Transformation Plan
2023/2024
Year 2 of 3

RUTLAND AND DISTRICT SCHOOLS' FEDERATION

Catmose Primary

HARINGTON SCHOOL

Catmose College

CONTENTS

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:

    o For each academy to be oversubscribed for student places (student admission numbers and number on roll).
    o 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).
    o 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).
    o 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:

    o To provide good value for money for tax payers (measured by client surveys, financial audit).
    o 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).

- o 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).
- o 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 (subject to budget). 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.

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 students.

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 at least 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 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. 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.

Vice Prinicpals bring a specialist skillset enabling them to be deployed in a range of capacities to support academies. Each vice principal 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.

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.
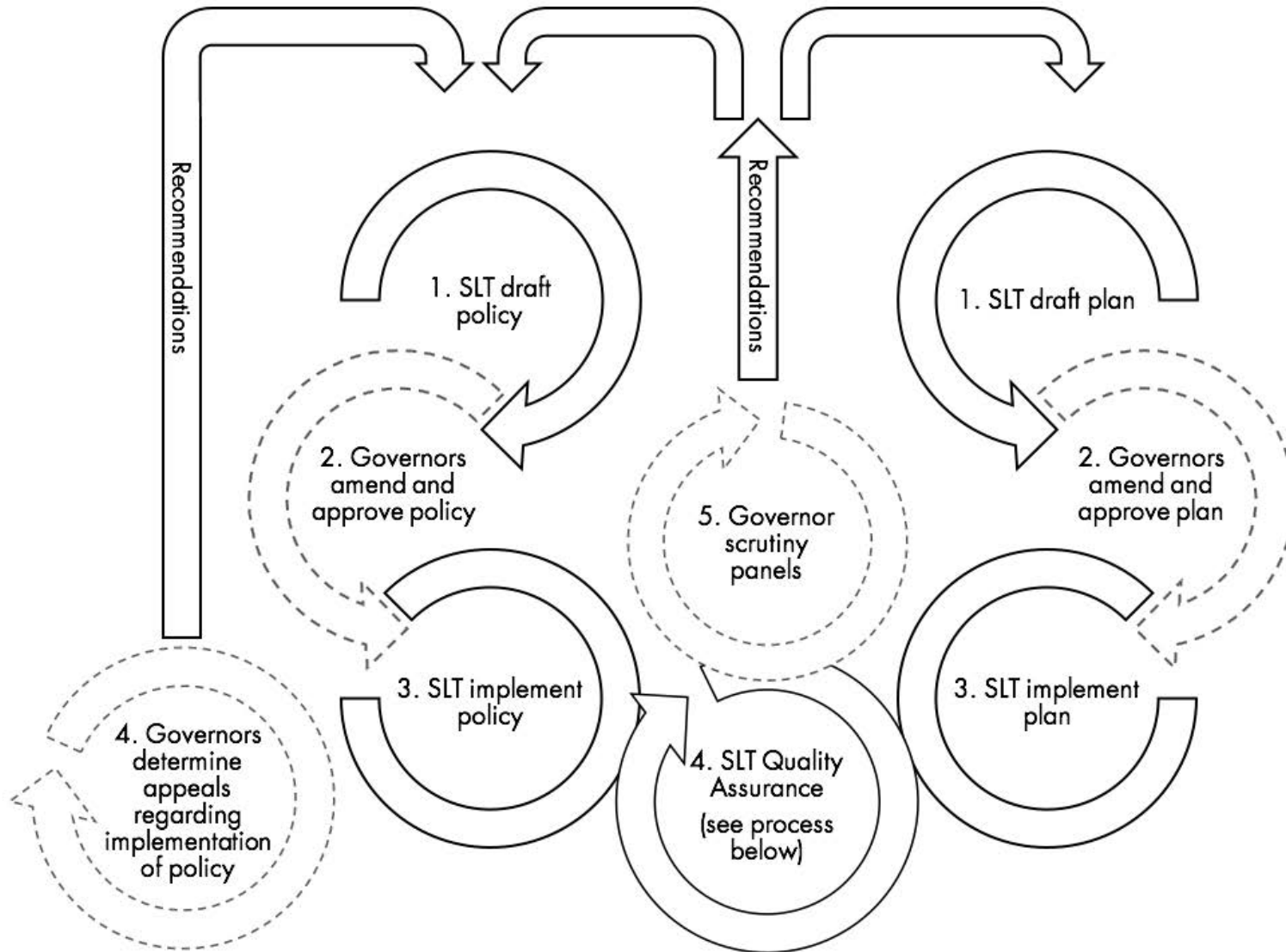
The SLT will also use 'score cards' at each governing body meeting (6 times per year), that provide an overview of the performance of each academy for outcomes, behaviour and welfare, teaching and learning. They offer an overview of the impact of the implementation of these plans. Governor scrutiny panels 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 local governing body 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 local governing body. 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.

POLICY DEVELOPMENT

TRANSFORMATION PLANNING

Recommendations

Recommendations

1. SLT draft policy

2. Governors amend and approve policy

3. SLT implement policy

4. Governors determine appeals regarding implementation of policy

5. Governor scrutiny panels

4. SLT Quality Assurance (see process below)

1. SLT draft plan

2. Governors amend and approve plan

3. SLT implement plan

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 (2023)	Good					
Harington (2017)	1	1	1	1	1	1

All academies in the Trust are currently judged good or outstanding. Catmose Primary was inspected in January 2023 and Harington was inspected in January 2017.

Academy Standards – Student Admissions

Academy	PAN	Intake 2021	Intake 2022 (Bulge year admitted, PAN increased to 240 w.e.f September 2024)	Intake 2023 (Bulge year admitted, PAN increased to 240 w.e.f September 2024))	Capacity
Catmose College	210	209	237	237	1050
Catmose Primary	30	30	30	29	210
Harington	150	183	170	162	300

Catmose College, following a period of being consistently over-subscribed has worked in partnership with Rutland County Council to provide additional student places for children local to the school. Building works were completed in September 2023 and the new building houses an additional three science labs, two design technology classrooms and one ICT suite. The College had the agreement from the Government and the Published Admissions Number will increase to 240 in Year 7 with effect from September 2024. 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.

Catmose Primary is an oversubscribed popular school in the local community. The primary's assessment measures at GLD, Phonic Screening Check, KS1 SATs and KS2 SATs are in line with national and show good progress from starting points. The school continues to provide an inclusive, exciting and enriching educational offer for all children – something which was verified in the recent Ofsted inspection. The school remains graded as Good with the schools many strengths detailed in the report. *'Catmose Primary is a happy and welcoming place. Teachers have high expectations of pupils. The school's motto of 'Success Achieved Together' drives all that the school does'.* (Ofsted January 2023).

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 six years of consistently strong academic results. Around eighty per cent of students leave the school to attend university, with over forty-five 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. The school has a strong reputation within Rutland and surrounding area and there are currently over 330 students on roll.

IT SERVICES

Evaluation of 2022/2023

The New Technologies team has been dedicated to advancing the overall cybersecurity resilience framework throughout the Federation. This has involved the implementation of cutting-edge server and storage solutions to replace aging equipment. Additionally, a new backup system has been established to ensure compliance with the Federation's insurance policy, which mandates both offsite and offline data storage.

The majority of services were successfully transitioned to the new infrastructure by August 2023. However, due to the necessity of offline synchronisation on staff laptops, the final migration and synchronisation processes will occur gradually, one by one, to ensure the preservation of data integrity as staff members return for the new academic year.

The effectiveness of our network's resilience in the face of potential failures relies heavily on the core network infrastructure supporting it. This infrastructure includes the fiber optic connections that link various areas of the building. In the past year, there have been two instances of failures on these fiber optic lines. During installation of new fibers, a collapsed duct was discovered, which serves as the main connection to the central server room for the entire site. Furthermore, our existing fibers are of internal grade and lack the necessary protective measures against collapsed ducts and potential rodent damage. At least one fibre needs to be replaced using external grade fibre with a replacement plan for others.

The current core switch is now 12 years old and no longer covered by any support agreements. This ageing hardware presents a significant concern, as potential issues and vulnerabilities might arise should it fail. To mitigate these risks, it is imperative to consider a replacement for the old HP ProCurve 8212xl core switch. A modern switch would not only enhance network performance but also fortify the organisation's resilience to failures. Planning this replacement should be a priority to safeguard the network's functionality and security in the coming academic year.

Despite the addition of new desktops in the new building there has been no replacements this year. Windows 10 support will be ending in October 2025 and after this date no more secuirty patches will be available. This deadline effects over 400 devices still being used across the Federation. These are mostly Dell 9020 desktops which were purchased in 2015/16. The monitors are still serviceable and could be replaced at a later date.

> Primary: 38 Dell 9020, 6 Dell 3050 (£17,400)
> College: 47 Dell 3050, 262 Dell 9020 (£124,000)
> Harington: 88 Dell 3040, 3 Dell 9020 (£36,000)

Windows 10 end of life is also affecting other areas, such as the requirement to upgrade/remove our old photoshop suite which is not supported on Windows 11 and therefore, moving to an annual subscription model would be an additional cost.

As part of the wider Federation growth the New Technologies team have supported the IT requirements in the new build and refurbishment projects. The team configured and deployed new switches which required significant configuration work to accomodate the new areas, 15 additional wireless access points, setting up of the new Promeatheon screens, with new teacher PCs and deployed approximately 60 new desktops.

