



The Royal Highland Education Trust

Patron HRH The Princess Royal

Strategic Plan 2011 – 2016

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Executive Summary

The Royal Highland Education Trust (RHET) was established in 1999 as a registered Scottish charity and small company limited by guarantee.

We work with partners to deliver world class learning opportunities for all of Scotland's young people aged 3 to 18 about, in and through the Scottish agricultural environment. These learning opportunities focus on:

- Farming and food production
- Outdoor learning for all
- Countryside – including forestry and estate management
- Environmental awareness

The planned outcome of RHET's strategic actions is that Scotland's young people have an enhanced understanding of the rural environment of Scotland, the dynamic nature of food, farming and countryside activities and the vital contribution such activities make to sustaining and enhancing Scotland's economy and way of life.

RHET will take the following strategic actions:

- Promoting understanding of the environmental and economic changes taking place in rural Scotland and its environment by:
 - Providing opportunities for young people to experience the Scottish countryside through visits.
 - Providing opportunities for young people to engage with people who live and work in the countryside in a variety of settings and vice versa.
- Working in partnership to develop resources and activities (in the context of rural Scotland) to support education professionals to provide motivating curricular learning opportunities for Scotland's young people.
- Enabling educators to access reliable and balanced information on farming and rural issues.
- Supporting and developing people across the complete RHET network.
- Securing funding to enable the above actions.

These strategic actions are focused further through the lens of our organisational goals, to ensure maximum impact is achieved.

RHET's organisational goals are to:

- maintain and develop further RHET's partnership role in relation to education about sustainable food, farming and countryside for all young people in Scotland.
- continue the development of the leadership role of the RHET central team in building and supporting the network of RHET Countryside Initiatives that deliver the aims of RHET on a sustainable local basis.
- embrace the use of information and communications technology, and to optimise the use of financial and other resources in pursuit of our aims.
- ensure that our ethos translates into our day to day practices across the RHET network through a culture of openness, accountability and care.

- develop further a framework to support reflection and continuous improvement across all aspects of RHET activities, enabling progress towards our outcomes to be demonstrated.

Who we are

The Royal Highland Education Trust (RHET) was established in 1999 as a registered Scottish charity and small company limited by guarantee. It is the main educational arm of the Royal Highland and Agricultural Society of Scotland (RHASS).

Board of Directors

The 7 members of the RHET Board of Directors comprise representatives of RHASS and individuals who are drawn from the food, farming, countryside and education sectors. They oversee RHET's strategic direction. The Company Secretary and the Company Treasurer are respectively the RHASS Secretary and the RHASS Commercial Manager.

Advisory Group

RHET is supported by an Advisory Group that meets three times per year and their advice and support is invaluable. This group comprises representatives from relevant public bodies, related commercial organisations, and individuals drawn from the farming, forestry, environmental, countryside and education communities. The Advisory Group helps RHET build partnerships with these bodies, organisations and communities.

The RHET Network

The RHET network of 12 Countryside Initiatives (area based companies and charities in their own right) covers the whole of Scotland. RHET Countryside Initiatives ensure RHET outcomes are achieved on a local basis. The RHET central team, based at Ingliston, provides additional support in outlying regions.

Volunteers

There are approximately 500 RHET volunteers, predominantly from farms and farming backgrounds, and they are the lifeblood of the organisation. The volunteers help with farm visits, classroom talks, stewarding for RHET at the Royal Highland Show and some are also directors or members of boards or committees at national or local level.

RHET Central Team

The team consists of an Education Manager, two Countryside Initiative Developers, one Communications Developer and a part-time Administrator. The central team source funding, manage the website, keep records, coordinate central activities such as school visits to Ingliston and the education programme during the Royal Highland Show. They also project manage larger partnership activities around the country. A priority task is supporting the Countryside Initiatives and co-ordinators working in the field.

Partners

RHET has many partners in the agricultural, environmental, food, countryside and education sectors who help us achieve RHET outcomes. Teachers and farmers are key partners.

Our Ethos

- Volunteers are the lifeblood of our organisation and we commit to support them.
- Partnerships underpin all our activities and we strive to maintain positive relationships.
- Professional approaches are fundamental to all our relationships.
- Respect for all individuals and understanding of the key role of teamwork are essential to the smooth running of our organisation.
- Regular reflection on progress towards the RHET outcomes is vital.

