



RUTLAND AND DISTRICT
SCHOOLS' FEDERATION



Transformation Plan 2025/26

CONTENTS

INTRODUCTION TO THE FEDERATION	3
GOVERNANCE STRUCTURE	4
SENIOR STAFF STRUCTURE	5
ACADEMY IMPROVEMENT	6
ACADEMY STANDARDS	7
IT SERVICES	8
CATERING	10
FACILITIES MANAGEMENT SERVICES	11
GOVERNANCE	14
FINANCE	16
HUMAN RESOURCES	18
ADMINISTRATIVE SUPPORT	21



INTRODUCTION TO THE FEDERATION



The Federation is a Multi-Academy Trust (MAT) committed to providing every student with the support and challenge needed to succeed. All partner academies are based in the Oakham area, enabling close collaboration and shared services. As a locally based Trust, we are best placed to meet community needs through a partnership of schools working for mutual benefit. Full details of our legal position and committee responsibilities are available at rutlandfederation.com

OUR ACADEMIES

Catmose College (11–16)
Catmose Primary (4–11)
Harington School (16–19)

Each school has its own Head and Local Governing Body (LGB) responsible for educational ethos and standards.

STRUCTURE

Our model ensures:

- Distinct identity for each academy through its LGB.
- Central support services for finance, staffing, catering, IT, site management, and school improvement, led by the Executive Principal (EP) and Chief Finance Officer (CFO), overseen by the Resources Committee.

This approach combines autonomy with the benefits of scale.

TRUST SERVICES

The Federation provides extensive support for staff and students through expert HR services, a broad CPD programme, and opportunities for professional growth across academies. Staff benefit from generous packages and collaborative experiences, while students enjoy enriched learning through shared activities in sport, drama, music, and access to specialist facilities. Additional offerings include a comprehensive music service, diverse trips, and an extended transition programme for Catmose Primary. Behind the scenes, dedicated site, IT, and catering teams ensure safe, well-maintained facilities, reliable technology, and high-quality, non-profit catering, all contributing to an outstanding educational environment.

KEY PRIORITIES

The Trust sets overarching targets:

Deliver excellent education for the community:

- Academies oversubscribed for places.
- Student progress in the top 25% nationally.
- Good or outstanding Ofsted ratings and positive client feedback.
- Effective curriculum preparing students for next steps.

Provide high-quality central services:

- Good value for money (audits, surveys).
- Efficient IT support for staff and students.

GOVERNANCE STRUCTURE

MEMBERS OF THE TRUST

- Meet annually to set ethos and governance via Articles of Association.
- Appoint trustees and provide accountability.
- Legal responsibility includes £10 liability on winding up.

THE TRUST

- Trustees have expertise in education, business, and charity sectors.
- Role: Hold local governing bodies and senior management accountable; support and challenge leadership.
- Meets at least 3 times annually to review standards, capital projects, and staffing/finance updates.

RESOURCES TRUST COMMITTEE

- Sub-group with finance and HR expertise.
- Meets 6 times per year.
- Oversees staffing, finance, site, IT, catering; audits accounts and budgets.
- The Audit and Risk Assessment Committee also meet 3 times a year to review in greater depth specific topics relating to the risk register.

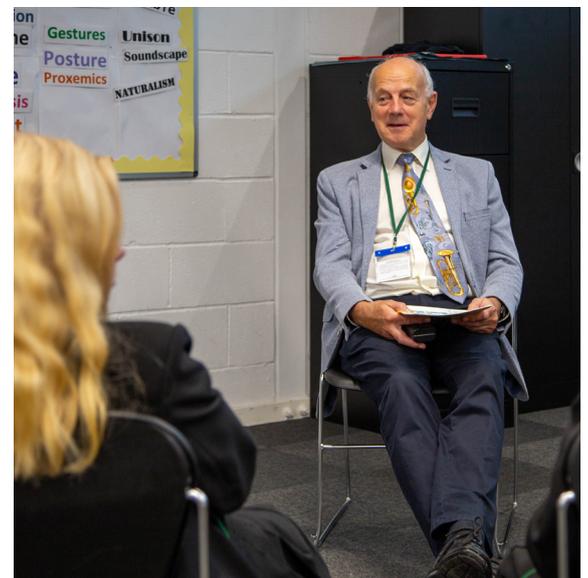
LOCAL GOVERNING BODIES (LGB)

