SERVICES DIRECTORY
2020–2021

HEARTLANDS
COMMUNITY TRUST

CONTENTS

WELCOME

Welcome to the Services Directory provided to academies within the Heartlands Community Trust.

Within the Directory you will find details of the business and education services provided by the Trust, and the service levels that you can expect to receive along with details of the approximate costs attached to these.
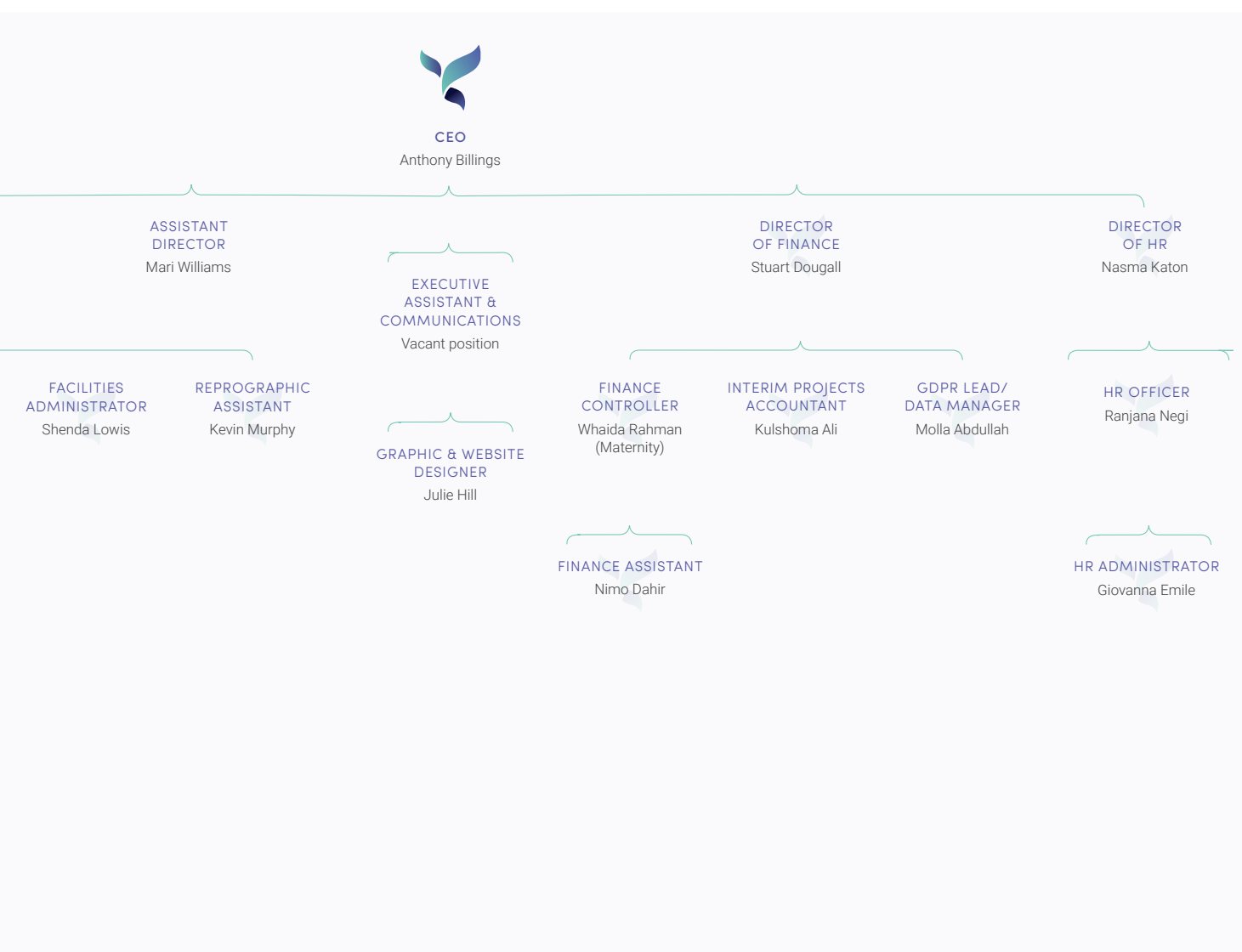
We are embarking on an extensive programme of evaluation and review of the work of the Trust to ensure transparency of use of the Trust Share for existing and future academy members. The Services provided by the Trust are each led by a designated Director or Officer who is a member of the Central Team.

Collectively these centrally employed trust staff are individually and collectively accountable to the CEO and Trustees for the quality of service provided by the Trust.

Below there is an outline of each work stream in respect of key personnel, service summary, Service KPIs, and meeting structures for academies.

GOVERNANCE CLERK
Jo Millard

DIRECTOR OF OPERATIONS
Anthony Latchana

HEAD OF IT & NETWORK MANAGER
Christian Hoehn

CATERING MANAGER
Michelle Robinson-Shields

SITE SUPERVISORS ×2
Shaun Nanton (HHS)
Frank Goodman (GRO)

SENIOR IT TECHNICIAN
Florin Galea

SOUS-CHEF × 2
Theresh Adegbulgbe (GRO)
Bruno Semedo (HHS)

FACILITIES ASSISTANT ×3
Antonio Carvalho
Ahmed Abi
Feud Shah

IT APPRENTICE
Hassan Ahmed

GKA HHS
Jackie Grier
Jane Kesington
Kelly Nicholson
Maria Helena Paulo Lopes
Thargini Satheesh
Tracy White
Anete Kanzuela
Paulette Canegan

GKA (GRO)
Suzanne Cronin

WIDER CENTRAL TEAM SCHEMATIC

CEO
Anthony Billings

ASSISTANT DIRECTOR
Mari Williams

EXECUTIVE ASSISTANT & COMMUNICATIONS
Vacant position

DIRECTOR OF FINANCE
Stuart Dougall

DIRECTOR OF HR
Nasma Katon

FACILITIES ADMINISTRATOR
Shenda Lowis

REPROGRAPHIC ASSISTANT
Kevin Murphy

GRAPHIC & WEBSITE DESIGNER
Julie Hill

FINANCE CONTROLLER
Whaida Rahman
(Maternity)

INTERIM PROJECTS ACCOUNTANT
Kulshoma Ali

GDPR LEAD/ DATA MANAGER
Molla Abdullah

HR OFFICER
Ranjana Negi

FINANCE ASSISTANT
Nimo Dahir

HR ADMINISTRATOR
Giovanna Emile

EDUCATION SERVICES

DIRECTOR OF EDUCATION: ANTHONY BILLINGS

HEADTEACHERS: THE GROVE: LUCIA SANTI

HEARTLANDS HIGH SCHOOL: ELEN ROBERTS

WHAT WE OFFER

Educational improvement lies at the heart of what Heartlands Community Trust believes is important and is the core purpose of schools working together in the Trust. Every young person we serve deserves the best opportunities possible and we achieve this not by working alone but by working together in partnership. Every academy or educational provision has certain staff and subjects that consistently perform at the highest possible level. By identifying and sharing effective practice we can all become better at what we do and work together to secure excellence in the curriculum, and teaching and learning so that our schools provide the best life chances for the young people in our care.