As we move into 2024 all our laptops will be out of warranty and pose an additional budget pressure as the current fleet of Dells 3500 and 3510s, which are showing a significant failure rate, especially in the area surrounding the hinges and power jack. Fortunately, power jacks are cheap to replace and laptops can be ran on USB C power until a replacement is sourced. Hinges on the other hand can result in multiple replacement parts required to fix, including base and lid components at approximately £100-150 a time. 17 ports and 15 hinge related repairs have been completed in the past 15 months mostly under warranty.

Despite outlining a significant amount of financial expenditure above there are still other areas that are in desperate need of replacing due to age or phasing out of replacement parts. Areas such as theatre lighting, OneLan screen system, Utouch screens in classrooms, building related systems such as CCTV and the College turnstiles. These all provide key functionality and a strategy of retire without replacement might be needed.

Smoothwall has been a key core component of the network for 12 years with its main task of web filtering ensuring compliance with KCSIE. As the Federation has grown there is a need for smoothwall to be more flexible with each school's needs, especially reporting/alerts to each school. Changes to http encription is also a concern and we will need to develop our systems in light of these changes.

In March 2023 Advanced Software notified that they would be making their Student MIS Cloud School end of life as of 31 August. At this date they would be turning off the service giving the Federation only weeks to research, procure and develop a new system. This process alone would normally take 6 months to complete and a live system was complete ready for staff to login within that time. Migration of SIMS was completed during the busiest part of the year as the team were heavily involved in supporting exams which was a significant pressure this year.

The majority of our Transformation Plan works was also scheduled during the months of April - September, including both new buildings. Despite this we managed to keep our high service levels to end users, and this is reflected in our satisfaction surveys this year. Not replacing a team member and time pressures are highlighted in the surveys. However, they generally remained high, with a small drop in satisfaction in some areas that are hard to reach, such as Harington students.

Client Surveys

Staff Survey

The New Technologies team continue 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:

- 99.26% of staff agree or strongly agree.
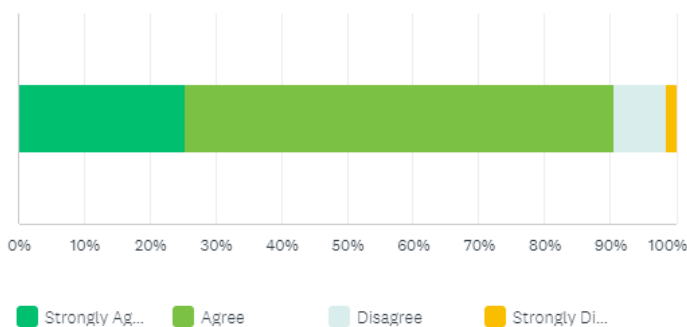 54.81% of staff strongly agree -5% (target 33%).

99%
A/SA
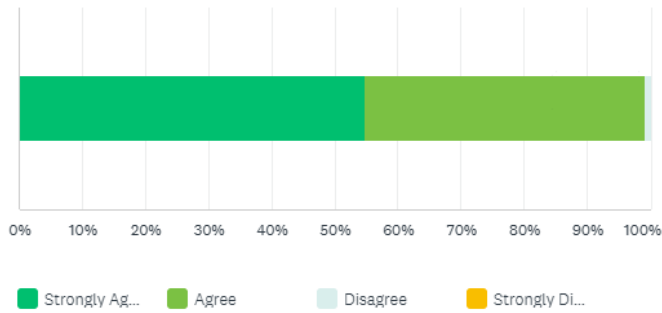
Student Survey

College students continue to rate the IT Support provision highly with 89.63% A/SA. Harington students continue to rate IT Support to the same levels as College students.

89.6%
A/SA

Harington Students

90%
A/SA
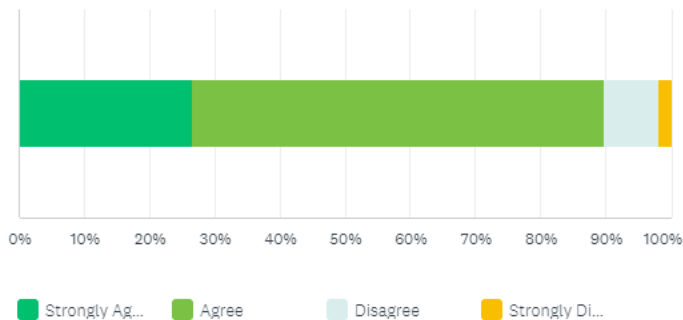
Recommendations for 2023/2024

- Windows 11 compatible Desktop replacement programme 3-year project.
- Support the embedding of SIMS/Edulink across the Federation.
- Review Smoothwall and implement any changes.
- Review NCSC Services and implement where available.
- Develop fiber optic replacement strategy.
- Monitor and maintain energy use and reduce where possible.
- Continue to develop cyber resilience across the Federation.
- Continue to develop Windows 11 deployment project.
- Continue to develop migration to Office365 version of office suite.
- Continue to develop core network replacement project.

Budget for Year

		23/24	24/25	25/26	26/27
IT New Tech TP Budget		98100	97000	81000	94000
Infrastructure	Server/Misc. Infrust	5000	5000	5000	5000
	Core Network	25000	8000	8000	8000
	Teacher Screen	7200	6000	6000	6000
	Federation Papercut/Printers				45000
College	PC Replacement	29000	40000	40000	
	Laptops	11000	10000	10000	15000
Harington	PC Replacement	13000	12000	12000	
	Laptops		5000		
Catmose Primary	PC Replacement	7900	7000		15000
	Laptops		5000		

2023/2024 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 staff and student onboarding	Complete team observations	Client Surveys Complete team observations	• Year End Process • QA Review RDSF with EP
IT Services Ensure continued development of RDSF IT services.	• Decommission Servers. Implement Edulink • Meet with Edulink Superusers. • Develop smoothwall changes	• Edulink Super User Training • Edulink to Parents • Implement Filtering Changes stage 1 • Develop Windows 11/O365 Strategy	• Review support contracts • Implement filtering changes stage 2 • Support exams	• Desktop/server maintenance • Support Exams
AV AV support is delivered to a high standard.	• Open Evening HS/CC • Presentation Evening HS/CC • A Midsummer Night's Dream • Christmas Concerts + Nativities	• Options Evening • Drama exams • Dance Shows • The Addams family	• Lower KS2 CP Spring Show • CP May Dance • Rutland Dance Show	• Year 7 Show • Year 6 Evening • Sports Day • Upper KS2 Show
Staff Development Develop team expertise	Complete Annual PRs Develop SIMS expertise within the team.	• Develop Edulink expertise within team. • NCSC Services	Team PR Progress Review	
Resources Ensure continued development of Federation wide IT services over the next three years within the constraints of a defined budget	Complete TP Confirmation of TP budget	• Network replacement plan • Quotes from suppliers	• Review support contracts • Microsoft CSP M365 Licensing	

17

CATERING

Evaluation of 2022/2023

Pricing
Pricing has remained the same with no increases despite the cost of supplies increasing throughout the year. The implementation of the meal deal scheme from the start of the year has helped sales to remain static and offer a good deal for a complete meal to staff and students. In addition, the catering service has reversed the deficit position within two years as opposed to the three-year target.

Packaging
The catering team play their part in a greener environment by using biodegradable products for all take away food items purchased across the Federation, and they recycle cardboard and tin waste products.

Allergens
We are continuing to ensure that all pre-packaged products we produce and sell such as sandwiches and rolls are correctly labeled with allergen information in accordance with Natasha's Law. This year, the team have liaised with parents of new students who have dietary requirements, to ensure their specific needs are catered for and that the students enjoy the experience of the offering.

After-school and menus
The Refectory is open after school for refreshments to accommodate students and staff that are on site outside of school hours, therefore, providing a service from 8am - 4.15pm. In addition, the volume of catering requirements for meetings outside of school hours have increased.

Queue times
Unfortunately, the Orangery has been closed due to a recruitment freeze, this will be re-opened. The re-opening of the Orangery will help to reduce the queue times at the other eateries as students and staff will have more outlets to purchase food. Fridays still remain an issue and the challenge is the volume that needs to be prepared and cooked, to keep up with demand. On Wednesdays we offer a grab and go system to help with students attending electives off site.

Quality of food
We now have sourced a local butcher who delivers meat at competitive prices without compromising quality. In addition, we utilise a local bakery providing high-quality bread products. Where possible, supplies are sourced locally in order to support the local community and reduce our carbon footprint. Meals are prepared on-site together with a wide range of sandwiches, rolls and cakes.

Student Survey

If I buy food from our catering services I am satisfied with the quality and range on offer.
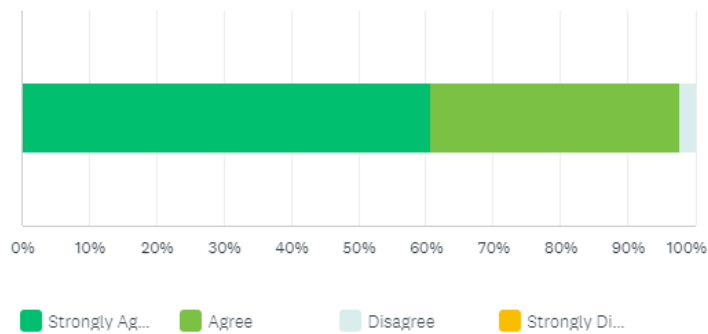
Answered: 328   Skipped: 142
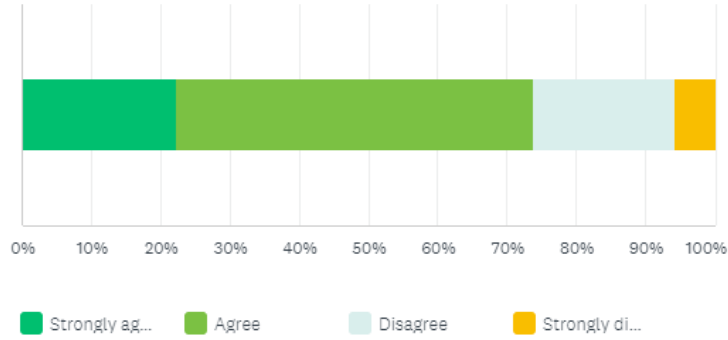
ANSWER CHOICES	RESPONSES	
Strongly agree	22.26%	73
Agree	51.52%	169
Disagree	20.43%	67
Strongly disagree	5.79%	19
TOTAL		328

Staff Survey

Catering services of are of high standard.