Composition varies by academy needs; typical includes:

- Executive Principal, Head of School, 2 parents, 1 staff member, up to 8 appointed members.

Responsibilities:

- Set aims/objectives.
- Challenge and support leadership.
- Determine educational vision and development plan.
- Determine and implement Admissions Policy in accordance with admissions law and Department for Education codes of practice.



SENIOR STAFF STRUCTURE



EXECUTIVE PRINCIPAL (EP)

- Dual role: Principal of Catmose College and Executive Principal of the Trust.
- Oversees strategic planning, quality assurance, and school improvement across academies.
- Works closely with Chief Finance Officer on Trust services and capital projects.
- Reports to the Board of Trustees; performance reviewed by a sub-committee with an external advisor.

CHIEF FINANCE OFFICER (CFO)

- Manages Federation finances to ensure the resources support our academies.
- Oversees central services and resources for high-quality education.
- Strategic budget management across academies.

HEADS OF SCHOOL (HOS)

- Responsible for day-to-day educational management of individual academies.
- Drafts development plans for local governing body approval.
- Line-managed by Executive Principal; collaborates with CFO and senior team.
- May take on additional roles beyond their academy.

FEDERATION VICE PRINCIPALS (VPS)

- Specialist skillset enabling them to be deployed in a range of capacities to support academies.
- Support Heads of School and provide leadership during absences.
- Contribute to professional development and Federation growth.

Effective transformation happens when every leader understands their role, shares their expertise, and strives together with purpose.

