



Business Services Strategy

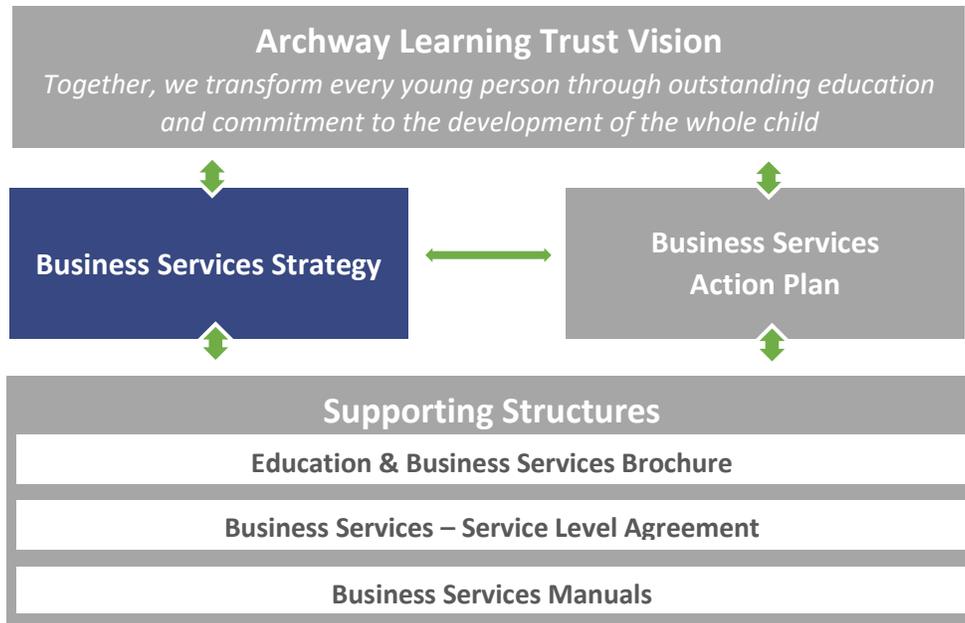
Our strategy for delivering business services to schools within Archway Learning Trust

Introduction

This document sets out the strategy for Business Services within Archway Learning Trust and how those services develop in line with the Trust's Academy Improvement Model.

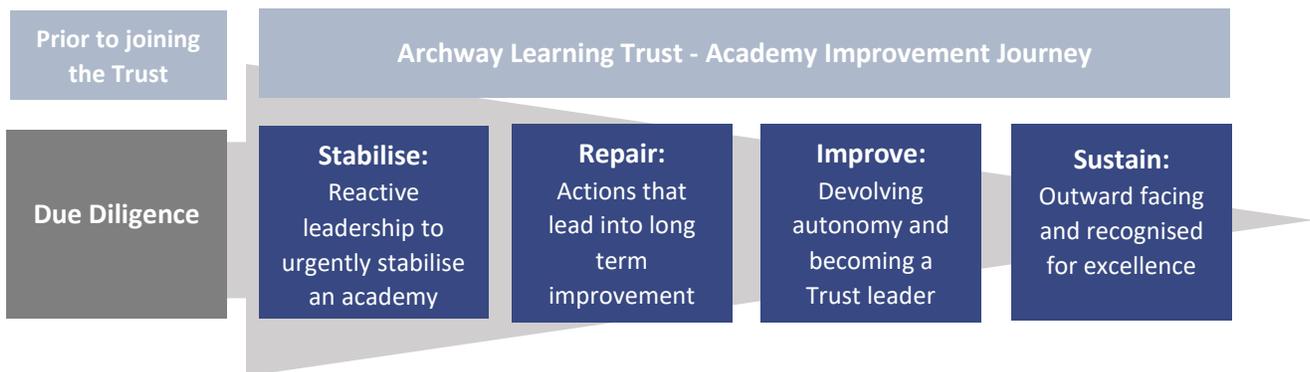
How does this document fit within the Trust's other documents and vision?

