implemented – academies and central

MET/PARTIALLY MET/NOT MET

Evaluation:

Objective 12: Ensure group wide financial operations are lean and robust

Lead: LDM

Success Criteria:

12.1a Clean audit reports – internal and external

MET/PARTIALLY MET/NOT MET

Evaluation:

12.1b Standardise supplier payments and records

MET/PARTIALLY MET/NOT MET

Evaluation:

12.1c Keep all reports standard and processes lean

MET/PARTIALLY MET/NOT MET

Evaluation:

Objective 13: Deliver high quality internal audit programme of work Lead: LDM
Success Criteria: 13.1a Clear programme of high quality work established MET/PARTIALLY MET/NOT MET Evaluation: 13.1b Follow up and implement any relevant actions MET/PARTIALLY MET/NOT MET Evaluation: