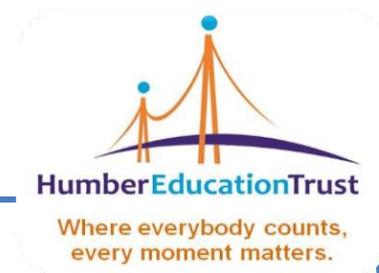


# Trust Improvement Plan 2020 - 2021



## Our Ethos

Our strength lies in a common purpose: high aspirations, moral values, care and support; yet celebrates our individual uniqueness. We recognise that as every child needs different things to achieve the same end point, their full potential, so too do the schools that nurture and develop those children.

One size does not fit all. However, effective collaboration ensures that our expertise is shared for the benefit of all children.

Only the best is good enough.

## Strategic Aims 2018 - 2021

**To ensure the quality of education is good or better across all schools.**

**To ensure high quality provision for children and young people, including those with severe and complex learning difficulties.**

**To establish a self-sustaining, system-led, collaborative approach to improvement that enables rapid improvement.**

**To secure and maintain highly effective governance arrangements.**

**To ensure the Trust provides an outstanding, purposeful central services to all schools.**

## HET - Two Year Published Data (2018-2019), Ofsted and Internal Auditing Summary

	KS2 Progress			KS2 Attainment				KS1 Attainment				PSC Y1	PSC Y2	GLD EYFS	Ofsted Grade	Next Ofsted	Safeguarding	Trust Banding
	Well Above			EXP & GDS Above NA				EXP & GDS Above NA				At / Above NA			Outstanding		Effective	A
	Above			EXP At / Above NA				EXP At / Above NA							Good			B
	Average Range			EXP 1-4% below NA				EXP 1-4% below NA				1%+ below to NA			RI		Effective but monitored	C
	Below			EXP 5%+ below NA				EXP 5%+ below NA				5%+ below NA						D
	Well Below			EXP 10%+ below NA				EXP 10%+ below NA				10%+ Below NA			Inadequate		Not effective	E
	R	W	M	R	W	M	Com	R	W	M	Com	% Cohort Pass	% Cohort Pass	% GLD	Inspection	HET Audit	Grade	
Adelaide Primary															2020/2021	Due June 2020		
Broadacre Primary															2020/2021	Due June 2020		
Christopher Pickering Primary															2021/2022	Due June 2020		
Clifton Primary															23/24 /Exempt	Revisit		
Maybury Primary															2022/2023	Revisit		
Neasden Primary															2022/2023	Due Feb 2020		
Parkstone Primary															2020/2021	Due June 2020		
St Nicholas Primary															2021/2022	Due June 2020		
Woodland Primary															2020/2021	Completed		
Bude Park Primary															2022/2023	Revisit		
Highlands Primary															23/24 /Exempt	Revisit		
Kingswood Parks Primary															23/24 /Exempt	Completed		
Ganton School															2021/2022	Revisit		
Frederick Holmes School															2020/2021	Due May 2020		
Tweendykes School															2020/2021	Revisit		
Cambridge Park Academy															2020/2021			
<b>HET/NCCAT</b>	<b>1.2</b>	<b>1.0</b>	<b>0.8</b>															

Due to Covid-19 no statutory data has been collected in 2020.

## HET– Non-educational summary

	Health & Safety Audit	Finance % In Year Spend			Finance % Carry Forward			Teacher /pupil ratio	Staff/ pupil ratio	% Staff cost v income 20/21	Estates Risk	HR Risk
		2020/2021	2021/2022	2022/2023	RAG rating	2020/2021	2021/2022					
Adelaide Primary	99%											
Broadacre Primary	91%											
Christopher Pickering Primary	91%											
Clifton Primary	96%											
Maybury Primary	96%											
Neasden Primary	98%											
Parkstone Primary	99%											
St Nicholas Primary	83%											
Woodland Primary	97%											
Bude Park Primary	Summer 2021											
Highlands Primary	Summer 2021											
Kingswood Parks Primary	Summer 2021											
Ganton School	89%											
Frederick Holmes School	98%											
Tweedykes School	99%											
Cambridge Park Academy	Autumn 2020											
<b>HET</b>	<b>95%</b>											

**Health & Safety:** Platinum Award (95%+), Strong compliance - Safety Mark Award holder (80%+), Average compliance – (70%-80% and due to pass within 6 months)

**Finance:** Amber – rising in year overspend, Red – projected in year overspend despite falling cumulative balances

**Estates:** Amber – old buildings with poorest condition survey and most likely to need expenditure, Red – schools with serious H&S breaches

**HR:** Amber – schools at risk of needing staffing restructures, Red – schools with employment liability concerns

This page will be updated once budget reviews have been undertaken in October.