ACADEMY IMPROVEMENT

ACADEMY IMPROVEMENT

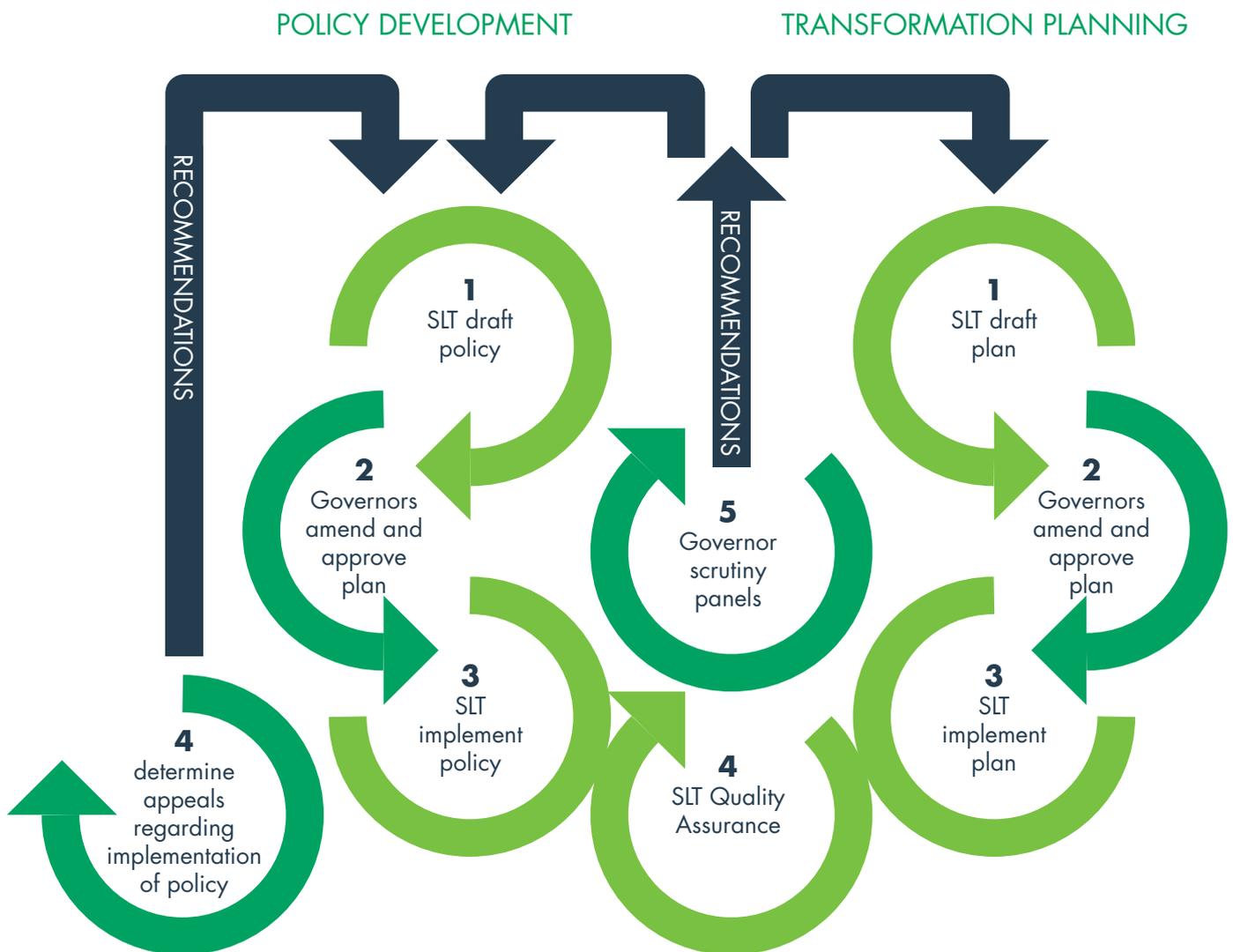
We continually review all services—both at academy and Federation level—to identify strengths and weaknesses. This ongoing process adapts as new evidence emerges, ensuring resources have maximum impact. Our annual transformation plan, though updated yearly, remains a working document that evolves with fresh insights.

QUALITY ASSURANCE

Quality assurance is integral to daily leadership work, not an add-on. It ensures every part of the organisation functions effectively using appropriate tools. The senior leadership team (SLT) drafts, implements, and reviews policies, while governors/trustees scrutinise and approve them.

The key role of governors is to scrutinise the work of the SLT to ensure that they are effective in policy implementation and standards. Scrutiny panels review policies and their impact, consulting independent experts when needed. SLT provides scorecards at six governing body meetings annually, summarising performance in outcomes, behaviour, welfare, and teaching. Panels may focus on underperforming areas and report findings, prompting adjustments to improvement plans.

Each academy drafts a Transformation Plan approved by its governing body. The Federation's Transformation Plan addresses finance, staffing, site, and central services, drafted by the Executive Principal and approved by Federation Directors. Both undergo the same scrutiny process.



ACADEMY STANDARDS



ACADEMY STANDARDS

- **Catmose College:** Expanded facilities and curriculum to sustain outstanding provision.
- **Catmose Primary:** Maintains good standards; focus on nurturing and secondary readiness.
- **Harington School:** Consistent excellence; strong reputation; enrichment and community engagement.

OFSTED JUDGEMENTS:

- **Catmose College (2024):** Outstanding
- **Catmose Primary (2023):** Good
- **Harington (2025):** Outstanding

All academies rated Good or Outstanding.



ADMISSIONS & CAPACITY:

- **Catmose College:** Increased PAN to 240 from September 2024; new Barlow Building built and completed in September 2023 which houses new science labs, Design Technology classrooms and an ICT suite. The College will be at capacity of 1200 students from the 2026 intake.
- **Catmose Primary:** Stable intake of 30 per year; strong progress and inclusive ethos;
- **Harington:** Admissions has been growing for the past 3 years, strong academic results; 80% university progression, 45% to Russell Group.