Answered: 135   Skipped: 17

ANSWER CHOICES	RESPONSES	
Strongly Agree	60.74%	82
Agree	37.04%	50
Disagree	2.22%	
Strongly Disagree	0.00%	0
TOTAL		135

Recommendations for 2023/2024
To maintain a surplus in order to allow for replacement equipment to be purchased to maintain the high-quality of food and achieve efficient food production.

Pricing
Catering prices will be reviewed during term 2 in order to allow sufficient time to implement any price rises if needed for the start of term 3.

- Cold Meal Deal £2.50 (from January 2024 £2.75)
- Hot main or hot snack meal deal (£3.00 from January 2024 £3.25)
- Primary School Lunch (£2.40 from January 2024 £2.50)

Training
Some members of the catering team received First Aid training last year, we are hoping to continue this to enable us to have at least one person in each outlet First Aid trained. 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 responses for the range and quality of our food available was a high number of disagree. Balancing food wastage with the range of food available is difficult. A pre-order system could be investigated to see if it can be implemented with the current till system. One of the current catering establishments could then be a collection point for pre-ordered food.

Alternatively, to rectify the situation an uplift to availability, however, this will cause increased wastage and have an impact on costs. Therefore, a price increase would be necessary.

To improve our budget figures, we will be looking at:
- Portion control.
- Food wastage.
- Regular monitoring of supplier prices.
- Price increases across some items and increasing the primary school lunch by £0.10.

2023/2024 Catering Improvement Plan	Terms 1 & 2	Terms 3 & 4	Terms 5 & 6
Client Satisfaction 80%+ of clients A/SA that the service offers good quality food. Observations each term demonstrate queue time at lunch is less than 5 minutes.	Review Student Survey: key areas for improvement are: • Harington • College students and staff • Review costings	• Update menu to reflect seasonal change.	• Taster day Year 6 2024 • Continue reviewing costings and menus
Team Development Observation checks show 80% of staff are performing in line with expectations.	• Safeguarding training • Annual reviews • Transformation Plan update	• Observations checks on staff to ensure PR targets are being met. • Staff assist each other across all areas • Continue to check on current legislation	• Staff training given as required as a result of interim PR results.
Federation Development The catering service achieves a break-even financial position.	• Observation checks • Presentation Evening at the College • Harington Presentation Evening • New intake Year 6 Open Evening	• Review menu ready for new intake.	• Continue to review offers in the Refectory, Orangery and Restaurant after surveys have been completed.

FM SERVICES AND CAPITAL WORKS

Evaluation of 2022/2023

Over the last academic year, the facilities management services across our academies have remained strong, this was highlighted within our staff and student surveys with 96% staff strongly agreeing or agreeing that the toilet facilities are maintained to a high standard. 96% of staff also strongly agreed or agreed that site support requests had been dealt with promptly and effectively. Our team will continue to conduct a number of observations and learning walks throughout the year to ensure that our surveys remain strong.

Our maintenance planning scheduled a list of works to be undertaken for the year, in line with our estate priorities, and knowledge of our estate condition whilst maintaining compliance. Our planned preventative maintenance was very effective. This resulted in no major mechanical and electrical breakdowns, minimising costs, repair call outs and replacements. We also continue to monitor our longer-term planning and maintenance such as asbestos management within some of our older estate buildings.

Over the past year condition and structural surveys were undertaken for all of our Federation buildings as part of the data collection programme by the Department for Education, which highlighted reconditioning and replacement priorities. Examples of this was a recommendation to replace our heating boilers at Catmose Primary and replacement lighting at Catmose College to bring in line with more economical and efficient versions. In order to comply with guidelines and requirements, it is essential that our long-term strategy is maintained to consistently seek ways to improve our facilities, modernise equipment, and become even more safe.

We continued to audit and assess our energy needs and efficiency of our buildings and site. This has helped us understand and prioritise energy efficiency works and highlight areas where we can make improvements. The audits helped to develop an action plan, which highlighted practices and interventions needed in order to reduce energy consumption. The building management system was used to analyse energy data and predict energy use, assessing how different ways improve energy efficiency and usage. Our sustainability is important and our facilities management strategies have allowed us to save energy across our estates, repair buildings with more sustainable materials, and reduce the frequency at which our buildings will need repairs. All of this has helped our academies to reduce its carbon footprint and become better for the environment.

Audits highlighted that our legal responsibilities for managing and maintaining our estate remained very strong, which ensured compliance with statutory and regulatory standards. Health and safety across the Federation is managed to ensure the safety of our pupils, staff and visitors.

We have reviewed the facilities management team staff training and will continue to 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 team, reducing risks to themselves and others at work.

The condition of our environment can have a huge impact on how well our students can learn and concentrate. We have focused on items such as air temperature, lighting, and safety in order that they do not affect academic performance. It has been important to keep an effective facilities management strategy to help the Federation optimise all of these factors and in turn, create a comfortable learning environment. We have also strived for high standards within our cleaning routines, which has maintained the overall appearance of our buildings, striking a great first impression with our visitors or parents.

During this busy period the FM Team have been working alongside our building contractors, managing and supervising our capital projects. The FM team have been instrumental in bringing about practical completion, in order to develop growth at the College and ensure our academies have the resources and facilities to deliver a high-quality education.

In September the second phase of our expansion project was completed at the College. This new specialist two storey teaching facility provides us with additional three science labs, two design technology classrooms and one ICT suite. It also provides ancillary staff and services provision. The existing College facilities embody a clear design ethos, eliminating corridors and enclosed stairwells, and providing generous areas for breakout and informal learning. This approach has been reflected in our new extension also.

In October the refurbishment of external and internal areas within our old sports hall and link block was completed to create a fantastic additional facility for sport and physical education development. A structural survey and report was commissioned, shortly followed by works which included, new external paving areas, window reglazing, doors, external and internal LED lighting and new mechanical and electrical works throughout the buildings. Also included within this scope of works will be a replacement felt system flat roof with sky lights to the foyer and entrance area.

This fantastic new facility provides us with three additional shower rooms, six changing rooms, toilets and offices to the ground and first floor elevations. The main hall and conservatory areas have also benefited with refurbishment and redecoration throughout to create more indoor space for our sports and recreation. The addition of this exciting facility has created greater opportunities to enhance health and wellbeing for our students and staff.

Looking forward into 2024 the FM team will explore a number of recommendations to improve facilities across our academies. This will include projects such as the development and growth of our post-16 facilities at Harington School, electric car charging points to our car parking areas and the feasibility of installing building-applied photovoltaics at some of our sites.

Review of Work Completed

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

Site	Work Planned/Completed during the year
Catmose College	New Building Extension

Site	Work Planned/Completed during the year
Catmose College	Old Sports Hall Refurbishment
Catmose College	Old Sports Hall Refurbishment

