

INTRODUCTION TO THE FEDERATION.....	3
Key Priorities	4
Trust Services.....	5
GOVERNANCE STRUCTURE	6
The Trust	6
Resources Trust Committee	6
Members of the Trust	6
Local Governing Bodies	7
SENIOR STAFF STRUCTURE.....	8
The Executive Principal (EP)	8
The Chief Finance Officer (CFO).....	8
Heads of School (HoS)	8
ACADEMY IMPROVEMENT.....	10
Quality Assurance.....	10
SERVICE EVALUATION AND IMPROVEMENT PLAN	12
Academy Improvement	12
Academy Standards – Ofsted Judgements.....	12
Academy Standards – Student Admissions	12
Academy Standards Summary.....	13
2021/2022 Improvement Plan	14
FEDERATION	14
CATMOSE COLLEGE	14
CATMOSE PRIMARY.....	15
HARINGTON SCHOOL	16
IT SERVICES	17
Evaluation of 2020/2021	17
Client Surveys.....	20
Recommendations for 2021/2022	22
2021/2022 New Tech Improvement Plan	23
CATERING	24
Evaluation of 2020/2021	24
Client Surveys.....	26
Recommendations for 2021/2022	28
2021/2022 Catering Improvement Plan	29
SITE AND CAPITAL WORKS.....	30
Evaluation of 2020/2021	30
Client Surveys.....	36
Recommendations for 2021/2022	38
2021/22 Site and Capital Works Improvement Plan	39
FINANCE	41
Evaluation of 2020/2021	41
Client Surveys.....	43
Recommendations for 2021/2022	43
2021/2022 Finance Improvement Plan	44
ADMINISTRATIVE SUPPORT	47
Evaluation of 2020/2021	47
Client Surveys.....	49
Recommendations for 2021/2022	50
2021/2022 Admin Improvement Plan	51
HUMAN RESOURCES.....	53
Evaluation of 2020/2021	53
Client Surveys.....	57
Recommendations for 2021/2022	57
2021/2022 HR Improvement Plan	58

INTRODUCTION TO THE FEDERATION

The Federation is a Multi-Academy Trust (MAT) that exists to ensure that all those in its care receive the support and challenge they need to do their best. All of our partner academies are local to the Oakham area, ensuring that we can work effectively together and benefit from the services offered by each member. We believe that a locally based Trust is best-placed to meet the needs of our community; we are a partnership of schools working together for mutual benefit. The Federation's legal position and more detail regarding the delegated responsibilities of its committees can be found on our website (rutlandfederation.com).

The Federation is currently responsible for three schools: Catmose College (11-16), Catmose Primary (4-11) and Harington School (16-19). Each school has its own Head of School and Local Governing Body (LGB) that sets the educational ethos and standards for the academy.

The Federation is structured in order that each of the academies within it:

- Maintain a distinct identity and ethos through a local governing body that has responsibility for the education of those it is responsible for (see LGB terms of reference);
- Benefit from central support services which encompass financial management, staffing, catering, IT, site and school improvement led centrally by the Executive Principal (EP) and Chief Finance Officer (CFO) and overseen by the Resources Committee of the Federation.

This structure allows the Federation's academies to maintain their own identity, ethos and culture whilst benefitting from the economies of scale that come from being part of a larger organisation.



Key Priorities

The Federation Trust sets overarching targets for the academies it supports. These are:

- To offer an excellent education service for the community that it serves. The Trust will monitor this through the following performance indicators:
 - For each academy to be oversubscribed for student places (student admission numbers and number on roll).
 - For each academy to achieve outcomes in the top 25% of schools nationally for the progress students make whilst attending the academy (student outcomes measured through DfE performance tables).
 - For each academy to offer a good or outstanding service that responds to the needs of each individual student and their wider educational needs (student outcomes measured through client surveys, internal review, Ofsted judgement).
 - For each academy to ensure that an effective curriculum is in place that prepares students for their next steps in life, (exclusion rates at secondary, outcomes, destination data, Ofsted).
- To support the wider work of each academy by providing excellent central support services. The Trust will monitor the impact of this work through the following performance indicators:
 - To provide good value for money for tax payers (measured by client surveys, financial audit).
 - To make the best use of available IT services using the financial and staffing resources effectively to support staff and students in their work (measured by client surveys, budget).
 - To provide high quality refreshments and food that represents good value for money for clients without requiring a subsidy from the Trust (measured by client surveys, budget).
 - To ensure that the site for which the Trust is responsible provides the necessary classrooms and facilities required by its clients, whilst providing good value for money (measured by client surveys, budget).

Trust Services

The Federation has significant experience and expertise in supporting HR issues through sickness management, disciplinary process, contractual changes and staffing restructures. We offer a broad and varied Continued Professional Development (CPD) programme. For those on our academy contracts, the Trust also offers a generous package of additional benefits, including access to private healthcare and a cash award scheme for good performance for colleagues at top of scale. There will be opportunities for staff of partner academies to gain additional experience working across the Federation, as well as within their own schools, as part of our commitment to professional development.

There are significant opportunities for students and children to learn together across academies through sport, drama and music, and by accessing specialist facilities at each academy. There is an extended transition programme for Catmose Primary, giving access to specialist facilities at Catmose College. Our music service supports the administration and deployment of our instrumental music teachers to offer tuition from reception through to post-16 students. Our Off-site Visits Coordinator supports an extensive range of trips and visits locally and internationally for our academies.



Catmose College is a Department for Education (DfE) approved sponsor. The College has had significant experience of school improvement, having supported schools through the process of moving from "Requires Improvement" to "Good" and on to "Outstanding."

Our site team manages a number of sites, bringing resilience in case of absence and expertise to ensure that facilities are clean, well-managed and well maintained in order to best facilitate learning, as well as complying with all the expectations of current health and safety legislation. The IT team has significant experience in both Windows and Mac networking environments and has also supported schools across different sites to noticeable improvements in the quality of the services on offer. Our catering team operates on a non-profit basis, without the need for subsidy, providing first-rate food that Federation staff enjoy alongside our younger clients.

GOVERNANCE STRUCTURE

The Trust

The Federation's Trustees have a broad range of expertise in education, business and the charity sector, with many also having chosen one of our academies for their child's education. The Trustees also have a strong understanding of the importance of the work we do. The composition of the Trust is audited annually to ensure that it has the necessary skillset to support and challenge appropriately.

The Trust's primary role is to hold the local governing bodies and senior management of the Federation accountable for the services they provide. The senior management includes the Executive Principal, the Chief Finance Officer, the Heads of School and the Vice Principals. They offer the Senior Team appropriate support and challenge to ensure that each of the academies continues to improve, ensuring that the central services of the Trust are delivered to a high standard.

The Trust is currently composed of:

- 3 trustees appointed as a result of their experience within finance, business, HR, education and school improvement.
- 1 trustee appointed from each of the partner academies.
- 2 trustees appointed by the Local Governing Body of Catmose College.
- Co-opted trustees appointed for their relevant skills.

The full Trust meets three times per year and focuses on the following areas: overall standards across the Federation academies, capital projects, and updates from the Resources Committee regarding staffing and finance.

Resources Trust Committee

The Resources Committee is a sub-group of trustees with particular expertise in finance and HR. It meets separately six times per year and has the remit to agree matters regarding staffing, finance, site, IT and catering issues (see Terms of Reference of the Resources Committee). It scrutinises the academies' accounts and the implementation of budgets and it audits the work of the Federation's finance team.

Members of the Trust

Members, who usually meet once per year, determine the ethos and purpose of the Trust and the way it will be governed by agreeing the Articles of Association. They also have the authority to appoint a number of trustees. In the Trust's annual general meeting they will receive an update on the work of the Trust. The Members therefore provide an additional layer of accountability and can scrutinise the work of trustees, although they do not have a right to become actively involved unless also a trustee. Members may also enforce provisions of the Articles against other members or the Trust in order to ensure that the ethos and purpose is fulfilled.

Members also have legal responsibilities for the Trust which, on the winding up of the company, obligates them to pay £10.

Local Governing Bodies

The composition of the LGB can be varied to best suit the needs of the individual academy, for example to reflect its religious ethos or specific stakeholder groups.

A typical community academy's Local Governing Body will have the following members:

- Executive Principal.
- Head of School (or equivalent).
- 2 parents.
- 1 staff member.
- Up to 8 members appointed by the Local Governing Body.
- Such other members as the Directors decide.

It is responsible for:

- Setting the aims and objectives of the academy.
- Providing challenge and support for the leadership team of the academy to ensure that standards are high and that the ethos and vision of the school are implemented successfully.
- Determining the educational vision of the academy in consultation with the Directors, including, but without limitation to, determining the academy's development plan.
- Determining and implementing the Admissions Policy in consultation with the Directors for the Academy in accordance with admissions law and Department for Education codes of practice.



SENIOR STAFF STRUCTURE

The Executive Principal (EP)

The Executive Principal is currently also the Principal of Catmose College and is responsible for the day-to-day management of the academy in the same way as the other Heads of Schools within the Trust.

In respect of the Federation, the Executive Principal works closely with the CFO to ensure the Trust-based services and any capital projects are of a high standard and meet the needs of our academies. The role includes having strategic oversight of each academy, working with the Heads of School to develop robust improvement plans and quality assurance processes.

The current Executive Principal is a National Leader of Education (NLE), and is therefore well placed to support school-to-school improvement work and to advise academies on their journey to provide an outstanding standard of service.

The Executive Principal reports directly to the Board of Trustees, ensuring that the Board is well informed regarding the performance of the Federation, its academies and the services it provides. The Executive Principal's performance management review is carried out by a sub-committee of the Trust, usually consisting of the Chair and two other Trustees alongside an external education advisor.

The Chief Finance Officer (CFO)

The Chief Finance Officer is responsible for ensuring that the finances of the Federation are well-managed, making sure that we have the resources to support our academies. The Chief Finance Officer has extensive experience of managing budgets strategically, ensuring that each of the academies in our care maintains strong surpluses to invest in capital projects.

As experienced project managers, the Chief Finance Officer and Operations Manager take responsibility for scoping, arranging quotes, liaising with contractors and managing our capital projects to completion. Working with the managers of our central services, the CFO is also responsible for ensuring that our academies have the resources and facilities to deliver a high-quality education.

Heads of School (HoS)

The 'Head of School' role encompasses any senior manager who is responsible for the day-to-day management of a partner academy – this includes staff whose title might be Principal, Head Teacher, Executive Head Teacher or similar senior leader.

The Head of School has responsibility for all educational matters involved in the running of an academy on a day-to-day basis. They will also manage the teachers and support staff in their schools. They will determine and present the School's draft development plan for the Local Governing Body to approve.

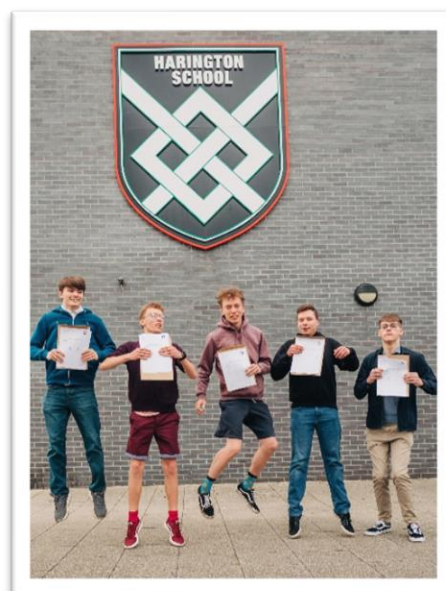
In addition, in consultation with the Executive Principal, they may also have additional roles that provide opportunities beyond their own academy, dependent on their expertise and professional development needs.

The Head of School is line-managed by the Trust's Executive Principal and works closely with the CFO and the Senior Team in order to ensure that their academy is well-resourced and led. Their performance management review will be carried out by the Executive Principal in consultation with the chair of the Local Governing Body.

Federation Vice Principals (VPs)

VPs bring a specialist skillset enabling them to be deployed in a range of capacities to support academies. Each VP is based in a specific academy, providing support to the Head of School, but they can also be deployed on a short or medium term for a particular project or purpose to support the wider Federation. In the past this has included:

- Leading and managing an academy in the absence of the Head of School, for example, during maternity leave.
- Being seconded each week to a school being supported by our Executive Principal in order to provide additional leadership capacity.
- Providing HR support through long-term sickness management, capability procedures and management restructures.
- Leading the successful application for a free school.



These deployments provide senior managers with additional experiences that benefit their own professional development whilst contributing to the wider success and growth of the Federation.

ACADEMY IMPROVEMENT

A core aspect of our work is to continually scrutinise each aspect of our services: those provided by each academy and those by the Federation as a whole, in order to identify areas of relative strength and weakness. This process is ongoing and, as new evidence emerges, planning is adapted to ensure that the resources of the Federation are being used to maximum impact.