## Key Improvement Priorities 2020 – 2021

### **A: Embed the Trust's school improvement offer to ensure all schools are at least good.**

#### **Rationale:**

1. Effective challenge & support will improve the quality of education in all schools, ensuring strengths are built upon and weaknesses are quickly identified & addressed.
2. Effective challenge & support will ensure all schools have a strong culture of safeguarding and comply fully with statutory requirements.
3. Effective challenge & support will ensure SEND pupils and/or those who are disadvantaged are very well supported and achieve highly.
4. Trust aggregated data shows outcomes in early reading need to close the gap to national.
5. Not all schools would be judged as securely 'good' under the new Ofsted Framework

### **B: Further develop leadership at all levels**

#### **Rationale:**

1. Leaders are required to develop curriculum plans that organise knowledge & skills into a logical, progressive sequence for all subjects, ensuring teachers know what to teach and the order in which to teach it.
2. Leaders must help teachers understand the curriculum as a progression model, ensuring they have the pedagogical skills to deliver it well so the curriculum is taught effectively and leads to pupils making progress by knowing more and remembering more.
3. Leadership training for school senior staff will ensure leaders have the necessary skills to be highly effective and enable the principles of ethical leadership to become embedded.
4. Effective succession planning is critical to the sustained development of the Trust.
5. Opportunities for career progression will attract and retain a highly skilled, highly motivated workforce.

### **C. Further develop special school provision to ensure sufficiency challenges are managed and all schools are at least good.**

#### **Rationale:**

1. HET has been selected to open a Free School in the city of Hull for pupils with severe and complex needs.
2. The wider SEND system needs additional capacity, including high quality staffing capacity, to cater for pupils with severe and complex learning needs.
3. Additional support is needed in some schools to ensure that they will receive a judgement of 'good' or 'outstanding' at their next inspection.
4. Conflicting pressures in some schools pose a risk that leaders will be distracted from the core purpose of strategic leadership.

### **D: Further develop non-educational aspects of the trust to improve efficiencies**

#### **Rationale:**

1. Saving money through the use of trust wide procurement, will ensure increased funding is left in schools 'at the front line'.
2. Improved methods of communicating and collaborating through IT will reduce teacher workload and enable improvements to be embedded more rapidly.
3. Centralising more finance, estates and HR processes will improve consistency, reduce risk and enable schools to concentrate on the quality of education they provide.

