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SOUTHEND EDUCATION TRUST

QUARTERLY MONITORING REPORT FOR TRUSTEES

APRIL 2011 – SEPTEMBER 2011

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INTRODUCTION

Southend Education Trust is a partnership of 55 schools and the Local Authority in Southend. The Trust is a large social enterprise company with charitable status formed to achieve our vision for Southend to be a “Learning Town” by providing the capacity and infrastructure to enable schools and other agencies to **lead the system** collaboratively and effectively.

Strategic Objectives to August 2012

To:

1. Ensure the Trust remains solvent, well run and delivers its agreed objectives;
2. Deliver existing programmes and successfully exit from them or develop them into something sustainable and/or profitable;
3. Acquire new premises and develop them into a valuable asset;
4. Develop new programmes/services that meet the needs of beneficiaries;
5. Seek and successfully draw in new funding streams;
6. Commission services for beneficiaries.

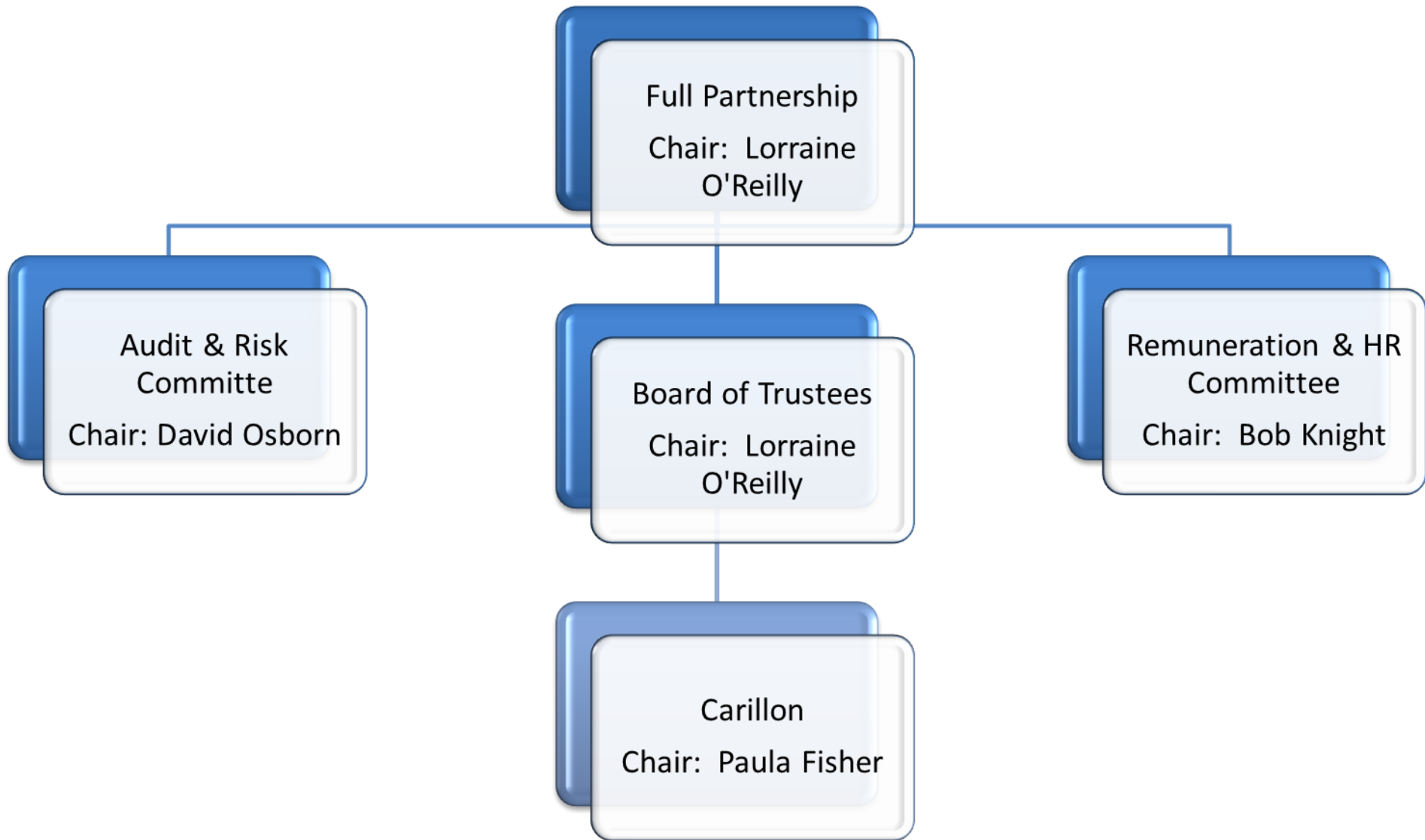
Developments and achievements from April 2010

We have:

- **Raised attainment and aspiration** through projects such as the Thames to Tama, Primary Modern Languages (PML), International Dimension, Learning Outside the Classroom, Philosophy for Children, Voice and Influence and other curriculum work
- **Narrowed attainment gaps** through 60 small/medium scale targeted school based initiatives (£500 - £85,000), Student Associates Scheme, Aim Higher, NACE Challenge Award and Support for EAL
- **Built leadership capacity** through the Middle Leader Programme and other training opportunities
- **Reduced NEETS and exclusions and improved attendance and behaviour** through initiatives such as the Southchurch Vocational Centre, Counselling Projects, Learning Mentor Programme, Nurture Units, National Programme for Specialist Leaders of Behavior and Attendance (NPSLBA)
- **Strengthened the capacity of Southend Education Trust** by establishing Carillon

We are confident we provide **good value for money** with the achievement of the PQASSO quality mark while maintaining core costs at around 12%.

Programme Overview PDF to be inserted here (2 pages)



Southend Education Trust
Budget vs Actual for Q1 and Q2 2011/12

Income	Budgeted Income for financial year 2011/12 £000	Budgeted income Q1 & Q2 £000	Actual income Q1 (to 30 June 2011) £000	Actual income Q2 (to 30 Sept 2011) £000	Total actual income YTD £000	Variance £000	Balance to come £000	Comments
	A	B	C	D	E (C+D)	F (B-E)	G (A-E)	
Bank interest	5	2.5	1.3	2	3.3	(0.8)	1.7	YTD £800 more received than budgeted
Loan interest	5	2.5	0	0	0	2.5	5	
Aim Higher	70	35	0	0	0	35	70	To be received from SBC?
One to One	300	150	0	0	0	150	300	To be received from SBC?
SAS	50	25	38	35	73	(48)	(23)	YTD £48k more received than budgeted
Carillon Education Limited (profit gift aided)	100	50	0	0	0	50	100	
Brought forward	3,191	1,595.5	797.75	797.75	1,595.5	0	1,595.5	Actual carry forward following merger
Total income	3,721	1,860.5	837.05	834.75	1,671.8	188.7	2,049.2	