The quality assurance cycle is outlined below and is a key element of our improvement planning. It culminates each year in the transformation planning that is encapsulated in this document which, although written annually, is also a working document to be modified as new evidence emerges. `

Quality Assurance

The quality assurance processes (also see policy) are outlined below, delineating the roles of governors/trustees and the Senior Leadership Team (SLT). The aim of our quality assurance process is to ensure that every aspect of our organisation is functioning effectively; we use a range of appropriate tools to do this. We do not see quality assurance as an add-on, but rather an integral part of the daily work of the senior team that allows areas of development to be identified and acted upon immediately.

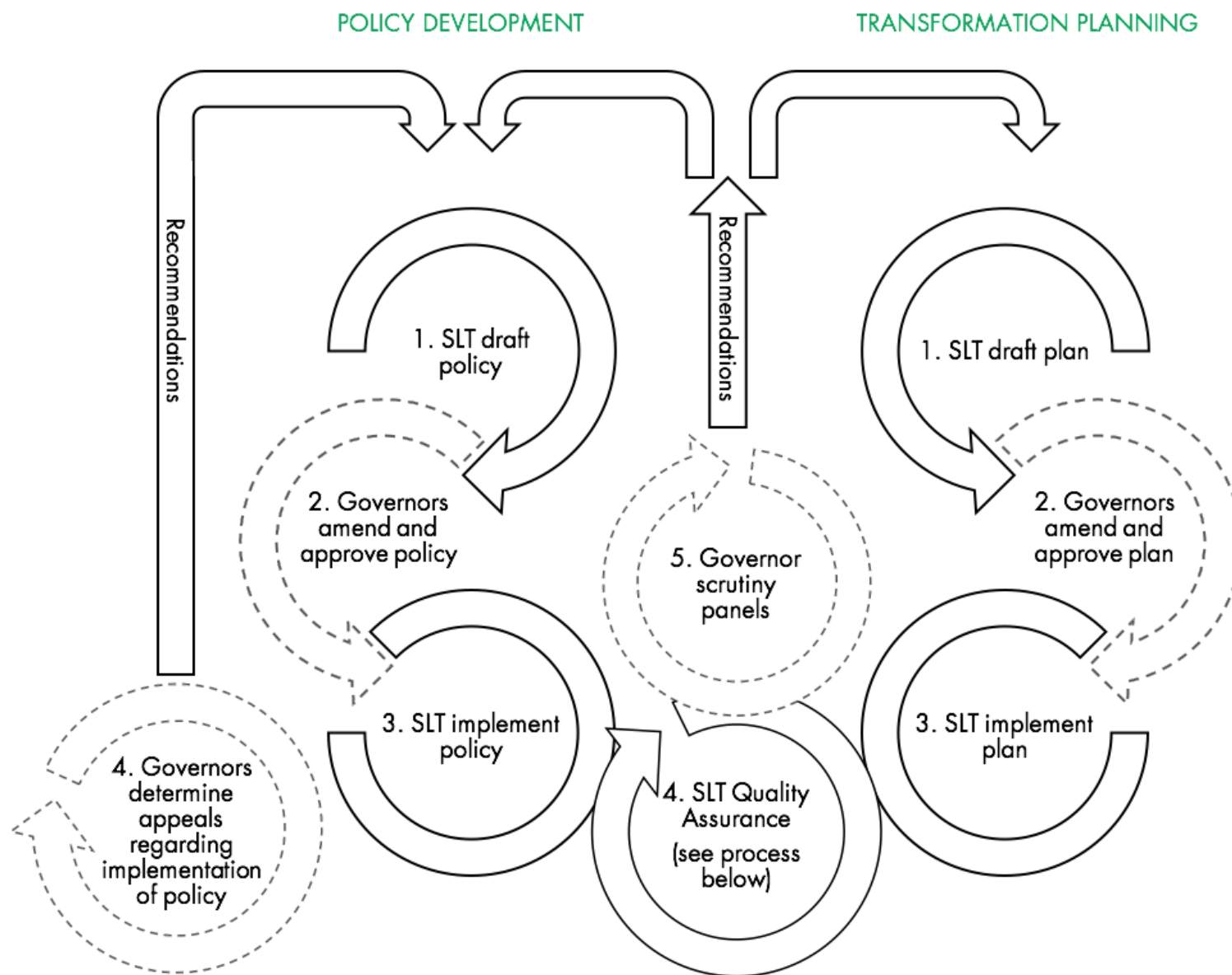
The SLT are education professionals with the expertise and leadership experience to draft, implement and review the effectiveness of policies throughout the Federation. The governors or trustees scrutinise, approve and ensure each policy is implemented effectively. In all cases there are mechanisms whereby stakeholders can appeal to governors when they remain unsatisfied by the response of the senior leaders.

The key role of governors is to scrutinise the work of the SLT to ensure that they are effective in implementing policy and driving up standards. This process will involve governor and trustee scrutiny panels (see Terms of Reference), focusing on policies to explore the way in which they are implemented and their impact on the quality of provision. When necessary, Governors may also consult with independent experts to validate the work of the SLT.

The SLT will also use 'score cards' at each governing body meeting (6 times per year), that provide an overview of the performance of each academy for outcomes, behaviour and welfare, teaching and learning. They offer an overview of the impact of the implementation of these plans. Governor scrutiny panels may choose to focus their work on an aspect of the score cards that the data suggests to be underperforming, reporting back their findings to the LGB and Trust. As a result of the analysis of these score cards, improvement planning is adjusted to ensure each service and academy continues to improve.

In addition, each academy will produce a written Transformation Plan to address areas of identified relative weakness in practice. This plan is drafted by the SLT but amended and approved by each LGB. The Federation's Transformation Plan (this document) focuses on policies regarding finance, staff, site and central services. This will be drafted by the Executive Principal, amended and approved by the Federation Directors and scrutinised in the same way as those for each academy.

This quality assurance process is outlined in the diagram on the following page.



SERVICE EVALUATION AND IMPROVEMENT PLAN

Academy Improvement

Each academy's Head of School and Local Governing Body is responsible for drawing up a Transformation Plan that reflects their current position and areas for further improvement. It is not the intent of this plan to repeat that work; only to give an overview of the Federation's quality assurance and school improvement work that complements each academy's own work.

Academy Standards – Ofsted Judgements

Academy	Overall	Leadership	Teaching	Behaviour	Outcomes	Programme of study
Catmose College (2012)	1	1	1	1	1	
Catmose Primary (2017)	2	2	2	2	2	
Harington (2017)	1	1	1	1	1	1

All academies in the Trust are currently judged good or outstanding. Catmose Primary was inspected in September 2017 and Harington was inspected in January 2017.

Academy Standards – Student Admissions

Academy	PAN	Intake 2019	Intake 2020	Intake 2021	Capacity
Catmose College	210	210	210	209	1050
Catmose Primary	30	30	24	30	210
Harington	150	150	124	183	300

Academy Standards Summary

Catmose College, following a period of being consistently over-subscribed is working in partnership with Rutland County Council to provide additional student places for children local to the school. The College has the agreement of the government, the necessary funding and space to grow from its current PAN of 210 to 240 over the next five years. The additional student numbers will provide additional opportunities across the College through more specialist staffing, a broader curriculum and capital resources to sustain our outstanding provision. The pandemic has proven our resilience; we have sustained high attendance, strong academic progress whilst keeping our community safe which has put the College in a strong position to manage this growth effectively without undue impact on our existing students or staff.

Catmose Primary is a popular school in the local community with a stable intake. The primary's SATs remained in line with national average with attainment at KS2 improving across reading, writing and maths. Schools are not required to publish their exam and assessment results for the academic years 2019-2020 and 2020-2021 as these have not been published as performance measures by the Secretary of State, however inhouse data can be reviewed in the school's Transformation Plan.

Harington School opened in September 2015 and has gone from strength to strength during this period. An Outstanding Ofsted judgement in 2017 has been followed by four years of consistently strong academic results. Over ninety per cent of students leave the school to attend university, with typically over forty per cent achieving places at Russell Group universities. In every year since opening, students have achieved competitive places at Oxbridge and medical schools. Alongside academic achievement, students benefit from participating in a range of community and enrichment activities. In 2021 we were delighted to secure our largest intake since the school opened, reflecting the school's growing reputation within the local community and wider region.



2021/2022 Improvement Plan	Autumn (T1&2)	Winter (T3)	Spring (T4&5)	Summer (T6/holiday)
FEDERATION 80% of teaching good or better. >80% of staff/students and parents agree that the quality of service is high.	Teaching Staff performance reviews Support staff performance reviews New staff lesson observations Scrutiny on Cybersecurity	Lesson observations Staff support plans instigated as required Scrutiny on Finance Transformation Plan	Lesson observations Scrutiny on Governance Scrutiny on Capital Project	Lesson observations Federation Staff Survey
CATMOSE COLLEGE Ofsted: Outstanding Admissions: 240 1 st preference admissions for Year 7. Attendance >= 96% P8 >= 0.4 EBAC = 50% Pupil premium progress = 0.1	Transformation Planning Governor Scrutiny Safeguarding Biology Review Drama Review Pupil Premium Strategy Covid Strategy	Analyse School Performance publication Service Premium review Tutorial review	Art and Design Subject Review Governor Scrutiny on the Tutorial Programme	Surveys Governor Scrutiny on ADT RS Subject Review SLT evaluation GCSE results

<p>CATMOSE PRIMARY Ofsted: Good (September 2017) Attendance >97% 210 on roll in Sep 2022 2021 intake over-subscribed</p> <p>GLD Attainment Attainment in the GLD is >= National</p> <p>YR 1/2 Phonics Check Attainment Year 1 Phonics => Nat Year 2 Phonics => Nat</p> <p>KS1 SATS Target => National Reading, Writing, Maths and Science</p> <p>KS2 SATS Target => National Reading, Writing, Maths and Science Target => RWM National Target => National progress for Reading, Writing, Maths</p>	<p>Transformation Planning</p> <p>Safeguarding Review</p> <p>Pupil Premium report</p> <p>Sports Premium Report</p> <p>EYFS GLD, Phonics Screening Check, KS1 SATs and KS2 SATs Moderation and Monitoring services confirmed</p> <p>Pupil Progress Meetings</p> <p>Reports to Parents</p> <p>KS2/KS3 Transition and Inclusion Programme</p> <p>Pupil termly survey</p> <p>Subject Leader Learning Walk</p>	<p>Governor scrutiny</p> <p>Pupil Progress Meetings</p> <p>Pupil termly survey</p> <p>Subject Leader Learning Walk</p> <p>Governor scrutiny</p> <p>School Review Day</p>	<p>Governor scrutiny</p> <p>KS2 SATs</p> <p>Pupil Progress Meetings</p> <p>Reports to Parents</p> <p>Pupil termly survey</p> <p>Subject Leader Learning Walk</p> <p>Governor scrutiny</p>	<p>Parent, Pupil and Staff Surveys</p> <p>EYFS GLD</p> <p>Phonic Screening Check</p> <p>Year 4 Multiplication Check</p> <p>KS1 SATs</p> <p>Governor scrutiny</p> <p>SLT Evaluation</p> <p>Pupil Progress handover meetings</p> <p>End of Year Reports to Parents</p> <p>Subject Leader Learning Walk</p>
--	---	--	---	--

<p>HARINGTON SCHOOL</p> <p>Ofsted: Outstanding Attendance >=97% Admissions =150 Year 12 Outcomes: 25% AAB; ALPS 4 or better University: 70% first preference places, 40% in Russell group with at least 2 Oxbridge places.</p>	<p>Recovery Planning</p> <p>Recruitment focus, Marketing, Curriculum Update</p> <p>German Subject Review</p>	<p>Mock Results analysis and intervention</p> <p>Activities Scrutiny Panel</p> <p>Psychology A Level mini subject review</p> <p>Application deadlines and interviews</p> <p>Careers Programme Updated</p>	<p>Post 18 Process and Support</p> <p>Sexual Consent Scrutiny Panel</p> <p>Safeguarding Scrutiny Panel</p>	<p>Stakeholder Surveys</p> <p>Governor scrutiny</p> <p>SLT evaluation</p>
---	--	---	--	---

IT SERVICES

Evaluation of 2020/2021

For the academic year 2020/2021 the focus of the New Technologies team has been to support both teaching and learning, especially with the added pressures that Covid has brought to schools. Preparation for the second wave of Covid was in place before the start of the new academic year. Learning from the previous year, another set of new laptops were ordered for teachers early to ensure teachers had reliable devices. The decision was also made to bring forward the 2021/22 laptop refresh with 56 devices in total, which allowed almost every staff member who needed one working device to have access to a modern device that performed well. The team were then able to remove the old and slow Toshiba and HP 250 laptops from service.