What we do

Mission Statement

The Royal Highland Education Trust (RHET) works with partners to enable Scotland's young people to learn about food, farming and the countryside through customised resources and a flexible programme of experiential learning activities.

Vision

We work with partners to deliver world class learning opportunities for all of Scotland's young people aged 3 to 18 about, in and through the Scottish agricultural environment. These learning opportunities focus on:

- Farming and food production
- Outdoor learning for all
- Countryside – including forestry and estate management
- Environmental awareness

Planned Outcome and Strategic Actions

The result of RHET activities is that Scotland's young people have an enhanced understanding of the working rural environment of Scotland, the dynamic nature of food, farming and countryside activities and careers, and the vital contribution such activities make to sustaining and enhancing Scotland's economy and way of life.

RHET will achieve this outcome through the following strategic actions:

1. Promoting understanding of the environmental and economic changes taking place in rural Scotland and its environment by:
 - a. Providing opportunities for young people to experience the Scottish countryside through visits.
 - b. Providing opportunities for young people to engage with people who live and work in the countryside in a variety of settings and vice versa.
2. Working in partnership to develop resources and activities (in the context of rural Scotland) to support education professionals to provide motivating curricular learning opportunities for Scotland's young people.
3. Enabling educators to access reliable and balanced information on farming and rural issues.
4. Supporting and developing people across the complete RHET network.
5. Securing funding to enable the above actions.

These strategic actions are focused further through the lens of our organisational goals, to ensure maximum impact is achieved.

Organisational goals

1. To maintain and develop further RHET's partnership role in relation to education about sustainable food, farming and countryside for all young people in Scotland.
2. To continue the development of the leadership role of the RHET central team in building and supporting the network of RHET Countryside Initiatives that delivers the RHET outcomes on a sustainable local basis.

3. To embrace the use of information and communications technology, and to optimise the use of financial and other resources in pursuit of our aims.
4. To ensure that our ethos translates into our day to day practices across the RHET network through a culture of openness, accountability and care.
5. To develop further a framework to support reflection and continuous improvement across all aspects of RHET activities, enabling progress towards our outcomes to be demonstrated.

Delivery of Strategic Actions

The central RHET team are employed by RHASS and the Education Manager is responsible to the Chief Executive. In 2011 the team consists of 4 full time members of staff and one part-time member of staff.

Twelve project co-ordinators are engaged on a part-time self-employed basis to work with the RHET Countryside Initiatives.

It is anticipated that as Curriculum for Excellence develops in schools and the implementation of Scotland's National Food Policy advances that demands on staff time will increase. Additional demand may necessitate an increase in staffing.

To deliver the strategic actions outlined, there is a clear need for the part-time administrative support to become full-time by the end of year one and for the RHET central team to be increased by an additional full-time member of staff during year two.

Strategic Action Plans 2011-16

Overall outcome

Scotland's young people have an enhanced understanding of the working rural environment of Scotland, the dynamic nature of food, farming and countryside activities and careers, and the vital contribution such activities make to sustaining and enhancing Scotland's economy and way of life.

Strategic Action 1a

Promote understanding of the environmental and economic changes taking place in rural Scotland and its environment by providing opportunities for young people to experience the Scottish countryside through visits.

Organisational Goal	Targeted Actions	Review Date	Target Date
<p>Goal 1: To maintain and develop further RHET's partnership role in relation to education about sustainable food, farming and countryside for all young people in Scotland.</p>	Partner major organisations e.g. Tesco / Vion to source funding to sustain and increase farm and estate visits for 15,000 young people per year	Oct 2012	2015
	Partner with levy bodies and businesses to recruit 100 additional farmers and estate managers to volunteer for RHET	Oct 2013	2015
	Partner with forestry and countryside officers/rangers to enhance learners' experiences and understanding of the countryside when on farm and estate visits	Aug 2012	Dec 2012
	Partner with Scottish Natural Heritage to ensure young people appreciate and understand the roles and diversity of natural(ised) habitats encountered on farm and estate visits	Sept 2012	Sept 2012
	Promote links between Sites of Special Scientific Interest (SSSI) and farms and estates	Sept 2012	Sept 2013
	Promote partnership with Eco Schools' development officers to enhance young people's understanding of the key relationships between food and environment	Jan 2012	Aug 2012

Strategic Action 1a continued

Promote understanding of the environmental and economic changes taking place in rural Scotland and its environment by providing opportunities for young people to experience the Scottish countryside through visits.