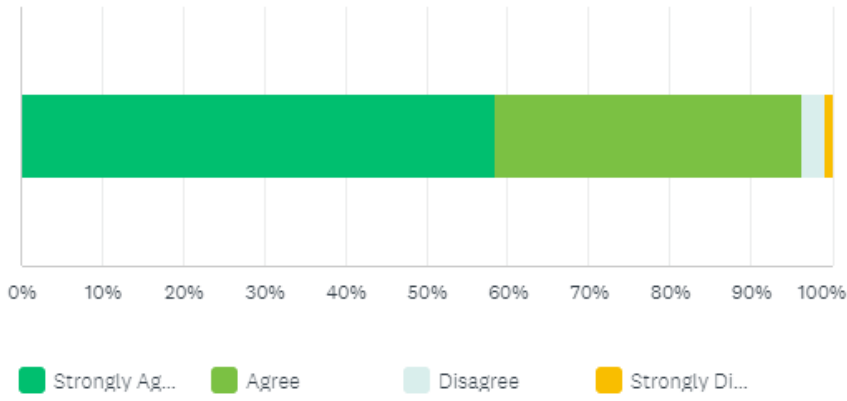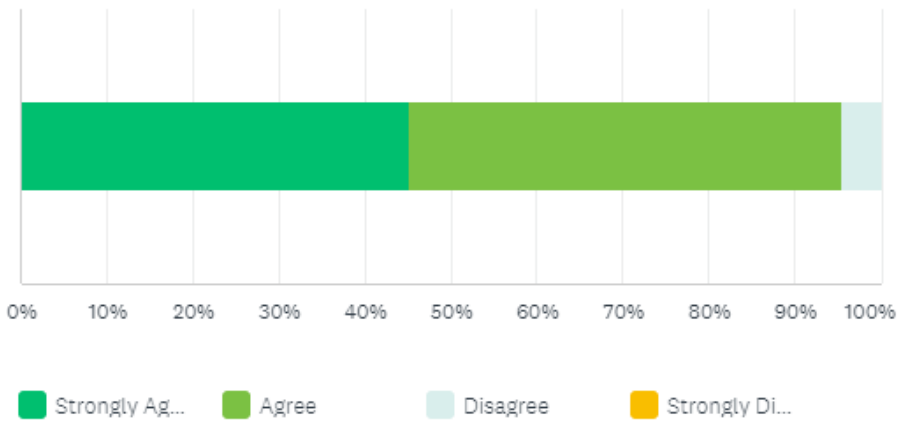| Site	Work Planned/Completed during the year
Catmose College	Link block changing facilities refurbishment
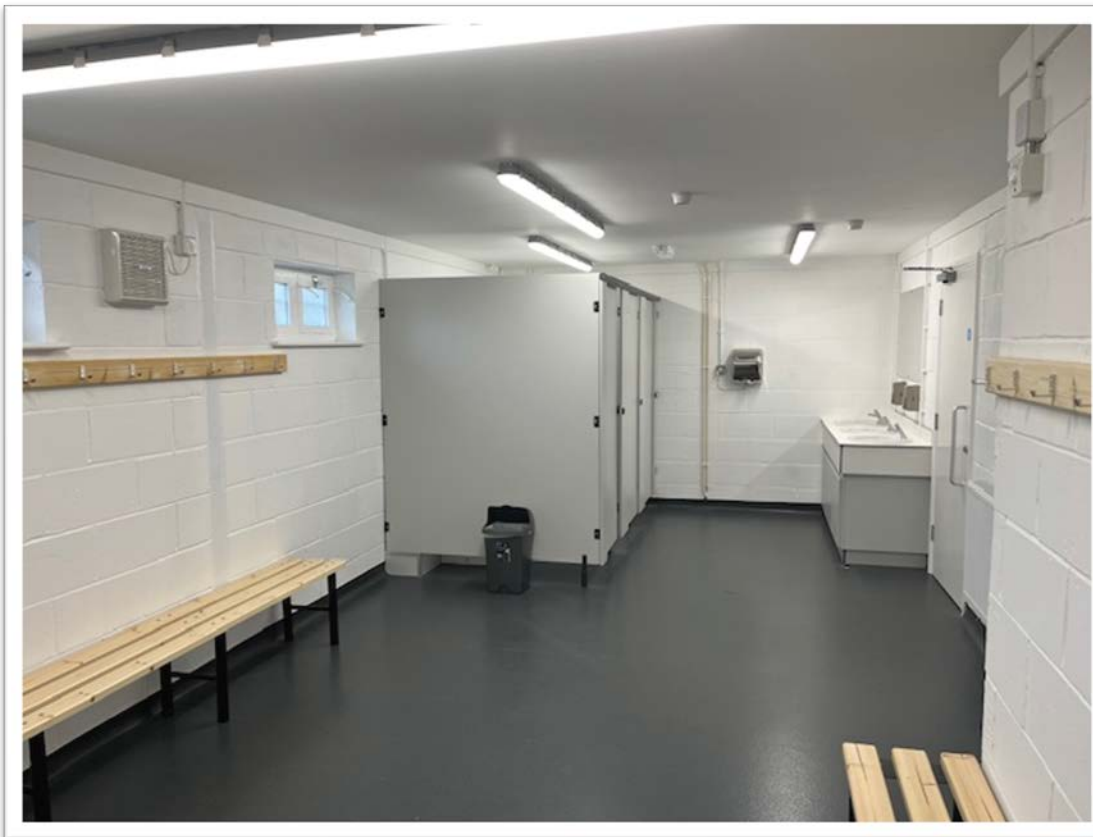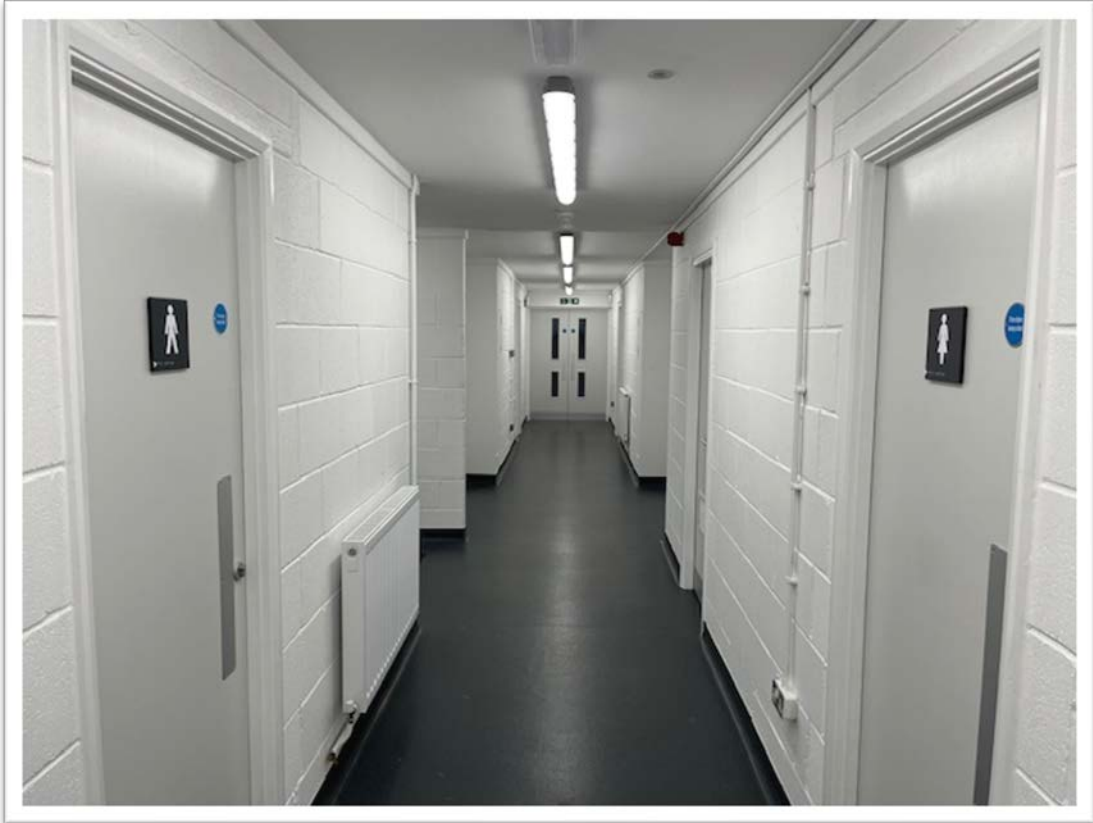
Staff Survey

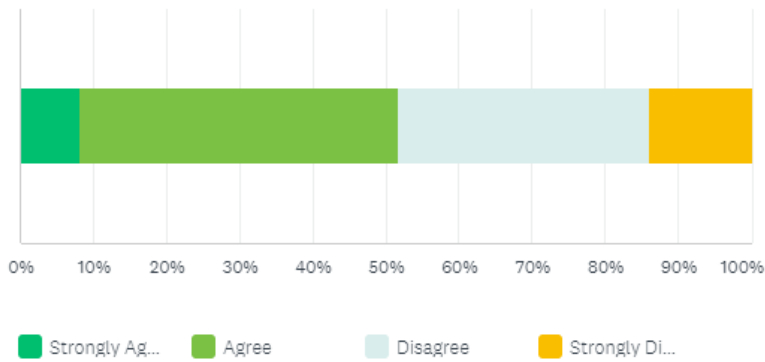Any site support requests have been dealt with promptly and effectively.

96%
A/SA

The toilets are maintained to a high standard.

96%
A/SA

Catmose College Student Survey
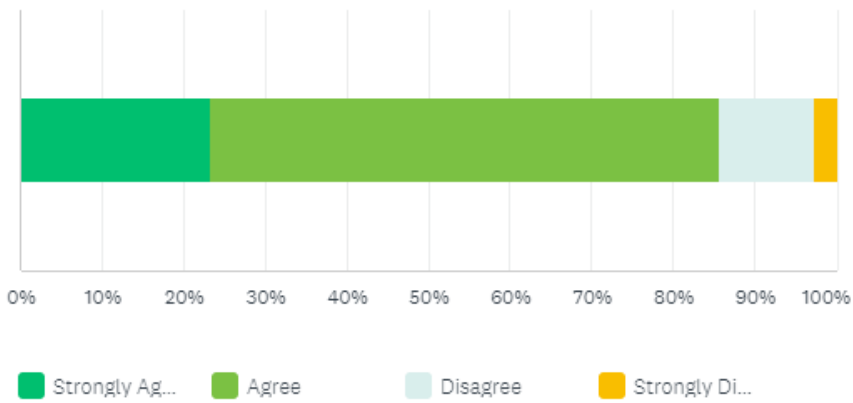
The toilets are maintained well.

52% A/SA

Legend: Strongly Ag... | Agree | Disagree | Strongly Di...

Harington School Student Survey

The toilets are maintained well.

86% A/SA

Legend: Strongly Ag... | Agree | Disagree | Strongly Di...

Recommendations for 2023/2024

- Develop a plan for growth and expansion of post-16 facilities at Harington School.
- Review Condition Survey Reports (CDC Programme) and prioritise any recommended work/replacements required, i.e., Catmose Primary heating/boilers.
- Develop a plan and deploy internal and external lighting conversion to LED - Catmose College and Catmose Primary.
- Electric car charging points (EVC) to car parking area – establish costings, government grant schemes for infrastructure, workplace charging scheme.
- Prioritise PPM into 2024, reducing costs without having an impact on statutory requirements.
- Review and monitor client surveys for FM team, cleaning, maintenance and support.
- Survey and seek costings for building-applied photovoltaics – installation onto either north east roof elevation and/or new extension building.
- Quotations for an alternative solution to the external raised beds to the front elevation of Catmose College.
- New flooring to the Orangery – re-establish costings for replacement Altro safety floor to enhance cleaning.
- Continue with quotations for an additional multi use sports gaming area (MUGA) pitch.
- Seek quotations to supply and install additional outdoor canopies to KS1 classrooms at Catmose Primary.