By ordering additional webcams the New Technologies team helped to minimise the loss of teaching time by providing new webcams to teachers who were isolating. Lessons were set up with webcams where required and the team ensured technology was working at the start of lessons for students to take part while isolating. One science teacher said that, with the support of a teaching assistant, he was able to teach 95% of a normal lesson content whilst teaching remotely. This ensured that students did not fall behind where they may have done if being taught by a non-specialist cover teacher.

In preparation for a rollout of 24 Chromebook devices to SEN, the team set up and integrated Office 365 and tested policies in a new google tenant throughout December. The testing in December gave confidence in the use of Chromebooks as a 1:1 device which allowed the decision to order 42 government-issued Chromebooks which we were able to be deployed within one day of delivery. These devices were delivered in January ready for the second Covid wave, and were used to plug the gaps for students who did not have devices in Years 7-11. This freed up vital Windows devices for specialist subjects in Years 10 and 11, such as students doing photography or computer science. In total, nearly 100 students have been loaned a device during Covid.

In January 2021, the New Technologies team supported the development and deployment of the Covid testing to support the safe return of staff and students during the second wave of Covid. We developed the testing process from registration to processing results and created processes to scale the testing centre from hundreds of tests per week with key worker students and staff to thousands per week when all staff and students returned, while minimising the time students spent away from lessons to no more than 15 minutes.

After Easter, Covid testing remained a major focus of the team and, as the Daily Contact Testing pilot became more frequent, the data processing exercise grew. In the new academic year, when testing had to continue, we set up a new testing centre. Taking what we had learned from the DCT pilot and, knowing students had grown in confidence, a new self-service design was implemented which needed only half the staff to process the same number of tests as the original testing centre. The New Technologies team completed the registration process for all students so the student only needed to focus on completing the test.

The impact of Covid has not stopped the team from completing development work. Throughout the spring and summer the team worked to deploy new machines to Morris, which was the second area in the College to be refreshed when we phased out iMacs over five years. Replacing these machines allowed us then to replace old HP machines in both humanities and maths with the newer Dell PCs, which are suitable for this area.



This work completes our Phase 2 Desktop refresh at the College which allows us to fully take advantage of technologies in Windows 10. Windows 11, which has just been launched has a higher security requirement and "Phase 3 Desktop/Laptop" refresh should focus on devices that are not compatible with Windows 11. A quick review of our current devices suggests this could be as high as 600 devices but this should be capable in normal IT refresh cycles.

Over the summer, work was carried out to refresh the English teams' area with new Promethean screens. These new screens are 4K 72 inch and have great functionality so that staff can easily annotate on resources at any time on any source. The remaining uTouch screens are now 11 years old and there are currently 25 units across the ground floor, science, ICT and humanities. The remaining units should be replaced over the next 3 to 5 years. We also continue to develop systems and we integrated the Harington School door access to allow students to register in the morning and afternoon using their swipe card.

In addition to our normal annual maintenance, the team has also deployed a new Wi-Fi 6 network at Catmose Primary, both sites now use the same Aruba system. For the first time staff will be able to move between sites without the need for IT Support to configure Federation laptops for Wi-Fi. Although the summer work is a great improvement, additional work still needs to be completed to add capacity and simplicity for users, especially personal devices. The New Technologies team aims to have "One" network available to which devices and users connect, with rules in place to assign the device to the correct network.

Audio and video has been a large part of the past year and all three schools could not have functioned without it. The Federation YouTube channel has seen a large growth over the past year with in excess of 200 videos being uploaded. Support has been varied from light touch final edits and uploads to full production with multiple members of the team involved.

The main theatre projector need replacing so a new 4k Laser Projector has been sourced and installed with new HDMI senders to improve the image quality significantly. The projector is the first part of improvements we plan for the theatre and it is our recommendation that an AV replacement plan should be followed over the next five years to update the lighting to LED. This work should include the replacement of systems that power the theatre behind the scenes. The Onelan/LG screens around College are also starting to fail and a replacement for at least the Onelan solution should be implemented as part of this plan.

All lights in the theatre have been PAT tested over the summer, including a significant number of IT equipment around the College. We also took this time to ensure assets are well documented in a new asset register.



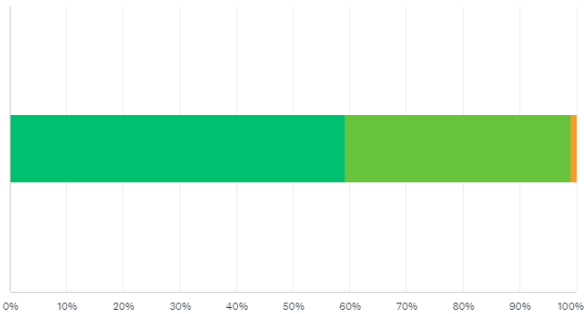
Client Surveys

Staff Survey

The New Technologies team continues to be highly rated as demonstrated by this year’s survey. The following analysis into “If I have a problem with ICT it is fixed in a timely and professional manner” shows:

- 99% of staff agree or strongly agree. This has increased from 98%
- 59% of staff strongly agree, increase from 45%, (target 33%).

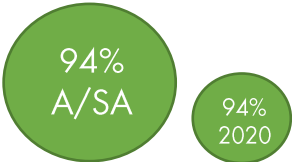
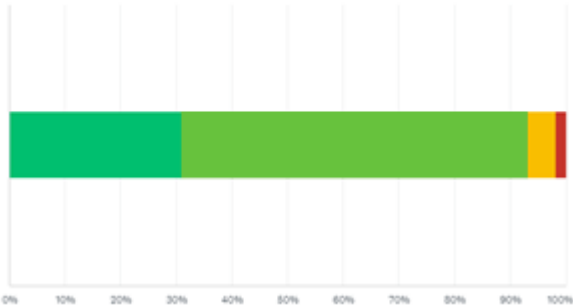
If I have a problem with ICT it is fixed in a timely and professional manner.
Answered: 98 Skipped: 10



Student Survey

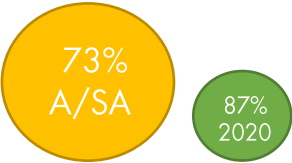
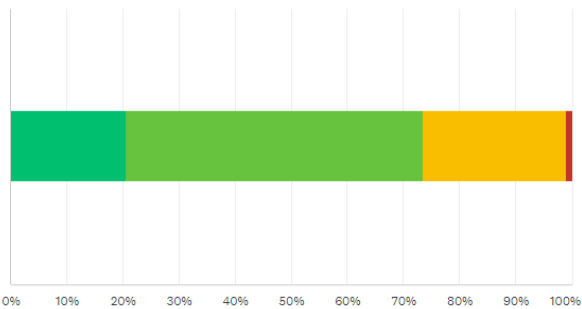
College students continue to rate the IT Support provision highly with an improvement of 8% on the strongly agree rating. Harington support has suffered through Covid where providing face-to-face support has been more difficult. There has been no investment in IT services at Harington since opening.

If I have a problem with ICT it is fixed in a timely and professional manner.
Answered: 296 Skipped: 67



Harington Students

If I have a problem with ICT it is fixed in a timely and professional man...
Answered: 102 Skipped: 31



Budget for the Year

		20/21	21/22	22/23	23/24
IT New Tech TP Budget		61574	122000	105000	88000
End Users Devices:	Desktops	15367	33000	50000	50000
	Laptops	14304	-	-	
	Laptops 21/22	8989			
	Chrome Devices	4791			
Infrastructure	Servers		20000		
	Storage/Backup Systems		30000		
	Network			20000	8000
	Teacher Screen	15000		30000	30000
Catmose Primary	Federation MFP Printers		39000		
	Wireless	3123			

Other Budget Items

		64170	78288	81624	88146
Infrastructure	Microsoft	11000	12000	12000	12000
	Veeam Backup 3yr		3213		
	IAM Cloud Auth Service	1500	1500	1500	1500
	Server support contracts	5784			
	Web filtering 4yr		11382		
Data Management Systems	CMIS CC, CP, HS Admin	26423	26423	28000	28000
				26423	26423
	Sisra Analytics	1495	1495	1495	1495
	HS/CC SMHK 3yr		10067		
	TSG – Opera 3	3825	3085	3085	3085
	Parent Pay	1589	1589	1589	1589
	Easytrace Cashless Catering	3976	3976	3976	3976
	LiveRegister Turnstile	300	300	300	300
	Group Call 3yr	6522			6522
Other	SLT – Dropbox	1398	1398	1398	1398
	Adobe CC SPW/ENE	358	358	358	358
	PluralSight NT CPD	2200	2200	2200	2200
	Staff email training		1500	1500	1500
	Survey Monkey	900	900	900	900

Recommendations for 2021/2022

- Replace Turing and Lovelace IT Suites (approx. 60 devices).
- Complete language expansion.
- Complete Server/Storage Project.
- Continue to develop data security solutions (2 year project).
- Continue to develop Wi-Fi network.
- Continue to develop a theatre and wider AV replacement plan.
- Develop core network replacement project (5 year project from 2021).
- Develop IT requirements for the new building.
- Web filtering improvements.
- CP WAN Link renewal.
- Migrate to Microsoft 365 Education CSP Licensing.
- Migrate CP email.
- Migrate rutlandfederation.com to new webhost.
- Provide new channels for Harington students to gain IT Support.



2021/2022 New Tech Improvement Plan	Autumn (T1&2)	Winter (T3)	Spring (T4&5)	Summer (T6/holiday)
Client satisfaction New Technologies team to achieve 33% strongly agree and 90% SA/A rating in client surveys.	New student and staff onboarding	Complete team observations New helpdesk options for Harington	Client Survey Complete team observations	Year End Process QA Review RDSF with EP
Network Ensure continued development of RDSF IT services.	IT Scrutiny Panel MFA rollout SLT Deploy new printers	Deploy Desktops to Languages MFA rollout to TL	Review support contracts Configure server infrastructure and start migration project.	Desktop/server maintenance Web filtering improvements
AV A/V support is delivered to a high standard.	Open Evening CC Open Evening HS	Options Evening Drama exams Dance Show	Lower KS2 CP Spring Show CP May Dance	Year 7 Show Year 6 Evening Sports Day Upper KS2 Show
Staff Development Develop team expertise	Complete Annual PR	Onboard IT Apprentice Focus on Team CPD Data Security Solutions	Team PR Progress Review Focus on Team CPD Server Technologies	Focus on Team CPD Cloud Technologies
Resources Ensure continued development of Federation wide IT services over the next three years within the constraints of a defined budget	Quotes for Language redevelopment	Theatre/Wider AV Development Plan CP WAN Link renewal	Network replacement plan (5 year) Server quotes and orders to supplier Microsoft CSP M365 Licensing	Web Filtering Improvements Develop new building IT solution

CATERING

Evaluation of 2020/2021

Pricing

This year has been very challenging but we have managed to keep the pricing structure the same. Once we have re-costed products, due to shortages, price increases from suppliers and with the introduction of Natasha’s Law (ingredients labelling) we may have to revisit this in the future.

Packaging

We are constantly looking at ways to improve our impact on the environment. We have managed to change our sandwich packaging, milk cartons, stirrers and cutlery in an effort to become more environmentally friendly.

Allergens

In line with new government legislation all ingredients, including allergens, have to be listed on pre-packaged products. All our new labels are currently being rolled out, thanks to members of the catering and reprographics teams working together to keep our costs to a minimum. In addition to the new labeling, we also liaise with staff and students regarding ingredients and allergens within food, making many sandwiches and rolls to order.



CHEESE SALAD
WHEAT Flour (with added calcium, iron, niacin and thiamine), Water, Yeast, Salt, Sustainable SOYA Flour, Emulsifiers: E472e, E471 (from sun flour and sustainable palm), Preservative Calcium Propionate (to inhibit mould growth), Rapeseed Oil, Flour Treatment Agent: Ascorbic Acid (Vitamin C), Mature Cheddar Cheese (MILK), Lettuce, tomato, cucumber

After-school and menus

We have continued to offer before and after school provision, where guidelines have permitted. The catering team is constantly working on new menus, although we have been unable to proceed with some provisions during lockdown. These will be picked up again this year.

Queue times

With the introduction of the new more efficient tills and staggered break and lunchtimes, the queues are being kept to a minimum. The pre-order system has become very popular and the numbers using this system continue to increase.

Quality of food

We continue to strive to source good quality local ingredients and are constantly looking for new suppliers with a variety of foods.

Lockdown

The catering team continued to provide a hot meal for all key worker and vulnerable students who attended school. Food Parcels were also provided for those students at Catmose College and Catmose Primary on Free School Meals who couldn't attend school. To help the students with their school transition, all Year 6 students were invited to College a week earlier than the rest of the school. The catering team provided complimentary meals for that week.