## Priority A – Embed the Trust’s core school improvement offer to ensure all schools are at least good.

Objectives	Actions	Success Criteria	Timescale	Who?
Ensure all schools implement effective curriculum recovery plans post-Covid.	<ul style="list-style-type: none"> <li>Review recovery curriculum approaches for all schools &amp; share best practice across HET</li> <li>Complete mid and end of Autumn term visits to individual schools in order to review and monitor the effectiveness of arrangements.</li> <li>Develop plans for future virtual learning / face to face opportunities for pupils not attending school including in preparation for potential future Covid spikes</li> <li>Approve School Improvement Plans for all schools.</li> <li>Approve 2021 target setting for statutory assessments for primary schools.</li> <li>Carry out termly data analysis for primary schools to ensure that interventions are successful and gaps post-Covid are closing.</li> <li>Review pupil progress measures for special school pupils</li> <li>Support schools in identifying the best use of the National Tutoring Programme and associated funding – EEF guidance available.</li> </ul>	<p>95% of schools banded as A or B by Summer 2021</p> <p>All good/outstanding schools in the Ofsted window retain current grading</p> <p>Woodland Primary moves from RI to Good (Trust band ‘B school’)</p> <p>Cambridge Park moves from RI to Good (Trust band ‘B/C school’)</p>	Autumn 2020 Spring 2021	RW PP JD
Ensure that Trust and school self-evaluation is accurately matched to the new Ofsted Framework	<ul style="list-style-type: none"> <li>Support the embedding of the ‘deep dive’ monitoring / evaluation methodology in all schools</li> <li>Quality assure leaders’ views of the schools including the SEF, through learning walks, formal visits, reviews, data analysis, deep dives and audits.</li> <li>Review the information provided to LGBs and trustees to ensure it is accurate, timely and supports their understanding of the strengths and areas for development of the schools.</li> <li>Cross MAT peer reviews organised with SCSP in Sheffield.</li> <li>Targets for Teacher Appraisal are linked to pupil outcomes and school improvement priorities.</li> <li>Support is in place in a timely manner for all staff not consistently meeting the teacher standards.</li> </ul>	<p>Ganton returns to Trust band ‘B school’</p> <p>Autumn 2020 Aggregate Year 2 phonics at least meets NA.</p> <p>2021 Aggregate Year 1 phonics at least meets NA.</p>	Termly	RW PP JD
Ensure Pupil Premium allocation is effective across all schools.	<ul style="list-style-type: none"> <li>Agree trust-wide reporting format for the Pupil Premium spend</li> <li>Review the effectiveness and impact of 2019–2020 Pupil Premium spend</li> <li>Review Pupil Premium spending allocation 2020-2021 for all schools ensuring that QfT forms the core of all allocations in line with EEF guidance</li> <li>Ensure all schools have access to Pupil Premium workshops, led by a trained reviewer, with follow up bespoke support where needed.</li> </ul>	<p>2021 Aggregate KS2 combined R/W/M at least matches NA.</p> <p>2021 MAT progress score is above average.</p> <p>Aggregate KS2 progress to be at least average across all subjects in 2021</p>	September 2020 2022 Ongoing	RW PP JD
Ensure the curriculum in schools is well conceived and implemented, is progressive and has an impact on pupil outcomes	<ul style="list-style-type: none"> <li>Provide bespoke support to schools to develop sequencing and planning of curricular goals through visits, CPD, monitoring and peer challenge</li> <li>Review school websites to ensure that curriculum plans are accessible for parents and the wider community</li> <li>Review and challenge targets for individual schools and support leaders in considering starting points for individuals in order to accelerate rates of progress.</li> <li>Training and support is provided for EYFS teachers and schools leaders in the new curriculum and assessment procedures in readiness for September 2021.</li> <li>Review schools’ development of the sequencing, assessment and staff subject knowledge in the teaching of early reading and the progress of all pupils, especially that of the lowest 20%.</li> </ul>	<p>100% of schools implement new EYFS framework</p> <p>100% of schools implement a curriculum that is broad, balanced and meets the needs of all pupils.</p>	Ongoing	RW PP JD

Support the city-wide approach to improving SEND, in partnership with the Learning Partnership	<ul style="list-style-type: none"> <li>• Minimum 4 HET schools to have a SEND review (2 in Spring, 2 in Summer).</li> <li>• Minimum 4 HET SENCOs to lead a SEND review, inc in non-HET schools.</li> <li>• HET leaders to continue working on SEND Review Steering Group, collating and disseminating strengths and development points in order to inform city-wide training offer.</li> </ul>	Minimum 25% of schools undertake a SEND Review during 2020-2021 and write action plan to address any areas for development	Termly	PP PF
Ensure best practice is identified and shared across all schools so that every child in every classroom receives 'Quality First Teaching'	<ul style="list-style-type: none"> <li>• Collate and disseminate trust-wide strengths to Headteachers so outstanding practitioners and subject strengths in schools can be shared for the benefit of all</li> <li>• Executive Team to meet with HET network leads on a termly basis to share and develop trust priorities</li> <li>• Hold termly network groups for all core curriculum leaders - Literacy, Maths, EYFS, SEND, Phonics</li> <li>• Hold TRGs for Mathematics (Spring), Writing (Summer) and Reading (Summer) for teachers in all year groups</li> <li>• Devise NQT and RQT programme with 'catch-up' opportunities for staff</li> </ul>	<p>Minimum 95% of teachers across the trust consistently meet all of the teacher standards.</p> <p>100% of staff not consistently meeting the teacher standards have robust support plans in place.</p> <p>100% of teachers attend and engage with termly TRGs.</p>	Ongoing	PP JD
Ensure Safeguarding arrangements are effective	<ul style="list-style-type: none"> <li>• Update Trust Safeguarding Policy following updates to KCSiE (September 2020).</li> <li>• Complete safeguarding audit in all schools, including follow-up where appropriate</li> <li>• Hold termly DSL network meetings.</li> <li>• Develop shared resource drive for DSLs.</li> <li>• Ensure all Special School leaders have appropriate Mental Health Capacity Act training.</li> </ul>	100% of schools have safeguarding deemed 'effective' following audits.	Autumn 2020 Ongoing	PP KB