2023/2024 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 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 Review Contracts all FM servicing & maintenance contracts Review Compliance	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	Racket seating servicing PAT Testing Fire System L8 ACOP Plant Gas Tight/Gas Guards servicing 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

Federation Development Conversion to LED lighting CC/CP Review condition survey reports replacement heating/boilers at CP	H&S Audits CC/Har/CP Lighting surveys and costs – LED conversion	Photovoltaics survey/feasibility External specialist clean to courtyard and first floor north elevation LED lighting installation Quotations – heating Boilers – CP	DEC's – all buildings Electric car charging points (EVC) - - survey and costs LED lighting installation Canopy quotes/installation CP	Photovoltaics Install LED lighting installation
Staff Development Attendance is good or better (>=98% Outstanding, 96- 97% Good, 94-95% RI, <=93% Inadequate) Observations – Targets represent good performance >(90% Staff, 80% Parental, 80% Student)	Review & Evaluate H&S Training for FM Officers/Cleaning staff PAT Training BMS Training Observation of FM team carried out by SME/PD of cleaning staff and FM officers and assistants Annual Performance Reviews	H&S - IOSH COSHH Training	Manual Handling & Ladder Training General H&S - RA Fire Marshall Training	Performance Review – Interim Progress Observations of FM team (SME/PD)

GOVERNANCE

Evaluation of 2022/2023

Catmose Primary Local Governing Body

In December 2022, governors were welcomed to the school for a governors' day where they spent time with pupils in classes, watching the school in action, they then joined pupils and staff for the Christmas lunch. Scrutiny panels were held on safeguarding and the SEN provision. Two governors resigned from their positions; therefore, recruitment is a priority for the academic year 2023/2024 to broaden the expertise of the local governing body. All governors completed their mandatory training, including a training session on equality, diversity and inclusion (EDI) and attendance at meetings was good.

Catmose Primary was inspected by Ofsted for 2 days in January 2023 and the governors and trustees played a vital role in the overall judgement. The inspector noted that 'Trustees and governors have robust systems in place to monitor and evaluate the effectiveness of leaders' actions. They know the school's strengths and areas for development. They provide high-quality support and challenge.'

Governors' Survey 2023

The LGB role in governance is valued by both the trust and the school and has a positive impact on pupil outcomes.

Evaluation of impactThe LGB role in governance is valued by both the trust and the school and has a positive impact on pupil outcomes.

Answered: 16   Skipped: 3
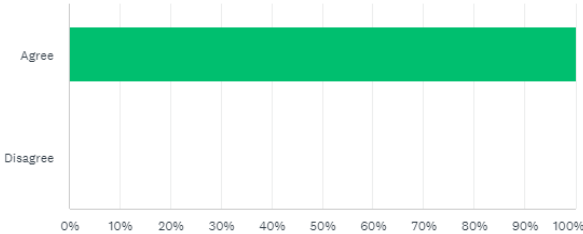
Catmose College Local Governing Body

Governors meet once per term to discuss matters such as College specific policies, scorecards, outcomes and subject reviews. During the course of the last academic year, additional agenda items have included regular updates on EDI alongside the work of the Catmose expansion project which has seen a new building at the back of the College to house new design technology and science labs and the refurbishment of the old sports hall. Students and team leaders are regularly invited to governors' meetings and this year Ben Dickens presented the rollout of the continued professional development programme.

At the beginning of the academic year, we held the annual governors' day whereby governors spent time in subject areas with students, team leaders and the link vice principals. In the afternoon a training session was held on Ofsted to which trustees were also invited to attend. Throughout the year, governors are also welcome to attend the extracurricular events, such as; Open Evening,

Presentation Evening, the Christmas Concert at All Saints' Church, College performances (this year it was Legally Blonde), the dance show and 'Music on a Spring Evening'. Some governors also give of their time to mentor students, or get involved in the Duke of Edinburgh's Award programme, which is very much appreciated.

This year also saw governor representation in the Incident Management Team which included professionals from environmental health, childrens social care and east midlands ambulance service to support students who were passing out.

Scrutiny panels are an opportunity for a longer conversation and exploration of a particular area which links back to the transformation plan priorities for the year. Areas of scrutiny were; safeguarding, the breadth of the curriculum and pupil premium which included presentations from senior staff, or those responsible for that particular area, alongside the student voice, ensuring governors were briefed by all parties and in turn, able to ask relevant questions. The link governors for careers, safeguarding and SEN also undertake visits.

Governors' Survey 2023 – 100% of governors across the 3 academies agree that our local governing bodies have a good understanding of its role and responsibilities in ensuring pupils are kept safe and know how to report concerns.

SafeguardingOur LGB has a good understanding of its role and responsibilities in ensuring pupils are kept safe and know how to report concerns.

Answered: 17   Skipped: 2
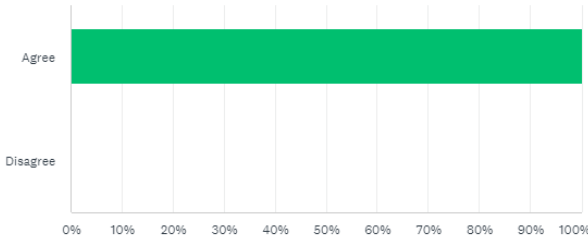

Harington School Local Governing Body

Scrutiny panels were held on attendance, post-18 provision and safeguarding. Alongside the scrutiny panel on safeguarding, the governor responsible for safeguarding visited the school, met with the designated safeguarding lead and the HR Manager to review the single central record. Two new parent governors were elected and a full induction process was completed. Governors were invited to a day at the school in November, with an opportunity to meet students and staff. transformation plan priorities were also discussed during the course of the day, including safeguarding and attendance.

Governors' Survey 2023

100% agree that our local governing body has a meaningful role in supporting and challenging the heads of school in order to ensure children receive a high-quality education.

Support and challenge Our LGB has a meaningful role in supporting and challenging the Principal/Head of School in order to ensure pupils receive a high-quality education.

Answered: 17   Skipped: 2
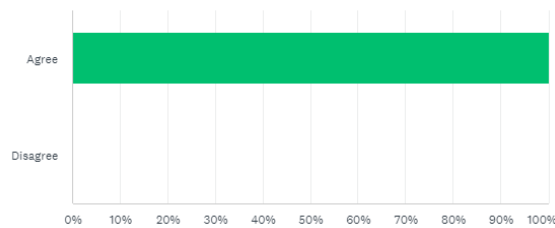
Trust

Trustees met 7 times during the year, including two extraordinary meetings to discuss the recruitment of a new Chief Finance Officer and the budget deficit forecast. Three new trustees joined during the academic year and a full induction process was carried out for each trustee; their experience, expertise and skills were welcomed by the committee. Regular agenda items included; the Catmose Expansion project, Federation policies, Equality, Diversity and Inclusion, and updates from the heads of school.

From the Trustees' Survey 2023, 100% of trustees agreed that there is a culture of ongoing governance training and development. (Access to NGA modules, governors' training day, including training sessions on Ofsted).

Induction and ongoing developmentThere is a quality induction programme in place for new trustees and a culture of ongoing governance training and development. (Access to NGA modules, Governance Day in November, including training session around Ofsted).

Answered: 9   Skipped: 0
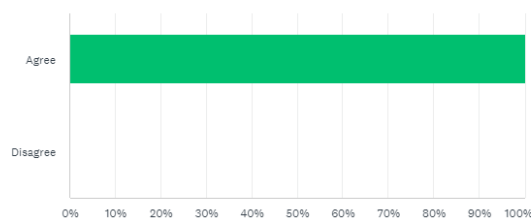
The Audit and Scrutiny Risk Assessment Committee is a sub-committee of the Resources committee which consists of four Trustees. The Accounting Officer and Chief Finance Officer are able to attend the meetings along with anyone that is invited to contribute, evaluate and participate on an ad hoc basis. The committee meets three times a year and the Trustees suggest agenda items for scrutiny. In the year 2022-2023 the areas of scrutiny were: Financial Resilience, Capital Build and the Responsible Officer visits.

Governance review

The Board of Trustees has driven significant development in the Trust this year, and these are grouped under the six key features of effective governance as set out in the Department for Education Governance Handbook.

Strategic leadership:
- Discussions on the Catmose College new build and linked expansion
- Development of the Trust Transformation Plan 2022/2023
- Discussions on the appointment of a new chief finance officer (April 2023)
- Discussions on the varying budget forecast

Accountability:
- Review and challenge of school educational performance and improvement information, including scrutiny of data.
- Review and challenge of financial performance, including approval of budget, monitoring of Trust budget and oversight of outcomes of financial audits.
- Scrutiny of pay recommendations of Trust senior leaders' salaries.
- Consideration of the impact the Trust has had on its schools.

People:
- All new governors and Trustees complete the induction process.
- An internal skills audit was completed of trustees in February 2022.
- Review of governance structure in October 2022 of the Trust, Resources committee and each of the local governing bodies.
- Trustees completed ongoing Equality, Diversity and Inclusion training in February 2023 along with an EDI survey.

Structures:
- The Trust Board, Resources Committee, Audit and Risk Assessment Committee effectively fulfilled their roles, together with the work of the local governing bodies.

Compliance:
- Review of the Academy Trust Handbook 2022 and updating of practices and relevant policies to bring them in line.
- A comprehensive quality assurance system is carried out with reviews and audits of Trust and schools, including financial audits, safeguarding and website reviews.