Organisational Goal	Targeted Actions	Review Date	Target Date
Goal 2: To continue the development of the leadership role of the RHET central team in building and supporting the network of RHET Countryside Initiatives that delivers the RHET outcomes on a sustainable local basis.	Develop the Countryside Initiative Network to ensure local contact is established with all Scottish Local Authority Education Service schools and pre-school centres	Aug 2013	2015
	Support all Countryside Initiatives to provide opportunities for all schools to participate in a farm visit on an annual basis	Aug 2012	2014
	Offer, on a trial basis, in-service courses for educational professionals on farms and estates at weekends to encourage them to take children on visits	Aug 2013	2014
	Build partnerships between RHET Countryside Initiatives and Forest Education Initiatives to enhance learners' experiences and understanding of the countryside when on farm and estate visits	Aug 2013	2014
	Support the development of links between RHET Countryside Initiatives and organisations such as Scottish Agricultural College (SAC) and the James Hutton Institute so that more young people can experience the "cutting edge" of scientific farming research and practice.	Aug 2012	2013

Strategic Action 1a continued

Promote understanding of the environmental and economic changes taking place in rural Scotland and its environment by providing opportunities for young people to experience the Scottish countryside through visits.

Organisational Goal	Targeted Actions	Review Date	Target Date
Goal 3: To embrace the use of information and communications technology, and to optimise the use of financial and other resources in pursuit of our aims.	The RHET website and/or GLOW contains online training resources for teachers and farmers to support them in providing farm and estate visit experiences for young people	Jan 2012	2013
	An online booking system supports teachers and local Countryside Initiatives to arrange farm and estate visits for young people	Jan 2012	Dec 2012

Strategic Action 1a continued

Promote understanding of the environmental and economic changes taking place in rural Scotland and its environment by providing opportunities for young people to experience the Scottish countryside through visits.

Organisational Goal	Targeted Actions	Review Date	Target Date
Goal 4: To ensure that our ethos translates into our day to day practices across the RHET network through a culture of openness, accountability and care.	Assist free of charge all those involved in farm or estate visits with compliance requirements e.g. risk assessment, insurance.	June 2012	Dec 2012
	Ensure teachers are knowledgeable about, and comfortable with the ethos and expectations of farms and estates through training for engagement with people who work in the countryside.	June 2012 and ongoing	Dec 2012
	Develop and review documentation to support reporting to partners, via RHET central team, about farm and estate visits	Dec 2012	Dec 2013
	Develop materials and deliver training to ensure leaders of visits are fully aware of the nature of e-coli and other zoonoses and how risks can be minimised	Dec 2012	Dec 2013

Strategic Action 1a continued

Promote understanding of the environmental and economic changes taking place in rural Scotland and its environment by providing opportunities for young people to experience the Scottish countryside through visits.

Organisational Goal	Targeted Actions	Review Date	Target Date
Goal 5: To develop further a framework to support reflection and continuous improvement across all aspects of RHET activities, enabling progress towards our outcomes to be demonstrated.	Develop and distribute to appropriate stakeholders, resources to support evaluation of all aspects of farm visits and estate days.	Dec 2012	2013

Impact of Strategic Action 1a

15,000 young people have a better understanding of environmental and economic changes in the countryside and sustainable food, farming and countryside issues as a result of participating in farm and estate visits arranged by RHET and its partners.

Strategic Action 1b

Promote understanding of the environmental and economic changes taking place in rural Scotland and its environment by providing opportunities for young people to engage with people who live and work in the countryside in a variety of settings and vice versa.

Organisational Goal	Targeted Actions	Review Date	Target Date
Goal 1: To maintain and develop further RHET's partnership role in relation to education about sustainable food, farming and countryside for all young people in Scotland.	Partner with farmers, estate managers, forestry and countryside officers to engage with 35,000 children in schools across Scotland	March 2013	2015
	Partner with levy bodies and businesses to recruit 100 additional farmers and estate managers to volunteer for RHET	Oct 2013	2015
	Provide opportunities for 35,000 young people to visit the Royal Highland Show	Oct 2013	2015
	Provide other opportunities across Scotland for engagement with young people e.g. Out of School Care	Oct 2012	2014
	Promote and support the development of Farmers' Markets in schools	Dec 2012	2013
	Develop the partnership with Scottish Association of Young Farmers Clubs (SAYFC) to explore the possibility of some young farmers being trained as classroom speakers, to act as ambassadors and inspirational role models to encourage young people to consider careers in farming and the countryside	Nov 2012	2013

Strategic Action 1b continued

Promote understanding of the environmental and economic changes taking place in rural Scotland and its environment by providing opportunities for young people to engage with people who live and work in the countryside in a variety of settings and vice versa.