The education services outlined below illustrate some of the strengths that currently exist in our partnership of schools. We very much look forward to the ability to grow and build on these successes as we seek to expand our Trust and work with other providers to create an inspirational and inclusive education for all.

The Education Services offer allows schools and academies joining the Trust to understand clearly what the Trust has to contribute in the critical area of school improvement. Our package of skills and strengths is not limited. It would be anticipated that those joining the Trust would complement this core offer with expertise of their own, making the whole much stronger than the sum of its parts.

SERVICE SUMMARY

SCHOOL IMPROVEMENT & SUPPORT

- Challenge Partners Reviews
- School Improvement Partners
- Haringey Education Partnership
- Incremental Coaching Programme
- School-to-school support from lead teachers

CURRICULUM & TEACHING AND LEARNING

- Curriculum audit
- Subject specialist support
- Moderation meetings
- Blended learning support

PROFESSIONAL & LEADERSHIP DEVELOPMENT

- Support to deliver weekly Teaching and Learning briefings
- Shared NQT programme
- Incremental coaching programme support
- Leadership programme for middle leaders
- Annual leadership conference
- NPQH/SL/ML qualification support

SAFEGUARDING, PERSONAL DEVELOPMENT, BEHAVIOUR & WELFARE

- Safeguarding audit
- Support in implementing and operating behaviour systems
- PSHCE and Character curricula

BREAKDOWN OF SERVICE	INCLUDED IN TRUST SHARE Y/N
CORE OFFER	
An accredited school improvement partner	Y
Membership of Challenge Partners including school reviews	Y
Membership of Haringey Education Partnership School Improvement Services	Y
Partnership with Teaching School	Y
School-to-school support from within the Trust	Y
Support and materials to deliver incremental coaching programme	Y
Support to deliver weekly Teaching and Learning briefings, Open Door Weeks	Y
Long term curriculum planning support from subject specialists	Y
Shared schemes of work available for secondary and special schools	Y
Support towards autism accredited status	Y
Wellbeing package for all staff	Y
KEY PERFORMANCE INDICATORS	
• Secondary: Grade 5 and above in English, Maths and Progress 8	

- Primary: learners meeting expected standards in English, Reading, Writing and Maths and progress in these areas
- Special: For learners to make outstanding progress from their starting points

CURRICULUM, TEACHING AND LEARNING	
Support in completing a Curriculum audit	Y
Long term curriculum planning support from subject specialists	Y
Deep dives into individual subjects or area from School Improvement Partner or subject specialist	Y
Schemes of learning, lesson content and assessment materials for all subjects 11–16	Y
Programmes to support increasing cultural capital (Drop down days)	Y
Support in evaluating the quality of teaching and learning through data analysis, observation and book looks	Y
Support to implement Incremental Coaching Programme	Y
Support to plan a curriculum for learners with autism	Y
Leadership coaching for leadership of Teaching and Learning	Y
Membership of Trust, local and national subject networks	Y
Support from a National Leader of Education	Y
Subject leader training including exam training from specialists	Y
Training to teach a second subject in Physics, Maths, MFL with Teaching School	Y
Knowledge organisers provided with schemes of learning	Y
End of unit assessments provided with schemes of learning	Y
Calendar of briefings, open door weeks and workshops ready to implement	Y
Support with whole school reading and literacy strategy	Y
Links to assessment network with similar schools for moderation and standardisation	Y
Access to high quality alternative provision for KS4 at a reduced rate	Y
School-to-school placement for short term alternative provision at KS4	Y
Autism specific approaches for example TEACCH, Attention Autism Communication	Y
Differentiated curriculum and personalised learning for learners with disabilities	Y

Exam analysis and data manager support	Y
Subject reviews – school-to-school expertise	Y
Careers audit using Gatsby benchmarks	Y
Support in transition programmes Yr 6–7; 11–12	Y
Expert support in running a blended learning programme using Google suite	Y

KEY PERFORMANCE INDICATORS

- A curriculum that is ambitious, coherently planned and sequenced that is designed to give all learners, particularly the most disadvantaged and those with special educational needs and/or disabilities (SEND) or high needs, the knowledge and cultural capital they need to succeed in life
- Assessment is accurate and effectively used by teachers and leaders, for example to help learners embed and use knowledge fluently or to check understanding and inform teaching.

SAFEGUARDING, PERSONAL DEVELOPMENT, BEHAVIOUR & WELFARE

Audit of pupil behaviour	Y
Support in implementing and operating effective behaviour support systems	Y
Attendance support including leadership of attendance and review of systems	Y
Support to evaluate pupil understanding of diversity and British values	Y
ASD support for mainstream students	Y
Character curriculum for 11–16 year olds	Y
Parent support classes for SEND parents	Y
PSHE schemes of learning for drop down days	Y
Supporting emotional wellbeing and behaviour for SEND through PBS approach, Team Teach, Social Communication Emotional Regulation Transactional Support (SCERTS).	Y

KEY PERFORMANCE INDICATORS

- There are high expectations for pupil's behaviour and conduct and the school applies these expectations consistently and fairly. This is reflected in learners' behaviour and conduct
- Attendance and punctuality meet or exceed national expectations
- Annual parent surveys feedback confidence in school behaviour management, the school's approach to bullying and relationships between learners and staff

SCHOOL SELF EVALUATION

Support with exam/outcome analysis	Y
Support with writing school self-evaluation and setting priorities	Y
Preparation for inspection	Y
Support with performance management and line management	Y
Quality assurance of curriculum intent, implementation and impact (see section on T&L)	Y
Website compliance audit	Y

KEY PERFORMANCE INDICATORS

- School Improvement Plan up to date and externally validated
- Strategic annual plan is understood and implemented by leaders and staff

LEADERSHIP

Headteacher Performance management	Y
Support in succession planning	Y
BAME audit via Haringey Education Partnership	Y
NPQH, SL and ML programmes	Y
Middle leadership cross-trust training programmes	Y
Annual leadership cross-trust conference	Y
Governor training advice	Y
Support in writing school budget around curriculum need	Y
STEM network and support for STEM leadership via HEP	Y
Headteacher's hotline via HEP	Y
Governance training day	Y

KEY PERFORMANCE INDICATORS

- Leaders have a clear and ambitious vision for providing high-quality, inclusive education and training to all. This is realised through strong, shared values, policies and practice.