**Resources required:**

CPD resources and refreshments  
 Central Trust SIP time  
 Release time for leaders in school  
 Microsoft Teams and IT Platform

**Monitoring / evaluating arrangements:**

Termly reporting to Curriculum & Standards committees at Trust and School level.  
 Internal cross school moderation of standards and external cross MAT moderation.  
 HET School Improvement Team reports to school leaders and LGB outlining areas of strength and development

**Priority B – Develop leadership at all levels of the Trust.**

Objectives	Actions	Success Criteria	Timescales	Who?
Ensure all Central Team & Headteachers have the necessary skills to lead strategically	<ul style="list-style-type: none"> <li>Plan Senior Leadership Development Programme with Diane Heritage.</li> <li>Ensure all Headteachers, Heads of School and senior central team officers participate in Senior Leadership Development Programme.</li> </ul>	100% of Headteachers and Heads of School participate in Leadership Development Programme (Includes CEO, DCEO, COO, SSIP)	Spring 2021 Ongoing	PP
Ensure all network leaders and TRG facilitators have necessary skills to lead adult learning effectively	<ul style="list-style-type: none"> <li>Allocate school-based leaders to core subject network leads and TRG facilitator roles following application process</li> <li>Run three-day Leadership Development Programme with Diane Heritage.</li> <li>Ensure all network leaders and nine TRG facilitators participate in Leadership Development Programme (Cohort 1)</li> <li>Plan Cohort 2 Leadership Development Programme for Deputy Headteachers / foundation subject network leads.</li> </ul>	100% of headteachers meet all of the HT Standards and pass their PM. Appropriate support is in place as necessary.	Spring 2021 Ongoing Ongoing	PP RW
Develop leaders at all levels to ensure the curriculum in schools is well conceived, implemented effectively and has an impact on pupil outcomes.	<ul style="list-style-type: none"> <li>Continue to develop skills of DHT group to enable them to have a detailed intent/ implementation /impact view of the curriculum in schools</li> <li>Hold termly collaborative curriculum leader meetings to review intent/ implementation within schools - led by DHT group</li> <li>Develop Microsoft Teams for all subjects so that resources/expertise can be shared.</li> <li>Subject leader teams further developed to ensure consistency in terms of curriculum coverage and quality across schools – led and developed by DHs</li> <li>Best practice shared in collaborative frameworks.</li> </ul>	100% of network leaders and TRG facilitators participate in Leadership Development programme including gap tasks	Ongoing	PP
Ensure that leadership roles and responsibilities are clear	<ul style="list-style-type: none"> <li>Internal development of expectations for EHT and HoS roles – working party</li> <li>Subject leadership training for staff new in role including RQTs</li> <li>Central team roles for SIP are developed and framework in place – PP, JD, secondments from TCAF, Network leaders, TRG facilitators.</li> </ul>	100% of subject leaders access termly network meetings and shared resources.	Autumn 2020	RW PP
Ensure Trust leaders have an overview of potential leadership vacancies and career aspirations of future leaders	<ul style="list-style-type: none"> <li>Collate succession planning for future leaders at all levels on a termly basis as part of visits to schools.</li> <li>Maintain a central list of staff looking for career development opportunities</li> <li>Ensure effective succession planning and modelling is in place for planned retirement of HR Specialist from August 2021</li> <li>Develop the new role of Chief Operations Officer to encompass responsibility for all aspects of finance, estates, H&amp;S, HR and IT</li> </ul>	Costed and approved HR succession plan for September 2021 in place by December 2020	Spring 2021 Autumn 2020	RW PP NS