Expenditure	Budgeted spend in financial year 2011/12 £000	Budgeted spend Q1 & Q2 £000	Actual spend Q1 (to 30 June 2011) £000	Actual spend Q2 (to 30 Sept 2011) £000	Total actual spend YTD £000	Variance £000	Balance £000	Comments
	A	B	C	D	E (C+D)	F (B-E)	G (A-E)	
Core costs less full cost recovery to core (Objective 1)	270	135	123	89.5	212.5	(77.5)	57.5	
Deliver existing programmes (Objective 2)	521.5	260.75	214.8	255.8	470.6	(209.85)	50.9	
Premises (Objective 3)	350	223	3	218	221	2	129	Purchase of Shoebury Garrison Church £200k in Sept '11
Co-create new services (Objective 4)	276	138	5.5	17	22.5	115.5	253.5	
Seek new funding (Objective 5)	5	2.5	0	3.1	3.1	(0.6)	1.9	
Commissioning service for schools (Objective 6)	75	37.5	47.4	21.5	68.9	(31.4)	6.1	
Total expenditure	1,497.5	796.75	393.7	604.9	998.6	(201.85)	498.9	
Surplus	2,223.5	2,223.5	0	0	0	0	2,223.5	
Grand Total	3,721	3,020.25	393.7	604.9	998.6	(201.85)	2,722.4	

Strategic Objective 1: Ensure the Trust remains solvent, well run and delivers its agreed objectives

Income	Budgeted income 2011/12 £000 A	Budgeted income Q1 & Q2 £000 B (A/4x2)	Actual income Q1 £000 C	Actual income Q2 £000 D	Total actual income YTD £000 E (C+D)	Variance £000 F (B-E)	Balance to come £000 G (A-E)	Comments
Aimhigher	4	2	0	0	0	2	4	
Challenge for All	1.5	0.75	0	0	0	0.75	1.5	
Counselling	3	1.5	0	0	0	1.5	3	
EAL	1.5	0.75	0	0	0	0.75	1.5	
Int. Dimension	1	0.5	0	0	0	0.5	1	
Learning Point Bursary	1.5	0.75	0	0	0	0.75	1.5	
One to One	33	16.5	0	0	0	16.5	33	
SAS	5	2.5	2.5	2.5	5	(2.5)	0	
ViSS	7	3.5	0	0	0	3.5	7	
Total full cost recovery	57.5	28.75	2.5	2.5	5	23.75	52.5	
Total from unrestricted funds	212.5	106.25	0	0	0	106.05	212.5	
Grand total	270	135	2.5	2.5	5	130	265	

Expenditure	Budgeted spend 2011/12 £000 A	Budgeted spend Q1 & Q2 £000 B (A/4x2)	Actual spend Q1 £000 C	Actual spend Q2 £000 D	Total actual spend YTD £000 E (C+D)	Variance £000 F (B-E)	Balance £000 G (A-E)	Comments
Professional fees								
Auditor	5	2.5	0.029	0.6	0.629	1.87	4.37	
Consultancy (Finance)	37	18.5	7.2	4.6	11.8	6.7	25.2	Incs £2k to Belfairs re grant handling
Consultancy (HR)	3	1.5	1.6	8.5	10.1	(8.6)	(7.1)	
Legal	2	1	0	0	0	0	2	
Staff								
Recruitment (Core)	1	0.5	0.1	3	3.1	(2.6)	(2.1)	
Salary and on costs (Core)	134	67	70.8	60.2	131	(64)	3	SR, GC & SG time included & needs to be apportioned back to Obj 2 & 4 as appropriate
Staff development (Core)	4	2	0	0	0	0	4	
Premises								
Rent/moving	54	27	22.9	5.9	28.8	(1.8)	25.2	
Storage	1	0.5	0.8	0	0.8	(0.3)	0.2	
Supplies								
Computer/finance	2	1	0	0	0	1	2	
Insurance	9	4.5	3.7	2	5.7	(1.2)	3.3	
Newsletters/communications	4	2	0	0	0	2	4	
Office supplies	2	1	1	1.4	2.4	(1.4)	(0.4)	
Other	2	1	2.1	0.4	2.5	(1.5)	(0.5)	
Postage	1	0.5	1.5	0.5	2	(1.5)	(1)	
Printing	3	1.5	0.2	0.1	0.3	1.2	2.7	
Room hire & refreshments (core)	4	2	1.8	0.9	2.7	(0.7)	1.3	
Subscriptions	1	0.5	0.06	1	1.06	(0.56)	(0.06)	
Web & design	1	0.5	9	0.4	9.4	(8.9)	(8.04)	
Total core expenditure	270	135	123	89.5	212.5	(77.5)	57.5	
Less full cost recovery to core	(57.5)	(28.75)	0	0	0	(28.75)	(57.5)	
Net core exp from unrestricted funds	212.5	106.25	123	89.5	212.5	106.25	0	

Strategic Objective 1: Ensure the Trust remains solvent, well run and delivers its agreed objectives	
Finance Code:	
Relationship to other key plans: Strategic Plan	
Key Activities:	<ul style="list-style-type: none"> • Planning • Governance • Beneficiary & Commissioning Focus and Quality Assurance • Manage HR, money, premises, resources and activities • Networking and Partnership • Monitoring & Evaluation • Results
Description: The Core Business is delivered by a small Team of Staff based at the main office The clients are the BOARD OF TRUSTEES and internal and external organisations This element of the Trust's work is sustainable until at least March 2013	

What are we going to do?	Cost	Outcomes by August 2012	Outputs/Milestones			Notes	
			Apr – Aug 2011	Sept - Dec 2011	Jan – Aug 2012		
Planning Agree and implement a long term strategy (3 -5 years) taking account of SET's assets, user needs and trends and analysis of the environment Agree and implement a short term Operational Plan (1 year) with priorities, targets and costings		<ul style="list-style-type: none"> • Trustees develop a 3 - 5 year strategic plan. • 1-year Operational Plan in place • Plans are informed by Strategic Objectives and previous evaluation report and include: income generation; communication; marketing; human 	Develop and publish	SR	Develop and publish	SR	

What are we going to do?	Cost	Outcomes by August 2012	Outputs/Milestones						Notes
			Apr – Aug 2011		Sept - Dec 2011		Jan – Aug 2012		
<p>Quality Assurance Research QA systems ISO 9001 and/or PQASSO Level 2 Arrange assessment</p> <p>Governance Review Board membership, roles & responsibilities to ensure appropriate skills, experience and knowledge are being effectively assigned</p> <p>Recruit and induct new trustees as needed</p> <p>Agree and implement performance management of CEO</p> <p>Review the company's work for effectiveness and best value</p>		<p>resources and working in partnership</p> <ul style="list-style-type: none"> ISO 9001 or PQASSO Level 2 awarded Trustees work well as a team, and review their own effectiveness regularly The Board reviews its membership for the skills and knowledge it needs and recruits people according to those needs Arrangements are made to performance manage the CEO every year Using the results of monitoring and evaluation, the Trustees show that 	Research and report	GC	Prep for award	GC	Achieve award	GC	
			Recruit and induct new Trustees as needed	SR	Recruit and induct new Trustees as needed	SR	Review Board Performance, produce report and agree plan to ensure effectiveness and improvement	BK LO	
			Complete 2010 PM	BF LO	Prepare for and carry out 2011 PM	BK LO	Report to Board of Trustees	BK LO	
					LO to carry out review	LO	Implement results of review	LO	

What are we going to do?	Cost	Outcomes by August 2012	Outputs/Milestones						Notes
			Apr – Aug 2011		Sept - Dec 2011		Jan – Aug 2012		
<p>Managers ensure that the organisation meets its legal and financial obligation</p> <p>Beneficiary/Commissioner Focus Review and update systems for obtaining feedback from customers, commissioners and clients; particularly in the light of on-going developments in IT. Ensure consistency in approach across projects/activities for obtaining user feedback and use to design and develop future services.</p>		<p>the organisation's activities are cost effective</p> <ul style="list-style-type: none"> Company is compliant with Companies House and Charity Commissions regulations Users are well informed about the services on offer and are given some choice Information about users is recorded and accessible to the appropriate people Feedback is collected from users about their experience of the service, including complaints and suggestions Targets are set for the levels of user satisfaction Complaints and suggestions are discussed openly and dealt with quickly Users' views are represented at a Board level 	Review policies and procedures	KS	Develop policies and procedures	KS	Develop policies and procedures	KS	
					Develop policies and procedures	KS	Develop policies and procedures	KS	