PROFESSIONAL DEVELOPMENT

Support to conduct annual training needs analysis	Y
Support to write annual Professional Learning Plan	Y
Central application and administration of National Professional Qualifications	Y
Cross-trust programmes including for ITTs, NQTs, middle leadership and senior leadership	Y
Training for coaches for incremental coaching programme	Y

KEY PERFORMANCE INDICATORS

- All staff training needs are reviewed and form the basis of an effective Annual Professional Learning Plan which meets the priorities of the school and needs of the staff
- Staff turnover is below national average with exit surveys showing positive reasons for moving beyond the trust

SAFEGUARDING	
Audit of records and processes	Y
Compliance visits	Y
Training for Designated Safeguarding Leads	Y
Keeping Children Safe in Education Training	Y
Prevent Training	Y
Attendance Training and advice	Y
Support in writing school budget around curriculum need	Y
STEM network and support for STEM leadership via HEP	Y
Headteacher's hotline via HEP	Y
Governance training day	Y

KEY PERFORMANCE INDICATORS

- Annual safeguarding audit shows school safeguarding arrangements are effective

INCLUSIVE SCHOOLS	
SEND provision review via Haringey Education Partnership	Y
SEND curriculum review and SEND audit	Y
Full training package for working with learners with autism	Y
Mentoring for leadership and management of SEND	Y
Training for effective use of Teaching Assistants to support SEND and inclusion in the classroom	Y
Support on choosing the most appropriate vocational qualifications	Y
Research links through UCL on using SCERTS	Y
Support with writing IEPs/PLPs for SEND learners	Y
Access to advice from SALT Speech and Language Therapy Team and Occupational Therapy service	Y

KEY PERFORMANCE INDICATORS

- Curriculum is ambitious and meets the needs of SEND learners
- Outcomes for SEND learners are strong

HUMAN RESOURCES

DIRECTOR: NASMA KATON

STAFF: RANJANA NEGI (0.5 HCT/HHS)

              GIOVANNA EMILE

WHAT WE OFFER

Our HR team are there to deliver an exceptional customer focused HR service to your academy. We will lead on the provision of a forward thinking, responsive and progressive HR service.

We are available to help your school save time, stay compliant with policies and procedures and develop outstanding HR practice. We will work in partnership with you to resolve issues, develop robust procedures and facilitate efficiencies.

We will cover the entire employee life-cycle, from recruitment to employee relations, pay and recognition, training and development, diversity and equality of opportunity, and well-being.

SERVICE SUMMARY

- A team of HR professionals with a wealth and depth of experience to provide high quality, solution focused support.

- Comprehensive up to date knowledge of education law, employment law and HR best practice.

- Written policies, guidance and toolkits specifically designed to meet the ever changing and complex challenges faced by academies.

- Comprehensive support on all employee relations matters including appraisal/competency, grievance, disciplinary, safer working, recruitment, absence, redundancy and performance related pay issues.

- Advisory support to Principals and Governing Bodies or Trustees at all formal hearings and appeals.

- Professional support to produce letters confirming decisions taken at formal meetings/hearings and appeals.

- On site support to manage HR related investigations.

- Expert job evaluation analysis to ensure that all posts in your academy comply with the Trust's equal pay structure and equal pay legislation.

- Access to a full range of HR related training opportunities at value for money costs.

- Fully supported recruitment and use of Trust-wide value for money advertising arrangements.

- Full payroll processing on your behalf within agreed timescales.

BREAKDOWN OF SERVICE	INCLUDED IN TRUST SHARE Y/N
ADVICE & ADMINISTRATION	
Telephone and email advice on HR casework and specific general Human Resources matters to be provided by named HR Administrator, Adviser, Manager or Director, as appropriate: • Capability procedures • Grievances • Appeals • Disciplinary actions • Suspensions • Whistleblowing claims • Bullying claims • Sickness dismissals • Managing absences • Any other employee relation queries	Y to all
Provision of regular communication, including advice on national changes, HR policies/procedures, education HR matters and live vacancies across the Trust	Y
HR auditing (e.g. compliance with single central record/policies)	Y
KEY PERFORMANCE INDICATORS • Consistency across the organisation • Compliance with up to date policy and procedures • Improved staff wellbeing • Workforce productivity	

ADMINISTRATION SERVICE	
Record Retention and maintenance for existing and ex employees and other HR related documents	Y
Maintenance of personnel files and associated electronic employee records	Y
Management of HR Subject Access Requests and other requests relating to personnel files and HR records	Y
Single central register compliance (template, advice and guidance)	Y
KEY PERFORMANCE INDICATORS • Ofsted compliant – Single Central Register • Workforce Census return • P11D yearly submission	

EQUALITY & DIVERSITY

Advice on all matters arising from and aspects of the Equality Act 2010 (e.g. time off for religious observance and reasonable adjustments for disabled employees)	Y
Advice and support on issues/ investigations relating to allegations of discrimination under any protected characteristic: sex, race, age, disability, pregnancy and maternity, religion or belief, marriage and civil partnership, sexual orientation and, gender reassignment.	Y

RECRUITMENT & SELECTION

Advice and guidance in relation to safer recruitment processes	Y
Provide the support, training and Resources to protect children and young people – (Safer Recruitment Training)	Y
Advice and guidance on recruiting people from under-represented groups	Y

KEY PERFORMANCE INDICATORS
- Compliance with Safeguarding obligation
- Consistency across the entire hiring process
- Support schools in appointing a diverse workforce

JOB DESCRIPTIONS & PERSON SPECIFICATIONS

Design job description and person specification	Y
Check that the job description and person specification are up to date and correct as needed	Y
Provide Trust template for consistency	Y

KEY PERFORMANCE INDICATORS
- Ensure conditions of service compliance
- Compliance with Safeguarding obligation

JOB EVALUATIONS

Pay evaluation for job roles	Y
Advice on job description and person specification	Y

KEY PERFORMANCE INDICATORS
- Consistency across all JDs and person specification
- Benchmarking – Job role reflects pay grade

ADVERTISMENT

Advice and guidance on establishing timeline and deadlines, for: • Posting an advert	Y

• The closing and interview date • Shortlisting applicants • Appointment of the interview panel • Interviewing candidates	
Vacancy placement on Trust website and other social media platforms	Y
Place vacancy on school website	N
Prepare and update application pack (using Trust template)	N
Review application pack to ensure compliance for consistency	Y
KEY PERFORMANCE INDICATORS • Consistency across hiring process • Consistency with 'Employer messages and brand' • Staff retention	

INTERVIEW & SELECTION	
Prepare shortlisting packs for the panel	N
Prepare a shortlisting grid based on the person specification	N
Prepare and send letters to applicants selected for interview	N
Prepare and send rejection letters	N
Prepare interview tasks and questions	N
Check employment gaps prior to offer	N
Request references and cross check with applications	Y
KEY PERFORMANCE INDICATORS • Safer recruitment compliant	

NEW APPOINTMENTS & PRE EMPLOYMENT CHECKS	
Casework advice on contractual and legislative issues affecting all stages of the recruitment process.	Y
Recruitment selection, policies and procedures	Y
Send formal offer letter	Y
Negotiate job offer	Y
Quality assurance references	N
Quality assure right to work in UK docs	Y
Conduct Disclosure & Barring Service check	Y
Conduct barred list	Y
Conduct pre-employment medical health check and request risk assessment if required	Y

Check qualifications	Y
Check teacher status	Y
Check status of certificate of good conduct	Y
Provide HR clearance to create (Bromcom account/ creating staff code and email access)	Y
Notify appropriate officers to arrange staff pass/ access arrangements	Y
Providing access to staff on staff benefits including enrolment to BUPA level 1	Y
New starter HR Induction	Y

KEY PERFORMANCE INDICATORS
- Compliance in line with the Good Workforce plan

CONTRACTS & VARIATIONS TO CONTRACTS

Set up a personal file or folder for each new starter	Y
Issue contract of employment	Y