IT SERVICES

KEY: ■ Strongly Agree ■ Agree ■ Disagree ■ Strongly Disagree

EVALUATION OF 2024/2025

Device Upgrades:

- 200 laptops upgraded to Windows 11; cleaned and repaired as needed.
- 54 new desktops and 200 refurbished units purchased to meet Windows 11 compliance.
- Nearly 900 devices upgraded overall.

Application Changes:

- Transition from Adobe Suite to Affinity.
- Deployment of Techsoft 2D Design and Cubase 14.

Network & Cybersecurity:

- Implemented NCSC Protective DNS for threat blocking and monitoring.
- Introduced self-assessment tool for cyber readiness; Federation rated above national average.

Infrastructure Updates:

- CCTV upgrade: 38 cameras installed; 40 more scheduled for replacement.
- Door access software upgraded for new lockdown integration.
- Cashless catering system reinstalled for performance improvement.

Phone System:

- Current system at end-of-life; research suggests upgrade/replacement at zero or reduced cost, with a view to complete this work over the next 12 months.

AV & Theatre Support:

- Heavy technical support for events (e.g., 'We Will Rock You' College production, Christmas events, dance shows, drama exams and assemblies).
- Need to review theatre lighting replacement schedule.

Exam Support:

- Managed over 200 individual exams with specialised laptop configuration and secure data handling.

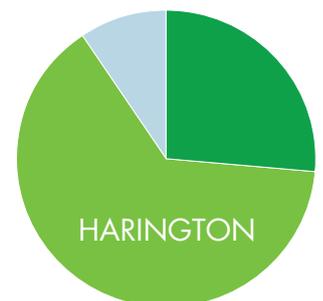
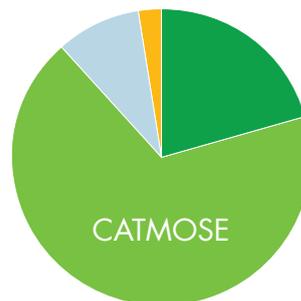
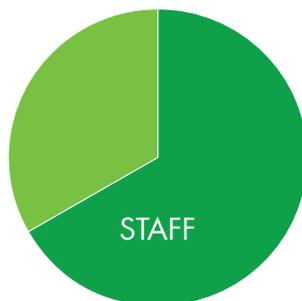
RECOMMENDATIONS FOR 2025/2026

- Complete Year 3 of desktop replacement project.
- Redevelop IT Suite.
- Upgrade/replace phone system.
- Replace copper "core" network.
- Replace Firewall and Server Cluster 2.
- Continue cyber resilience development.
- Review theatre AV systems.



CLIENT SURVEYS

- **Staff Satisfaction:**
- 100% agree/strongly agree ICT issues are resolved in a timely and professional manner; 67% strongly agree (up from 64%).
- **Student Satisfaction:**
- College: 89% agree/strongly agree.
- Harington: 90% agree/strongly agree.



IT SERVICES

BUDGET OVERVIEW

		25/26	26/27	27/28
IT New Tech TP Budget		90000	112000	92000
Infrastructure	Server/Misc. Infrust	20000	5000	20000
	Network Replacement	8000	8000	8000
	Teacher Screens	7000	9000	9000
	Federation Papercut/Printers		55000	
College	PC Replacement	40000		40000
	Laptops	10000	15000	15000
Harington	PC Replacement			
	Laptops	5000		
Catmose Primary	PC Replacement		15000	
	Student Laptops		5000	