What are we going to do?	Cost	Outcomes by August 2012	Outputs/Milestones						Notes
			Apr – Aug 2011		Sept - Dec 2011		Jan – Aug 2012		
<p>Manage HR</p> <p>On-going review all policies and update where appropriate</p> <p>Ensure all contracts, SLA's are up to date</p> <p>Ensure all HR procedures are clear, communicated and maintained (e.g sickness, holidays, expenses)</p> <p>Develop on line resource for staff to provide them with access to appropriate and timely information</p> <p>Review and implement performance management arrangements for all staff including CEO</p>		<ul style="list-style-type: none"> All policies reviewed annually People know what they have to do and how they relate to each other Each member of staff has a contract and written terms and conditions of employment All legal requirements covering staff and volunteers are met, including employer liability insurance and equal opportunities laws There is an online resource containing all documented HR policies There are regular supervision sessions and annual performance management for all staff 	<p>Agree forward plan and allocate to Committees</p> <p>All job descriptions and KPI's agreed with staff. All Assignment Schedules agreed with Associates</p> <p>Take professional advice from HR expert</p> <p>Update the online resource</p> <p>Implement PM system in line with policy</p>	<p>CH</p> <p>CH</p> <p>CH</p> <p>CH</p> <p>CH</p>	<p>Implement forward plan</p> <p>All KPI's and Assignment Schedules up-to-date</p> <p>Take professional advice from HR expert</p> <p>Review the online resource</p> <p>Implement PM system in line with policy</p>	<p>CH</p> <p>CH</p> <p>CH</p> <p>CH</p> <p>CH</p>	<p>Ongoing</p> <p>All KPI's and Assignment Schedules up-to-date</p> <p>Take professional advice from HR expert</p> <p>Review the online resource</p> <p>Implement PM system in line with policy</p>	<p>CH</p> <p>CH</p> <p>CH</p> <p>CH</p> <p>CH</p>	

What are we going to do?	Cost	Outcomes by August 2012	Outputs/Milestones						Notes
			Apr – Aug 2011		Sept - Dec 2011		Jan – Aug 2012		
Develop better internal communications		<ul style="list-style-type: none"> People share ideas, knowledge and best practice There is a system for internal communication including meetings Staff are included in the strategic planning process There is an online resource providing appropriate information 	Ongoing	CH	Ongoing	CH	Ongoing	CH	
There is a training and development policy and plan, and training is itemised in the budget. Where appropriate, training and development leads to accreditation or qualifications		<ul style="list-style-type: none"> All staff appropriately trained 	Ongoing	SR	Ongoing	SR	Ongoing	SR	
Managers seek to develop people and lead by example.									
Review staffing levels		<ul style="list-style-type: none"> Enough staff are employed for the level of service provided 	Ongoing	SR	Ongoing	SR	Ongoing	SR	

What are we going to do?	Cost	Outcomes by August 2012	Outputs/Milestones						Notes		
			Apr – Aug 2011		Sept - Dec 2011		Jan – Aug 2012				
<p>Manage Money Getting it: Ensure all grants, SLA's and earned income from clients is received</p> <p>Ensure all financial systems are efficient and effective</p> <p>Develop branding/marketing strategies, communicated and implement</p> <p>Investing it: Ensure surpluses are maximised</p> <p>Maintain reserves in line with reserves policy</p>		<ul style="list-style-type: none"> Financial Manager is appointed All income is received The organisation meets all Inland Revenue, VAT and DSS requirements The organisation keeps to the Charities Accounts and Reports Regulations, SORP and Company Law, as appropriate Branding/marketing fit for purpose There is a three-year approved financial plan that includes contingency plans, and strategies for generating income and investment Reserves in line with budget 	Recruit and induct FM	SR							
			Review	KS	Review	KS	Review	KS			
			Review	KS	Review	KS	Review	KS			
			Review current arrangements	KS	Review current arrangements	KS	Review	KS			
						KS	Develop plan and seek agreement	KS	Publish agreed plan	KS	
							Develop and publish	KS	Implement	KS	

What are we going to do?	Cost	Outcomes by August 2012	Outputs/Milestones					Notes
			Apr – Aug 2011		Sept - Dec 2011		Jan – Aug 2012	
<p>Spending it: Ensure effective systems for spending exist</p>		<ul style="list-style-type: none"> There are detailed business plans for the main income-generating activities that include competitor analysis, cash flow forecast and an analysis of the return on investment There are procedures for handling and banking income, signing cheques, expenses, petty cash, salaries and monitoring cash flow 			Develop and publish	SR		
Carry out risk assessment		<ul style="list-style-type: none"> There is an internal financial audit programme that covers risk assessment 			Review and develop financial procedures	KS	Implement	KS
<p>Manage Premises Manage one year lease on current premises (the Chapels) fulfilling all contractual obligations</p>		<ul style="list-style-type: none"> Organisation based in and operating effectively from premises 	Manage the move to North Road	CH	Successfully settled in North Road	CH	Prepare to move to Garrison Church	PO
<p>Manage Resources Agree procurement</p>		<ul style="list-style-type: none"> Procurement policies appropriate 					Move to Garrison Church	PO
							Agree and implement new procurement arrangements	KS

What are we going to do?	Cost	Outcomes by August 2012	Outputs/Milestones						Notes			
			Apr – Aug 2011		Sept - Dec 2011		Jan – Aug 2012					
<p>policies</p> <p>Maintain Asset Register</p> <p>Manage Activities Ensure all existing contracts, SLA's and projects are effectively managed</p> <p>Develop complaints policy</p> <p>Agree systems and processes with Carillon Education Ltd for the effective</p>		<ul style="list-style-type: none"> The use of information technology contributes to the effective and efficient working of the organisation Assets are well managed and maintained to ensure their full use There is a register of assets with a policy and procedure for disposal and depreciation Activities are delivered according to plan There is a written complaints and suggestions policy and procedure There is a written policy and procedure for the official transfer of operational and monetary 	Monitor	SR	<p>Review and develop</p> <p>Review and develop</p> <p>Review and develop</p> <p>Monitor</p> <p>Separation of work agreed. Written policies and procedures agreed. Policy implements</p>	KS	<p>Agree and implement new policies and procedures</p> <p>Agree and implement new policies and procedures</p> <p>Implement</p> <p>Monitor and evaluate</p> <p>Develop and publish</p> <p>Review</p>	KS	KS	KS	SR	SR

What are we going to do?	Cost	Outcomes by August 2012	Outputs/Milestones						Notes
			Apr – Aug 2011		Sept - Dec 2011		Jan – Aug 2012		
<p>transfer of projects/activities</p> <p>Network and Partnership Identify potential partners and develop International, National and Local links</p> <p>Plan and hold appropriate meetings</p>		<p>responsibility of activities and projects</p> <ul style="list-style-type: none"> • There are visits to and from other organisations • The organisation has clear aims for developing networks with other organisations • The organisation actively networks to reach potential clients and get the information it needs • People from the organisation contribute to local, regional or national networks • Staff and Trustees promote the organisation externally to increase its profile • The organisation regularly has joint events with other agencies. • Other agencies actively promote the use of SET's services to potential clients 			Review and develop	FH	Review and develop	FH	