Evaluation:
- In May 2022 the Board carried out a self-review of governance. The outcomes from this evaluation informed actions for the academic year 2022/2023 and have been used to develop the governance development plan.

Recommendations for 2023/2024
- Ensure the local governing body has an appropriate range of expertise with its members, including outside of the parent governors in line with the terms of reference. Target to recruit at least one new governor to the Catmose Primary Local Governing Body.
- Recruit an independent Member.

- Ensure that scrutiny panels are scheduled three times a year for the local governing bodies with topics relating to the academy's transformation plan.
- The audit and risk assessment committee will meet 3 times per year with topics relating to the trust transformation plan.

FINANCE

Evaluation of 2022/2023

Financial outturn
The annual audit in September 2023 was successful with no significant weaknesses highlighted.

The year-end position as at 31 August 2023 is an in-year surplus of £182,827 and the breakdown by each school is:
- College   -£ 11,734
- Primary   -£   7,100
- Harington   +£201,661

We had estimated an in-year deficit of ©£700,000 for 2022/2023, due to huge increases in utility costs, and unfunded pay rises. We received Government support for utilities until 31 March 2023, and grants to support pay and pension increases.

The in-year outturn brings the Federation's overall surplus to carry forward to £1,601,207. 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.

Trips and Visits
Over 70 trips and visits were completed over the academic year, across all year groups, including residential trips, which were all very popular. We continue to encourage all pupils take part in at least one trip per year.

Capital
The new Science, Technology and Engineering block was completed on time, and ready for use in September 2023. The block accommodates three science labs, Food, DT and IT. Rutland County Council contributed a large grant to support this expansion project. Refurbishment work has also been completed to restore the old sports hall to a suitable standard.
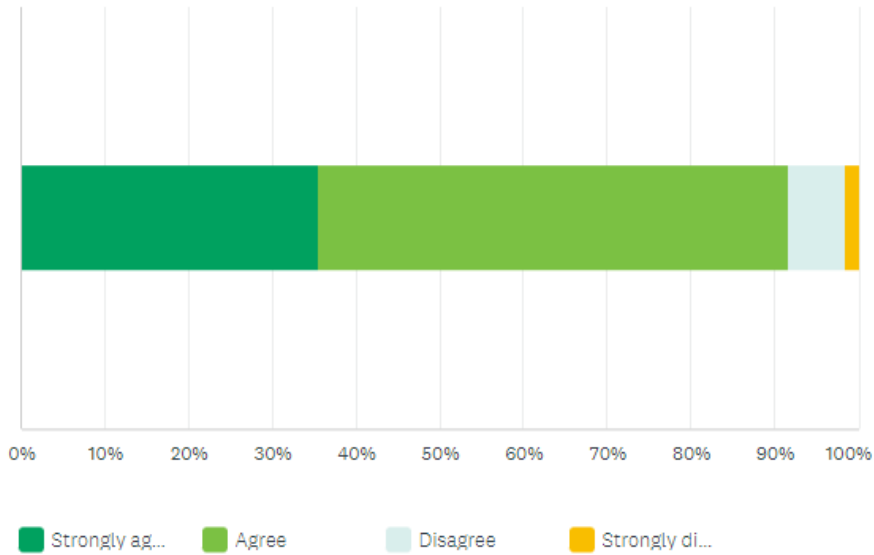
Staff Survey

Any queries regarding finance (orders, payroll and trips or visits) are dealt with effectively and promptly with 99% of staff who agree or strongly agree.
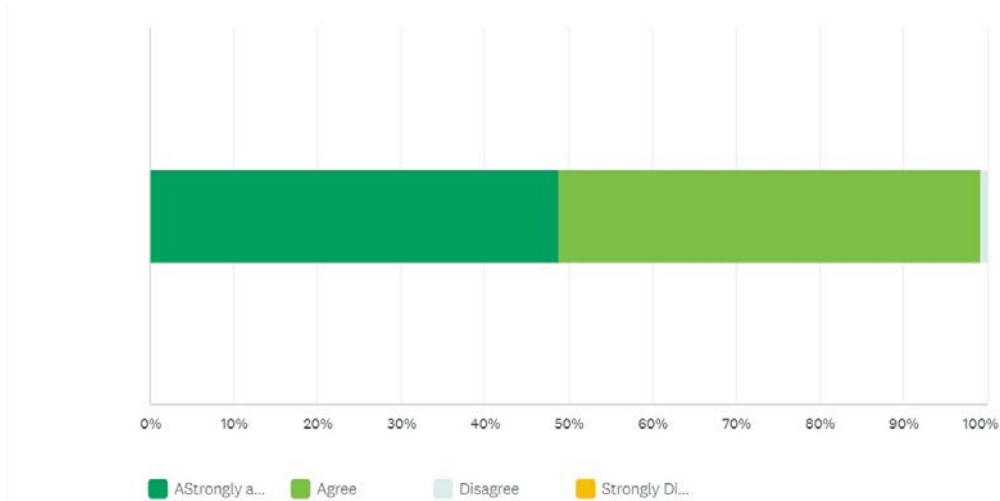
Parent Survey
The parental survey asked whether communication was dealt with effectively and any questions resolved. Over 90% of parents agree or strongly agree.

Recommendations for 2023/2024

The Finance team are currently looking at replacing both payroll and finance packages that we use to ensure that the systems we use are robust, and provide improved functionality. Our current financial system is dated and is not cloud based, there is a risk to the financial robustness of the Federation, should this system fail or be withdrawn.

A modern financial accounting system would be easier to maintain, more secure and would link in with the Chart of Account Codes so that the Academies Accounts Return and many other reports can be mostly automated.

The new package would also enable us to introduce an online ordering system to make our processes more efficient, save paper and ink and use much less staff time. This will result in financial benefits for the Federation. Once these are successfully introduced, we will look at packages which will help with financial forecasting over the short and medium term.

Once we have embedded the finance package, we will look at more sophisticated budgeting software, this will enable us to take a more medium and long-term view of our budget and will be able to take figures directly from our finance system to give much more accurate forecasts.

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 budget forecast for 2023/24 has an in-year deficit forecast of © £200,000, due to a 6.5% pay award settlement for teachers, which although was reported as being fully funded, actually gave us a funding gap of £98,738. There has also been a pay rise of £1,925 per pay scale for support staff up to point 43, and 3.88% at points above this, for which there has been no additional funding.

We will investigate a 'Salary Sacrifice Scheme' for all staff, initially to source new vehicles, but we will also look at other areas in the future where a salary sacrifice scheme can be of help. These schemes enable staff to sacrifice a fixed amount of their salary each month in exchange for a brand-new car. The amount is taken before income tax and National Insurance, so employees and the Federation can save on the contributions they pay. These types of schemes have positive impacts on staff retention, and provide staff with the opportunity to run a much more environmentally efficient vehicle, such as electric or hybrid cars. We will also investigate the cost of installing electric vehicle charging points in the College car park.

FINANCE Improvement Plan 2023/2024	Autumn (T1 & 2)	Spring (T3 & 4)	Summer (T5 & 6)
Trips and Visits Assess impact around extracurricular trips and visit opportunities. Examine participation data throughout the year (Identify groups – FSM, Gender, SEN)	Data analysis complete with details of every student who did not participate in 2022/2023 to ensure they are prioritised.		Check for gaps in delivery & opportunity
Budget management The in-year budget for 2023/24 has a significant overall deficit of (£222,081) and careful financial management will be required to ensure this does not worsen. College -£277,088 Primary -£28,891 Harington +£83,897	Audit team in for 31/08/2023 final Accounts Identify suitable payroll, finance and budgeting software	Staffing developments - recruitment. Timetable changes. Introduce payroll, finance and budgeting software	Embed financial software into the Federation and launch online ordering system
Salary Sacrifice Car Scheme Investigate and introduce a salary sacrifice scheme for staff to source new vehicles	Discuss with providers and chose a partner with a cost effective, efficient partner to provide suitable vehicles for staff	Implement the Salary Sacrifice Scheme across the Federation, discussing the benefits of the scheme with staff	

ADMINISTRATIVE SUPPORT

Evaluation of 2022/2023

2022-23 was all change again for Admin, with one member of the team leaving for pastures new. We also bid Denise a fond farewell with good wishes for her retirement having worked at the College for 22 years. We are delighted that Tracey and Sarah have joined the team and look forward to working with them. The reprographics role will be shared amongst the four team members based in the core admin office at the College.

SEN admin goes from strength to strength with 12 review meetings planned in term 1 of 2023-24. Jane (SEN administrator) also organised an open evening for the Designated Special Provision, specifically aimed at improving links with primary schools in the area. Another will be planned to build on this success and an invitation will be extended to Rutland County Council.

Whilst Parent Portal was adopted and rolled out at the College for parents, the wholly unexpected news from Progresso that they would cease to provide a management information system for education meant that this was dropped and the second migration inside 3 years is currently taking place. Given that the process is still fresh in the minds of Admin, IT and data management teams, we are hopeful of a smooth transition. Also, because of rigorous data management and regular audits, our data is clean. Term 6 and Term 1 of the new academic year saw the training of users, advantageously, using the market leader system for schools (SIMS), means that we have a huge number of colleagues who are experienced and proficient in using the system already. It is anticipated that a replacement for Parent Portal will be investigated, allowing parents to notify us of changes to information and allowing the three schools the opportunity to save money on resources such as printing and paper.