2025/2026 NEW TECH IMPROVEMENT PLAN

2024/2025 New Tech Improvement Plan	Autumn (Term 1&2)	Spring (Term 3&4)	Summer (Term 5&6)
Client satisfaction New Technologies team to achieve 33% Strongly Agree and 90% SA/A rating in client surveys.	<ul style="list-style-type: none"> New staff and student onboarding Laptop survey Laptop repairs Support exams 		<ul style="list-style-type: none"> Year-end process Client surveys QA Review RDSF with EP Complete team observations
IT & AV Services Delivered to a high standard ensuring Helpdesk support, completion within defined timescales and are of high standard (timescales: 95% 7 day, 80% 24 hrs, 70% 8 hrs).	<ul style="list-style-type: none"> Open Evening HS/CC Presentation Evening HS/CC Christmas Concerts + Nativities Lower KS2 Christmas Show 	<ul style="list-style-type: none"> Phone replacement Review support contracts CCTV Installs Phase 2 KS1 Spring Show RDSF Dance Shows Options Evening Drama exams Grease Rehearsals 	<ul style="list-style-type: none"> Server maintenance Desktop replacement Copper core replacement Support exams Upper KS2 CP summer show Year 7 show Year 6 evening Sports day Upper KS2 show CP May dance Grease Musical
Staff Development 80% of team members agree that: There is someone who encourages my development and last year there were opportunities at work to learn and grow.	<ul style="list-style-type: none"> Complete annual PRs 	<ul style="list-style-type: none"> PR Progress Review Theatre AV Review Develop Cyber-Security expertise 	<ul style="list-style-type: none"> Develop Unifi network expertise
Resources Continued development of Federation wide IT services over the next three years within the constraints of a budget <=100% or Less Outstanding, <=105% Good.	<ul style="list-style-type: none"> Complete TP Confirmation of TP budget Quotes from suppliers 	<ul style="list-style-type: none"> Review support contracts Licensing Place orders for TP 	

CATERING

KEY: ■ Strongly Agree ■ Agree ■ Disagree ■ Strongly Disagree

EVALUATION OF 2024/2025

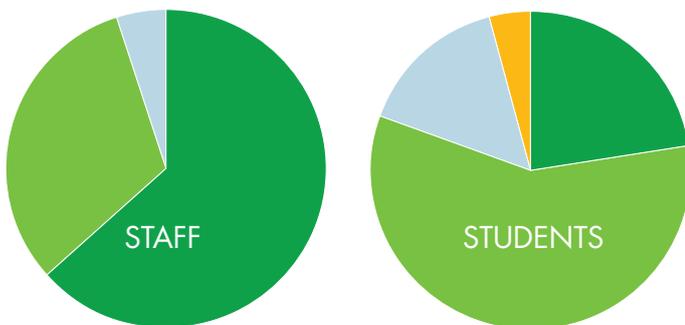
At the end of the summer term, we said fond farewells and wished our long-serving Catering Manager, Jan Markland a long and happy retirement following 34 years of service. Jan has been replaced by Penny Hudson who has settled in very well.

In the past year, we have seen an increase in the surplus from £8,000 to £16,000 which will fund the new flooring in the Refectory.

The number of sales has decreased slightly to 1600 transactions, however, the sales income has increased from £2,700 to £3,600 per day, this indicates that although the number of transactions has decreased the items being purchased by students are of a higher value and thus proving the meal deal option is popular. Where possible, food is sourced locally, such as the butcher and bakery which in turn allows the Federation to support the local community and reduce carbon footprint. Meals are prepared on-site together with a wide range of sandwiches, rolls and cakes.

The catering team play their part in a greener environment by using biodegradable products for all take-away food items purchased and they recycle cardboard and tin waste products. Drinks are not sold in plastic containers and boxed cartons of water have been sourced and sold in the outlets.

CLIENT SURVEYS



Staff & Student Surveys: High satisfaction with food quality and range; challenge remains balancing variety with waste.



RECOMMENDATIONS FOR 2025/2026

- Maintain surplus for equipment upgrades and menu expansion.