KEY PERFORMANCE INDICATORS
- Compliance in line with the Good Workforce Plan

INTERVIEW & SELECTION

Advice on probation procedures	Y
Remind line managers to conduct probation reviews	Y
Confirm the permanent contract when probation has been passed	Y

KEY PERFORMANCE INDICATORS
- Staff onboarding and retention

APPRAISAL/PERFORMANCE MANAGEMENT

Prepare information for pay reviews	Y
Provide updated NJC and STPCD information	Y
Issue pay review letters	Y

KEY PERFORMANCE INDICATORS
- NJC/STPCD compliant
- Staff benefits/retention

PAYROLL ADMINISTRATION

E-payslip link to all	Y
Processing contract and updating employee records	Y
Payroll enquiries (e.g. tax/discrepancies with pay)	Y
Advice to employees on maternity schedule, sick pay entitlement etc	Y
Budgeting across 5 years with Finance	Y
Issuing teaching and support staff salary assessments	Y

KEY PERFORMANCE INDICATORS

- Effective payroll administration

PENSIONS

Provide advice and guidance on pensions LGPS and TPS	Y
Process pension queries	Y
Processing OPT in and OPT out of LGPS and TPS pension	Y

KEY PERFORMANCE INDICATORS

- Pension regulator compliance

FAMILY FRIENDLY MATTERS

Provide advice and guidance on Maternity/Paternity/Adoption and shared parental leave including sending letters to employee confirming entitlement	Y
Providing support and guidance to line managers on carrying out risk assessments	Y
Advice and support on flexible working requests including issuing outcome letter	Y
Policies and documents on shared parental leave, adoption and maternity, plus supporting documentation	Y

KEY PERFORMANCE INDICATORS

- Consistency
- Compliance with policy and procedures

STAFF ABSENCE

Support managers with difficult sickness absence cases	Y
Log sickness absences daily	Y
Support and guidance to line managers around completing a return to work interview after each absence	Y
Support with formal letters at stages on absence management	Y

Refer staff who breach sickness absence triggers to occupational health professionals	Y
Advice and support on occupational health reports, phased returns and reasonable adjustments.	Y
Advice and support on effective management of long term sickness cases	Y
Advice and support to management on informal meetings including absence, line management, difficult conversation, phased return to work meeting	Y
Staff absence reports	Y

KEY PERFORMANCE INDICATORS
- Reducing absenteeism in the workplace

RESIGNATIONS/STAFF LEAVERS	
Respond to resignation letters	Y
Share exit feedback with Head Teachers annually	Y
Arrange exit interviews with leavers	Y

KEY PERFORMANCE INDICATORS
- Exit feedback/retention/employer reputation

RETIREMENT	
Advice and support retirement processes	Y
FIXED TERM TEMPORARY CONTRACTS	
Monitor temporary or fixed-term contracts	Y
HEALTH, SAFETY & WELLBEING	
Casework advice and support on stress at work, HSE management standards and duty of care	Y
Advice notes on employee health, safety and wellbeing issues	Y

KEY PERFORMANCE INDICATORS
- Lower absenteeism
- Wellbeing programmes/incentives/benefits
- Staff morale

TEACHING AND LEARNING RESPONSIBILITY (TLR) & OTHER ALLOWANCES	
Advice on SEN allowance	Y
Advice on recruitment and retention allowance	Y

KEY PERFORMANCE INDICATORS
- Compliance with pay policy and procedures

GOVERNANCE

RESPONSIBLE OFFICER: JO MILLARD

WHAT WE OFFER

Our schools have a strong and clear ethos of wanting students to flourish by developing a commitment to learning through outstanding teaching and access to amazing opportunities that will enrich their time at school; developing independence and creativity and to set a life-long love of learning that will prepare them for a bright future, whether they are the most able students or those who need more support with their learning.

Good governance plays a key part in achieving that ambition. A governing body that is made up of people who have the right skills, experiences and values supported by a comprehensive, professional governance service enables and drives good governance.

This means that school leaders will have the right support and challenge from an effective governing body that will hold school leaders to account: be active in defining strategy; monitoring school performance and making sure that money is well spent – all to ensure high standards of achievement and opportunity are available for all.

The Governance Service provides impartial and independent advice and support on all governance matters – it develops, leads on and delivers a comprehensive organisational and administration service to the governing body and school leaders across the whole of the Trust and ensures that:

· all aspects of governance is effective and efficient
· governance is conducted in line with relevant legal and regulatory frameworks
· it follows and innovates best practice.

Note: Governing Body – Trust Members, Board of Trustees, LGBs and any sub-committees/ ad hoc panels convened by the governing body.

SERVICE SUMMARY

- Advice, guidance and information on all governance matters – ensuring statutory requirements are met and best practice is followed

- Company Secretarial services – ensuring compliance is maintained and all statutory reporting and their deadlines are met

- Management of all governing body recruitment, induction and training – ensuring governance is effective;

- having the right people with the right skills and the right values

- Administration of all governing body meetings including professional clerking services – ensuring governance is efficient, compliant and effective; enabling governors to focus on their roles

- Information Management – ensuring there is compliance, transparency and accountability.

MEETINGS

- All scheduled governing body supported by a professional clerk

- Ad hoc governing body meetings including governor panels supported by a professional clerk

- Other meetings as and when required that necessitate a governance input

BREAKDOWN OF SERVICE	INCLUDED IN TRUST SHARE Y/N
1. PROVIDING ADVICE, GUIDANCE & INFORMATION ON:	
Core governance functions, governance and regulatory requirements of the Department for Education (DfE) as set out in documents such as the Governance Handbook, Financial Handbook, Competency Framework for Governance	Y
Relevant legislation and procedural matters as and when necessary before, during and after meetings	Y
Procedural matters to ensure meetings are managed in accordance with the Trust's governing documents and scheme of delegation	Y
Identifying priorities and potential issues; drawing such matters to the appropriate Chair's and Headteacher's attention and proposing recommendations	Y
Producing briefing papers to support Chair, Headteachers and the governing body on all governance matters	Y
Procedural matters to ensure meetings are managed in accordance with the Trust's governing documents and scheme of delegation	Y

Evaluating, identifying, developing areas of improvement across the work of the governing body and supporting the governing body to actively participate in their own development	Y
Following and developing best and innovative practice	Y
Setting up and managing systems, resources and structures in support of the above	Y

KEY PERFORMANCE INDICATORS

Governance is compliant – it operates in line with regulation and recommended good practice:

- clean audit; no major issues raised during audit or within final audit report
- affirmative completion of NGAs 21 questions
- OFSTED rate governance is good and effective