Open Evening at the College was our busiest and best attended yet. The Year 11 Prom, despite a last-minute change of venue, was delightful and a real team-effort. Presentation evenings, for both Harington and the College were the usual feats of organisation and delivery. Nicola (Communications Manager) has completed her first year at the Federation and has made a huge impact not only with the Elective she runs with the student prom committee but also with the quality of our prospectus and social media stories which celebrate good news stories of our students along with their extracurricular activities.

Harington School and Catmose Primary administration duties continue to be well-led by Sara and Suzi who offer an excellent face to face service on the reception desks for parents and students alike, together with the other usual forms of communication. Their roles are very varied and include duties

applicable to a primary and sixth form setting, such as admissions, open evening, attendance data, trips and visits, and fantastic support to the head of school and governors.

It is also pleasing that staff have had the opportunity to take part in social events during the year, which have predominantly been organised by the admin team, such as the staff Christmas party, the summer BBQ, a kettlebell taster session, painting with watercolours, Caribbean cooking, staff kindness raffle and wreath making, to name a few.

In the staff survey 2023, <90% of staff either agreed or strongly agreed that there was a range of interesting and different activities on offer for staff.
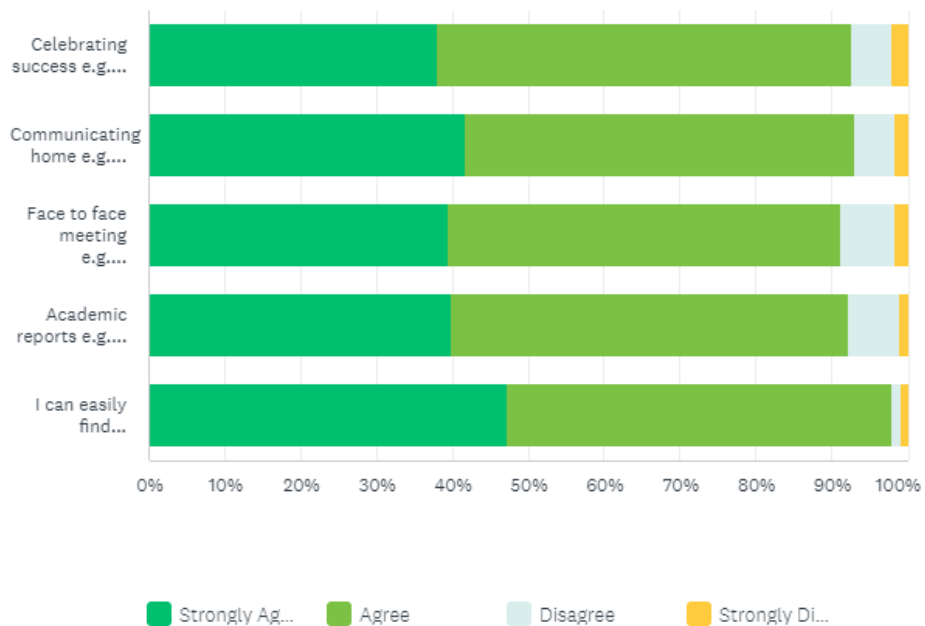

Client Surveys

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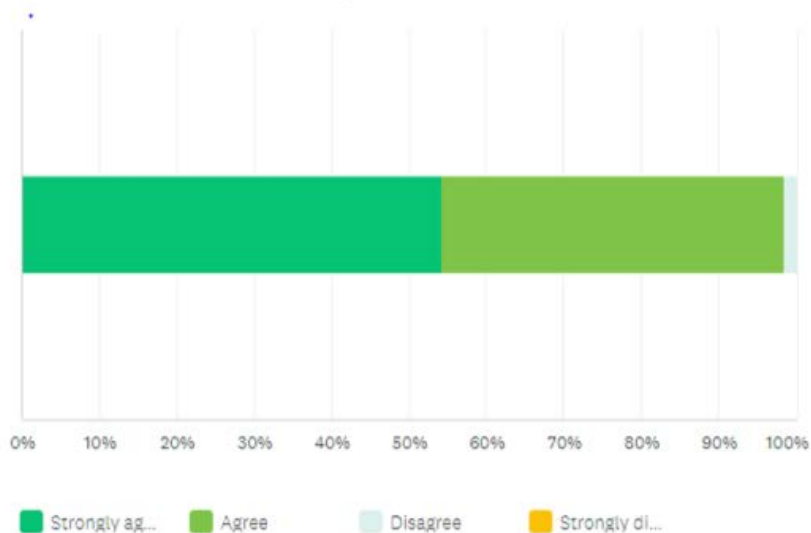
Parents' Survey

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

Recommendations for 2023/2024

- To begin the roll out of reports including; attendance, tutor, checkpoint and key assessments to parents electronically.
- Embed training and knowledge of SIMS for admin team members.
- Consolidation of the reprographics tasks and duties within the team, including during the exam season.

2023/2024 Admin Improvement Plan	Autumn (T1&2)	Winter (T3)	Spring (T4&5)	Summer (T6/holiday)
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. >80% of parents either strongly agree or agree that the way in which they find the following ways in which we communicate home useful.	Review and share the results of the 2022/2023 surveys with the team. Open Evening Presentation Evening Induction of 2 new colleagues		Prepare stakeholder surveys, looking at wording of key questions.	Discuss surveys within the team.
Team development Team Leadership: Management of Admin team – 80% of colleagues within Admin team agree that: a) My line manager seems to care about me as a person b) There is someone who encourages my development c) I am able to manage my workload d) Last year there were opportunities at work to learn and grow. (>=90% Outstanding, 85- 90% Good, 80-85% RI, <=80% Inadequate)	Performance reviews. Observations Resilience training	Resilience training	Observations	Review survey results.
Federation development Ensure websites meet the statutory requirements of Ofsted and hold	Spot check termly information held on the websites.	Update site to remove any bugs.		Review survey results.

relevant information for all stakeholders.				
>80% of parents agree that they can easily find what they are looking for on the websites.	Update Communication Policy.	Ensure all relevant information is published on the websites.		
Federation-wide target to ensure intake for all 3 schools in 2024 is a full year group.	Provide regular news stories across website/social media and press releases. (Average one per week).	Forward plan extracurricular events and prompt leader for a news story.		Plan for holidays regular news stories on social media. Marketing strategy for Open Evening 2024.

HUMAN RESOURCES

Evaluation of 2022/2023

Staff Retention and Recruitment
According to national data, vacancies for both part-time and full-time teaching positions doubled in the two years to November 2022. While the Federation's teacher retention experienced a slight decrease from 93% in 2022 to 89% in 2023, it is still strong compared to the national picture.

In addition, our retention of ECTs is excellent, with all ECT year 1 and 2 teachers remaining in post, a testament to the supportive environment we provide for the professional growth and development of newly-qualified teachers.

HR Staffing
In summer 2023, the HR Senior Administrator relocated to another part of the UK and therefore resigned from their post. The vacancy was filled internally by the Payroll Manager, a logical move that promotes improved communication and collaboration between finance and human resources, and ensures smooth coordination in managing employee payroll and personnel affairs.

This year will see a focus on training and resilience, which will ensure an effective induction for the Payroll Manager and build resilience into the payroll process.

Safer Recruitment
There were only minor safer recruitment updates in the most recent version of Keeping Children Safe in Education, however these were reflected in the Federation's safer recruitment policy, and a number of forms were updated to reflect best practice.

In addition, the Federation's safer recruitment processes and single central record were scrutinised by experts who had resounding praise for the robust procedures in place.

The HR Manager will be updating their NSPCC safer recruitment training in the new year, and the Payroll Manager will undertake it for the first time as part of their training.

Induction
A well-planned staff induction enhances employee satisfaction, productivity, and retention by providing a smooth onboarding process, fostering a sense of belonging, and ensuring a clear understanding of company culture, policies, and expectations. It also contributes to a safer and more communicative work environment.

In term 6 we ran a successful two-day induction week for staff joining the Federation in August 2023. This saw new starters receive their laptops, log-in details, timetables and ID cards. They met key members of staff and spent time with the teams they were joining. It was also an opportunity to familiarise themselves with the plans and systems necessary for them to feel confident about starting their new role.

A focus for 2023-2024 is to create guidelines for team leaders on effective induction practices, especially for colleagues joining mid-academic year. This initiative aims to establish a standardised onboarding process, ensuring all new starters receive consistent support, and can be disseminated to team leaders and staff to emphasise the collective responsibility in enabling a smooth and effective induction for new staff.

Staff Appraisal

The Federation's annual Transformation Plans identify strategic objectives and metrics which cascade through to the day-to-day work of all employees.

These objectives are identified at the beginning of each academic year, presented to staff during our annual training day and team meetings, and thread through to everyone's annual Performance Review targets.