Focus on Catmose Primary Catering:

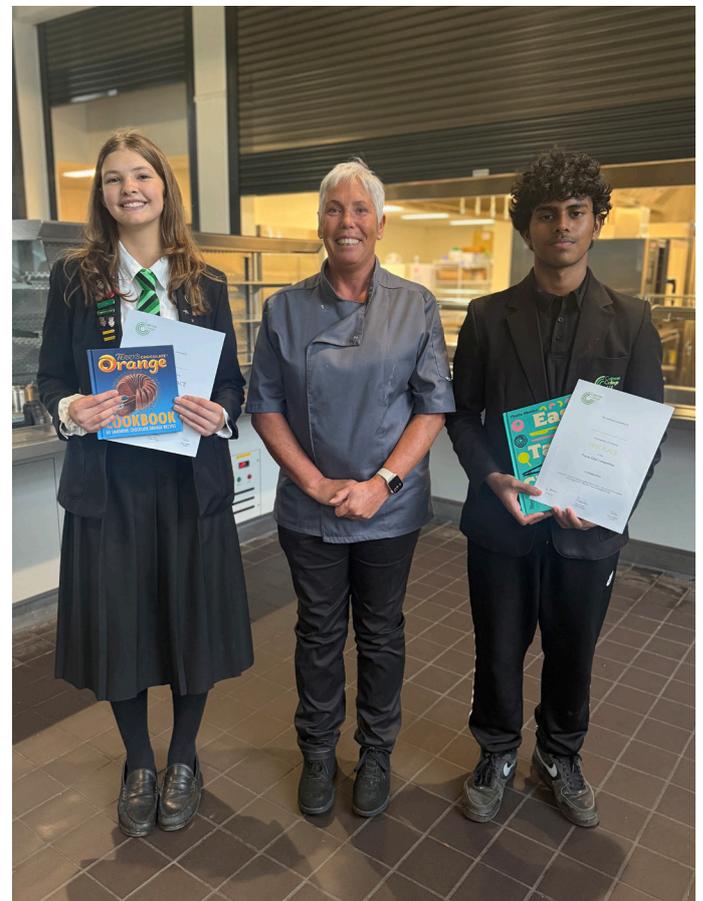
- Current uptake: 37%; target 50% in 2025/26 and 60% in 2026/27
- Introduce theme/taster menus; engage pupils via student council.

Review pricing from September 2025:

- Cold Meal Deal: £3.00
- Hot Meal Deal: £3.55
- Primary Lunch: £2.70
- Training: Mandatory CPD in hygiene, safeguarding, manual handling, COSHH, fire safety, HACCP, allergy awareness.

Improve budget figures by reviewing:

- Portion control
- Food wastage
- Regular monitoring of supplier prices
- Quality of food being offered



CATERING



2025/2026 CATERING IMPROVEMENT PLAN

2025/2026 Catering Improvement Plan	Autumn Term (1 & 2)	Spring Term (3 & 4)	Summer Term (5 & 6)
<p>Client satisfaction</p> <p>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> <ul style="list-style-type: none"> Primary food offer /cost Harington College students and staff Review costings and quality. 	<ul style="list-style-type: none"> Update menu to incorporate theme and taster days. 	<ul style="list-style-type: none"> Induction day year 6 2026 (provide set meals in order to provide a cashless service) Continue reviewing costings and menus.
<p>Team development</p> <p>Observation checks show 80% of staff are performing in line with expectations.</p>	<ul style="list-style-type: none"> Safeguarding training Annual reviews Transformation Plan update Implement termly menu changes and start the implementation of changes at the primary. 	<ul style="list-style-type: none"> Observations checks on staff to ensure PR targets are being met. Additional training for staff on Manual Handling and Allergens to be implemented. Check legislation to ensure the federation is compliant. 	<ul style="list-style-type: none"> Complete staff training as required. Review the inventory of equipment replacement and raise orders provided a surplus is predicted in order to purchase equipment prior to the start of the new academic year.
<p>Federation development</p> <p>The catering service achieves a break-even financial position.</p>	<ul style="list-style-type: none"> Observation checks Presentation Evening at the College Harington Presentation Evening New intake Year 6 Open Evening 	<ul style="list-style-type: none"> Review menu ready for new intake. 	<ul style="list-style-type: none"> Continue to review menus in the Refectory, Orangery and Restaurant in order to provide a high-quality menu to students and staff.