This strategy document sits within a wider range of business services documents that are reviewed and updated regularly. As central business services, we have developed a model to show how our various documents fit together. This model can be found below:



The Trust's model for Academy Improvement and Business Services

The Trust has a well-developed model for academy improvement. Our model works across four phases for academies that are part of the Trust. There is also a phase zero to be completed for schools or academies that are looking to join the Trust:

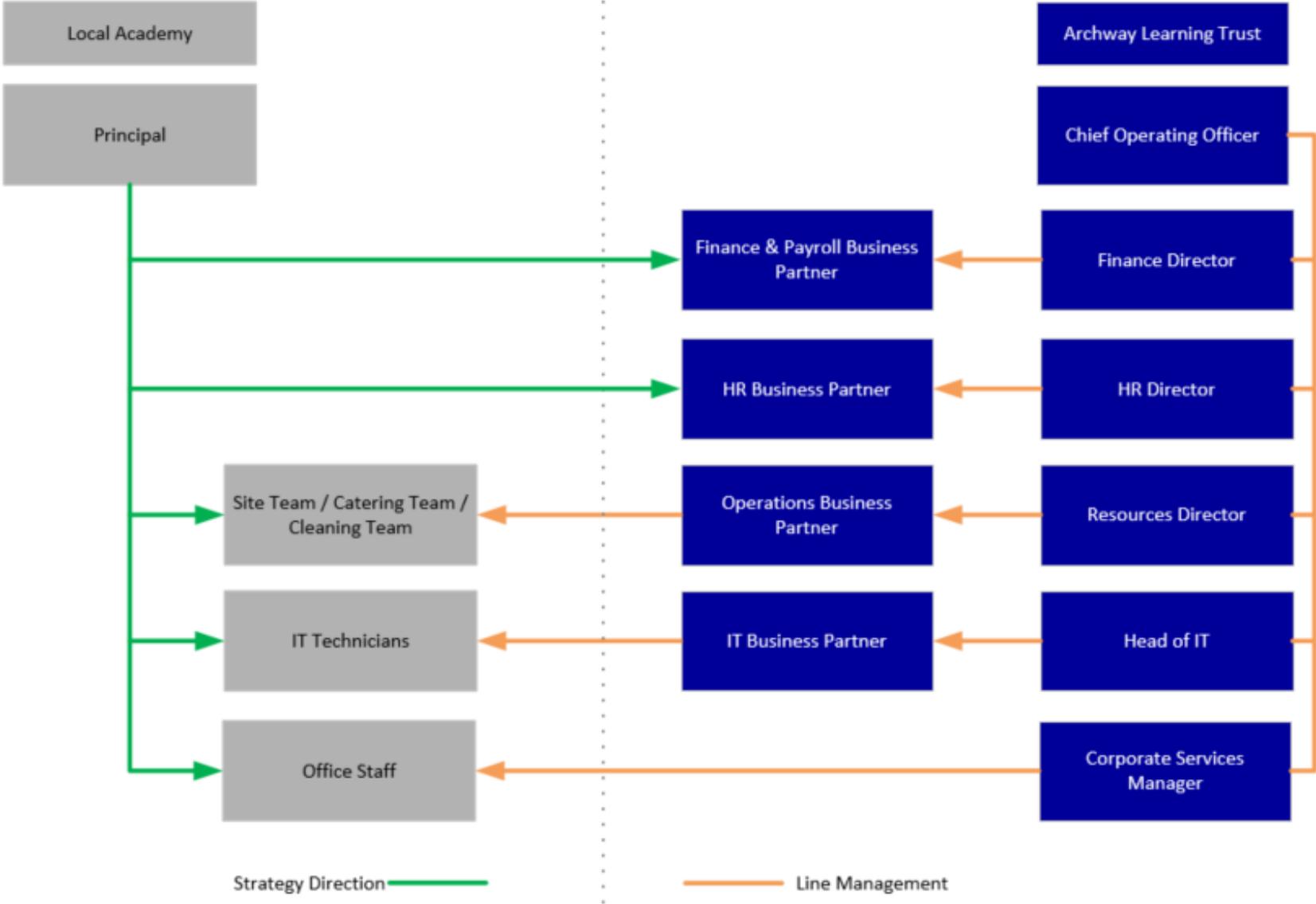


Mandatory Services

Below are the mandatory services each business services team delivers to academies within the trust:

Service	
Finance	<ul style="list-style-type: none"> • Accounting Software • Trustwide Accounting function • Single Bank Account • Single VAT Registration Number • Trustwide management of budgets • Common Financial Regulations and Finance Manual
Payroll	<ul style="list-style-type: none"> • Single HMRC Tax and Payroll Reference Number • Single Payroll system • Single LGPS Pension Scheme Reference
HR	<ul style="list-style-type: none"> • Single employer/Trust employment contracts • Single Central Record • HR related safeguarding procedures, including safer recruitment processes • Common HR manual
IT	<ul style="list-style-type: none"> • Internet, Firewall and WAN Connectivity • Trustwide management of backup procedures • Servicedesk • Email • Security • Common IT manual
H&S	<ul style="list-style-type: none"> • Common framework for all health and safety procedures and records • Common Operations Manual
Data	<ul style="list-style-type: none"> • Single ICO registration, central • Trustwide management of all FOI requests • Common framework for SAR procedures
Legal	<ul style="list-style-type: none"> • Trustwide management of all legal matters
Governance	<ul style="list-style-type: none"> • Trust policies
Corporate	<ul style="list-style-type: none"> • One legal entity • Central storage of all legal agreements • Common framework for Risk Register

