
FOHR IMPROVEMENT PLAN



SEPTEMBER 2021

Finance, Operations & HR Team Improvement

1. Academy Priorities, Areas for Development (AfD), Key performance Indicators (KPI) Summary 2021-2022

Priority 1: Enabling inspirational leadership and management

AFD	Area for Development	KPIs	Actions	Evaluation RAG					
				1/6	2/6	3/6	4/6	5/6	6/6
AFD 1.1	Embed accountability structures to ensure spending decisions always impact learner outcomes	TBMs to work with Finance Officer to implement new ordering system ensuring process is followed for each order to track back to learner outcomes.	Carried over from 2019-2020 as due to Covid this has not been put in place. To work with FO and FA to implement ordering system across the Trust. New ordering system will be mandatory once implemented.						
AFD 1.2	Continue to strengthen the framework of trust and academy policies and procedures that meet statutory requirements, take account of local contexts, and support ethical accountability measures	TBMs to embed first class operating procedures and adherence to policies.	TBMs to continue to undertake site checks including H&S, visitors procedures, Premises, staff training records, Schoolpod. To ensure all Covid protocols are understood, communicated and adhered to.						

Priority 3: Securing Safe and Energising Learning Environments

AFD	Area for Development	KPIs	Actions	Evaluation RAG					
				1/6	2/6	3/6	4/6	5/6	6/6
AFD 3.1	Institutionalise exemplary, standardised, safeguarding practices, compliant with statutory requirements and mutually strengthening procedures within and beyond the trust	TBMs to monitor and maintain Trust SCR in conjunction with HTs. TBMs to support and monitor safeguarding training. TBMs to ensure safer recruitment process is compliant with KCSIE.	Regular scrutiny from leadership and safeguarding Trustee with TBMs to ensure up to date and compliant. TBMs to check local SCR.						
AFD 3.2	Establish a culture of learning by changing the way we work and of our scrutiny of front line experience	TBMs to monitor all data breaches and near misses and share lessons learnt to all stake holders. TBMs to monitor staff training for GDPR. TBMs to liaise with DPO and ensure all documentation remains updated.	TBMs to monitor all SPOD breaches/near misses and ensure all updated and closed in a timely fashion. Staff training to be completed within timescales. TBMs to ensure new staff are trained as part of induction programme. TBMs to report all breaches to DPO.						

Priority 4: Empowering Supportive, Skilled and Nurturing Staff

AFD	Area for Development	KPIs	Actions	Evaluation RAG					
				1/6	2/6	3/6	4/6	5/6	6/6
AFD 4.2	Invest in colleagues across the trust through a system of professional development aligned to the RT Pay Policy	TBMs to support our bespoke Trustwide professional development programme to FOHR members. FOHR to identify key champions to strengthen practice.	TBMs to establish partnerships across sites to support best practice and individual growth. TBMs to establish working groups that can work through Covid pandemic to support this						
AFD 4.3	Uphold the 7 Nolan Principles of public service through a shared commitment to values based process and practice	Admin team actively applying Nolan principles in centres by supporting leadership with decision making.	Incorporate Nolan principle training/awareness in training plan. Train and educate staff on Nolan principles and how this needs to apply through the pandemic						

Priority 5: Forging Focused Partnerships and Collaborations Benefitting Pupil Outcomes

AFD	Area for Development	KPIs	Actions	Evaluation RAG					
				1/6	2/6	3/6	4/6	5/6	6/6
	We will learn from best practice, research and enquiry from other settings, schools and education systems in the UK and other countries.	TBMs to work with national bodies on Covid practices and ensure best practice and highest level of covid safety adhered to within Trust	TBm to attend or invite colleagues to national and local Covid update conferences on HR, H&S etc						

2. Monitoring and evaluation of the action plan

In order to ensure rapid progress towards these outcomes the actions and KPIs will be monitored in the following way:

a. Academy based monitoring, including Learning and Education Committee

The school based lead for each of the AFDs in the plan will have overall responsibility for the implementation of the action plan for that priority. The lead will RAG the completion of the actions as follows:

- *RED: the action is not yet started and/or there is a high risk of slippage or non-completion.*
- *AMBER: the action has started though not yet completed, there is some slippage but not cause for concern.*
- *GREEN: the action is fully complete as specified*

Completion of the actions is intended to lead to the impact as outlined in the KPIs.

The Lead will RAG rate the each area for the Head Teacher who in turn will grade the success measures and sign off on the accuracy of the impact assessment for the CEO and Trust Board.

b. Trust based monitoring

The CEO will receive a progress report on the actions plans through the Head Teacher Executive Group. There will be an evaluation of progress towards the success measures of each AFD. On a cycle across each meeting the academy based leads will present the evidence of impact to the Head Teacher for scrutiny by the HEG and Trust Board. The success measures will be RAG rated by the Trust Board based on a scrutiny of the evidence and data presented to the CEO at each HEG meeting.