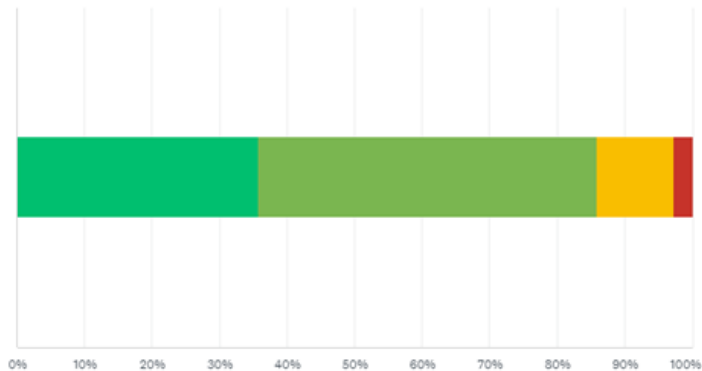


Client Surveys

Catmose College Student Survey

If I buy food from our catering services I am satisfied with the quality and range on...

Answered: 297 Skipped: 66

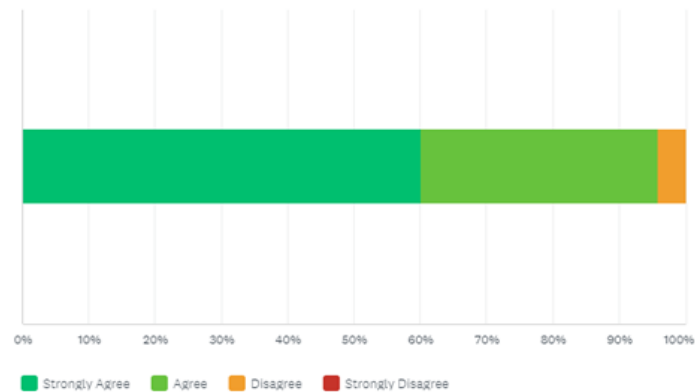


86%
A/SA

Staff Survey

Catering services of are of high standard.

Answered: 98 Skipped: 10



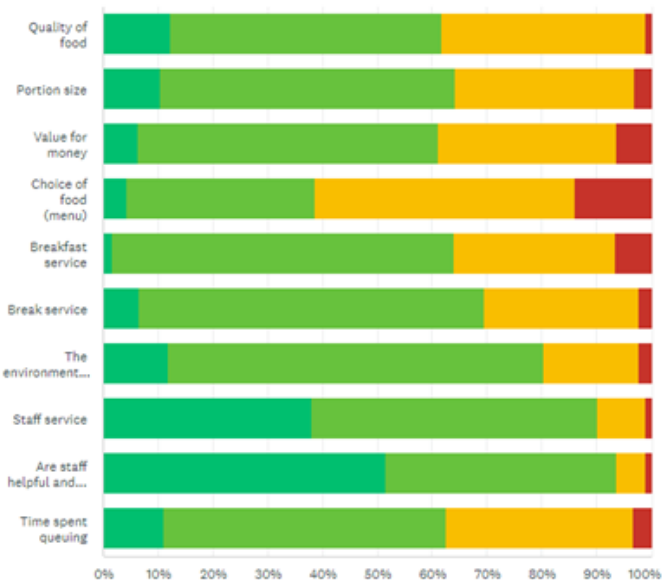
96%
A/SA

Harington School Student Survey

Harington raised concerns over food availability and choice. These concerns will be addressed in more detail in the recommendation part of this document.

How do you rate the catering provision

Answered: 100 Skipped: 33



2021	2020
63% A/SA	69.16% A/SA
65% A/SA	77.15% A/SA
62% A/SA	63.81% A/SA
38% A/SA	58.88% A/SA
64% A/SA	65.63% A/SA
69.5% A/SA	74.53% A/SA
81% A/SA	75.90% A/SA
90% A/SA	94.64% A/SA
94% A/SA	93.81% A/SA
63% A/SA	69.73% A/SA

Are there any choices you would like to see added to the menu?

Breakfast	Lunch	Break time
eggs	more fish	pancakes
cereal		cereal
		Consistent sausage rolls and sausage baps
	salad bar, jacket potatoes (never any left for harington students)	tuna melt
porridge	When I was at Catmose I'd get the salad boxes a lot, but they're only in the refectory, so I'd like to be able to buy them.	
hash browns	hash browns	hash browns
Bring back the chocolate chip mini muffins!	Bring back the chocolate chip mini muffins!	Bring back the chocolate chip mini muffins!
krave, that would make sure I turn up on time everyday	not vegetarian Monday as compulsory	
	Hot baps	Apple turnovers, pengggggg
	Make sure there are more buns on a Friday.	
	Pasta pots, Salad bar	Pears?
	pasta	sausage buttys, sausage rolls
	harington students don't get lunch, it is usually sold out by the time our lunch time starts.	
		Pancakes, sausage rolls
	Pasta and the day they do southern fried chicken if they can do that more often would be much appreciated everyone loves chicken day	
	Those tiny herb roast potatoes that you used to do with pizza slices	
	More jacket potatoes- you usually sell out quickly :)	
	Different vegetarian options	Sausage rolls (more of them)
	Dairy free options or labeling for dietary requirements	Dairy free options
	Cold pasta	Paninis with selection of fillings
	Better pizza than the current, very poor quality pizza	Donuts
	More plant based options	
	No, but I really want to know where you get the pizza twists from because they were amazing	

Recommendations for 2021/2022

Pricing

Due to the pandemic and Brexit we are experiencing shortages and lack some of our usual high profit items. We are constantly working with suppliers to find alternatives at reasonable costs. We are introducing a new supplier this year and initial costings are proving very promising; this should encourage our other suppliers to be more competitive.

Packaging

The catering team takes pride in the fact that we recycle the majority of our cardboard, tins and plastic used in the kitchens across the Federation. Biodegradable cartons, straws and sandwich wedges are proving to be a good alternative to plastic; they are slightly more expensive but worth it. The removal of water bottles has been a huge help in reducing our plastic use, although this will have a huge impact on the budget. We will continue researching and sourcing new biodegradable packaging for use across all four outlets, which includes Catmose Primary, to help the environment.

Queue Times

With the introduction of new tills, queue times are significantly less. Fridays continues to be very busy and we may look at using the Orangery solely for seating on a Friday. This will free up staff to be deployed for serving in the restaurant. This will be a better use of resources as the income in the Orangery on a Friday is less than usual. We will increase the grab-and-go offer in the Refectory to replace this.

With the success of the pre-ordering system we are looking to purchase an app for the staff and students to place orders on their phones, which should reduce queue times even further. The app will also be used by Harington students, with the offer being catered to their needs. The use of the app will ensure that Harington students always get fresh food. We will look at suggestions from Harington on the types of food offered, which in many cases will be more reasonably priced than buying out of College.

Training

All of the catering team will be receiving on-the-job training on allergens and their contents. This will help in the implementation of the introduction of allergen labelling on all pre-packed items made on site. This is in line with new legislation.

We will continue to review staff CPD by attending any relevant courses such as Hygiene and Safeguarding courses to keep up to date with current advice and legislation.

Staff and student surveys

The introduction of a full salad bar for two days a week. This would be available in the spring and summer terms; we were unable to implement this last year due to COVID.

Soup and a roll will be available in the Refectory during the winter term.

The introduction of the pre-order app, which should address Harington students' needs making it easier to accommodate them.

2021/2022 Catering Improvement Plan	Autumn (T1&2)	Winter (T3)	Spring (T4&5)	Summer (T6/holiday)
<p>Client Satisfaction 80%+ of clients A/SA that the service offers good quality food.</p> <p>Observations each term demonstrate queue time at lunch is less than 5 minutes.</p>	<p>Review Student Survey: key areas for improvement are:</p> <ol style="list-style-type: none"> 1. Pre-order app 2. Survey for Harington Students 	<p>Menu Planning Update</p> <p>Look at Harington results and look at ordering app with pizzas, etc to be available</p>	<p>Follow up observations</p> <p>Selecta coffee machine service</p> <p>Update menu</p> <p>Progress evening</p>	<p>Prom buffet</p> <p>Taster day Year 6 2022</p> <p>Continue reviewing costings and menus</p>
<p>Team Development Observation checks show 80% of staff are performing in line with expectations.</p>	<p>Safeguarding</p> <p>Open Evening at the Primary</p> <p>Presentation Evening at the College</p> <p>Harington Open Evening</p>	<p>Complete annual performance reviews</p> <p>Continuing to check current legislation</p> <p>Harington Presentation Evening</p>	<p>Observations checks on staff to ensure PR targets are being met.</p> <p>Updates on allergens training</p>	<p>Interim PR.</p> <p>Staff training given as required as a result of interim PR results.</p> <p>New intake Year 6 Open Evening</p>
<p>Federation Development The catering service achieves a break-even financial position.</p>	<p>Observation checks</p> <p>Update Risk Assessment</p>	<p>Transformation Plan</p> <p>Harington Open Evening</p>	<p>Implement app for pre-ordering</p> <p>Vending Machine contract up</p>	<p>Continue to review offers in the Refectory, Orangery and Restaurant after surveys have been completed</p>

SITE AND CAPITAL WORKS

Evaluation of 2020/2021

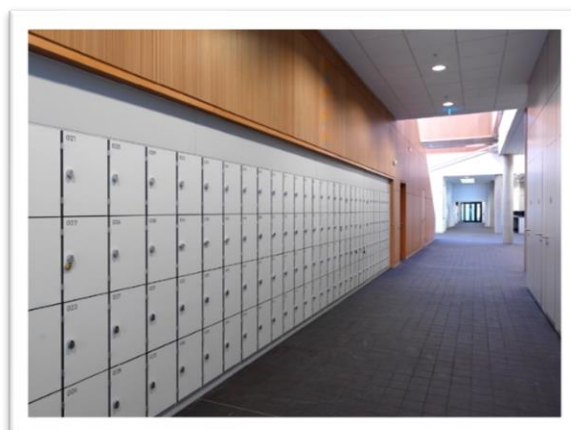
The Facilities Management (FM) team client satisfaction surveys this year for cleanliness and support across the Federation still remain very high. 98% of staff strongly agree or agree that site report requests have been dealt with promptly and effectively. 77% of Catmose College students and 95% of Harington students strongly agree or agree that the toilets facilities are maintained well. Moving forward the FM team will review all of the processes for maintaining the toilets by carrying out a number of observations throughout the year to ensure that the cleaning and maintenance remains strong.

Health & Safety

Browns Health and Safety carried out their annual audits across the Federation in July and September 2021, which also included Covid-19 secure audits. Feedback from the auditors remains very strong. We will ensure implementation and monitoring of our Federation Health and Safety Policy and Premises Management Policy continues, in order that staff, students and visitors understand their responsibilities and duties.

Maintenance

The FM team continues to plan its annual maintenance, which is a prioritised programme of maintenance works based on statutory responsibilities and condition data. We have ensured that this is regularly reviewed so that the Federation's land, buildings and equipment conform to current regulations. The planned preventative maintenance (PPM) schedule has helped manage the Federation estate and budget, ensuring value for money and increased efficiency, and has assisted with managing risks to school safety and security.



The Federation buildings have the potential to enhance the delivery of education, if not maintained correctly, but can also provide a significant distraction for staff and students when things go wrong. We will continue to follow The School Premises (England) Regulations 2012 and to meet compliance standards as outlined by the Department for Education (DfE). Safeguarding students is paramount, making the need for safe and secure buildings a high priority for the FM team. Our focus will be to ensure that our staff and students are safe and that we achieve our educational vision.

We will review our FM team staff training and liaise with our health and safety advisors to refresh on areas such as fire safety, manual handling, ladder training and general health and safety awareness. This will ensure good practice is implemented across the Federation reducing risks to themselves and others at work.

Federation Development

We have had a consistent approach to planning and delivering our projects across the Federation this year. These have been planned and prioritised to ensure that the correct external agencies and contractors help our desired outcome and within budget. This included internal and external redesign and refurbishment of current areas, as well as plans for a new two storey extension block.

New carpet floor tiles have been installed in all of the College first floor areas which replaces the original vinyl flooring. This will significantly cut down on the time taken by the team to maintain and clean these areas. As well as reducing the cost of maintenance and repairs going forward, it has also created a more stable acoustic environment.

Contractors were engaged to carry out major rejuvenation and revive work of the Astro Turf pitch. Using compressed air, this included new kiln dried silica sand to be dressed in post extraction and the removal of spoils. This will extend the life of the pitch surface by five years. A monthly revive maintenance visit has also been scheduled for 12 months.