2. ADMINISTRATION OF GOVERNING BODY MEETINGS	
Scheduling and preparation of an annual agenda plan and scheme of work in consultation with the relevant Chair(s), CEO and Headteachers	Y
Preparing meeting agendas in consultation with the relevant Chair(s), CEO and Headteachers	Y
Managing, coordinating and distributing meeting papers to ensure they are available on time	Y
Drafting minutes of meetings and/or contracting and managing independent clerking services to support governing body meetings and panels	Y
Following up any agreed action points with those responsible; informing, coordinating and reporting on progress	Y
Following and developing best and innovative practice	Y
Setting up and managing systems, resources and structures to support the above	Y
Governing body meetings: CEO/Headteachers to co-ordinate/delegate reports/ presentations from SLT as appropriate and inform staff of what is required. CEO/Heads to ensure timelines are met in submitting papers.	N
Ad hoc panel meetings including Dicipline Committee Meetings: Headteachers to notify Governance Services of the need to call a governors panel; to co-ordinate dates with staff; co-ordinate/delegate production and circulation of reports/ packs to staff, parents, panel members, LA, Union Reps and others as appropriate and inform staff of what is required. Headteachers to ensure timelines are met in submitting/ circulating those papers	N

Pupil Disciplinary Panels: Notify parent/carer/LA of meeting; secure clerking services; ensure minutes and outcome letter produced/circulated; provide support and guidance to governors	Y

KEY PERFORMANCE INDICATORS

Governance is efficient – ensures that all statutory responsibilities are met and business is conducted strategically in line with the Trust's governing documents and decision making matrix:

- annual governance evaluation score is 100% graded 3 or above
- agenda plans are in line with statutory and recommended best practice and meet all deadlines
- all governing body meetings are professionally clerked

3. MEMBERSHIP, RECRUITMENT, TRAINING & INDUCTION

Advising the governing body on membership – terms of office, gaps in skills, experience etc. in line with the DfE's recommendations and guidance	Y
Establishing and managing an open and transparent recruitment process to appoint members of the governing body	Y
Establishing and managing an open and transparent election process for staff and parent local governors	Y
Collate and maintain information about the governing body such as DBS checks, business interest declarations etc. in line with any regulatory requirements and best practice	Y
Managing, coordinating and participating in the induction of new members of the governing body	Y
Signpost training and governing body development on governance matters; maintaining a record of training undertaken by the governing body	Y
Maintain governing body records, for example attendance at meetings and inform and advise the relevant Chair(s) and Headteachers of any issues and actions required	Y
Manage and co-ordinate Governing Body Away Day(s)	Y
Advise and support the governing body on succession planning	Y
Following and developing best and innovative practice	Y
Setting up and managing systems, resources and structures to support the above	Y

KEY PERFORMANCE INDICATORS

Governance is robust – enabling successful governing body recruitment; where all governors have the skills, knowledge and information to effectively support and challenge school leaders:

- no unplanned governing body vacancies
- inductions and checks completed within 6 weeks for all new governing body members
- 6 × HCT briefing updates per year
- access to The Key, NGA, Learning Link, HEP, DfE and CST briefing and updates, events, seminars and training

4. MANAGING INFORMATION

Establish and maintain document retention systems for membership of the governing body, governing documents, terms of reference and membership of any committees; signed minutes of meetings; governing body correspondence	Y
Develop and maintain the online governance portal	Y
Ensuring copies of Trust documents are published as required on the appropriate websites	Y
Managing the flow of information through and across the layers of governance and executive leadership as required	Y
Ensuring statutory records are kept up to date such as filing at Companies House and maintain relevant databases such as GIAS	Y
Following and developing best and innovative practice	Y
Setting up and managing systems, resources and structures to support the above	Y

KEY PERFORMANCE INDICATORS

Governance is effective and in line with statutory requirements and best practice – enabling accountability, transparency and compliance:

- all filing and reporting deadlines are met
- governance portal is maintained and up to date
- minutes approved (with only minor amendments)

5. POLICY MANAGEMENT

Ensure there is a robust policy management process in place across the schools and Trust	Y
Work in consultation with the CEO, Central Team Directors and Heads to draft an annual policy review programme ensuring timely review of all policies	Y
Work in consultation with the CEO, Central Team Directors and Heads to provide frameworks to support policy review and development – may include: process for governing body approval; set templates for design; guidance on consistent language/terminologies/plain English; equalities, environmental, financial, training impact assessments; pro-formas etc.	Y

Work in consultation with the CEO, Central Team Directors and Heads to ensure mechanisms are in place for the filing, archiving and publishing of all policies	Y
Complete an annual policy audit to ensure policies are published, filed and easily accessible and available for both internal and external audiences in appropriate formats	Y
Support the governing body in their roles to review and approve policies – may include: signposting, training and access to external professional advice where needed	Y

KEY PERFORMANCE INDICATORS

Governing body fulfil their statutory roles and responsibilities in ensuring that all statutory and recommended policies are compliant, current, in line with best practice and are available to the relevant audiences in relevant/appropriate formats:
- policy management process is in place and effective: is consistently used by staff and data held is kept up to date
- all policies are reviewed and updated within the required timeframes
- all policies are reviewed and updated in line with governing documents: Articles of Association, Scheme of Delegation and Committee Terms of Reference as agreed by the Board of Trustees
- clean annual policy audit

6. PEOPLE & RELATIONSHIPS

Developing and maintaining effective professional working relationships with the governing body and executive leaders	Y
Contributing to the coordination of effective learning and development opportunities for those involved in governance across the governing body and the Trust	Y
Communicating with external organisations and individuals on all governance matters	Y
Support the governing body in their roles by creating a positive volunteering ethos that demonstrates their contribution as volunteers is respected and valued	Y
Following and developing best and innovative practice	Y
Setting up and managing systems, resources and structures to support the above	Y

KEY PERFORMANCE INDICATORS

Governing body is engaged and they feel supported to carry out their role – enabling the effective support and challenge of school leaders:
- annual governance evaluation score is 100% graded 3 or above
- 6 × half-termly news/briefing updates produced
- annual governing body away day held/evaluation score graded 100% 3 or above
- annual governance evaluation score 100% graded 3 or above

DATA MANAGEMENT & GDPR

DIRECTOR: STUART DOUGALL
STAFF: MOLLA ABDULLAH

WHAT WE OFFER

Data Management
Our Data Management Services team supports schools, academies and multi-academy trusts to harness the power of their Management Information System (MIS). The team are fully accredited to provide support, as well as delivering high-quality training and guidance. The team help ensure that schools and academies receive the maximum benefit from their investment in a MIS. The range of services and support has been developed to help headteachers, senior leaders, business managers and school administrators to make full use of the tools at their disposal to produce evidence to raise academic standards, track individual pupil attainment and develop and maintain efficient business and administrative processes, potentially saving staff time and the school money. The Data Management Services team offers advice and support across the suite of modules for MIS software via the DMS portal and the Service Desk. The team also offer implementation and support in the use of Bromcom including consultancy, training and documentation.

GDPR
Under the GDPR, schools – as a public authority – are required to appoint a DPO (data protection officer). We offer a tailored DPO service to meet the needs and expectations of schools and trusts to offer you the highest level of expertise and advice available. Delivered by our in-house team, our DPO service is backed by professional, practical experience in data protection law. Our service provides impartial and independent expertise with the flexibility to meet needs. A bespoke, impartial service delivered by our in-house DPO experts. Reassure parents and staff with an established and well-regarded organisation and ensure there is no conflict of interest.