**Resources required:**

Central team time  
 Training and venue costs for nationally recognised leadership trainer (approx. £5000 for both leadership programmes)  
 Leadership release time at school level

**Monitoring/evaluating arrangements:**

Termly evaluation LGB and Trustees against key milestones  
 Trust board adoption of key policy changes where necessary

**Priority C - Further develop Special School provision to ensure sufficiency challenges are managed and all schools are at least good.**

Objectives	Actions	Success Criteria	Timescales	Who?
Ensure new SLD Free School project is successful by formulating 5 term action plan for pre-opening	Formulate a clear pre-opening action plan so that the following are achieved: <ul style="list-style-type: none"> <li>• Name for the HET Free school</li> <li>• Schedule / complete Project Steering Group (PSG) meetings</li> <li>• Schedule / complete stakeholder meetings, incl. LA</li> <li>• Continue to work with LA and DfE on construction plans and IT requirements</li> <li>• Agree leadership structure and recruitment arrangements</li> <li>• Implement curriculum planning arrangements</li> <li>• Agree Governance arrangements and appoint new Chair (join PSG)</li> <li>• Appoint to key leadership posts</li> </ul>	100% of criteria identified in action plan met within agreed timescales	Ongoing – see separate Free School Action Plan	NS BM RW PP
Ensure Cambridge Park Academy becomes a good school in the next 12-18 months.	<ul style="list-style-type: none"> <li>• Restart the 'Getting to Good Plan' with new dates and actions from September 2020.</li> <li>• Review actions within the 'Getting to Good Plan' on a weekly basis with Senior Leaders.</li> <li>• Report key milestones to Local Governors and Trustees on a termly basis.</li> <li>• Implement ICFP to review staffing structures and contact time for staff to ensure best use of resources in meeting the needs of the whole school and individual children.</li> <li>• Develop links with NELC SEN team to support the understanding of Primary Need</li> </ul>	Cambridge Park Academy becomes a good school at next inspection – if completed between May-December 2021.  School becomes trust banded as a 'C/B school'	Ongoing – see separate Getting to Good Action Plan  Autumn 2020	RW PP
Ensure that leaders in special schools are able to remain focussed on quality of provision and support for staff at all levels	<ul style="list-style-type: none"> <li>• Implement ICFP to review staffing structures and contact time for staff to ensure best use of resources in meeting the needs of the whole school and individual children.</li> <li>• Support Ganton school to ensure the staffing restructure dates &amp; actions are met and the process is handled smoothly, with minimal disruption to the effective running of the school.</li> <li>• Provide ongoing curriculum support to senior leaders</li> <li>• Work with leaders to develop a deepening understanding of QfT throughout the school and provide support for teacher development</li> <li>• Provide additional support from the central team to support Executive Headteachers, Headteachers and Heads of School in their respective roles.</li> <li>• Further develop collaborative network for teachers and leaders across special school hub</li> </ul>	Ganton staffing restructure completed by Easter 2021 and 3 year budget forecast shows in-year balance by 2023.  FHS, Ganton & Tweendykes are trust 'A / B' banded schools  95% of teachers meet all the teacher standards  100% of schools maintain current Ofsted	Autumn 2020  Autumn 2020  Ongoing  Autumn 2020	PP RW SH NS
Support the strategic leadership of SEND across the city in meeting sufficiency challenges	<ul style="list-style-type: none"> <li>• Submit significant change applications to DfE to increase pupil numbers at Tweendykes Little Stars and Frederick Holmes School</li> <li>• Complete internal building work at FHS to ensure 100% of pupils have appropriate provision to meet their needs</li> <li>• Work strategically with LA to identify pupil 'fall out' from 12-month delay to new free school and ensure appropriate provision is in place for SLD pupils</li> <li>• Engage in joint commissioning and co-production with a range of partner agencies to develop future provision for the city</li> <li>• Work with Health and partner agencies to consult on removal of OT / SALT / Physio provision from FHS</li> <li>• Further develop High Needs Working Party links to influence HNB spend and clarify fair budgets for all</li> <li>• Work with LA to develop a fair system for allocating funding for banded pupils.</li> </ul>	Application for additional spaces at Tweendykes and Frederick Holmes are successful.  Additional SLD places for September 2021 are identified and capital works completed in time Health services vacate FHS site by September 2021  Fairer funding is in place for special school top ups	Autumn 2020  Spring 2021 onwards  Autumn 2020  Autumn 2020 onwards	RW BM