What are we going to do?	Cost	Outcomes by August 2012	Outputs/Milestones						Notes
			Apr – Aug 2011		Sept - Dec 2011		Jan – Aug 2012		
Continue to develop and improve website		<ul style="list-style-type: none"> Website is useful, up-to-date and linked to Carillon's web presence 			Review website	PO	Implement	PO	
Produce a termly newsletter		<ul style="list-style-type: none"> 9 newsletters produced and delivered to all staff and stakeholders 			Publish Newsletters	SR	Publish Newsletters	SR	
Monitor and Review presence on Fronter platform		<ul style="list-style-type: none"> Fronter maintained 					Review	SR	
Monitoring and Evaluation On-going collection of a range of information/data from current operations/activities. Review and report on it against targets Collate and analyse data covering the last three years to inform on strategic planning		<ul style="list-style-type: none"> There is an integrated cycle which links planning, delivery, monitoring and evaluation, and continuous improvement Information on all key areas of activity is systematically collected and analysed. Some evaluation and audit processes are carried out by independent specialists and involve several types of stakeholders. 	Set up system	SR	Review	SR	Evaluate	SR	

What are we going to do?	Cost	Outcomes by August 2012	Outputs/Milestones						Notes
			Apr – Aug 2011		Sept - Dec 2011		Jan – Aug 2012		
<p>Use evaluation for accountability as well as strategically.</p> <p>Results Ensure robust output and outcome targets are achieved for all operations</p> <p>Improve trends in delivery and quality</p> <p>Find organisations to benchmark with</p> <p>Provide value for money</p>		<ul style="list-style-type: none"> Evaluation findings are shared with other organisations and are used to strategic planning and operations A comprehensive range of output and outcome targets has been achieved over two years Trend data shows key activities are improving The organisation performs well in comparison with other organisations with similar activities Trend data shows improvement in user satisfaction Quality assurance reviews demonstrate continued improvements 					Review and evaluate	SR	

Strategic Objective 2: Deliver existing programmes and successfully exit from them or develop them into something sustainable and/or profitable;

Income	Budgeted income 2011/12 £000	Budgeted income Q1 & Q2 £000	Actual income Q1 £000	Actual income Q2 £000	Total actual income YTD £000	Variance £000	Balance to come £000	Comments
	A	B (A/4x2)	C	D	E (C+D)	F (B-E)	G	
Aimhigher (to July 2011)	70	35	0	0	0	35	70	Funding due from SBC?
One to One (to July 2011)	300	150	0	0	0	150	300	Funding due from SBC?
SAS (to July 2011)	50	25	38	35	73	(48)	0	
Total	420	210	38	35	73	137	370	

Expenditure	Budgeted spend 2011/12 £000	Budgeted spend Q1 & Q2 £000	Actual spend Q1 £000	Actual spend Q2 £000	Total actual spend YTD £000	Variance £000	Balance £000	Comments
	A	B (A/4x2)	C	D	E (C+D)	F (B-E)	G (A-E)	
Aimhigher (to July 2011)	63	31.5	10	16.5	26.5	5	36.5	
Challengefor All (to July 2011)	16.5	8.25	2.9	1	3.9	4.35	12.6	
Counselling (to March 2012)	27	13.5	11.4	10.6	22	(8.5)	5	YTD overspend of £8.5k
EAL (to July 2011)	13.5	6.75	2.4	2.1	4.5	2.25	9	
Int. Dimension & Primary Language (to March 2011)	10	5	0	0	0	5	10	
Learning Point Bursary (to July 2011)	13.5	6.75	3	0	3	3.75	10.5	
One to One (to July 2011)	270	135	146	170	316	(181)	(46)	YTD overspend of £181k
SAS (to July 2011)	45	22.5	20.4	51.7	72.1	(49.6)	(27.1)	YTD overspend of £49.6k
ViSS (to March 2012)	63	31.5	0	0.4	0.4	31.1	62.6	
2009/10 programmes (Seizing Success Conf & Festival of Learning, etc.)	0	0	18.7	3.5	22.2	(22.2)	(22.2)	Spend relating to prior year programmes
Total	521.5	260.75	214.8	255.8	470.6	(209.85)	50.9	

Strategic Objective 2: Deliver existing programmes and successfully exit from them or develop them into something sustainable and/or profitable	
Finance Code:	
Relationship to other key plans: Strategic Plan; Evaluation Report	
Key Activities:	<ul style="list-style-type: none"> • Aimhigher • Challenge For All • Counselling • EAL • Int. Dimension & Primary Modern Foreign Languages • <i>PMFL</i> • Learning Point Bursary • One-to-One • SAS • ViSS
Description:	
<p>The 'life' of these projects exceeded the previous Operations Plan to 31st March 2011 and/or had matters outstanding requiring resolution. Their continuance is informed by:</p> <p>a) the generic Evaluation Report;</p> <p>b) the potential for evolving into a sustainable business model; and</p> <p>c) by applying the criteria and process for sustainability as agreed with Carillon Education Ltd.</p>	

What are we going to do?	Cost	Outcomes by August 2012	Outputs/Milestones					Notes
			Apr – Aug 2011		Sept - Dec 2011		Jan – Aug 2012	
Aimhigher								
National Initiative effectively brought to a conclusion		Complete budget report for Regional Steering Group in line with contract requirements	Report submitted to Regional Steering Group by end-Aug.	PB	All outstanding invoices received from schools; Paperwork archived	KS		
Audit Partnership Schs re services they wish to continue and for which they would pay		x3 Services developed and advertised in Carillon prospectus	Speakers provisionally booked Activities with dates promoted to schools	PB SM	Activities well attended and feedback positive; schools canvassed for their interest in future fee-paying events; 3 Secondary schools	SM/Carillon MD GC	Take-up Monitored. Following review/evaluation, programmes are fully costed and if viable transfer to Carillon	SM Carillon MD

What are we going to do?	Cost	Outcomes by August 2012	Outputs/Milestones					Notes
			Apr – Aug 2011		Sept - Dec 2011		Jan – Aug 2012	
Pilot Study Flex programme working collaboratively across x3 schools		Programme successfully completed by 10 students	School identified as host; plan for programme delivery agreed; Arrangements for student registration secured	GC	identify suitable students; students enrolled and progress through programme; 10 students complete and evaluation undertaken	in liaisons with schools	Evaluations reviewed. Activity fully costed. If viable, offer is advertised in Carillon brochure.	Carillon MD
Challenge for All New 'Challenge' Training Course accredited following pilot		Accredited 'Challenge' Course is successfully developed and advertised in Carillon x 2 presentations a year with up to 12 participants for each presentation	Dates agreed for new 'Challenge' Training Course; Participants recruited	JP/NB	Up to 12 participants, registered with CoT and successfully complete course. Evaluation undertaken and modifications made. Dates agreed for next presentation Budget closed	SM in liaisons with JP/NB	Following review/evaluation, programme is fully costed and if viable becomes embedded in Carillon offer	Carillon MD
Counselling Evolves into a sustainability business		Service is operating across the Borough and beyond. Service continues to be subsidised by SET but by a reducing scale	X 2 new schools are recruited; First invoices despatched with evaluation	NB GC	X 2 new schools are recruited and serviced; Lead Counsellor completes training for Supervision; Budget closed	NB SB	X 4 new schools are recruited and serviced; Lead Counsellor delivers in-house Supervision. External opportunities for supervision & need explored.	NB SB
Develop training packages		X 3 Training packages developed, piloted and in the Carillon brochure	Content agreed and informed by discussion with clients	NB in liaisons with GC	Training packages developed and advertised in Carillon; Financial Review of delivery model undertaken; Fully costed forecast plan prepared	NB KS in liaisons with NB/Carillon MD	X 3 Training programmes piloted and evaluated; Programmes become part of the Carillon offer	NB NB/GA
EAL Training Course developed in liaison with Language Garden (LG)		X 3 Training course using Language Garden and/or Fronter Courses accredited where appropriate Secure a business arrangement with LG as a distributor	Courses developed and advertised in Carillon Creating Creative English Course accredited by College of Teachers	GC in liaisons with GO and DW	Take-up Monitored. Following review/evaluation, programmes are fully costed and transfer to Carillon Distribution arrangements with LG grow producing small return Budget closed	SM GA/Carillon MD	Subsidy to 2013 agreed and in place for core Southend delivery Offer becomes embedded in Carillon provision at full cost and/or removed from the brochure	NB/ KS GA/Carillon MD