FACILITIES MANAGEMENT



EVALUATION OF 2024/2025

Maintenance Excellence:

- Implemented a 3-year maintenance plan based on condition surveys.
- Prioritised planned preventative maintenance to keep buildings safe, warm, and compliant.
- Sports Centre remodel completed: new offices for the finance team, improved ventilation, and full redecoration. The sports team office has also been extended. The offices previously used by the finance team are now housing intervention and SEND team colleagues.
- Deep cleaning of buildings carried out during the term breaks, including a full painting and redecorating programme, soft and hard floor surfaces and internal glazing.

Health & Safety:

- Facilities Management compliance tracker introduced to ensure compliance with statutory standards and DfE guidance.
- Regular audits and refresher training on fire safety, PAT testing, and working at height.

Energy Efficiency & Development:

- Full inspection and service carried out to external lighting, cleaning and re-lamping where required. Astro turf and MUGA pitches also benefitted from a lighting service and maintenance in preparation for the winter months of sorting events and lettings.
- Major LED lighting upgrades across classrooms, music, art, and technology areas.
- Upgraded Building Management System (BMS) for better energy monitoring.
- Focus on sustainability: food waste segregation introduced, climate action plan in progress, in line with government targets. (The government has set a target for all schools to reach net zero carbon emissions by 2050, with interim targets pushing for substantial reductions by 2030).

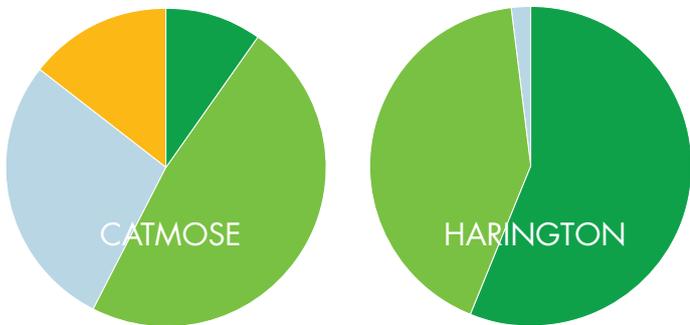
FACILITIES MANAGEMENT

KEY: ■ Strongly Agree ■ Agree ■ Disagree ■ Strongly Disagree

CLIENT SURVEYS



98% staff agree site support requests are handled promptly.



Toilets rated highly by staff (94%) and students (Harington: 98%, Catmose: 57.68%).

RECOMMENDATIONS FOR 2025/2026

Energy & Sustainability:

- Complete LED conversions in Hellerup and Library.
- Explore PV solar panels and electric vehicle charging points.
- Maintain progress toward net-zero targets.

Compliance & Safety:

- 5-year electrical safety inspections at Catmose College and Harington School.
- Tender fire and security contracts for best value and compliance.

Infrastructure Upgrades:

- New flooring in Orangery.
- Heating and boiler replacements at Catmose Primary.
- Expansion plan for post-16 facilities at Harington School.

Continuous Improvement:

- Maintain Annual Planned Preventative Maintenance (PPM) schedule.
- Monitor client satisfaction and act on feedback.