Organisational Goal	Targeted Actions	Review Date	Target Date
Goal 2: To continue the development of the leadership role of the RHET central team in building and supporting the network of RHET Countryside Initiatives that delivers the RHET outcomes on a sustainable local basis.	Support the development of links between Countryside Initiatives and Careers and Enterprise organisations to ensure young people can be motivated to explore (or be presented with an accurate picture of) the wide range of career opportunities in the countryside	Aug 2013	2015
	Support the development of links between Countryside Initiatives and organisations such as Scottish Agricultural College (SAC) and the James Hutton Institute so that more young people can experience the “cutting edge” of scientific farming research and practice.	Aug 2012	2013

Strategic Action 1b continued

Promote understanding of the environmental and economic changes taking place in rural Scotland and its environment by providing opportunities for young people to engage with people who live and work in the countryside in a variety of settings and vice versa.

Organisational Goal	Targeted Actions	Review Date	Target Date
Goal 3: To embrace the use of information and communications technology, and to optimise the use of financial and other resources in pursuit of our aims.	Develop online resources to support learning and teaching experiences for young people and teaching staff	Jan 2012	2013
	Develop online training resources for teachers, farmers and estate managers to support the smooth running of farm and estate visits	Jan 2012	2013

Strategic Action 1b continued

Promote understanding of the environmental and economic changes taking place in rural Scotland and its environment by providing opportunities for young people to engage with people who live and work in the countryside in a variety of settings and vice versa.

Organisational Goal	Targeted Actions	Review Date	Target Date
Goal 4: To ensure that our ethos translates into our day to day practices across the RHET network through a culture of openness, accountability and care.	Ensure farmers are knowledgeable about and comfortable with the ethos and expectations of educational establishments through training for engagement with young people.	Dec 2012	Dec 2013
	Documentation to support reporting to partners via RHET central team.	Dec 2012	Dec 2013

Strategic Action 1b continued

Promote understanding of the environmental and economic changes taking place in rural Scotland and its environment by providing opportunities for young people to engage with people who live and work in the countryside in a variety of settings and vice versa.

Organisational Goal	Targeted Actions	Review Date	Target Date
Goal 5: To develop further a framework to support reflection and continuous improvement across all aspects of RHET activities, enabling progress towards our outcomes to be demonstrated.	Develop and distribute resources to support evaluation of all aspects of classroom engagements with young people.	Dec 2012	2013

Impact of Action 1b

35,000 young people have an enhanced understanding of the rural environment through engagement with people who live and work in the countryside

Strategic Action 2

Work in partnership to develop resources and activities (in the context of rural Scotland) to support education professionals to provide motivating curricular learning opportunities for Scotland’s young people.

Organisational Goal	Targeted Actions	Review Date	Target Date
Goal 1: To maintain and develop further RHET’s partnership role in relation to education about sustainable food, farming and countryside for all young people in Scotland.	Develop and distribute resources to support Curriculum for Excellence at all levels, in particular for: Home Economics in partnership with the food industry Business Education in partnership with the food industry Literacy Numeracy	Oct 2012	2013
	Develop and distribute publicity materials about RHET and RHET events	Jan 2012	2013

Strategic Action 2 continued

Work in partnership to develop resources and activities (in the context of rural Scotland) to support education professionals to provide motivating curricular learning opportunities for Scotland's young people.

Organisational Goal	Targeted Actions	Review Date	Target Date
Goal 2: To continue the development of the leadership role of the RHET central team in building and supporting the network of RHET Countryside Initiatives that delivers the RHET outcomes on a sustainable local basis.	Ensure the RHET network coordinators and volunteers, where appropriate, understand the needs of the school curriculum	Sept 2012	Sept 2013

Strategic Action 2 continued

Work in partnership to develop resources and activities (in the context of rural Scotland) to support education professionals to provide motivating curricular learning opportunities for Scotland's young people.