Ideal Model: Delivery of Business Services at a Local Academy



Stabilise: Reactive leadership to urgently stabilise an academy

Leadership Qualities	Strategic Actions	Outcomes
<ul style="list-style-type: none"> • Effective reassuring approach • Focussing on priorities • Ensuring team members have correct responsibilities • Highly visible • Hands on approach • Calming nature 	<ul style="list-style-type: none"> • Implement direct management of HR / Finance / IT/Facilities & H&S services • Evaluate and establish Risk Register for the academy • Establish and manage the ongoing financial position of the academy • Ensure statutory obligations are being met by the academy • Establish robust local processes to manage operations and health and safety • Direct control of staffing structures. • Establish communication lines between the academy and the Trust • Develop improvement plans for each service area 	<ul style="list-style-type: none"> • Rapid stability for all business services across the academy • High risk areas of the business are addressed • Trust personnel control the functioning of the business functions at local level. • Academy begins journey into the Repair phase and greater integration with the Trust

Repair: Taking actions that leads to long term improvement

Leadership Qualities	Strategic Actions	Outcomes
<ul style="list-style-type: none"> • Embedding early improvements • Developing quality assurance • Sustained visibility around the academy • Moving to proactive management of the academy 	<ul style="list-style-type: none"> • Migrating the schools operations in the Trust's wider systems and services • Implementing action plans to bring about long term sustainability for each service • Identify and implement areas of commonality to improve value for money across the Trust • Review the academy's risk position • Implement a robust training programme for staff • Develop reporting structures into the Trust at the academy • Begin to develop longer term plans to move the academy into the Improve stage 	<ul style="list-style-type: none"> • The academy is fully migrated into Trust operations • The academy budget is in surplus • The academy begins to participate in collaborate activities across business units • The long term vision for the academy is communicated to all stakeholders and a robust plan is in progression • Reporting lines into the Trust ensure the academy is being held to account

Improve: Devolving autonomy and becoming a Trust leader

Leadership Qualities	Strategic Actions	Outcomes
<ul style="list-style-type: none"> • Moving from management into leadership • Collaborative approach with the Trust • Building confidence in the academy • Creativity & intuition • Self-motivation • Bi-directional accountability 	<ul style="list-style-type: none"> • Services devolve autonomy with each academy and local specialisms develop • Academy actively develops and manages its own business plans which take it into the Sustain phase • Regular reporting from academy into the Trust • Develop opportunities for partnership working across the Trust with academy taking lead role • Develop the capacity & efficiency within the academy • Develop the guidance and support offered to the academy in moving to sustainability 	<ul style="list-style-type: none"> • The academy actively leads Trust business • Budget managed by the Academy • The academy supports other Trust academies through the capacity it has created • Active participation in local and regional specialist networks to share best practice • The academy actively seeks to improve efficiency in local and central operations

Sustain: Outward facing and recognised for excellence

Leadership Qualities	Strategic Actions	Outcomes
<ul style="list-style-type: none"> • Securing excellence • Leading collaboration • Effective communication • Publically recognisable 	<ul style="list-style-type: none"> • Leading Trust wide development projects • Academy regularly attends and leads at local & national events • Supports other academies within the Trust • Deliver a strong development plan to sustain academy excellence 	<ul style="list-style-type: none"> • Wholly devolved academy operations • Academy actively seeks to improve Trust business operations and support other academies in doing so • Academy is recognised locally, nationally and internationally as a beacon of excellence • The academy's long term plan maps out its growth path and their vision is becoming a reality

How do we deliver what we do?

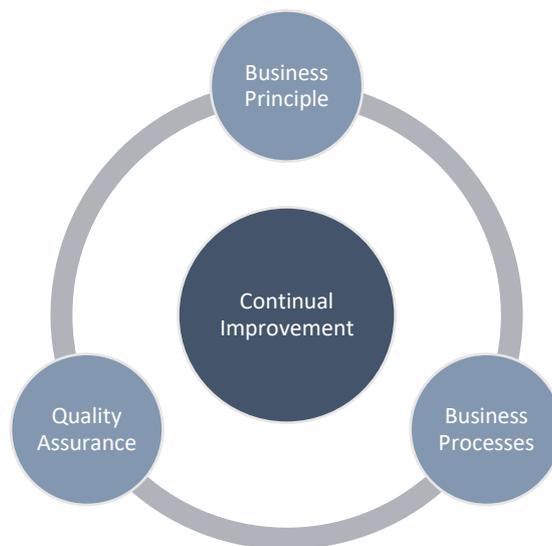
The Trusts model of academy improvement is underpinned by a framework of continual improvement that has been developed by our business teams.