At Catmose Primary, a new external play area was installed outside Ash class. This comprised of a new artificial grass and rubber mulch surface, bespoke outdoor theatre stage/teaching area, mud kitchen, water play area and sensory habitat area.

The team continues to work alongside the local authority and contractors to develop the growth of the College to a 240 PAN. Various surveys have been completed and our growth will continue in three phases.

Phase 1: Remodelling and refurbishment of the building area formerly occupied by Brightways. The project will convert this area into a new Modern Foreign Languages (MFL) block and provide five classrooms, one administration office, six toilets and a locker area. An external dining facility will also be created in the old garden area. This will subsequently allow our Intervention team to occupy the current MFL area and our Client Services team will occupy the current Intervention area on the mezzanine floor. The FM team and IT team will also move to the area formerly occupied by Client Services. The area is scheduled for completion during Easter 2022.

Phase 2: Strip out of the theatre raked seating and installation of new seating. This new theatre seating will accommodate a capacity of 260 students with integral fascia panels and low voltage LED aisle lighting. Due for completion during Easter 2022.

Phase 3: This phase will see a new two storey extension block built behind our Sports Centre. The new self-contained teaching block will support our expansion with a maximum development area likely to be around 1,300m². The area will provide additional space for three science labs, one prep room, two Design Technology classrooms with storage, one ICT classroom and two offices. Also provided will be provision for sufficient WCs, lockers and breakout spaces.

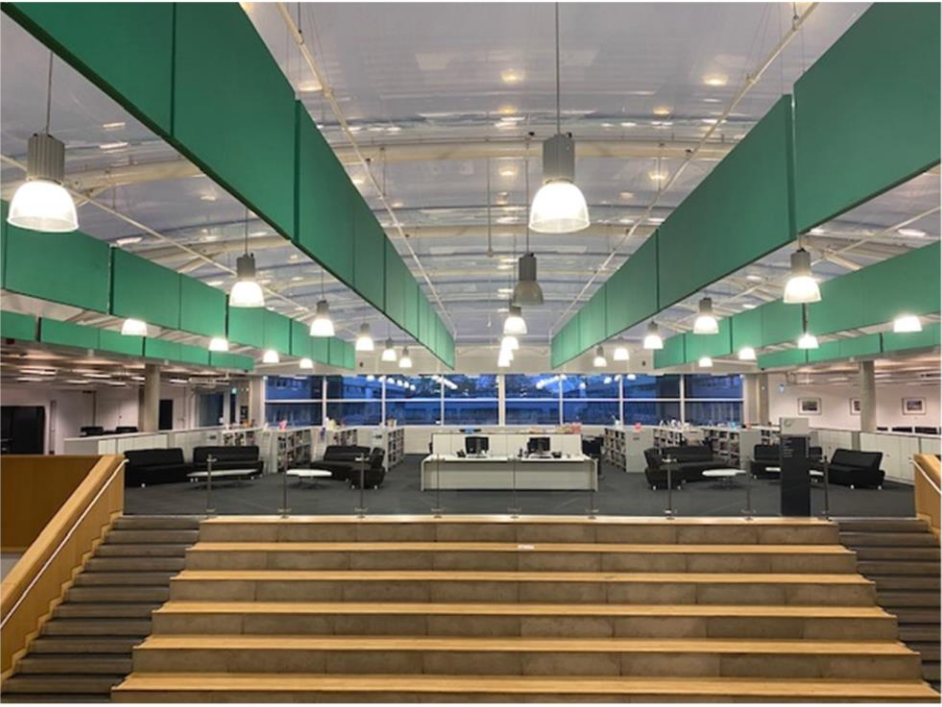
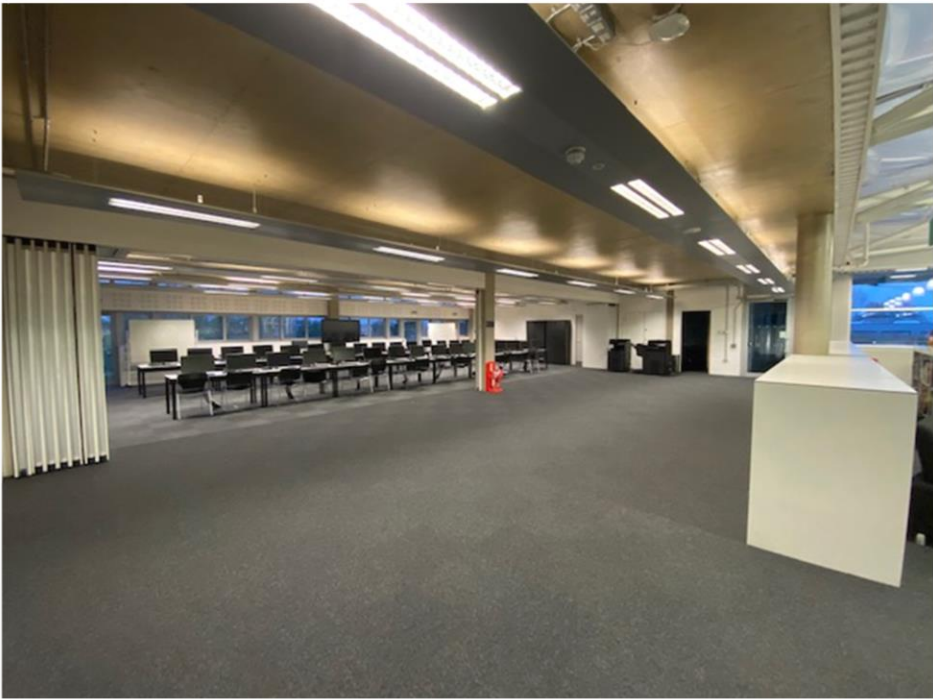
COVID-19

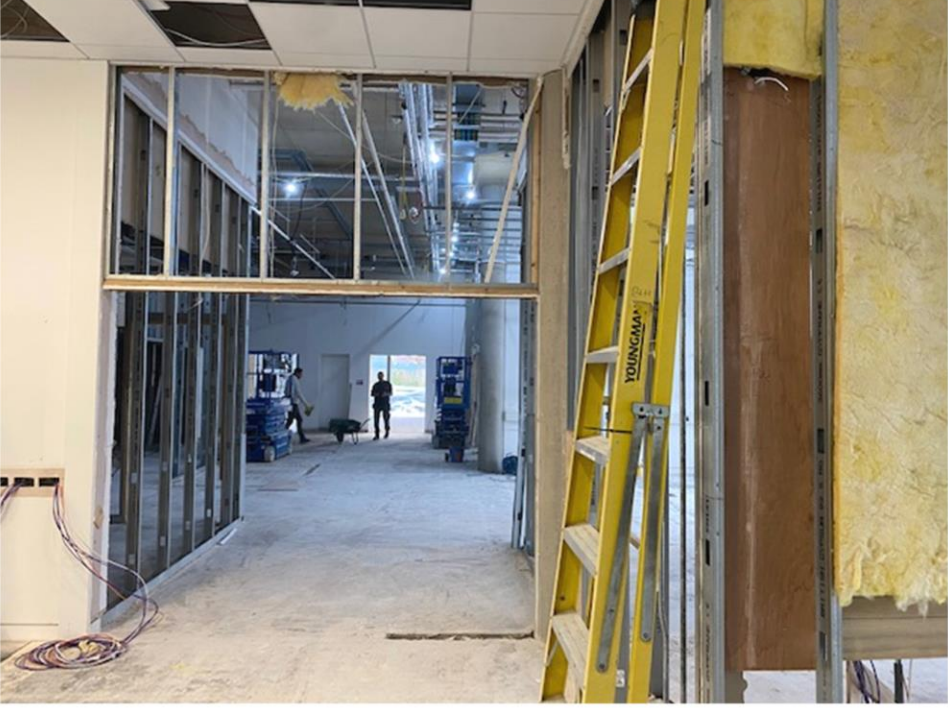
The FM team has played a vital role in setting up and supporting the Federation's Asymptomatic Rapid Testing Sites. This has identified staff and students carrying the virus but without symptoms, and helped to prevent the virus from being unknowingly transmitted in our educational setting. It has also allowed the schools to operate as safely as possible by isolating those who are the most contagious as soon as is practical, which supports the continuation of face-to-face education. We will continue to support the Federation to ensure that our buildings remain operational, COVID-19 secure and compliant. We have improved aspects of our cleaning regime and continue to encompass deep cleaning and enhanced sanitisation of all teaching, staff and communal areas. This has been really important, particularly of high touch surfaces and when adopting various stages of our outbreak management plan within our risk assessment to control the spread of the virus.



Review of Work Completed

Over the past year the Federation engaged in capital projects for Catmose College and Catmose Primary. These are summarised below.

Site	Work Planned/Completed during the year
Catmose College	<div>First Floor Area – new carpet tiles fitted to all first-floor areas</div> <div></div> <div></div>

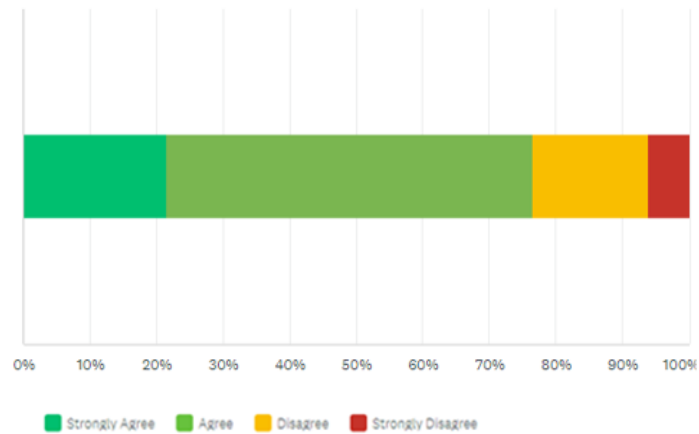
Site	Work Planned/Completed during the year
Catmose College	<p>Old Brightways building area remodel – new MFL area</p> <p>Phase 1 – Demolition</p>
	
	

Site	Work Planned/Completed during the year
Catmose College	<p data-bbox="276 241 542 280">New MFL Area Plan</p> 
Catmose Primary	<p data-bbox="276 992 534 1030">Ash Class External</p> 

Client Surveys

Catmose College Student Survey

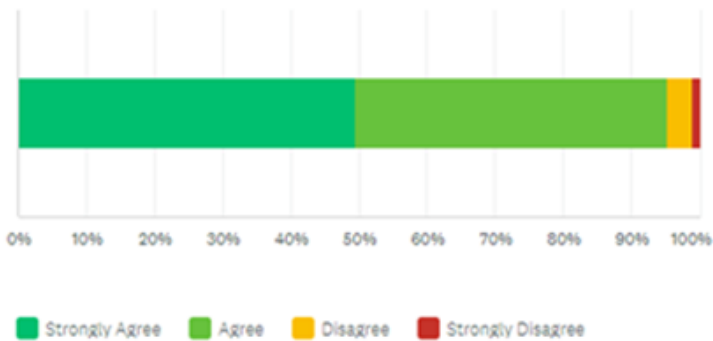
The toilets are maintained well.



77%
A/SA

Harington School Student Survey

The toilets are maintained well.

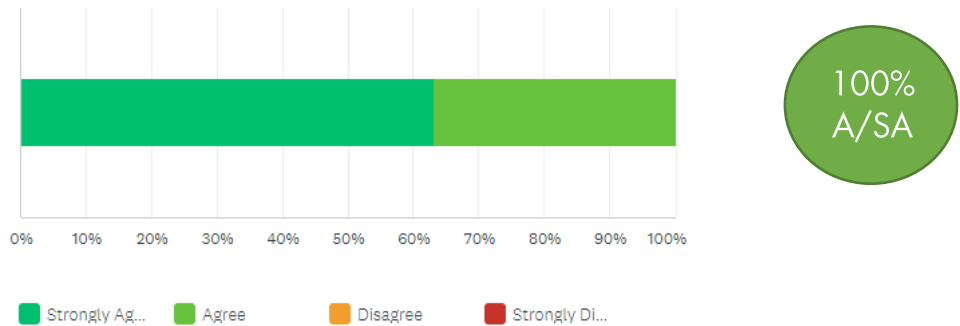


95%
A/SA

Staff Survey

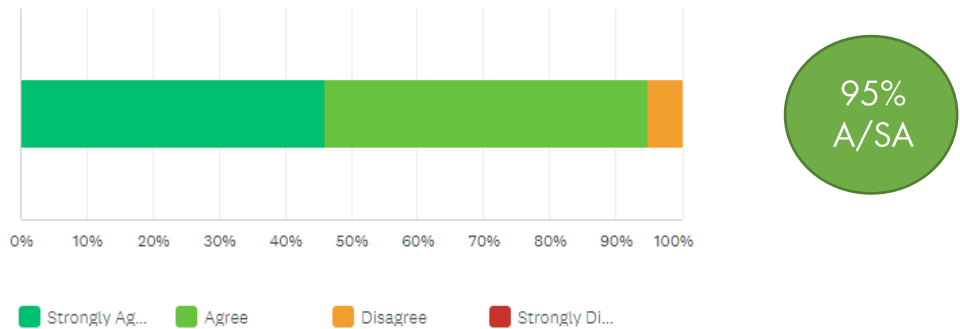
Any site support requests have been dealt with promptly and effectively.