**Resources required:**

Leadership Time  
Release time for school leaders  
CPA Getting to Good Plan - £7000 to repay schools for release (£17K cost for exec team out of top slice)  
FHS devolved capital budget

**Monitoring/evaluating arrangements:**

Trust Board review against milestones from Trust Improvement Plan  
Project Steering Group for Free School report back to full TrB on termly basis  
Review of milestones for CPA plan  
DfE monitoring Free School project plan and construction phase

### Priority D - Further develop non-educational aspects of the trust.

Objectives	Actions	Success Criteria	Timescales	Who?
Further secure future of HET through additional funding from DfE Trust Capacity Fund	<ul style="list-style-type: none"> <li>• Agree strategy /actions / funding allocation against DfE criteria</li> <li>• Apply for additional funding using criteria within 'A1: Support strong trusts to grown and innovate in areas of long standing need.'</li> <li>• Implement actions if bid is successful.</li> </ul>	Between £50k and £300k funding secured	Application submitted by July 2020	RW PP NS
Improve collaboration, communication whilst reducing workload by embedding new IT platform.	<ul style="list-style-type: none"> <li>• Complete migration process for remaining schools by November 2020.</li> <li>• Ensure all staff have received appropriate training on Microsoft platform.</li> <li>• Implement new shared calendar.</li> <li>• Ensure all staff have access to appropriate 'channels' in order to ensure collaboration through file sharing and virtual meetings become standard practice.</li> <li>• Implement new Microsoft Sharepoint to improve internal communication and collaboration across the Trust.</li> </ul>	100% of staff emails migrated to new addresses.  100% of staff training completed  100% of staff able to access HET Sharepoint and calendar.	Autumn 2020	PP NS
Further improve consistency and efficiency through the development of an increasingly centralised business and finance function	<ul style="list-style-type: none"> <li>• Implement consolidated SAGE 200 database</li> <li>• Train all relevant SBM and finance staff in the use of new software and revise month end protocols</li> <li>• New schools inducted and trained in all finance software</li> <li>• Additional central finance team member in place 1 day per week</li> <li>• Introduce new role of Executive Team Support Officer to support the business and admin function of the central team and enable time to be used more effectively by</li> <li>• Align 3 new schools with HET contracts for energy, photocopiers, e-learning etc</li> <li>• Implement Test and Learn project for school based Transactional HR role</li> <li>• Develop road map for the central business function over next 1-3 years</li> <li>• Review catering service across schools to evaluate alternative options and make trust wide decision for the future</li> </ul>	100% of schools successfully use new consolidated database  x2 additional central team members in place  Pilot HR transactional role in place in 2 schools  Road map for centralised business function approved by trustees and milestones met  Future catering service provider agreed and contract in place	Autumn 2020  Autumn 2020  Autumn 2020  Spring 20201  Autumn 2020	NS RW
IT Strategy	<ul style="list-style-type: none"> <li>• Develop the future IT team by employing IT technicians &amp; developing the IT Network Lead role</li> <li>• North Yorkshire complete site visits to remaining schools and develop IT Road Map to set future strategy</li> <li>• Full migration of new schools into HET Microsoft system</li> <li>• Develop trust 'Home Page' as single point of call for communication with central team</li> <li>• Investigate and decide on single MIS system for the trust and plan implementation throughout Spring / Summer 2021</li> <li>• Asset management implemented for new schools and refresher training delivered to all schools</li> <li>• ICT procurement project for Free School – see separate Free School Action Plan</li> </ul>	Trust employed IT technician in post  IT Road Map in place for 100% of schools  100% of schools using new Asset management and Microsoft system  MIS system chosen and roll out in place	Spring 2021  Autumn 2020  Autumn 2020  Autumn 2020	PP NS
H&S	<ul style="list-style-type: none"> <li>• Annual audit and termly checking of uploaded additional evidence</li> <li>• Continue with role of H&amp;S Excellence Officer for Autumn 2020</li> <li>• Relaunch termly peer reviews of site audits with H&amp;S focus – SBMs &amp; premises managers</li> <li>• Relaunch regular H&amp;S bulletins</li> <li>• H&amp;S report to LGB on termly basis</li> </ul>	100% of schools achieve the Safety Mark 100% of schools undertake peer H&S visit	Summer 2021  Autumn 2020 ongoing	NS OT