SERVICE SUMMARY

- Advice and support on statutory data collections using Bromcom and SIMS e.g. School census, end of key stage assessment
- Support producing data report for Ofsted visit
- System migration and implementation
- Guidance notes during key times
- Database health checks
- Online consultancy
- Remote support services
- Technical support for the Bromcom and SIMS database
- Development and maintenance of assessment process to support the new national curriculum

- Regular user group meeting and software updates
- Bromcom and SIMS bespoke support and training
- Timetabling support
- Providing full training to use GDPRis
- GDPR Auditing
- Helping managing data breaches and subject access request on GDPRis
- Producing reports for Headteacher, SLT and subject faculties.

MEETINGS

- Meetings with SLT: Twice per ½ term as desired (1 hour)
- Trust Central Team: Once in each term
- Admin Team (all schools): Fortnightly on-site (1 hour)

BREAKDOWN OF SERVICE	INCLUDED IN TRUST SHARE Y/N
GENERAL ENQUIRIES	
Responding to general MIS and GDPR telephone enquiries	Y
Responding to general MIS and GDPR written or emailed enquiries, initial response time within 48 hours	Y
Dealing with general MIS and GDPR face to face enquiries presented at any service user location	Y
Provision of communications containing relevant MIS and GDPR news and notices	Y
KEY PERFORMANCE INDICATORS • Relevant staff trained • Setup of the MIS and Assessment software	

MIS/EDUCATIONAL SOFTWARE SUPPORT AND TRAINING	
Bromcom – Full range of onsite and webinar training	Y
Bromcom – Academic year setup and end of year process	Y
Bromcom – Producing custom reports using reporting module	Y
Bromcom – General queries and troubleshooting	Y
Bromcom – Design the behaviour module and set up automated behaviour reporting	Y
Bromcom – Supporting the office team to maintain pupil data accurately	Y
4 Matrix – Provide advice and guidance on reporting	Y
SISRA – Setup SISRA for assessment windows	Y
FFT – Setup and link MIS to FFT aspire	Y
DPR – Setup Academic structure	Y
KEY PERFORMANCE INDICATORS • Relevant Staff trained • Improved reporting • Accuracy, consistency and quality standards	

ASSESSMENT REPORTING	
Bromcom – Design and set up assessment marksheets	Y
DPR – Import key objectives	Y
DPR – Setup students' pathways and grades	Y
DPR – Set up users login for both staff and pupils	Y

DPR – Producing DPR strategic reports for Head of Faculties and SLT	Y
4Matrix – Setup 4Matrix for assessment windows	Y
4Matrix – Importing Exam Qualifications	Y
4Matrix – Import assessment data from MIS	Y
4Matrix – Check and validate assessment data	Y
FFT – Export data summary for evaluation	Y
FFT – Import pupil data to get FFT statistical analysis	Y
SISRA – Importing Exam Qualifications	Y
SISRA – Import assessment data from MIS	Y
SISRA – Check and validate assessment data	Y
KEY PERFORMANCE INDICATORS • Effective home learning system to deliver best education	

HOME LEARNING

DPR – Setup DPR home learning module	Y
DPR – General Queries and troubleshooting	Y
KEY PERFORMANCE INDICATORS • Meeting DfE deadlines • Timely report creation and approval	

STATUTORY RETURN

Provide advice and guidance on completing school census	Y
Provide latest Dfe guideline to SEN, EAL, Attendance Team	Y
Run different reports to go through all the missing information	Y
Upload authorised census file on DfE COLLECT portal	Y
KEY PERFORMANCE INDICATORS • Timely returns; compliance; satisfactory conclusions and investigations	

ACADEMIC CONSULTATION

Provide advice and support to office, HR and Finance Team	Y
Arrange bespoke training on educational matters	Y
Discuss with individuals on problem solving related to educational activities	Y

DATA AND GDPR SOFTWARE WE SUPPORT:

FINANCE

DIRECTOR: STUART DOUGALL

STAFF: WAHIDA RAHMAN (MATERNITY)

                  KULSHOMA ALI (MATERNITY COVER)

                  NIMO DAHIR

WHAT WE OFFER

Advice, training and support to colleagues while running the finances of the Trust and ensuring statutory duties and undertakings are discharged in line with the Academies Financial Handbook; Companies Act and the Charities Statement of Recommended Practice (SORP).

Managing finances is one of the most complex and time consuming tasks for any academy and trust, especially with the legal complexities and guidelines surrounding it. The Trust finance team will manage all aspects of your accounting for you, ensuring full compliance. In addition, we can provide financial support and advice to ensure that you are able to manage your budgets and resources.

SERVICE SUMMARY

- Engagement of the Trust financial accounting, procurement and budgeting software.
- Training of Trust staff in the usage of financial software; the management of budgets; and their understanding of the importance of these for the organisation's financial health
- Full management of the Trust cash flow.
- Consolidation and preparation of financial accounts in accordance with both Company and Charity legislation.
- Preparation of management accounts (monthly) for individual schools and consolidated (Trust)
- Regularly updated financial guidance and procedural notes.

- Strategic financial guidance from experienced officers when required.
- Full banking and treasury operations.
- Monthly (at a minimum) telephone or face-to-face meetings with the Head Teachers regarding staffing, monthly positions and other financial matters.
- Arranging the Trust insurance arrangements.
- Support for local access to procurement cards, petty cash and expenses management.
- Running of tender processes on your behalf to ensure best value.
- Access to many Trust-wide value-for-money contracts.
- Support and advice on all aspects of risk management.

- Management of external audit processes for Teachers' Pensions and year end (leading to financial statements).

- Management of termly external assurance with separate third party audit teams.

- Annual production of HMRC compliance forms for all Trust staff reflecting taxable benefits received in (tax) year

- Quarterly production and submission of VAT returns to HMRC

- Finance deputise for and support the Trust data protection officer (DPO) and arrange associated training

MEETINGS

- Finance & Resources Committee: All meetings (5 times per year, 2 hours each)

- Trustee Board: All meetings (4 per year, typically first circa 1 hour)

- The Grove LGB: One meeting per term (3 per year, typically first ½ hour)

- HHS LGB – one meeting per term (3 per year, typically first ½ hour)

- Meetings with Heads: Weekly or fortnightly as desired (1 hour)

- Trust Central Team: Weekly (1 hour)

- Finance Team Bi-weekly during Covid19, weekly otherwise (45/60 minutes)

BREAKDOWN OF SERVICE	INCLUDED IN TRUST SHARE Y/N
GENERAL ENQUIRIES	
Responding to general Finance telephone enquiries	Y
Responding to general Finance written or emailed enquiries, initial response time within 48 hours	Y
Dealing with general Finance face to face enquiries presented at any service user location	Y
Provision of communications containing relevant Finance news and notices	Y
ADMINISTRATION SERVICES	
Record retention and maintenance	Y
Maintenance of historic financial files and associated electronic records	Y

FINANCE TRAINING

Requisition level – how to navigate and use the system (including raising a 'REQ' for existing and new suppliers); take actions as requested by budget holders, understand the requests and needs of line managers; how to report to them with useful and accurate information	Y
Budget holder level – understand their responsibilities (how to manage budgets); some theory; how to raise issues; as well as REQ level offer	Y

