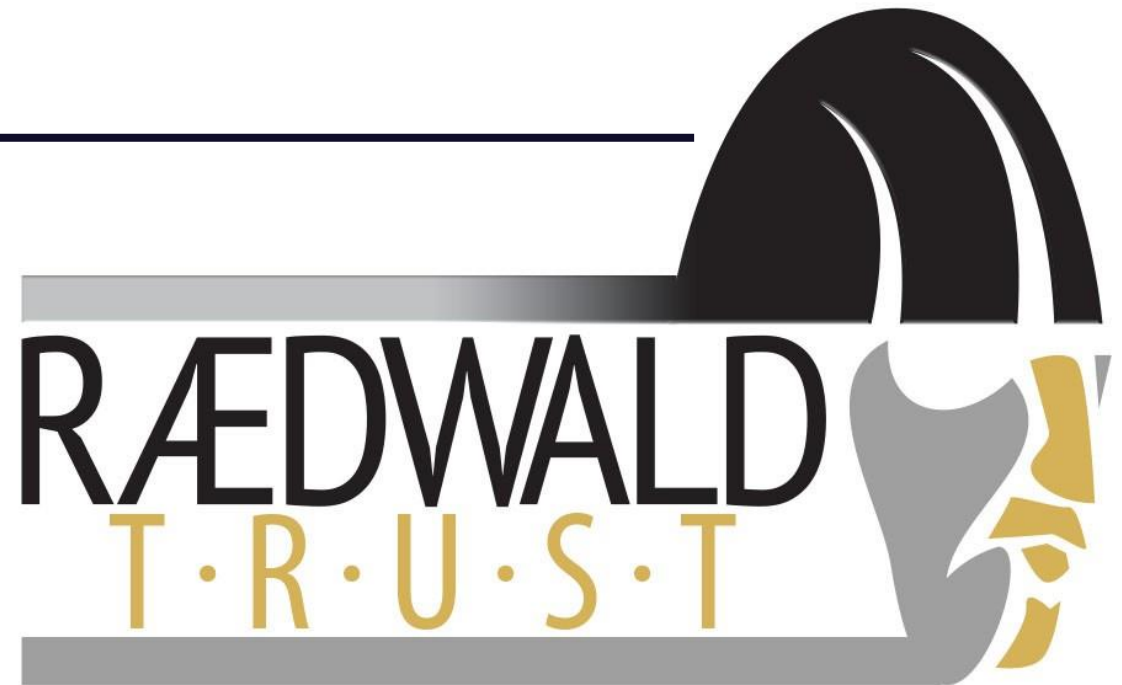


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# FOHR IMPROVEMENT PLAN 2022-2023

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OCTOBER 2022

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## Finance, Operations & HR Team Improvement

### 1. Academy Priorities, Areas for Development (AfD), Key performance Indicators (KPI) Summary 2022-2023

#### 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 1.4	Embed accountability structures to ensure spending decisions always impact learner outcomes	Chief Financial Officer to work with Finance Officer to implement new ordering system ensuring process is followed for each order to track back to learner outcomes.	To work with Finance Officer and Finance Assistant to implement ordering system across the Trust. New ordering system will be mandatory once implemented. Enable robust coding of expenditure and review of spends by funds.						
AFD 1.5	Strengthen the framework of trust and academy policies and procedures that meet statutory requirements, take account of local contexts, and support ethical accountability measures	Chief Financial Officer to lead the trust central team to work with leaders and admins teams to embed first class operating procedures and adherence to policies in relation to finance, HR and health and safety.	Chief Financial Officer to work with the central team to implement policies and procedures, including supporting and attending HR related meetings, adherence to ESFA framework and deadlines. Development of the good estates management plan including site visits, H&S and review of accident slips to inform any improvements required.						

### 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	Chief Financial Officer to monitor and maintain Trust SCR and local SCRs in conjunction with HTs and HR Officer. To ensure safer recruitment process is compliant with KCSIE.	Regular scrutiny from leadership and safeguarding Trustee to ensure up to date and compliant. Chief Financial Officer to review local SCR half termly with leaders.						
AFD 3.2	Establish a culture of learning by changing the way we work and of our scrutiny of front line experience	Chief Financial Officer to monitor all data breaches and near misses and share lessons learnt to all stakeholders. Chief Financial Officer to monitor staff training for GDPR and Cyber Security. Chief Financial Officer to liaise with DPO and ensure all documentation remains updated.	Chief Financial Officer to monitor all SPOD breaches/near misses and ensure all updated and closed in a timely fashion. Outstanding staff training to be followed up. New staff are trained as part of induction programme. 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 Appraisal procedures	Chief Financial Officer to identify key champions within FOHR to strengthen trust wide practice.	Chief Financial Officer to establish partnerships across sites to support best practice and individual growth. Succession planning and working with national bodies. Finance Officer – rollout of new purchase order system, HR Officer – next phase of staff Edupay system and continued health and safety support.						

#### 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
AFD 5.4	We will learn from best practice, research and enquiry from other settings, schools and education systems in the UK and other countries.	Chief Financial Officer to work with national bodies to ensure best practice and sharing of skills and knowledge.	Chief Financial Officer to attend or invite colleagues to national networks and conferences on Finance, HR, health and safety						

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## 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 Quality of 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 Head Teacher will RAG rate each area for the CEO.*

b. Trust based monitoring

*The CEO will receive a progress report on the action. 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 CEO and Trust Board. The success measures will be communicated to the Quality of Education Committee.*