		100% of LGBs receive H&S information on a termly basis		
Premises & Estates	<ul style="list-style-type: none"> <li>• Populate Every database with current conditions data</li> <li>• Undertake condition surveys for cohort 2 schools and import data into Every</li> <li>• Prioritise spending plan for SCA allocation</li> <li>• Develop estates regulations for all schools to adhere to including Trust wide protocol for allocating the SCA spend.</li> <li>• Develop system for schools to 'bid' for additional projects to receive funding from SCA allocation</li> <li>• Develop protocol to enable trust to have a clear overview of school based capital and maintenance projects</li> <li>• Introduce a schedule for the schools to implement tree surveys and report to the trustees on anticipated H&amp;S risk and linked costs</li> <li>• Every compliance for new schools and embedding for existing</li> <li>• Broadacre new build</li> <li>• CPA new build</li> </ul>	<p>Every database has full conditions information for 100% of schools</p> <p>100% of cohort 2 schools have condition surveys undertaken</p> <p>SCA spending allocation approved by trustees and distributed to schools</p> <p>Protocols for capital funding bids and school project work agreed and in place</p> <p>Tree surveys completed in 100% of schools</p> <p>New build projects are meeting timescales</p>	<p>Autumn 2020</p> <p>Spring 2021</p> <p>Autumn 2020</p> <p>Autumn 2020</p> <p>Autumn 2020</p> <p>Ongoing</p>	NS
Ensure effective governance arrangements are robust at all levels	<ul style="list-style-type: none"> <li>• Review capacity and vacancies on any LGBs</li> <li>• Review clerking and agenda items on LGBs to ensure consistency across the schools and effective links with trust board</li> <li>• Review membership of Trust Members and Trustees to ensure HR, Education, Finance, Estates and Safeguarding expertise</li> <li>• Update GIAS, Companies House and HET website with updated governance and leadership information</li> <li>• Ensure legal compliance for newly required business functions eg. SECR Carbon reporting and internal audit function</li> <li>• Ensure GDPR service is effective and provide good value for money</li> <li>• Ensure IR35 compliance is in place across all schools to identify any possible risks</li> </ul>	<p>100% of schools have minimum of 9/11 people on LGB</p> <p>100% of schools to be clerked by Hull Clerking Service</p> <p>HET has full complement of members (5) and trustees (11)</p> <p>HET is fully compliant in all areas</p>	<p>Autumn 2020</p> <p>Autumn 2020</p> <p>Autumn 2020</p> <p>Autumn 2020</p> <p>Spring 2021</p> <p>Spring 20201</p>	RW NS
<b>Resources required (inc financial, CPD, Trust support etc)</b>		<b>Monitoring/evaluating arrangements (inc leaders, governors and HET)</b>		
<p>Central Team time offset against cost savings identified through new suppliers</p> <p>Release time from schools for CPD</p> <p>SAGE consolidated database £12K</p> <p>Tree Surveys £2K</p> <p>Conditions Surveys £10K</p> <p>Additional central team members £27K</p>		<p>Trust Board review against milestones</p> <p>ICT strategy sub group reports to TrB</p> <p>Project Plans for new build work have timescales tracked by central team, LGB and TrB</p>		