KEY PERFORMANCE INDICATORS
- All relevant staff trained
- PO success rate – (2018/19: 13%; 2019/20: 10%)
- 2020/21: 50% target

BUDGETING

Trust wide annual budgeting	Y
Trust wide 3 year forecasting	Y
Reporting to the ESFA (in terms of those set as well out the 'outturn')	Y

KEY PERFORMANCE INDICATORS
- Timely budget creation and approval
- Meeting DFE deadlines
- Reducing variances, especially in staffing

MANAGEMENT ACCOUNTING

Provision of Trust wide management accounts in line with the Academies Financial Handbook	Y
Provision of school management accounts for periodic LGB meetings as agreed prior to academic year	Y
Recording income in line with relevant standards and auditors' recommendations	Y

KEY PERFORMANCE INDICATORS
- Satisfactory and timely output
- Queries resolved to a high standard within 5 working days
- Invoices posted within days (5–7)
- Reconciled bank accounts – within week

BANKING & INVESTMENTS

(Banking relationships, all Bank transactions, access and administration; Investment recommendations and decisions in liaison with the Trust's Finance and Resources Committee; charge cards managed)	Y

KEY PERFORMANCE INDICATORS
- Compliance throughout; no bank accounts in deficit
- Cards paid in a timely fashion

STOCK

School uniforms etc. held on sites and recorded as a current asset	Y

KEY PERFORMANCE INDICATORS
- Periodic counts completed and reflected on balance sheet

POLICIES

The overarching Finance Policy linking many others	Y

KEY PERFORMANCE INDICATORS
- Timely production and communication

RELATED PARTIES

Disclosure to auditors (in concert with governance manager)	Y

KEY PERFORMANCE INDICATORS
- Compliance/complete in a timely fashion

VAT

VAT accounting, VAT Returns, Liaison with HMRC	Y

KEY PERFORMANCE INDICATORS
- Timely returns; compliance; satisfactory conclusion of any investigations

INTRAGROUP

Trust share charges; administering shared services and shared resources	Y

KEY PERFORMANCE INDICATORS
- Timely completion (in line with management accounting)

PAYROLL	
Review of payroll (monthly input; monthly output)	Y
Processing of payroll (journalling external output reports onto internal system)	Y
Assessment of changes as requested (ad hoc/reactive, for decisions pertaining to budgeted roles)	Y
P11D compliance relating to any staff included in payroll in any given year	Y
KEY PERFORMANCE INDICATORS • Timely provision of information to relevant parties	

PENSIONS	
Analyses of actuals for submission of annual returns (audited) for Teachers' Pensions	Y
KEY PERFORMANCE INDICATORS • Timely completion	

CREDITORS	
Analysis of aging; suppliers statements reviews; resolving queries and issues (pricing; banking; administrative); paying	Y
KEY PERFORMANCE INDICATORS • Timely completion (in line with management accounting)	

DEBTORS	
Analysis of aging; resolving queries and issues (pricing; banking; administrative); pursuing	Y
KEY PERFORMANCE INDICATORS • Timely completion (in line with management accounting)	

STATUTORY MATTERS	
Collating and directing Trust reporting; provision of financial statements' information and all underlying	Y
KEY PERFORMANCE INDICATORS • Timely completion (in line with management accounting)	

RECRUITMENT & SELECTION	
Safer Recruitment Trained panel availability	Y

OPERATIONS

DIRECTOR: ANTHONY LATCHANA

STAFF: I.T.: CHRISTIAN HOEHN

CATERING: MICHELLE ROBINSON-SHIELDS

FACILITIES: SHAUN NANTON,
FRANK GOODMAN, SHENDA LOWIS

REPROGRAPHICS: KEVIN MURPHY

WHAT WE OFFER

We understand the need to provide efficient corporate services to support effective communication, procurement and the delivery of key projects within academies. Our corporate services can advise on all aspects of the Operational services provided to schools in line with Statutory and Non Statutory guidance. We oversee Health and Safety management in line with legislation and create, implement and communicate strategic plans for business services in line with the school's development plan to include risk management and health and safety.

We work with academies to ensure they run efficiently with effective control of resourcing and costs, creating and implementing strategic plans.

Developing ways to further enhance each site to maximize and identify the potential to support Teaching and Learning whilst looking at opportunities to provide improved value for money. In addition, our dedicated team work hand-in-hand with your academy to develop efficient processes responsible for the day to day leadership and management of the organisation's business services.

SERVICE SUMMARY

1. **FACILITIES MANAGEMENT**
   Maintain school sites and ensure safety and building compliance across all of the sites. In line with Government guidance and statutory building requirements. This would also incorporate and involve the management of all hard and soft services bespoke to each site.

2. **HEALTH AND SAFETY**
   We understand that the day-to-day health and safety of your staff, pupils and visitors is a key priority for your school. We seek to simplify the complex requirements of the legislation and help prioritise and guide schools to be compliant and safe through a structured approach.

3. **IT MANAGEMENT**
   Strategic development of IT and network services within the Heartlands Community Trust and to provide a comprehensive and responsive technical support service

for all school services, maintaining an IT infrastructure that is secure, reliable, robust and resilient and supports all aspects of teaching and learning, along with operational and administrative support, across Heartlands Community Trust Schools.

4. CATERING

As our understanding of food evolves, as well as the tastes of those we serve, we aim to offer both a popular meal choice and an experience that helps children's and young adults' adventure in food. Science is providing new insights into the effects of nutrition on our health, as well as the food choices we make in our early years. By providing popular and relevant menus that are created using the best quality ingredients, as well as training and supporting staff, we can produce the same consistent high quality on every plate. This provides a positive platform from which children can grow and learn.

We believe the dining experience extends beyond just food and good service. The way our customers receive their food, the time it takes and the innovations used to reduce this time, the way the staff, the food and the service area are presented and the environment they eat in is all an integral part of the experience. We aim to make a lunch time feel noticeably more special than other lunch time services and be the experience of choice for our customers.

5. WEBSITE MANAGEMENT/ GRAPHIC DESIGN SERVICES

We support your school website to become a vibrant and engaging hub for staff, students, parents and the entire community. Making most of the digital opportunity to promote your schools as well as delivering exceptional marketing solutions focusing on the unique ambitions and needs of your school.

6. BESPOKE PROJECTS

Income generation is being actively pursued by many schools looking to offset the growing pressures on school budgets;

1. Lettings
2. Fundraising
3. CIF Bid applications

We will develop and enhance your capacity. With effective planning and implementation, it can and does provide much needed resources to enable the school to maintain and enhance the high quality educational provision that we all hope to deliver. These sources of revenue generation have now become more evident over the past several years with many academies actively tapping in funds held by charitable trusts and National-Lottery-funded organisations. Through our Trust we will be able to assist with funding bids and applications.