What are we going to do?	Cost	Outcomes by August 2012	Outputs/Milestones			Notes	
			Apr – Aug 2011	Sept - Dec 2011	Jan – Aug 2012		
<p>Int. Dimension & PMFL Hold discussions with SHSG</p> <p>Learning Point Bursary Review outstanding bursaries</p> <p>One-to-One All tuition completed by 31st August</p> <p>Conduct an impact evaluation of the project</p> <p>Review current delivery model against Carillon criteria and process for sustainability;</p> <p>Explore potential for sustainability as a Service provision</p> <p>SAS Develop Service for placing undergraduates in</p>		<p>Hand-over services to SHSG; SHSG continue to delivery services under a business model</p> <p>Set completion dates for all projects</p> <p>100% of the tutor allocations were taken up by Southend Schools; the DfE reported that SET has delivered this programme to the “highest standard”.</p> <p>Service becomes self-funding and embedded in Carillon offer</p>	<p>Discussions held with SHfG.</p> <p>Write to all current receivers of bursaries where projects are outstanding advising claims need to be in by December 2011</p> <p>Continue to monitor the DfE website and support schools to deliver their allocations</p> <p>Support tutors delivery through networking opportunities</p> <p>Collection views to pupils as to success of the programme</p> <p>Support schools with ideas for possible delivery after Aug 2011 e.g. use of pupil premium</p> <p>Chair steering group meeting</p> <p>Write an evaluation report of the project</p> <p>Monitor take-up in terms of subsidised and costed placements;</p>	<p>GC</p> <p>GC</p> <p>GA</p> <p>SG</p>	<p>SHfG take over and manage the provision Project evaluated, budget closed</p> <p>Reports published on Fronter Project evaluated, budget closed</p> <p>Project evaluated, budget closed</p>		

What are we going to do?	Cost	Outcomes by August 2012	Outputs/Milestones					Notes
			Apr – Aug 2011	SG	Sept - Dec 2011	SG	Jan – Aug 2012	
schools		Service advertised in Carillon prospectus and becomes self-funding and embedded in Carillon offer	Meet with interested partners	SG	Adapt paperwork and systems to create new service to offer undergraduates placements/work experience in schools and business sector	SG		
					Meet with DC to discuss programme and relevant costings	SG		
					Email existing contacts in schools offering service to gauge interest	SG		
					Apply to SET Trustees to fund /subsidise project Project evaluated, budget closed	SG		
ViSS Review current delivery model against Carillon criteria and process for sustainability		Advertise Costed Service in Carillon brochure whilst exploring development opportunities. Contact other voluntary agencies with a view to merger/take-over of service			Review in light of sustainability & partnership/take-over interest Project evaluated, budget closed	GC	Advertise service in Carillon brochure	GC
Contact other voluntary agencies with a view to merger/take-over of service							Service becomes self-funding and embedded in Carillon provision, or transition/termination is effectively managed	GC

Strategic Objective 3: Acquire premises and develop into a valuable asset

Income	Budgeted income 2011/12 £000	Budgeted income Q1 & Q2 £000	Actual income Q1 £000	Actual income Q2 £000	Total YTD £000	Variance £000	Balance to come £000	Comments
	A	B	C	D	E (C+D)	F (B-E)	G (A-E)	
Unrestricted funds	350	220	0	220	220	0	130	
Total	350	220	0	220	220	0	130	

Expenditure	Budgeted spend 2011/12 £000	Budgeted spend Q1 & Q2 £000	Actual spend Q1 £000	Actual spend Q2 £000	Total YTD £000	Variance £000	Balance £000	Comments
	A	B	C	D	E (C+D)	F (B-E)	G (A-E)	
Acquire property	210	203	3	200	203	0	7	Purchase of Shoebury Garrison Church in Sept '11
Develop property	140	20	0	18	18	2	122	
Total	350	223	3	218	221	2	129	

Strategic Objective 3: Acquire new premises and develop them into a valuable asset

Finance Code:

Relationship to other key plans: Strategic Plan

Key Activities:

- Complete freehold purchase of the Garrison Chapel
- Set-up a Working Group to make/approve decisions on behalf of the Board
- Conduct a feasibility study and agreed short term and long term functionality/use
- Prepare a costed Action Plan with milestones for the transformation/refurbishment of the premises
- Set-up sub-group/project manager to oversee work

Description: The Chapel was formally a church, constructed around 1866.

Location: Located at the corner of Chapel Road and St. Georges Lane is occupies a triangular shaped plot in Shoeburyness within the 'Garrison' (former MoD base) and is 0.5 miles from Shoeburyness rail station; Junction 30 of the M25 is within approx. 23 miles via the A13. In itself the purchase will be a valuable financial assess to the company; how the premises will be developed will evolve overtime.

What are we going to do?	Cost	Outcomes by August 2012	Outputs/Milestones					Notes	
			Apr – Aug 2011		Sept - Dec 2011		Jan – Aug 2012		
<p>Purchase Complete legalities for the purchase</p> <p>Working Group Appoint a Working Group; agree parameters for decision-making</p> <p>Feasibility Study Appoint architects; Explore options; Agree use and potentials for occupation to inform planning & design; Appoint builders,</p>		Contracts signed	Complete purchase	SR					
			Appoint working group	SR	Working group convenes, agrees priorities, terms of reference and budgets	SR			
					Appoint Project Manager	SR	Produce short and long term plan	SR	

What are we going to do?	Cost	Outcomes by August 2012	Outputs/Milestones						Notes
			Apr – Aug 2011		Sept - Dec 2011		Jan – Aug 2012		
set timescales Action Planning Prepare an Action Plan to include milestones, timescales and estimated/actual costs							Agree action plan	SR	

Strategic Objective 4: Develop new programmes/services that meet the needs of beneficiaries.