Our framework for continue improvement is as a follows:

Business Principle is the key area or function of the business service and according to an academies phase of school improvement defined as being Tightly Managed, Aligned to Trust or Autonomous.

Business Processes is the underlying systems and procedures to deliver the business services to the academy.

Quality Assurance occurs on a regular basis to ensure the Trusts procedures are robust; the academies services are efficient and effective and identify improvements to the entire framework for the benefit of all.



The area of the Business Principle and whether it is Tightly Managed, Aligned or Autonomous for each academy is determined through the quality assurance process and an open dialog with each academy. New academies joining the Trust will identify this during due diligence.

How do we define what business aspect is Tightly Managed, Aligned to Trust or Autonomous?

The Trust has developed comprehensive definitions for each aspect of the framework:

Tightly Managed: Business processes within this category remain in full accountability and control of the Trust as they are delivered to the academy.

Aligned: Business processes in this category are devolved to the academy, however quality assurance exercises ensure that only an outstanding process is commonly used across Trust academies.

Autonomous: Business processes classed as autonomous are fully devolved to academies to control and be accountable for to the Trust / LGB.

Framework

	Stabilise	Repair	Improve	Sustain
Finance				
Statutory Accounting	Tightly Managed	Tightly Managed	Tightly Managed	Tightly Managed
Management Accounting	Tightly Managed	Tightly Managed	Aligned	Aligned
Tax	Tightly Managed	Tightly Managed	Tightly Managed	Tightly Managed
Payroll	Tightly Managed	Tightly Managed	Tightly Managed	Tightly Managed
Finance Strategy / Policy	Tightly Managed	Tightly Managed	Tightly Managed	Tightly Managed
Payments	Tightly Managed	Tightly Managed	Tightly Managed	Tightly Managed
Propriety Matters	Tightly Managed	Tightly Managed	Tightly Managed	Tightly Managed
Self-Generated Income	Aligned	Autonomous	Autonomous	Autonomous
HR				
HR Strategy / Policy	Tightly Managed	Tightly Managed	Tightly Managed	Tightly Managed
Safeguarding	Tightly Managed	Tightly Managed	Tightly Managed	Tightly Managed
Casework	Tightly Managed	Tightly Managed	Aligned	Aligned
Recruitment	Tightly Managed	Tightly Managed	Aligned	Aligned
Training / CPD	Tightly Managed	Tightly Managed	Aligned	Autonomous
MIS / Records	Tightly Managed	Tightly Managed	Aligned	Aligned
IT				
IT Strategy / Policy	Tightly Managed	Tightly Managed	Aligned	Aligned
IT Processes	Tightly Managed	Tightly Managed	Aligned	Aligned
Security	Tightly Managed	Tightly Managed	Tightly Managed	Tightly Managed
Client Computing	Tightly Managed	Aligned	Autonomous	Autonomous
Software	Tightly Managed	Aligned	Aligned	Aligned
Back Office Systems & Connectivity	Tightly Managed	Aligned	Aligned	Aligned
H&S				
Catering Hygiene	Tightly Managed	Tightly Managed	Aligned	Aligned
Accident Reporting	Tightly Managed	Tightly Managed	Aligned	Aligned
Legionella	Tightly Managed	Tightly Managed	Aligned	Aligned
Disaster Recovery	Tightly Managed	Tightly Managed	Aligned	Aligned
H&S Strategy / Policy	Tightly Managed	Tightly Managed	Aligned	Aligned
Fire	Tightly Managed	Tightly Managed	Aligned	Aligned
Asbestos	Tightly Managed	Tightly Managed	Aligned	Aligned

Risk Assessments	Tightly Managed	Tightly Managed	Aligned	Aligned
	Stabilise	Repair	Improve	Sustain
Legal				
Legal Casework	Tightly Managed	Tightly Managed	Tightly Managed	Tightly Managed
Contract Storage	Tightly Managed	Tightly Managed	Tightly Managed	Tightly Managed
Contract Management	Tightly Managed	Tightly Managed	Align	Align
Corporate				
Data Protection	Tightly Managed	Tightly Managed	Tightly Managed	Tightly Managed
Admissions	Tightly Managed	Tightly Managed	Align	Align
Timetabling	Align	Align	Align	Align
Census Reporting	Align	Align	Align	Align