Answered: 98 Skipped: 10



Toilets are maintained to a high standard.

Answered: 98 Skipped: 10



Recommendations for 2021/2022

- Lighting and energy audit/survey at Catmose College – conversion to LED lighting system.
- Electric Car Charging Points (EVC) to car parking area – government grant schemes for infrastructure, workplace charging scheme.
- Continue with revive maintenance to the Astro Turf pitch for the next 12 months.
- Prioritise PPM into 2021/2022, reducing costs without having an impact on statutory requirements.
- Review client surveys and monitor the cleaning and maintenance. To include Catmose Primary staff/Year 6 pupils.
- Continue with capital projects to grow to a 240 PAN – new MFL area, raked seating and two storey extension block. Liaise with the local authority, contractors and builders.
- Survey and quotations for building-applied photovoltaics – installation onto north east roof elevation.
- Display Energy Certificates (DEC) for all buildings to be updated May 2022.
- 5 year electrical safety inspection checks of Catmose College building – recommendations and remedial works as required.
- FM team basic H&S awareness training, working at height, PAT Testing, etc.
- Recommendations and quotations for an alternative solution to the external raised beds to the front elevation – grounds contractors.
- Maintenance of all trees within the Federation sites – grounds contractors.
- Review of all fire and security contracts – tender out to suitable companies.
- New flooring to Orangery – Altro safety floor quotations.



2021/22 Site and Capital Works Improvement Plan	Autumn (T1&2)	Winter (T3)	Spring (T4&5)	Summer (T6/holiday)
Client satisfaction Targets represent good performance >(90% Staff, 75% Parental, 75% Student)	Review staff/student QA - CC Observations	Review staff/student QA - Harington	Client Surveys QA review – to include observations	Client Survey QA review site support requests
Team development Observation Checks during terms 1 and 4 showing 90% of staff are performing in line with standards	PAT – Training H&S Training Review BMS Training Safeguarding Observations carried out by SME and PD - targets H&S Audit	Performance Reviews TP Review & Evaluation Monitor & Review QA for staff/students Competency Training & Review for FM Officers Genie Platform Lift Training	FM Team BMS Training COSHH Training RA Training Ladder Training Fire Marshall Training	H&S Audit Monitor & Review QA for staff/students Observations carried out by SME and PD ensuring targets are being met Interim Performance Reviews
PPM Ensure that PPM is effective – minimising costs and repair call outs Compliance Tracker & Workplan (GEMS)	L8 ACOP EM Lighting checks Ansul System Servicing Partition Walls Service Deep Clean/Refurb – FM Team PAT Testing Auto Doors CC/Har- 5 Year Electrical Testing	PAT Testing Fire System/Fire Curtains L8 ACOP Sprinkler/Pumps Minor AHU's - Major Passenger Lifts (LOLER) Smoke/Fire Vents Plant/Boilers/Gas Guards - Gas Tightness Checks Yearly Fire Fighting Equipment Service External Grounds – Tree work	PAT Testing Fire System L8 ACOP Plant Gas Tight/Gas Guards EM Lighting Sprinkler/Pumps Major RA Review Ansul System	LEV Inspection Asbestos Management Plan Review – CP PAT Testing Fire System/Fire Curtains L8 ACOP EM Lighting Security System – Access control/Intruder/CCTV Sprinkler/Pumps Minor AHU Minor Air conditioning Smoke/Fire Vents

<p>Federation Development Growth to 240 Pan</p> <p>New MFL Area</p> <p>Building Extension</p> <p>Theatre Seating</p>	<p>H&S Audits CC/Har/CP</p> <p>Engage with building contractors</p> <p>Engage with BAM/RCC – plans and surveys</p> <p>Audience Systems Ltd</p>	<p>Photovoltaics survey/feasibility</p>	<p>DEC's – all buildings</p> <p>New MFL area completion</p> <p>Theatre Seating – strip out/install</p> <p>CC/CP Lighting survey – LED conversion</p>	<p>Photovoltaics Install</p> <p>Lighting system - CC</p>
<p>Staff Development Attendance is good or better ($\geq 98\%$ Outstanding, 96-97% Good, 94-95% RI, $\leq 93\%$ Inadequate)</p> <p>Observations 1 & 2 – Targets represent good performance ($>90\%$ Staff, 80% Parental, 80% Student)</p>	<p>Review & Evaluate H&S Training for FM Officers/Cleaning staff</p> <p>PAT Training</p> <p>BMS Training</p> <p>Observation 1 carried out by SME/PD of cleaning staff & FM Officers/Assistants</p>	<p>Annual Performance Reviews</p>	<p>H&S - IOSH</p> <p>COSHH</p> <p>Manual Handling & Ladder Training</p> <p>General H&S - RA</p> <p>Fire Marshall Training</p>	<p>Performance Review – Interim Progress</p> <p>Observation 2 carried out by SME/PD</p>

FINANCE

Evaluation of 2020/2021

Another turbulent year with periods of school closure due to COVID lockdowns, remote learning, cancelled trips, and Daily Contact Testing. The Central Services building was adapted to incorporate a testing centre to accommodate the testing initiative. This helped to avoid sending home complete student bubbles if one tested positive for COVID; instead, students who were close contacts tested daily at Central Services to resume their daily attendance at College.

In terms 1 and 2 we continued the sad trend of cancellation and refund of trips. Very few day trips occurred in between peaks and troughs of cases. No residential trips took place, except for the Duke of Edinburgh residentials, which had been postponed and postponed again, and were



eventually completed in July and August 2021 with back-to-back practice and qualifying expeditions taking place. Outcomes of the remaining carry-over residentials were the cancellation of the remaining Malaysia expedition, and the Easter Ski trip which was rearranged to December 2021 but subsequently cancelled as well. We opened up the off-site elective programme in terms 5 and 6, although towards the end of the

academic year cases spiked once again and several end of term trips and events were cancelled, including the College Prom and Harington Formal.

Financial outturn

The annual audit in September 2020 was the best outcome we have ever had in terms of processes and scrutiny. We look forward to a repeat in September 2021.

The year-end position at 31 August 2021 is an in-year surplus of £447,822 and the breakdown by each school is:

College	359,067
Primary	6,203
Harington	82,552

This brings the Federation’s overall surplus to £1,380,722. These figures will be amended slightly by the final outcome of the external audit and their year-end adjustments. All ESFA published returns have been submitted on time.

Capital

We finally signed a legal agreement with Rutland County Council on 17 June 2021 to manage and deliver an 8-form entry commencing September 2022 with a budget of £5.2m. Brightways Adult Learning provision exited the building and plans have been drawn up to develop that area into a suite of classrooms to accommodate the MFL team. This will result in cascading movements as the DSP provision relocates to the accommodation formerly occupied by MFL, and Client Services moves upstairs to the mezzanine with an increased offer for intervention.

We have begun with our main objective of a new build block with specialist classroom accommodation, which needs to be open and available for use by September 2023.

We also need to reflect on the wider areas which will be impacted, including the theatre, sport and catering.

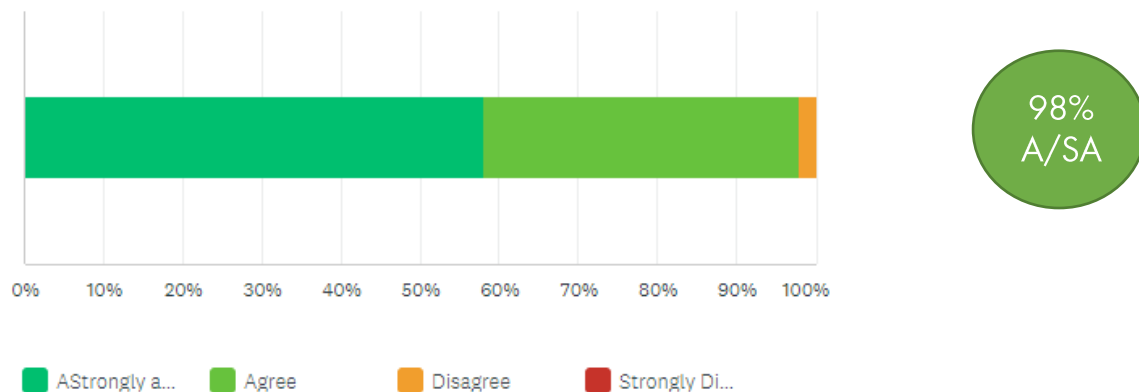
Rutland County Council have agreed to financially support SLL (Stevenage Leisure Limited) with their sports contract losses until March 2023, although they have a 3-month break clause.



Client Surveys

Staff survey

Any queries regarding finance (orders, payroll and trips or visits) are dealt with effectively and promptly.



An extremely strong return on the staff survey for the Finance team.

98% (99% last year) of staff Agree/Strongly Agree that any queries regarding finance (orders, payroll and trips or visits) are dealt with effectively and promptly; of those, 58% Strongly Agree (up from 40% SA last year).

Recommendations for 2021/2022

The 'Recovery' strand impact for the Finance team is around extracurricular opportunities. We will explore participation data throughout the year incorporating trips, visits, electives, music & LAMDA access, scholarships and sport. We will ensure financial hardship is not a barrier for student participation. We will strive to capture gaps and target those students who have not engaged with an enrichment opportunity. The Elective programme has been subsidised by £16,000 in 2021/22 to keep activity costs down for students whilst offering a breadth of opportunities.

We will seek to develop and maintain an Estate, Strategy and Vision – this will encompass the remodelling and rebuild projects; plus, relocation of various teams and individuals; AMP updates (Asset Management Plan), asset register, and use of the GEMS tool (Good Estate Management).

The Catmose Expansion Programme will feature in 2021/2022, which is the project delivering more places at the College and has a budget of £5.2m.

2021/2022 Finance Improvement Plan	Autumn (T1&2)	Winter (T3)	Spring (T4&5)	Summer (T6/holiday)
<p>Client satisfaction</p> <p>Assess impact around extra-curricular trips and visit opportunities. Examine participation data throughout the year.</p> <p>Ensure financial hardship is not a barrier for student participation – capture gaps and target students who have not engaged with an enrichment opportunity.</p> <ul style="list-style-type: none"> • % of FSM who have attended at least one trip: CP – 90% Year 7 – 90% Year 8 – 80% Year 9 – 60% Year 10 – 60% • Participation targets for PPG students of 70% (lower this year due to COVID recovery and hesitancy). <ul style="list-style-type: none"> • Whole school participation target of 70% 	<p>Publish annual trips and visits summary to all parents</p> <p>Training programme for CB: Groupcall ParentPay Risk Assessment OVC Evolve</p> <p>Capture data and sharing methods</p>	<p>Watching brief – ski trip</p> <p>Maintain datasets and participation</p>	<p>Organisation of summer trips programme, RA & upload to Evolve</p>	<p>Data checking to target year groups falling short of participation targets</p>

<p>Team development</p> <p>Audit outcome should be – no significant weaknesses highlighted in the annual audit by External Auditors.</p> <p>Budget management – maintain a planned Federation in-year outturn. The target is for each school to break even with the recurrent funding in year: - Breakeven for all 3 Schools = 1; Recurrent in year total less than £20,000 deficit or 2 of 3 schools breakeven = 2; Recurrent in year total less than £60,000 deficit = 3; any worse = 4</p> <p>All deadline dates to be met – ESFA, HMRC, LGPF, TSS and other bodies as required.</p> <p>Staff PRs and observations fulfilled and tracked to payroll outcome</p>	<p>External auditors to present to Resources trustees with 31/08/2021 outturn Revenue Funding Data Collection by Oct 2021</p> <p>Final Accounts to ESFA by 31/12/21 and published on RADSf website. Must include Internal Scrutiny & Energy Data returns.</p> <p>Staffing scrutiny for curriculum costing and assignment of staff costs to each School via reoccurring journals</p> <p>Conduct PRs</p> <p>Update payroll data sheet in HR</p> <p>Capture all ad-hoc conditions of service, e.g. overtime into pay</p> <p>Policy and other discretionary policies</p>	<p>AAR to EFA by January 2022</p> <p>Finance annex G RTA to EFA by January 2022 (for April-Aug 21)</p> <p>Land & buildings tool to EFA by January 2022</p> <p>Responsible Officer visit</p> <p>Recruitment season</p> <p>Audit scrutiny panel</p> <p>Staff observations</p> <p>Staff salary statement letters issued</p>	<p>HMRC year end – returns due for IR, TSS, LGPF</p> <p>Responsible Officer visit</p> <p>Budget Forecast Return Outturn (BFRO) due to ESFA by May 2022</p> <p>AMAP tool returned (Asbestos Management)</p> <p>SRMSAT due March 2022 (School Resource Management Self-assessment tool)</p> <p>Revised 16-19 bursary fund guidance issued April 2022</p>	<p>Prepare BUPA offer for senior and middle leaders (RP12 and above)</p> <p>Responsible Officer Visit</p> <p>BFR3Y (Budget Forecast return) due to EFA in July 2022</p> <p>NNDR rates claims April 2022</p> <p>Staff 2nd observations</p>
---	--	--	--	--