Income	Budgeted income 2011/12 £000	Budgeted income Q1 & Q2 £000	Actual income Q1 £000	Actual income Q2 £000	Total actual income YTD £000	Variance £000	Balance to come £000	Comments
	A	B (A/4x2)	C	D	E (C+D)	F (B-E)	G (A-E)	
Unrestricted funds	5	2.5	0	0	0	2.5	5	
Total	5	0	0	0	0	2.5	5	

Expenditure	Budgeted spend 2011/12 £000	Budgeted spend Q1 & Q2 £000	Actual spend Q1 £000	Actual spend Q2 £000	Total actual spend YTD £000	Variance £000	Balance £000	Comments
	A	B (A/4x2)	C	D	E (C+D)	F (B-E)	G (A-E)	
Develop partnership agreements	200	100	0	0	0	100	200	
Leadership Partners	30	15	0	1.4	1.4	13.6	28.6	
NALSP & NASP	10	5	0	13	13	(8)	(3)	YTD overspend of £8k
Southend Curriculum Community	36	18	5.5	2.6	8.1	9.9	27.9	
Total	276	138	5.5	17	22.5	115.5	253.5	

Strategic Objective 4: Develop new programmes/services that meet the needs of beneficiaries	
Finance Code:	
Relationship to other key plans: Strategic Plan	
Key Activities:	<ul style="list-style-type: none"> • Implementation of Partnership Agreements with Clusters of Schools • Leadership Partners for School Leaders Scheme • National Association of Leaders of School Partnerships (NALSP) • National Association of School Partnerships (NASP) • Southend as a Learning Resource
Description: Part of the core business of SET is the development and piloting of new innovative programmes that address local, regional and national gaps to transform teaching and learning	

What are we going to do?	Cost	Outcomes by August 2012	Outputs/Milestones						Notes	
			Apr – Aug 2011		Sept - Dec 2011		Jan – Aug 2012			
Partnership Agreements with Clusters of Schools Set-up an Application process; Agree a mechanism for receiving and assessing applications; Devise a Partnership Agreement that sets out clear criteria for how			Seek proposals	SR						
			Agree proposals	SR						
					SR to liaise with partnership	SR				

What are we going to do?	Cost	Outcomes by August 2012	Outputs/Milestones			Notes	
			Apr – Aug 2011	Sept - Dec 2011	Jan – Aug 2012		
<p>the partnership will operate and what the mutual expectations will be;</p> <p>Set-up a monitoring and co-ordinating process that ensures Agreements are upheld and cohesion between the Clusters</p> <p>Leadership Partners Review and amend Induction Programme in the light of pilot;</p> <p>Run amended Induction Programme setting dates and agreeing venues/facilitators for September/October/November/December</p> <p>Test Website</p>				<p>Agree process</p> <p>Develop the scheme</p> <p>Hold 3 induction programmes</p> <p>Develop web site</p> <p>Recruit 70 LP's</p> <p>Test website</p>	<p>SR</p> <p>SR</p> <p>SR</p> <p>SR</p> <p>SR</p> <p>SR</p> <p>SR</p>	<p>Develop the scheme</p> <p>Hold 6 induction programmes</p> <p>Recruit a further 100 LP's</p> <p>Recruit 20 clients</p> <p>Replicate the system for Governors: - 3 induction programmes - 50 LP's - 10 clients</p>	

What are we going to do?	Cost	Outcomes by August 2012	Outputs/Milestones				Notes	
			Apr – Aug 2011		Sept - Dec 2011			Jan – Aug 2012
<p>Implement an on-going evaluation of activity to continuously improve the process</p> <p>Continue to develop and recruit through Carillon</p> <p>NALSP & NASP Set out aims, objectives and purpose;</p> <p>Devise an Application process and Agreement statement that clearly sets out criteria for membership and what the mutual expectations and benefits will be;</p> <p>Develop, review and test the website;</p> <p>Continue and expand market</p>		<p>Website content completed for both the NASP and the NASP Leaders awaiting approval/amendment.</p> <p>Subscriber invoicing arrangements need to be confirmed through Carillion (or SET) and a database of subscribers must be established and maintained.</p> <p>A database must be purchased to target potential subscribers once the website goes live November/December 2011.</p> <p>E-mail circulated to all schools in UK November, December & January to encourage subscriptions. Keylime to provide web site statistics and to monitor visits to the site and impact of e-mails.</p>			<p>Websites to be active and able to receive subscriptions by November/December 2011.</p>	YH		<p>Handover to Carillon on the recruitment of 100 mentors</p>

What are we going to do?	Cost	Outcomes by August 2012	Outputs/Milestones						Notes
			Apr – Aug 2011		Sept - Dec 2011		Jan – Aug 2012		
<p>research and establish a data base of organisations interested in becoming members;</p> <p>Survey potential members to inform on the development of both Associations;</p> <p>Prepare for a Conference to launch the Associations (January 2012)</p> <p>Southend Curriculum Community</p> <p>Establish new project Incorporate the Southend Curriculum, Learning outside the Classroom and Dare to Dream into one project.</p> <p>Working Party Recruit members for a</p>	36k	<p>Proposed NASP conference speakers and venues have been submitted for selection. Conference expected to take place April/May 2012.</p> <p>Conference Programme and promotional pack to be completed by January 2012.</p>			<p>Create a name for the new combined project.</p>	BF		<p>Schools fully aware and using materials from this project. Publicize the success of this project via local/national media. Investigate whether materials can be 'sold' to interested parties.</p> <p>Working Group to complete a training plan for the spring and summer term and ways to promote</p>	

What are we going to do?	Cost	Outcomes by August 2012	Outputs/Milestones			Notes
			Apr – Aug 2011	Sept - Dec 2011	Jan – Aug 2012	
<p>working party to advise, support and monitor the project.</p> <p>Promotion Launch the Southend Curriculum website and provide information the new project.</p> <p>Recruit Recruit teachers to work on the Southend Curriculum.</p> <p>CPD Organise training to support teachers in using and implementing the Southend Curriculum.</p> <p>Provide CPD opportunities for school staff with accreditation in Forest Schools.</p>		<p>All schools fully informed of the recommendations and advantages of participating and using resources from Southend Curriculum and Dare to Dream programme.</p> <p>A Working Party producing an effective programme of support for schools.</p> <p>The Southend Curriculum Website completed and used by 80% of Southend Schools.</p>		<p>the way forward for the new project.</p> <p>Launch and promote the Southend Curriculum website. Receive ideas for additional materials for website and seek names of those interested in working on the curriculum.</p> <p>Recruit teachers to work on the teaching and learning aspects of the Southend Curriculum.</p> <p>Arrange a network meeting in conjunction with the Museum Service. Arrange a one day CPD training session on Early Years and outdoor learning for 30 delegates.</p> <p>Plan a CPD session on teaching geography outside the classroom KS 1 and KS2.</p> <p>Arrange a training session for Forest School Practitioners to maintain their skills. Support the plan to create an official branch of the Forest School Organisation in Southend.</p>	<p>the Southend Curriculum.</p> <p>Working Group to evaluate the success of the project.</p> <p>The Southend Curriculum website used by 85% of schools. Teachers and schools willing to share ideas and resources for the project.</p> <p>Recruited teachers to complete teaching and learning activities for the Southend Curriculum.</p> <p>CPD sessions planned with the Museum Services and other facilitators to support the Southend Curriculum. Attendance by 50% of Southend Infant and Primary schools at the CPD session on geography and outdoor learning.</p> <p>Support schools in applying to the Council for Learning Outside the Classroom for nomination for a national award for exemplary practice.</p> <p>Southend to have its own official organisation for Forest School.</p>	BF