Organisational Goal	Targeted Actions	Review Date	Target Date
Goal 3: To embrace the use of information and communications technology, and to optimise the use of financial and other resources in pursuit of our aims.	Online resources for educators and other partners	Jan 2013	2014
	Utilise GLOW network for curricular support for schools	Jan 2012	2013
	Provide online CPD via GLOW	Oct 2012	2014
	Work to develop appropriate online resources related to the Centre of Excellence	2013	2015

Strategic Action 2 continued

Work in partnership to develop resources and activities (in the context of rural Scotland) to support education professionals to provide motivating curricular learning opportunities for Scotland’s young people.

Organisational Goal	Targeted Actions	Review Date	Target Date
Goal 4: To ensure that our ethos translates into our day to day practices across the RHET network through a culture of openness, accountability and care.	Develop clear lines for project management on a project by project basis.	Aug 2011	Dec 2011
	Documentation to support reporting to partners via RHET central team.	Dec 2012	Dec 2013
	Ensure all Health and Safety issues are addressed for visits to the Royal Highland Show	June 2011	April 2012

Strategic Action 2 continued

Work in partnership to develop resources and activities (in the context of rural Scotland) to support education professionals to provide motivating curricular learning opportunities for Scotland’s young people.

Organisational Goal	Targeted Actions	Review Date	Target Date
Goal 5: To develop further a framework to support reflection and continuous improvement across all aspects of RHET activities, enabling progress towards our outcomes to be demonstrated.	Ensure that appropriate evaluation and reflection activities are built into all RHET resources	Jan 2013	2015

Impact of Action 2

Scotland’s educators have access to an expanding range of curricular resources and activities to support their provision of learning opportunities (in, through and for the Scottish countryside) for Scotland’s young people

Strategic Action 3			
Enable educators to access reliable and balanced information on farming and rural issues.			
Organisational Goal	Targeted Actions	Review Date	Target Date
Goal 1: To maintain and develop further RHET's partnership role in relation to education about sustainable food, farming and countryside for all young people in Scotland.	Work with Levy bodies and others to ensure information provided by RHET is factually correct and appropriate to curricular needs	Oct 2012	2014

Strategic Action 3 continued			
Enable educators to access reliable and balanced information on farming and rural issues.			
Organisational Goal	Targeted Actions	Review Date	Target Date
Goal 2: To continue the development of the leadership role of the RHET central team in building and supporting the network of RHET Countryside Initiatives that delivers the RHET outcomes on a sustainable local basis.	Support Countryside Initiatives to develop local fact-sheets or case studies about farming and countryside issues and career opportunities in the local area	Aug 2012	2014
		Aug 2012	2014

Strategic Action 3 continued			
Enable educators to access reliable and balanced information on farming and rural issues.			
Organisational Goal	Targeted Actions	Review Date	Target Date
Goal 3: To embrace the use of information and communications technology, and to optimise the use of financial and other resources in pursuit of our aims.	Develop further the online resources about key farming and rural issues and links to relevant websites.	Jan 2013	2014
	Develop online resources about career opportunities and courses of further learning about farming and the countryside and links to colleges, universities and careers services e.g. with Scottish Food and Drink Federation	Aug 2013	2015

Strategic Action 3 continued			
Enable educators to access reliable and balanced information on farming and rural issues.			
Organisational Goal	Targeted Actions	Review Date	Target Date
Goal 4: To ensure that our ethos translates into our day to day practices across the RHET network through a culture of openness, accountability and care.	Develop a system to encourage feedback or for seeking supplementary information from partners and participants in RHET led activities and users of RHET materials	Aug 2012	2013

Strategic Action 3 continued			
Enable educators to access reliable and balanced information on farming and rural issues.			
Organisational Goal	Targeted Actions	Review Date	Target Date
Goal 5: To develop further a framework to support reflection and continuous improvement across all aspects of RHET activities to demonstrate progress towards our outcomes.	Carry out a pilot survey of how information supplied or access-enabled by RHET was used	Aug 2013	2015

Impact of Action 3

Educators have enhanced access to reliable and balanced information on farming and rural issues

Strategic Action 4 Recruit, support and develop people across the complete RHET network.			
Organisational Goal	Targeted Actions	Review Date	Target Date
Goal 1: To maintain and develop further RHET's partnership role in relation to education about sustainable food, farming and countryside for all young people in Scotland.	Develop and distribute guidelines for publicising RHET events or materials on a local and national level.	Oct 2012	2013

Strategic Action 4 continued

Recruit, support and develop people across the complete RHET network.