<p>Federation development</p> <p>Estates Strategy & Vision</p> <p>Oversight of remodelling of Brightways' former space Budget £750,000</p> <p>Capital expansion project – new build block Budget £4,362,000</p>	<p>Develop compliance tracker to be maintained by SME. Include aspects delegated to SLL.</p> <p>Kick-off meeting with successful contractors</p> <p>Consultation ends 8/10/21</p> <p>Submit Significant Change request to Regional School Commissioner – need Equality Impact Assessment and Consultation outcomes</p> <p>RIBA Stages 1 & 2</p>	<p>Broad AMP for each Federation school</p> <p>Project completion by Christmas 2021</p> <p>Engage building contractor Planning permission Logistics solution</p> <p>RIBA Stage 3</p>	<p>GEMS – ESFA tool for good estate management</p> <p>Impact of refurb work</p> <ul style="list-style-type: none"> • move MFL team • move DSP team • move Client Services and Intervention teams • office relocations (HB, SC, SME) <p>Project management</p> <p>Wider College plans to accommodate increased numbers</p> <ul style="list-style-type: none"> • Theatre assembly space • Catering • Sport 	<p>Maintain oversight of asset register & plan</p> <p>Outdoor landscaping and furniture to offer additional dining</p> <p>Project management</p> <p>Curriculum costings</p>
---	---	--	---	---

ADMINISTRATIVE SUPPORT

Evaluation of 2020/2021

What a year that was! The start of the academic year was a test of the new Progresso MIS and of the accuracy of the data therein. Due to excellent planning, focused training and the support of IT and the Senior Data Analyst the crossover between old and new systems went well. Robust testing via Groupcall quickly identified any shortcomings in data and were resolved swiftly. We continue to learn about this system and its capabilities. The planned move to adopt Parent Portal should streamline the issuing of all reports, therefore saving time, money, labour, printing and paper resources. This system will also allow parents to update the details that the Federation holds for them and their child, subject of course to checking at a senior level. This will be an interesting and valuable project which we are sure that both parents and staff will welcome.

Christmas 2020 saw movement between settings for the Admin team with a senior member of the team relocating to Harington, which reflected a greater need due to the rise in student numbers and subsequently, staff recruitment.

The new year brought an extremely demanding time as we opened the Orangery for twice-weekly Covid testing for all students where consent was provided at the College and Harington. This was also a requirement for every member of staff across the Federation. It was necessary to provide a very quick turnaround on staff scheduling, which was ongoing throughout the process. The work involved issuing consent forms and the monitoring and updating of the responses was considerable. Not a single member of staff was not involved in some way, those that were not able to be based in the testing centre picked up additional duties elsewhere, e.g. at Reception. The time spent in the testing centre was demanding for all. We are very grateful for the dedication and flexibility of all our colleagues who took part.



March saw internal promotion for another member of the team; we are delighted that this colleague was successful in their application for a position within Client Services, having trained with the Admin team. This promotion initiated the recruitment process and a period of heavier workloads for the remaining team which, true to form, they managed with a can-do attitude and humour. By a happy turn of events, our casual Reception candidate decided to join the team on a permanent basis and continues to grow in confidence and abilities. At Christmas we bid farewell to a key member of the team who will be sorely missed.

As Transition Day in July had to be cancelled, new Year 7 students attended a week-long Summer Activity week to prepare them for their new life at the College. For many of these students, this was the first opportunity they had to step inside their new academic home and the feedback was phenomenal.

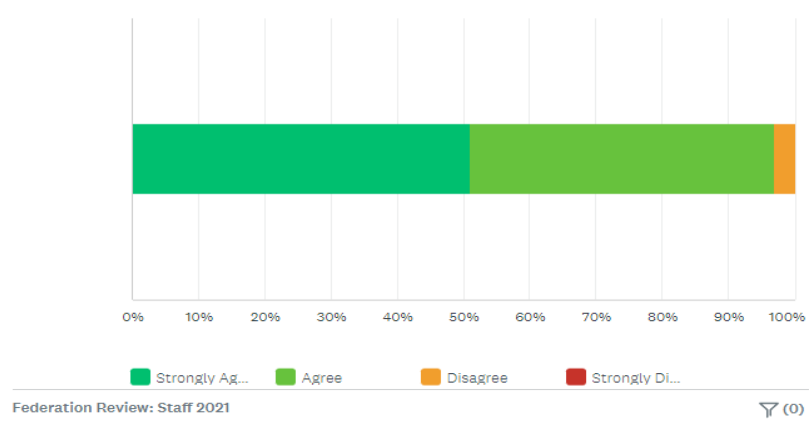


Open and Presentation evenings returned to something like their previous form which were very well attended at both Harington and the College. The staff wellbeing committee have made a real impact on positive mental health; the ever-popular staff bake-off is held once a term, as is the staff buddy scheme. A Christmas gathering was held for the first time in the Federation's history and was well-attended and received. The Christmas Jumper day was held across all three sites and raised funds for several charities, whilst the raffle was also a great success. It is such events that foster positive team spirit and given the uncertainty of the last two years it is not to be taken for granted.

Client Surveys

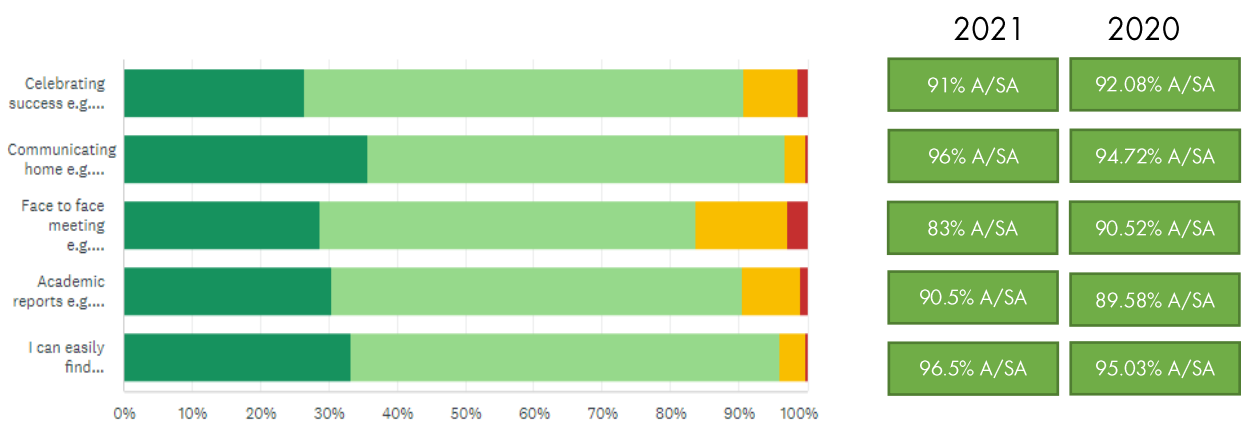
Staff Survey

The Admin team deal with requests (e.g. letters) in a timely and professional manner.



Parents' Survey

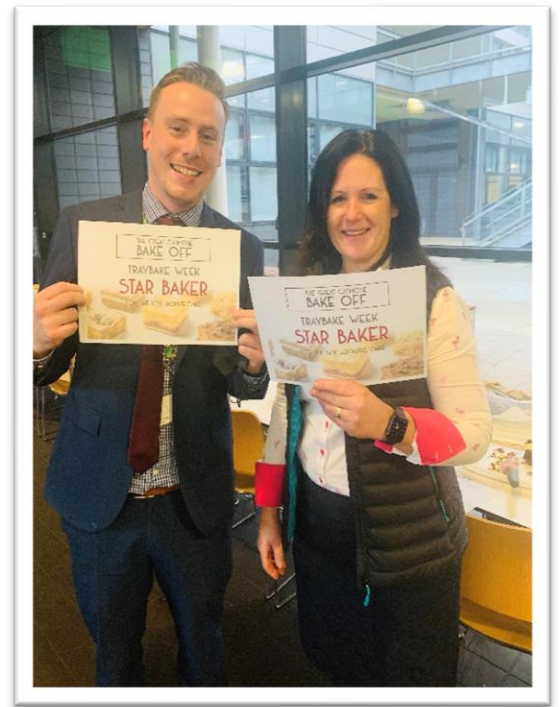
To what extent do you agree that you find the following ways in which we communicate with you useful?



Recommendations for 2021/2022

In January, a working group will be established to facilitate the introduction of 'Parent Portal' which will work alongside our Cloud School MIS. This will allow parents to manage the details held on the system e.g address, contact details, etc. It will also allow reports to be issued electronically which will save time, money and the positive environmental impact of less printing and paper use will be significant.

Two new team members will join us in January and February respectively. They will work across the Federation but will initially be based at the College for induction and training. Their joining us will facilitate resilience across the three sites. The Federation website is also due for a complete review.



2021/2022 Admin Improvement Plan	Autumn (T1&2)	Winter (T3)	Spring (T4&5)	Summer (T6/holiday)
<p>Client satisfaction >90% of staff either strongly agree or agree that the Admin Team deal with requests (e.g. letters) in a timely and professional manner.</p> <p>>80% of parents either strongly agree or agree that the way in which they find the following ways in which we communicate home useful:</p>	Review and share the results of the 2021/2022 survey with the team.		Prepare stakeholder surveys, looking at wording of key questions.	Discuss surveys within the team.
<p>Team development Team Leadership: Management of Admin team – 80% of colleagues within Admin team agree that:</p> <p>a) My line manager seems to care about me as a person</p> <p>b) There is someone who encourages my development</p> <p>c) I am able to manage my workload</p> <p>d) Last year there were opportunities at work to learn and grow.</p> <p>(>=90% Outstanding, 85- 90% Good, 80-85% RI, <=80% Inadequate)</p>		<p>Performance reviews.</p> <p>Observations</p> <p>Induction for new members to the team</p>	Observations	Review survey results.

<p>Federation development Ensure websites meet the statutory requirements of Ofsted and hold relevant information for all stakeholders.</p> <p>>80% of parents agree that they can easily find what they are looking for on the websites.</p> <p>Federation-wide target to ensure intake for all 3 schools in 2022 is a full year group.</p>	<p>Spot check termly information held on the websites.</p> <p>Update Communication Policy.</p> <p>Provide regular news stories across website/social media and press releases. (Average one per week).</p>	<p>Update site to remove any bugs.</p> <p>Ensure all relevant information is published on the websites.</p> <p>Forward plan extracurricular events and prompt leader for a news story.</p>		<p>Review survey results.</p> <p>Plan for holidays regular news stories on social media. Marketing strategy for Open Evening 2022</p>
--	--	--	--	---

HUMAN RESOURCES

Evaluation of 2020/2021

Recruitment

2020/2021 saw 97% of recruitment processes result in successful appointments. Our strong recruitment procedure, including bespoke job adverts for each subject area and role, resulted in us welcoming 9 new teachers and 21 new support staff to the Federation. There were fantastic opportunities for current staff to either apply for additional responsibilities or new roles; 7 such colleagues were successful in this, taking on new roles such as Deputy Head of School, Client Services Advisor, Finance Manager and Assistant Team Leader.

The Federation invested in CPOMS Staff Safe software in spring 2021; it is a database that allows colleagues to easily record and monitor statutory safer recruitment processes and evidence. It can also quickly export the single central record as an Excel spreadsheet.

Contracts of employment

In February 2021 a significant piece of work was completed – the review and update of Federation employment contracts for people joining the Federation, starting a new position here or adjusting their working hours. This ensured that our contracts comply with changes in legislation that were brought in during 2020. Key changes to the templates included writing a full list of potential benefits, information on mandatory and optional training and updating the list of paid leave available to colleagues. The review also provided a timely opportunity to make general amendments to the templates, to ensure they are robust and fit for purpose. The notice of termination for teaching staff was also changed; moving the deadline from 31 May to 30 April gives the Federation greater opportunity to advertise and appoint roles prior to the majority of other schools, giving a wider pool of potential candidates. Sick pay entitlement was reviewed and slightly adjusted for colleagues joining the Federation; employees need to be in their position for longer before being eligible for a better rate of sick pay. Longstanding employees would still benefit from longer periods of sick pay.