What are we going to do?	Cost	Outcomes by August 2012	Outputs/Milestones			Notes
			Apr – Aug 2011	Sept - Dec 2011	Jan – Aug 2012	
<p>Strategic Partnerships Support other agencies in providing additional facilities/opportunities for the Southend Curriculum.</p>		<p>A comprehensive programme of cross curricular activities produced for the Southend Curriculum by teachers.</p> <p>Good attendance at CPD opportunities. The majority of Southend schools making a greater use of Southend as a learning focus/ resource.</p> <p>Pupils in Southend given greater access to learning outside the classroom and provided with a knowledge and understanding of Southend past and present.</p> <p>The investment made by SET in training staff in Forest Schools is sustained. Forest Schools in Southend schools are supported and maintained.</p> <p>The Museum Service supported in developing appropriate resources and training to schools and the community.</p> <p>The Museum's educational programme proactive in supporting developments in the Southend Curriculum. Support provided to Southend Museum in</p>		<p>CPD arranged at Southchurch Hall and led by the Museum staff. Activities to be fed into the Southend Curriculum.</p> <p>Liaise with Museum staff to produce a Town Walk leaflet to be used by teachers and the community.</p> <p>Discussion with Museum services re possible financial support with establishing a classroom for school visits.</p>	<p>Museum Services to provide some oral recordings of historical interest for the Southend Curriculum website and to provide resources and display material when requested.</p> <p>Route of Town Walk agreed and leaflets published. CPD organised to advertise this new resource for schools.</p>	

What are we going to do?	Cost	Outcomes by August 2012	Outputs/Milestones			Notes	
			Apr – Aug 2011	Sept - Dec 2011	Jan – Aug 2012		
<p>Shoebury Heritage Centre Contribute to the planning and setting up of the Shoebury Heritage Centre for use by schools.</p> <p>DARE TO DREAM 2 Produce a bid for funding to the Arts Council.</p>		<p>establishing an appropriate classroom for school visits on its present site and involving SET in future plans for the new Museum.</p> <p>The new Focal Point art gallery to be supported in providing improved facilities for school pupils.</p> <p>The Library Service committed to supporting the Southend Curriculum and involving SET in future plans for the new Central library</p> <p>Shoebury Heritage Centre established as an educational venue with opportunities for learning outside the classroom.</p> <p>Arts Council Funding successfully achieved and being deployed to deliver programme. Successful bid providing a wide ranging arts programme for schools.</p>		<p>Liaise with Focal Point Gallery to discuss use of their new premises.</p> <p>Arrange meeting with representative at the Central Library to establish links.</p> <p>Attend meetings and provide advice on the development of the educational section of the Shoebury Heritage Centre. Steering Group in place to plan a programme of creative activities.</p> <p>Bid to the Arts Council successful Decision due mid – October.</p> <p>Initial meeting of cultural partners 26/9 Full day meeting to shape programme & confirm budget</p>	<p>PT</p>	<p>New classroom created in the Museum with financial support from SET.</p> <p>Continue to work with Focal Point Gallery on opportunities for school to use their facilities.</p> <p>SET involved in planning for the new Central Library.</p> <p>Shoebury Heritage Centre near completion and plans in place to link its resources with the outdoor area of the new Hinguar Primary School.</p>	<p>PT</p>

What are we going to do?	Cost	Outcomes by August 2012	Outputs/Milestones			Notes
			Apr – Aug 2011	Sept - Dec 2011	Jan – Aug 2012	
<p>Steering Group established to create an arts programme for Southend schools and beyond.</p> <p>CPD Provide CPD opportunities for schools to enhance arts provision.</p> <p>Links with Southend Curriculum Work with groups to provide input into the Southend Curriculum.</p> <p>ArtsMark/Awards Endorse, enable and promote the ArtsMark/Awards.</p>		<p>Effective group of professionals (cultural & Educational) having met regularly since Oct 2011 overseeing the delivery of an innovative creative programme</p> <p>Effective CPD opportunities delivered for teaching staff and creative practitioners. Teaching staff more confident and skilled in teaching art and creative activities.</p> <p>Working with our effective group of professionals with expertise and experience in creative curricular intervention and enhancement to achieve change. An additional cohort of Southend schools with Artsmark and Artsmark Gold + schools who achieve renewed status. Cultural partners better placed to support and encourage young people to achieve arts awards at each of the appropriate levels.</p> <p>One large scale project working across local schools and including others from further afield. Potential for a second project to culminate</p>		<p>allocations – including number of education staff – end October. First phase of programme advertised.</p> <p>Shape and initial content for CPD will be developed by November</p> <p>Schools encouraged to apply for Artsmark + renew status where due to expire. Artsmark training sessions delivered at Metal on 14th Nov for Southend schools and in Thurrock and Colchester.</p> <p>Steering group to create/ shape the idea(s) by Nov. Structure devised and then idea promoted to secure participating schools</p>		

What are we going to do?	Cost	Outcomes by August 2012	Outputs/Milestones			Notes
			Apr – Aug 2011	Sept - Dec 2011	Jan – Aug 2012	
<p>Creative Activities Develop one large scale creative project involving local schools.</p> <p>Showcase the work of Dare to Dream at the Southend Village Green Event.</p> <p>Developing new partnerships Expand the footprint of Dare to Dream to include clusters of schools across Essex and the Thames Gateway</p> <p>Help build working relationships between key cultural providers and schools</p>		<p>towards the end of the autumn term</p> <p>Dare to Dream playing an integral creative part in Village Green 2012 with more schools participating than in 2010. The event scheduled for end of June 2012</p> <p>In addition to Southend schools Dare to Dream piloted with a number of other school clusters (likely to be in towns like Thurrock, Basildon, Harlow). Could <u>potentially</u> have delivered some activity in North Kent. This will result in higher profile for SET.</p> <p>Schools with working relationships with cultural organisation and practitioner's whereby they can pick up the phone; discuss ideas and receive help. Ideally cultural providers better aware of learning needs and keen to really collaborate with education.</p>		<p>Ideas and structure defined and promoted before end of term</p> <p>A number of presentations on Dare to Dream to promote opportunities in several other areas. Twilight meetings etc. to happen in November.</p> <p>On-going work – facilitated by project strands similar to "Creative Connections". This should be a more overt objective this year. Will include new cultural partners and potentially geographically specific organisations/ institutions local to the new school clusters across region.</p>		

Strategic Objective 5: Seek and successfully draw in new funding streams

Income	Budgeted income 2011/12 £000	Budgeted income Q1 & Q2 £000	Actual income Q1 £000	Actual income Q2 £000	Total actual income YTD £000	Variance £000	Balance to come £000	Comments
	A	B (A/4x2)	C	D	E (C+D)	F (B-E)	G (A-E)	
Unrestricted funds	5	2.5	0	0	0	2.5	5	
New funding	200	100	0	0	0	100	200	
Total	205	102.5	0	0	0	102.5	205	

Expenditure	Budgeted spend 2011/12 £000	Budgeted spend Q1 & Q2 £000	Actual spend Q1 £000	Actual spend Q2 £000	Total actual spend YTD £000	Variance £000	Balance £000	Comments
	A	B (A/4x2)	C	D	E (C+D)	F (B-E)	G (A-E)	
Expenditure needed to complete bids, etc.	5	2.5	0	3.1	3.1	(0.6)	1.9	YTD overspend of £600
Total	5	2.5	0	3.1	3.1	(0.6)	1.9	

Strategic Objective 5: Seek and successfully draw in new funding streams	
Finance Code:	
Relationship to other key plans: Strategic Plan	
Key Activities:	<ul style="list-style-type: none"> • Bid for National Headstart Grants for new Heads • Expression of interest for Panel of Evaluations re The Education Endowment Foundation – Sutton Trust • Application to become an Academy Sponsor • Application to become a Teaching School Alliance • Application to become a Partner in local Infrastructure Bid
Description: Research and explore funding opportunities that support the aims and strategic objectives of SET but which offer a source of funding that will contribute to the long term sustainability of the Trust. The following applications will be monitored and reviewed and if successful Action Plans will be drawn-up.	