Organisational Goal	Targeted Actions	Review Date	Target Date
Goal 2: To continue the development of the leadership role of the RHET central team in building and supporting the network of RHET Countryside Initiatives that delivers the RHET outcomes on a sustainable local basis.	Facilitate regular meetings across the network e.g. Forum, Co-ordinator team meetings and Education Team meetings.	2012	Dec 2013
	Regular face to face contact with individual areas with the central team.	2012	Dec 2013
	Participate appropriately in the appointment of Project Co-ordinators	On -going	2013
	Assist with compliance requirements e.g. The Office of the Charities Register for Scotland (OSCR), Companies House and Disclosure Scotland.	On-going	2012
	Provide support for induction and training of new staff and contractors	On –going	2012
	Provide relevant policy documents to ensure Countryside Initiatives meet regulatory requirements.	On-going	2012
	Provide on-going staff development opportunities to ensure all staff and volunteers, where appropriate, have the knowledge and skills to support their role within RHET	On-going	2012

Strategic Action 4 continued			
Recruit, support and develop people across the complete RHET network.			
Organisational Goal	Targeted Actions	Review Date	Target Date
Goal 3: To embrace the use of information and communications technology, and to optimise the use of financial and other resources in pursuit of our aims.	Development of online documentation to support Countryside Initiative Coordinators with record keeping	Jan 2013	2014
	Development of online documentation to support Countryside Initiative Coordinators reporting	Jan 2013	2014
	Development of online documentation to support Countryside Initiative Coordinators reflection	Jan 2013	2014

Strategic Action 4 continued			
Recruit, support and develop people across the complete RHET network.			
Organisational Goal	Targeted Actions	Review Date	Target Date
Goal 4: To ensure that our ethos translates into our day to day practices across the RHET network through a culture of openness, accountability and care.	Assist with compliance requirements e.g. Data protection, OSCR, Companies House and Disclosure Scotland.	Ongoing	2012
	Provide support for training of all staff and contractors	Ongoing	2012
	Maximise the use of IT to support remote working.	June 2012	2013
	Maximise opportunities for online conferencing.	June 2012	2013
	Facilitate regular meetings across the network e.g. Forum, Co-ordinator team meetings and Education Team meetings.	2012	Dec 2013
	Regular face to face contact with individual areas with the central team.	2012	Dec 2013
	Participate appropriately in the appointment of Project Co-ordinators	On -going	2013
	Provide relevant policy documents to ensure Countryside Initiatives meet regulatory requirements.	On-going	2012

Strategic Action 4 continued Recruit, support and develop people across the complete RHET network.			
Organisational Goal	Targeted Actions	Review Date	Target Date
Goal 5: To develop further a framework to support reflection and continuous improvement across all aspects of RHET activities, enabling progress towards our outcomes to be demonstrated.	Assist with compliance requirements e.g. OSCR, Companies House and Disclosure Scotland.	Ongoing	2012
	Externally facilitated reflection activities e.g SWOT analysis.	Dec 2011	2012

Impact of Action 4

All RHET personnel have received training, appropriate to their role, to enable them to deliver learning experiences that meet current curricular needs and comply fully with relevant legislation

Strategic Action 5 Securing funding to enable the above actions.			
Organisational Goal	Targeted Actions	Review Date	Target Date
Goal 1: To maintain and develop further RHET's partnership role in relation to education about sustainable food, farming and countryside for all young people in Scotland.	Develop and refresh on an annual basis a corporate fundraising strategy.	Oct 2011	Annually in October
	Partner major organisations e.g. RHASS/ Tesco/ Vion/ SNH to source funding for RHET actions.	Oct 2012	2015
	Explore new sources of funding such as The National Lottery	Oct 2011	2012
	Secure and distribute (where appropriate) funding to ensure positive publicity to meet RHET's aims.	Jan 2012	2013

Strategic Action 5 continued Secure funding to enable the above actions.			
Organisational Goal	Targeted Actions	Review Date	Target Date
Goal 2: To continue the development of the leadership role of the RHET central team in building and supporting the network of RHET Countryside Initiatives that delivers the RHET outcomes on a sustainable local basis.	Provide support about fundraising ideas at local level	On-going	2012
	Annual fundraising event/activity coordinated by the RHET central team	Aug 2011	2012 and annually
	Encourage and explore the possibility of seed funding to be matched locally for local initiatives to support wider RHET aims.		