Team leaders monitor progress towards these objectives, staff are encouraged to review their targets and invited to request an interim performance review during term 4 if they feel that their targets should be adjusted.
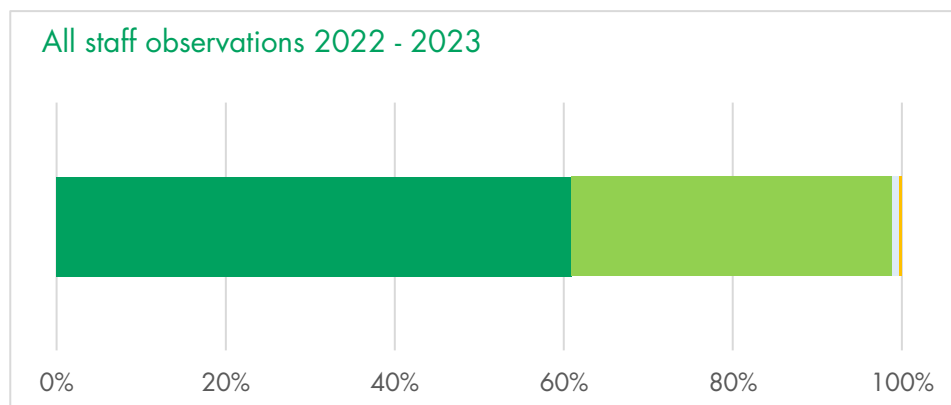
The PR form is now a Googledoc, which has built on last year's amendments to the process. This has simplified the sharing and sign-off process. It also allows for easy editing and ongoing review.
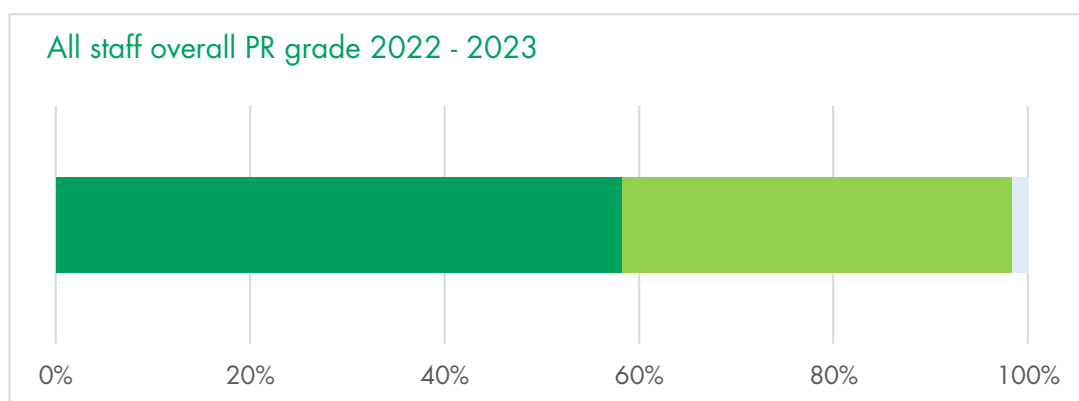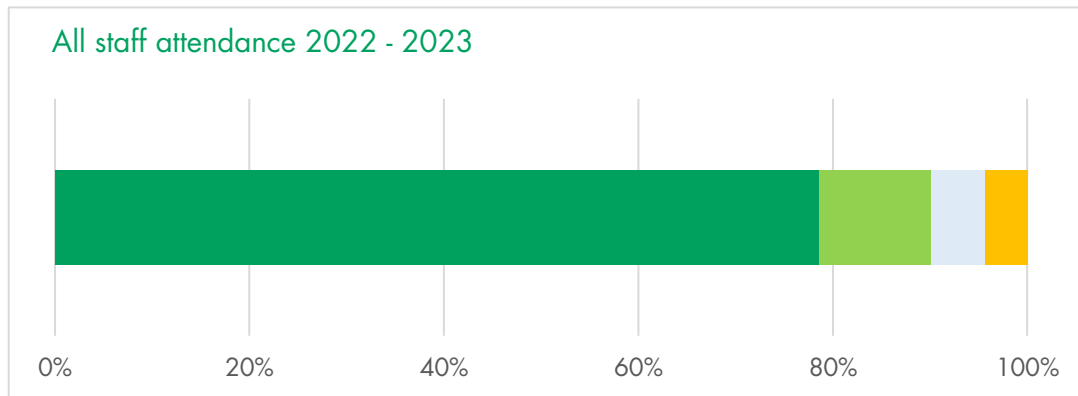
All staff target 1 outcomes

This part encompasses data from attendance, observation and, only for teaching staff, student outcomes. Team Leaders' and Assistant Principals' targets differ slightly; their objectives are focused more upon the performance of the team they manage.

All of the data obtained is checked and cross-referenced, with the methodology for grading student outcomes considering contextual information, such as class size and attendance rates.


All staff observations 2022 - 2023

All staff attendance 2022 - 2023

| | | | | | |
|0%|20%|40%|60%|80%|100%|

All staff overall PR grade 2022 - 2023

| | | | | | |
|0%|20%|40%|60%|80%|100%|

HR policies and procedures

HR policies were updated across the course of the academic year, and a Federation Visitors' Procedure was created in 2022.

This year we will develop a menopause policy to recognise that the menopause can be an issue in the workplace and that employees may need support. The policy will encourage open, positive and respectful dialogue, and will set out how we will actively support and inform employees who may be affected.

Staff attendance

Despite staff absence due to covid still affecting attendance figures, attendance remains strong, with an average of 98% (including sickness absence plus all other PR-affecting absences).
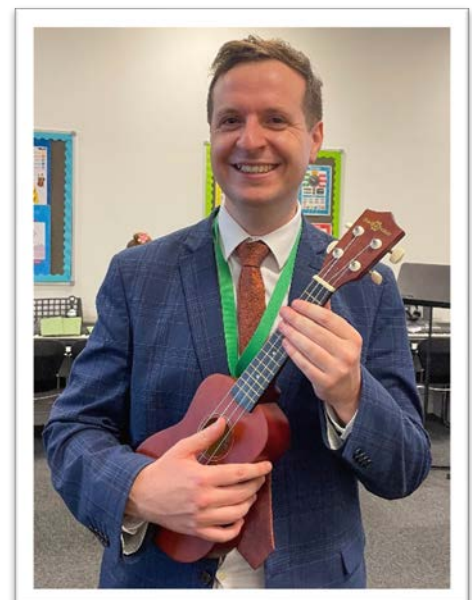
Client Surveys

Effective workplace communication fosters productivity, collaboration and trust. The HR team receive enquiries from colleagues regarding a very wide range of topics. This year's staff survey demonstrates that 96% of staff either strongly agree or agree that the HR team provide professional and timely support.

The HR team provides professional and timely support

Legend: Strongly ag... | Agree | Disagree | Strongly di...
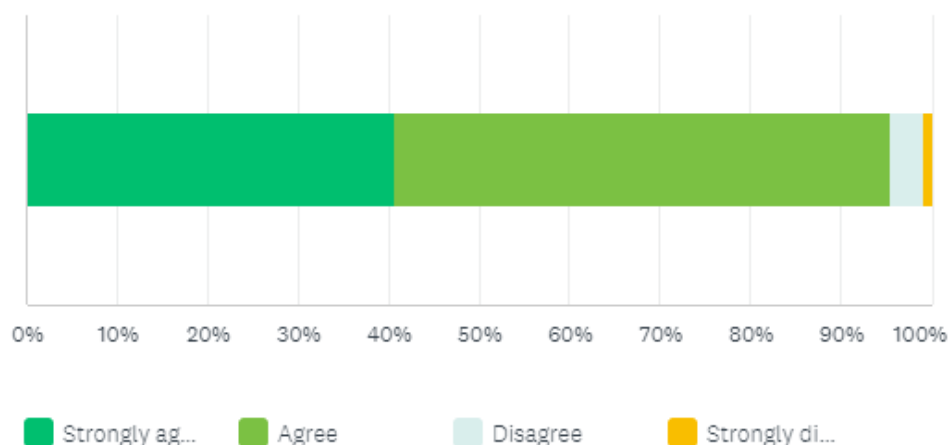
HR Processes

The HR team's responsibilities include overseeing the performance review, sickness management, absence request, and probation processes. All of these are currently carried out manually, and some remain paper-based. Transitioning from manual paper-based processes to an electronic software system will enhance efficiency, streamline workflows, and promote real-time accessibility of information, leading to time and cost savings. Therefore, a focus for 2023-2024 will be to research appropriate software, project manage the roll-out, and train staff.

Recommendations for 2023/2024

- Research, implement and roll out HR and payroll software.
- Consult upon and develop a menopause policy.
- 95% of staff have good or better attendance.
- Performance management 2023/24: 95% of staff achieve Good or better for their overall target 1.
- The completion of a Federation gender, ethnicity and disability staff equality report.

2023/2024 HR Improvement Plan	Autumn (1 & 2)	Spring term (3 & 4)	Summer term (5 & 6)
Recruitment Safer recruitment processes viewed as good or better by internal/external audit.	Research changes to KCSIE, updating Recruitment Policy & associated forms/practices. Induction of the Payroll Manager to new aspects of role. Review/update job adverts and recruitment procedure.	HR team to renew safer recruitment training.	Research and update DBS policy.
>80% of new starters agree that the induction & probation process is effective, and they received a smooth and supportive entry to the Federation.	Probation forms reviewed & amended. Review/update Induction & Probation policy. Performance review forms reviewed & amended. Probation meeting 1 to take place with Link VP. Induction/probation survey circulated.	Review in-year induction process & produce guidance for team leaders. To include existing staff who change roles.	Review questions for staff survey. Research and plan new staff induction. Update induction booklets. HR team to QA induction of new starters. Probation meeting 2. Staff survey to be circulated.

Client satisfaction 90% of staff say their HR questions are answered in a timely manner.	Review internal HR processes with team. Regular meetings throughout year. Induction of Payroll Manager to new aspects of role.		Staff survey to be circulated.
Staff development 95% of staff have good or better attendance. 95% of staff have good or better overall target 1 PR grades.	Regular review of attendance (ongoing). Research available HR software. PR guidance updated/staff briefing held. PR letters issued.	Interim PRs. Sign up to HR software, plan integration and roll-out.	Review Sickness Management Policy. Present to staff & train as necessary.
Policy An analysis is conducted in gender, ethnicity and disability pay differences. Develop a menopause policy.		Conduct research with appropriate bodies. Analyse job descriptions and pay information across the Federation. Consult with staff, seek advice and develop policy.	Review Equality & Diversity Policy.