What are we going to do?	Cost	Outcomes by August 2012	Outputs/Milestones				Notes		
			Apr – Aug 2011		Sept - Dec 2011			Jan – Aug 2012	
National Headstart Grants Prepare and submit bid to establish a cluster to support the induction of new Headteachers		SET established as a provider for support for new Headteachers			Recruit up to 5 new Headteachers	SR	Evaluate and improve	SR	
Education Endowment Foundation Prepare and submit expression of interest to the		EoI researched, completed and submitted. Application successful and/or evaluated	Application unsuccessful	GC	Findings reported on and/or acted upon as appropriate	GC			
			Process evaluated and additional opportunities for bidding opportunities explored						

<p>Sutton Trust to join a panel of evaluators for the EEF</p>		<p>SET to become an Academy Sponsor of at least one school by July 2012</p>	<p>Research and raise awareness</p>	<p>SR</p>	<p>Write to all Southend schools</p> <p>Hold meetings for Governors</p>	<p>SR</p>	<p>Follow up with at least one school by July 2012</p>	<p>SR</p>	
<p>Academy Sponsor Prepare and submit an application to the DofE to be an accredited Academy Sponsor</p>		<p>Support at least one school to lead a Teaching School Alliance where SET is names as a strategic partner</p>	<p>Research and raise awareness</p>	<p>GT</p>	<p>Seek at least one school to lead TSA</p> <p>Become strategic partner in successful bid</p>	<p>GT</p>	<p>Establish SET as strategic partner in TSA</p>	<p>SR</p>	
<p>Teaching School Alliance Prepare and submit an application to the National College to become a strategic partner in Teaching School Alliance with lead schools and HEIs</p>		<p>Successfully work with partners to submit the bid</p>		<p>GT</p>	<p>Research and submit bid</p>	<p>GT</p>	<p>Implement</p>	<p>GT</p>	
<p>Local Infrastructure Bid Make successful bid to cabinet office as partner in consortium</p>									

Strategic Objective 6: Commission services for beneficiaries.

Income	Budgeted income 2011/12 £000	Budgeted income Q1 & Q2 £000	Actual income Q1 £000	Actual income Q2 £000	Total actual income YTD £000	Variance £000	Balance to come £000	Comments
	A	B (A/4x2)	C	D	E (C+D)	F (B-E)	G (A-E)	
Unrestricted funds	75	37.5	47.4	21.5	68.9	(31.4)	6.1	
Total	75	37.5	47.4	21.5	68.9	(31.4)	6.1	

Expenditure	Budgeted spend 2011/12 £000	Budgeted spend Q1 & Q2 £000	Actual spend Q1 £000	Actual spend Q2 £000	Total actual spend YTD £000	Variance £000	Balance £000	Comment
	A	B (A/4x2)	C	D	E (C+D)	F (B-E)	G (A-E)	
School improvement	10	5	5.4	7.1	12.5	(7.5)	(2.5)	YTD overspend of £2.5k
Workforce development	40	20	38.3	13.9	52.2	(32.2)	(12.2)	YTD overspend of £12.2k
Back office services	25	12.5	3.7	0.5	4.2	8.3	20.8	Budget remaining for Q3 & Q4 of £20.8k
Total	75	37.5	47.4	21.5	68.9	(31.4)	6.1	

Strategic Objective 6: Commission services for beneficiaries	
Finance Code:	
Relationship to other key plans: Strategic Plan	
Key Activities:	<ul style="list-style-type: none"> • School Improvement • Workforce Development • Back Office Services
<p>Description: In the main, training courses, programmes, events and services under the first two headings have previously been developed by SET and Carillon has now been commissioned by SET to provide on-going delivery. The services have been advertised in Carillon’s brochure and SET will fully subsidised places for SET member schools and their staff up-to the value of £75k for the current school year (2011/12). SET needs to ensure that the time, effort, energy and charitable funds invested in developing each learning intervention/service is protected and ensure that the quality of delivery is maintained. New services developed by Carillon may also fall under the two headings.</p> <p>Back office and business support services have not have been developed by SET; they will be new Carillon initiatives. SET needs ensure that Carillon offer the services required by the member schools.</p>	

What are we going to do?	Cost	Outcomes by August 2012	Outputs/Milestones						Notes
			Apr – Aug 2011		Sept - Dec 2011		Jan – Aug 2012		
Workforce Development, CPD and Networks Learning interventions such as: Learning Mentors, P4C, MLDP and Governors Training, etc.		Activity and take-up will be monitored and evaluated under the criteria agreed between SET and Carillon in a service level agreement (SLA) for each service. A generic/template SLA will be used as a starting point							

<p>School Improvement and Consultancy</p> <p>Services such as: Counselling for Students, Staff and Families, ViSS, CRB processing and Arts Mark.</p> <p>Back Office and Business Support Services</p> <p>Carillon will work in partnership with schools to understand their requirements and via strategic partners will deliver back office and support services that meet their needs.</p>		<p>and will need to be customised for each course, programme, event, or service according to the KPIs, evaluation criteria, and what SET want to achieve with the on-going delivery of SET subsidised programmes.</p> <p>All outcomes as per Workforce Development, CPD and Networks.</p> <p>Activity and take-up will be monitored and evaluated under Carillon's criteria.</p> <p>Need to ensure return on investment (ROI). I.e. to ensure that the time Carillon has spent in developing and managing services and acting as an agent between the strategic partners and schools, is financially worthwhile.</p> <p>Services to be up and running smoothly and</p>	<p>Identify strategic partners we can work with to provide the services identified as most needed/in demand by SET member schools.</p> <p>This includes: HR, health & safety, procurement, legal, facilities, and catering.</p>	<p>DC</p>	<p>Carillon to sponsor a networking event to be held at the Garrison church late Nov/early Dec and hosted by Networking-on-Sea (part of the Chamber of Commerce) for small business to engage with SET members and identify potential services and pricing structures.</p>	<p>DC</p>	<p>Carillon to be managing the promotion/delivery of services to schools, including negotiation to ensure schools get the services they need at the most favourable rates. A business relationship will have been established between Carillon and the small businesses and Carillon will apply a management /</p>	<p>DC</p>	<p>SET will not be subsidising any services for member schools. All services are to be paid for directly by the schools.</p> <p>As such, SET's 'investment' is in its financial support/funding of Carillon as a whole.</p>
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		<p>schools are satisfied with service level. Need to collate general/overview feedback on services. (Any operational issues will be managed as they arise).</p> <p>Scope to develop further / new services and aim to deliver in the next school year to current service users (i.e. new products to existing customers).</p> <p>Identify further schools/colleges outside of the Southend borough and target the promotion/sale of existing and new services in these areas during the next school year. (I.e. existing and new services to new customers).</p>			<p>Carillon to send out an open invitation for the event to SET members</p>	<p>brokerage fee for activities including: invoicing the schools, settling with the small businesses and issue resolution.</p> <p>Need to ensure all strategic partners, their staff and associates have been CRB checked prior to working in the school(s).</p> <p>Need to ensure all contracts include appropriate T&Cs such as non-disclosure, confidentially, and to prevent schools going direct to the supplier or vice versa. Consider reasonable timeframe for length of contracts.</p>		
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