Strategic Action 5 continued Secure funding to enable the above actions.			
Organisational Goal	Targeted Actions	Review Date	Target Date
Goal 3: To embrace the use of information and communications technology, and to optimise the use of financial and other resources in pursuit of our aims.	Ensure budget allocation for development of ICT	Nov 2011	2012
	Online resources and information to support local fundraising events	Nov 2011	2012

Strategic Action 5 continued Secure funding to enable the above actions.			
Organisational Goal	Targeted Actions	Review Date	Target Date
Goal 4: To ensure that our ethos translates into our day to day practices across the RHET network through a culture of openness, accountability and care.	Share our corporate strategy for sustainable funding with all RHET personnel	On-going	2012

Strategic Action 5 continued Securing funding to enable the above actions.			
Organisational Goal	Targeted Actions	Review Date	Target Date
Goal 5: To develop further a framework to support reflection and continuous improvement across all aspects of RHET activities, enabling progress towards our outcomes to be demonstrated.	Provide support and advice on managing funds at local level to all RHET Countryside Initiatives	Ongoing	
	Provide information packs and RHET branded publicity materials to assist local fundraising activities	Nov 2011	2012

Impact of Action 5

A detailed funding package is in place for the year ahead with appropriate budgetary controls, and a sustainable funding strategy scopes potential funding sources for the next four years

How we manage activities

We forecast the financial needs of our targeted actions and secure funding to ensure these can be carried through to completion.

For the period 2011 to 2015 we anticipate the following requirements to implement our planned actions.

5 Year Key Financial forecast

RHET Income	2011	2012	2013	2014	2015
<i>Required Income</i>	356,000	357,000	388,800	400,504	413,565
RHET Expenditure					
<i>Total costs and spend distribution</i>	345,000	345355	385213	396937	409017

Financial Management

We have in place a corporate fundraising strategy which supports the financial ambitions above. The Board approves proposed allocation of finance. Allocated resources are carefully managed day to day by the RHET Manager with the guidance and assistance of the Company Treasurer who are both ultimately responsible to the RHASS Chief Executive.

The Treasurer produces monthly accounts and reports to the RHET Board of Directors and RHET Advisory Group and on a quarterly basis. The Board reviews the continued appropriateness of financial allocations, and has full responsibility for the continuing wellbeing of the company.

A key performance indicator is our total organisational costs per young person actually visiting a farm. This is benchmarked against a similar UK organisation. In the academic year 2010-11 this was £23.19 for RHET and £48.60 for our benchmark organisation. (This figure is based on total expenditure divided by number of children on a farm in that year).

An annual audit is carried out by external auditors.

How we know how well we are doing

Monitoring and Evaluation

Our ethos of reflection and continuous improvement and the network-wide system of reporting to the RHET central team ensure we know, on a day to day basis, how effective our activities are in contributing to progress towards our planned outcome.

The Strategic Plan is our touchstone and the RHET Board of Directors monitors the overall implementation of this plan. The RHET central team work to more detailed action plans for each strategic action and its associated targeted actions. Performance indicators are identified for individual projects.

The Education Manager reports to the RHET Board of Directors and Advisory Group on a quarterly basis in terms of progress towards outcomes.

This process provides appropriate information for the Board of Directors, Advisory Group and other parties.

Critical Review

On an annual basis the Board of Directors and the RHET central team reflect critically on and review the current strategic plan. The reflection focuses on particular areas of risk.

Also, annually, a SWOT analysis ensures the staffing and organisational structures of RHET, its organisational goals, strategic direction and targeted actions remain appropriate in ever-changing educational, environmental, social, fiscal and legislative environments.

Organisational Information

Name	The Royal Highland Education Trust
Patron	HRH The Princess Royal
Address	Royal Highland Centre, Ingliston, Edinburgh EH28 8NB
Telephone	0131 335 6227
Email	rhetinfo@rhass.org.uk
Website	www.rhet.org.uk
Legal Status	Company Limited by Guarantee – without share capital Registered Company No. 123813 Scottish Charity No. SC 007492
Auditor	Ernst and Young
Banker	The Royal Bank of Scotland plc
Solicitor	Tods Murray WS