Ministry of Defence Employer Recognition Scheme

In February 2021, the HR team started the application for a Silver Award in the Ministry of Defence's Employer Recognition Scheme. In order to achieve this, employers must proactively demonstrate that service personnel/armed forces community are not unfairly disadvantaged as part of their recruiting and selection processes, and are supported when working within an organisation. As part of the application process it was interesting to learn about the challenges experienced by the armed forces community when applying for/working in civilian roles, and we were pleased to already have policies in place to support them. For example, by offering additional leave to reservist employees and members of the Territorial Army, and by ensuring that time off for service in non-regular forces do not affect employees' overall performance review attendance grade.

After conducting research within and external to the Federation, as well as liaising with the MoD, our Recruitment Policy was updated to state that job applicants who are members of the armed forces community will be offered an interview, as long as they meet the essential criteria for the role. The application was submitted in March 2021 and when the board met in July we were delighted to hear that we achieved the award.



"It is an honour to have received the Silver award in recognition of our work to support military personnel and their families. Some of our most talented and hardworking staff are recruited from the forces, and we are fortunate as a College to be situated within a community with strong links to the military. With many of our parents serving or having served, our roots to the military run deep, and I want to ensure, therefore, that the skills of our forces personnel continues to contribute to the communities they serve once they have left the military." Stuart Williams, Executive Principal.

Induction and Probation

Induction is a key part of the recruitment process; a well-organised induction makes new colleagues feel welcome, ready to contribute fully, and increases the likelihood of them staying at the organisation.

We had originally planned a two-week induction for new teachers and teaching assistants due to join us in August 2021. Sadly, this had to be cancelled due to Covid-19, however, team leaders were already in regular contact with the new colleagues via Microsoft Teams and email, and the IT team invited them to attend over the summer holiday in order to collect IT equipment and be given their log-in information. The HR team compressed key introductory induction sessions (such as behaviour management, CPOMS and probation) into our Federation staff training day, running bespoke sessions for trainees and teachers/teaching assistants. Training on further key systems were held after school across two Wednesday afternoons.

The teaching assistants who joined the Federation benefitted from a two-week induction period where they shadowed current colleagues, spent time looking at paperwork for the students they will be keyworker for, spent time looking at their curriculum area schemes, supporting in lessons and tutorial and completing joint small group and 1:1 sessions. Throughout this period, they covered all aspects of their role.

Despite any disruption caused by Covid, all new colleagues benefitted from three one-to-one probation meetings with a senior member of staff, in order to offer further support and provide an opportunity for their successes to be directly recognised by a senior manager.

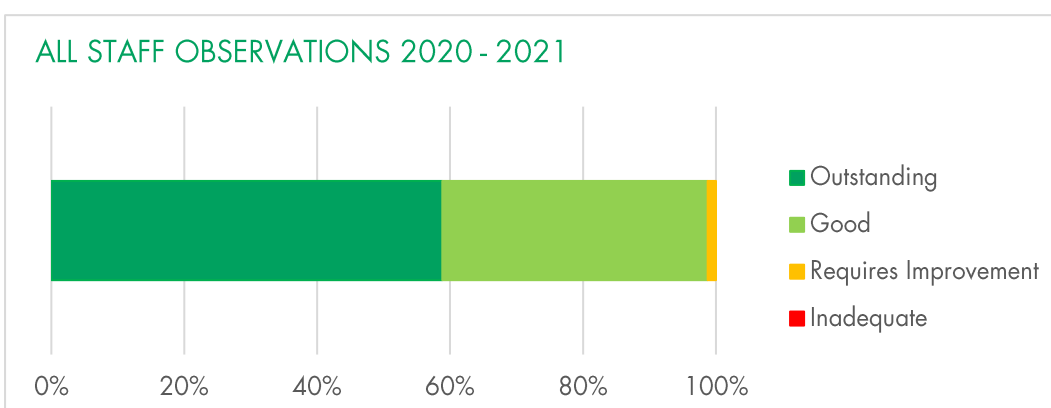
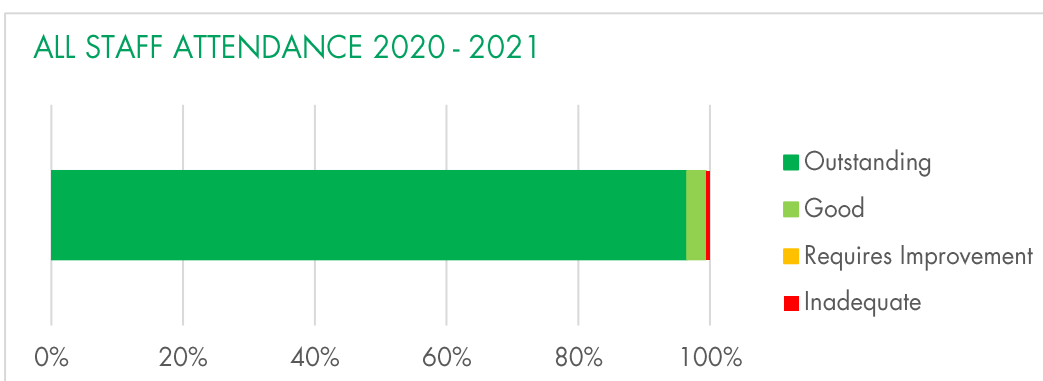
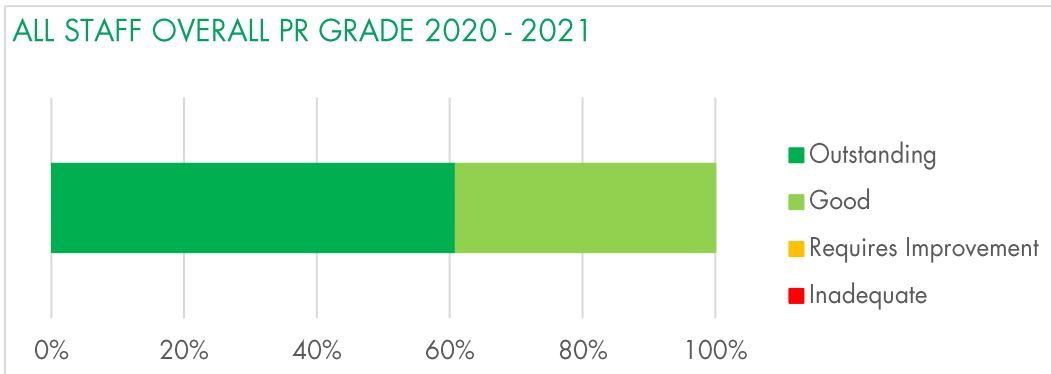
Staff Appraisal

A robust performance management process should keep track of, sustain and improve performance in line with an organisation's aims.

Despite the continuing challenges of Covid, we were able to ensure that our performance management process remained grounded in evidence and was a fair reflection of colleagues' performance throughout the entire academic year. It recognised that, whilst colleagues should not be disadvantaged by events outside of their control, the large majority of targets initially set remained valid in their entirety, or through some agreed amendments.

Teaching and support staff were encouraged to complete their interim performance reviews, looking at their targets and discussing with their line managers which aspects may not be achievable or should be amended. This is an annual process which was particularly pertinent due to the Covid and its associated challenges.

All staff target 1 outcomes



Final PR grade	2020/21	2019/20
1	61%	42%
2	39%	57%
3	0%	1%
4	0%	0%

Staff Attendance

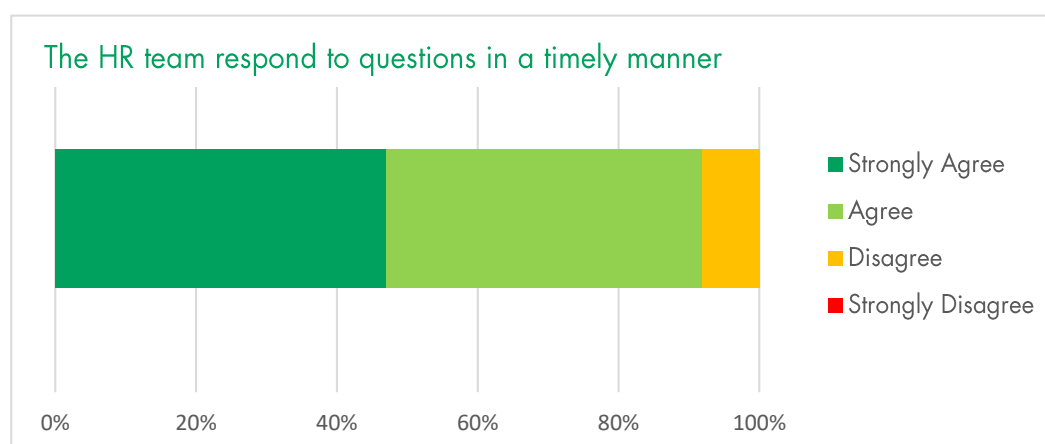
A robust attendance management process will monitor and deter absences and promote attendance, whilst supporting employees with any health requirements. Staff absence is monitored regularly at the Federation, with contact and assistance being offered to colleagues when necessary in order to support their attendance. Some of the supportive adjustments made in 2020/2021 involved carrying out risk assessments, issuing lift passes, the use of trolleys for transporting resources, phased returns and permanent alterations to working hours.

The Federation annual target (95%) for staff to have good or better attendance was again exceeded, with 99% being graded as Outstanding or Good on this aspect of their performance review.

Absence Management Including sickness plus all other absence	2020/2021	2019/2020
Average attendance for organisation	99%	99%

Client Surveys

Communicating effectively with colleagues builds trust and fosters positive working relationships. As a result of the pandemic, the HR team received significantly more enquiries from staff than usual, it is therefore reassuring that 92% of staff agreed that HR questions are answered in a timely manner. The HR team have benefitted from the addition of a Senior Administrator who currently has concentrated upon the recruitment process. They are able to assist with enquiries and offer excellent customer service to those joining the Federation.



Recommendations for 2021/2022

- >90% of recruitment processes result in a successful appointment.
- The induction and probation processes are effective, with >80% of new starters agreeing that they have received a smooth and supportive entry into the Federation.
- 95% of staff have Good or better attendance.
- Performance management 2021/2022: 95% of staff achieve Good or better for their overall target 1.
- The completion of a Federation gender, ethnicity and disability staff equality report.

2021/2022 HR Improvement Plan	Term 1	Term 2	Term 3	Term 4	Term 5	Term 6
<p>Recruitment/Safer recruitment >90% of recruitment processes result in successful appointments.</p>	<p>Research change in KCSIE and update Recruitment Policy, including section on recruitment of ex-offenders.</p> <p>Research and update DBS policy.</p>	<p>Update safer recruitment process: application forms and disclosure forms.</p> <p>Update safeguarding statement on job adverts and job descriptions.</p>		<p>Monitor response to recruitment adverts/ platforms.</p> <p>Solely use CPOMS for SCR.</p>		
<p>>80% of new starters agree that the induction & probation process is effective, and they received a smooth and supportive entry to the Federation.</p>	<p>Probation forms reviewed & amended.</p> <p>Performance review forms reviewed & amended.</p>	<p>Probation meeting 1 to take place with Link VP.</p>	<p>Review in-year induction.</p> <p>Review induction of internal promotions.</p> <p>Review of Induction & Probation Policy.</p>	<p>Probation meeting 2.</p> <p>Look into benefit/practicality of using electronic induction form.</p>	<p>Review questions for staff survey.</p> <p>Research and plan thorough induction fortnight.</p> <p>Update induction booklets.</p>	<p>Probation meeting 3.</p> <p>Staff survey to be circulated.</p> <p>Review training day & plan for forthcoming year.</p>

					HR team to QA induction of new starters.	Induction/probation survey circulated.
<p>Client satisfaction</p> <p>Target</p> <p>90% of staff say their HR questions are answered in a timely manner.</p>						Staff survey to be circulated.
<p>Staff development</p> <p>95% of staff have good or better attendance.</p> <p>95% of staff have good or better overall target 1 PR grades.</p>	<p>PR guidance re-issued and staff briefing held.</p> <p>PR letters issued.</p>	<p>Regular review of attendance (ongoing)</p> <p>Review support staff PR process.</p>	Interim PRs.	Research staff attendance management software, costs and benefits.	Review Sickness Management Policy.	
<p>Equality</p> <p>An analysis is conducted in gender, ethnicity and disability pay differences.</p>			Conduct research with appropriate bodies.	Analyse job descriptions and pay information across the Federation.	Review Equality & Diversity Policy and Recruitment Policy.	