MEETINGS

- Health & Safety Committee: Chair 1 meeting every half term – 1 hour
- School Building Safety Walks: monthly with Site Supervisors per school – 1hour
- SLT: As required – 1 hour
- Headteacher meetings: weekly during Covid19 and fortnightly/ twice per ½ term as desired – 1 hour
- Staff Meetings: as required
- Inset: as required

- Induction: annually – 30 minutes
- Trust Central Team: weekly during Covid19 – TBC otherwise (1 hour)
- Finance & Resources Committee: all meetings (2 times per year, first ½ hour)
- Local Governing Body: every second meeting (6 per year, typically first ½ hour)
- Trustee Board: all meetings (4 per year, typically first circa 1 hour)

BREAKDOWN OF SERVICE	INCLUDED IN TRUST SHARE Y/N
FACILITIES MANAGEMENT	
Provide the following policies: Lettings Policy, Lone Working, Fire Evacuation Procedure, First Aid & Medicine, Business Contingency, COSHH management. Risk Assessments, Accident Reporting, Visitor Management	Y
Daily facilities request jobs	Y
Overseeing maintenance (scheduled statutory and planned)	Y
Weekly building walks	Y
Reactive/Proactive maintenance (repairs)	Y
Local H&S LGB	Y
Security	Y
Opening/closing checks	Y
Set up/set down (lunchtimes)	Y
Emergency out of hours call out: Fire alarm/Intruder alarm	Y
Oversee lettings on site	Y
Fire Drills	Y
Update of Asset Register	Y
Security assessment every year	Y

Procurement of all Contracts	Y
Building condition survey every 2 years	Y
Security appraisal of sites	Y
Estate Plan (Capital improvements)	Y
CIF Project Bid writing	Y
Central staff training	Y

KEY PERFORMANCE INDICATORS

- Employee (user) satisfaction score
- Workforce productivity
- Work Order resolution times
- Gross Facilities Management Costs per 1 m² or 1 ft²
- Planned maintenance vs. reactive maintenance ratio
- Number of employee (user) complaints
- Maintenance costs per 1m² or 1ft²
- Operations costs 1m² or 1ft²
- Utility costs per 1m² or 1ft²
- Cleaning costs per 1m² or 1ft²
- Security costs per 1m² or 1ft²
- Reactive maintenance versus preventative maintenance over time
- Money spent on new equipment versus repairs
- Average completion time or response time for work submitted

HEALTH & SAFETY	
Health and Safety Audit – yearly	Y
Lead Health and Safety Meetings	Y
Implement Corporate policy	Y
Sign off Local Policy	Y
Following HSE model of 'Successful Health and Safety Management'	Y
Risk profiling allowing the targeting of highest risks making it easy for schools to prioritise their limited efforts	Y
Delivering improvement and guidance to schools through a structured combined and efficient approach	Y
Support in accident investigation	Y
Advice on legislative requirements	Y
Simplification of requirements	Y
Specialist advice on key topics such as legionella and asbestos	Y
Support in project management requirements	Y

Email, telephone and face to face assistance as necessary	Y
Staff inductions	Y
New staff inductions	Y
Central staff training	Y
Health and Safety software management and training	Y
Annual External H&S Audit Supervision	Y
Termly Internal H&S Review	Y
Review MAT H&S policy and local school arrangement	Y
Central MAT Audit Review and presentation to the Board	Y
Ensuring all Audit requirements are implemented	Y

KEY PERFORMANCE INDICATORS

- 'Near misses'
- Unsafe acts and conditions
- Environmental indicators (measurement of airborne contaminants, noise, vibration etc)
- Work related health damage
- Numbers of accidental injuries per year
- Rates of accidents per 1 employed
- Frequency of accidents
- Days lost due to injury per year
- Severity rate (ratio of major to minor outcomes)
- Estimated accident costs
- Audit compliance

IT SERVICES

Ensure the aspirations of the development of IT and the network are financially sustainable	Y
Contribute actively to the vision and ethos of the Trust	Y
Develop, establish and maintain technical and operational standards for IT services, software and hardware for the Trust	Y
Ensure the Trust executive management team and board are kept abreast of the opportunities and risks, technical developments relating to IT and network services	Y
Represent the Trust on relevant IT & Network matters in meetings with government departments, local professional networks	Y
Ensure effective risk assessment and due diligence in Trust developments and joint projects	Y
Ensure effective cyber security of the Trust's IT systems and for system users	Y

Ensure secure back up systems are effective and in place	Y
Lead on the major procurement of IT systems and services; and to commission regular external assessments of the quality, integrity and security of the Trust's IT systems and network	Y
Provision of an effective Service Desk as a first point of contact for all IT related matters	Y
Provision of access management for all users and user groups	Y
Provision of end user training	Y
Provision of managed end devices including on premises as well as via loan and purchased schemes to provide users with access to IT resources	Y
Provision of secure and reliable network infrastructure including connections to the Internet, Wi-Fi and mobile networks	Y
Provision of effective and managed communication services including telephone, video conferencing, and mailing lists	Y
Provision of support and data integration of 3rd party IT Systems	Y
Procurement of IT hardware, applications, and external services	Y
Provision of asset management and license management	Y
Provision of project management during the implementation of new services	Y
Provision of supporting services to other parts of Corporate Services	Y
Provision of regular customer review meetings	Y
Provision of service continuity plans/disaster recovery plans	Y
Strategic planning for the development of the IT Services in line with business and financial requirements	Y

KEY PERFORMANCE INDICATORS

- Account create success
- Account termination success
- Active directory performance index
- Alert-to-ticket ratio
- Customer connection effectiveness
- Data management capacity
- Email client availability
- Exchange server availability
- Incidents from change
- Internet proxy performance
- Network availability – High availability sites
- Network availability – Standard sites
- Network manageability index

- No problem found/duplicate tickets
- Percentage of school backup success
- Percentage of production servers meeting software configuration standards
- Percentage of security update restarts within maintenance window
- Percentage successful remote access server (RAS) connections
- Phone answer service level
- Priority 1 and priority 2 network incidents meeting SLA
- Product adoption status and compliance
- Restore success rate
- Server manageability index
- Service desk client satisfaction – Percentage dissatisfied
- Service desk tier 1 resolution rate
- Service desk time to escalate
- Service desk time to resolve
- Storage utility service availability
- Virtual machine provisioning
- Virtual server utility availability
- Web server availability

CATERING SERVICES	
Food which is handmade daily from the freshest ingredients from the best suppliers without the use of any preservatives or additives.	Y
A constant stream of inspiration and ideas cater for our different cultures and food trends, coupled with traditional dining	Y
Individually tailored menus. These ensure nutritionally balanced and exciting food	Y
The ability to prioritise the right aspects of menu design to ensure young people appreciate our food and we strive to make it healthy, enjoyable and educational.	Y

KEY PERFORMANCE INDICATORS

- Customer satisfaction
- Food cost per meal
- Labour cost as a percent of revenue
- Average daily participation
- Audit compliance

WEBSITE MANAGEMENT/GRAPHIC DESIGN SERVICES	
Website design and management	Y
Updating content	Y
Running regular website maintenance	Y
Ensuring your website is kept safe and secure.	Y
Branding and design of school documentation	Y
Website compliance	Y

KEY PERFORMANCE INDICATORS

- Customer satisfaction
- Website performance
- Ease of use
- Audit compliance

HEARTLANDS

COMMUNITY TRUST