FACILITIES MANAGEMENT

2025/2026 SITE AND CAPITAL WORKS IMPROVEMENT PLAN

2025/2026 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 showing 90% of staff are performing in line with standards	<ul style="list-style-type: none"> PAT Training H&S Training Review BMS Training Safeguarding Observations carried out by SME and PD - targets 	<ul style="list-style-type: none"> Performance Reviews TP Review & Evaluation Monitor & Review QA for staff/students Competency training & review for FM Officers Genie Platform Lift Training 	<ul style="list-style-type: none"> FM Team BMS Training COSHH Training RA Training Ladder Training Fire Marshall Training 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> L8 ACOP EM Lighting checks Ansul System Servicing Partition Walls Service Deep Clean/Refurb – FM Team PAT Testing Auto Doors Review all FM servicing & maintenance contracts Review compliance 	<ul style="list-style-type: none"> 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 – Trees 	<ul style="list-style-type: none"> Theatre Seating PAT Testing Fire System L8 ACOP Plant Gas Tight/Gas Guards servicing EM Lighting Sprinkler/Pumps Major RA Review Ansul System LEAP Inspection 	<ul style="list-style-type: none"> LEV Inspection Asbestos Management Plan Review – CC/CP PAT Testing Fire System/Fire Curtains L8 ACOP EM Lighting Security System – Access control/ Intruder/CCTV AHU Minor Air conditioning Smoke/Fire Vents External Pumping Station
Federation Development Conversion to LED Lighting CC/CP Review condition Survey Reports Replacement Boilers & Lighting Sports Centre	<ul style="list-style-type: none"> Transformation plan Federation H&S Audits Continue with lighting surveys and quotations for LED conversion; Hellerup retrofit to 50% Bridge underside Ground floor north exit Astro turf & MUGA pitch lighting – Bulb replacements 	<ul style="list-style-type: none"> LED Lighting Installation; Classrooms Ground floor Exit/Bridge Orangery flooring Installation 	<ul style="list-style-type: none"> DEC's – all buildings Electric Car Charging Points (EVC) quotes LED Lighting Installation - Hellerup 	<ul style="list-style-type: none"> 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)	<ul style="list-style-type: none"> Review & Evaluate H&S Training for FM Officers/Cleaning staff PAT Training BMS Training GENIE working at height training Observations of FM Team carried out by SME/PD of cleaning staff & FM Officers/ Assistants Annual Performance Reviews 	<ul style="list-style-type: none"> H&S - IOSH COSHH Training 	<ul style="list-style-type: none"> Manual Handling & Ladder Training General H&S - RA Fire Marshall Training 	<ul style="list-style-type: none"> Performance Review – Interim Progress Observations of FM Team carried out by SME/PD

GOVERNANCE

EVALUATION OF 2024/2025

Catmose Primary Local Governing Body

- Governors' Day included classroom visits and Christmas lunch.
- The governors heard from pupils themselves about what they liked about school, including sporting provision, this was very well received.
- Safeguarding and SEN scrutiny panels held along with a music review. The music provision was widely praised, an action will be to look at new technology and equipment to help with the teaching of music.
- One new governor appointed. Adverts placed for a new parent governor.



Harington School Local Governing Body

Governors were actively involved in the Ofsted inspection in March 2025. Ofsted praised the expectational leadership and governance. "Leaders and governors have a clear understanding of the school's strengths and areas for improvement".

The governors are highly experienced including five headteachers, three representatives from higher education and other professions. This year two new governors have joined the school further strengthening the expertise.

The valuable insight that governors gain from first hand experiences meeting staff and students (such as governors' days, safeguarding visits, supporting projects such as Greenpower along with local governing body meetings) allows governors to better understand the School and to be a critical friend.

Scrutiny panels were also held on safeguarding and early UCAS applications. These provided governors will another opportunity to meet with staff and students.

Governors have also been welcomed to a number of events this academic year including Open Evening, the Christmas Reunion, along with the Federation Christmas Concert and musical.

Catmose College Local Governing Body

The governing body met 6 times during the year. In addition to the usual termly business of reviewing scorecards (behaviour, attendance, admissions, teaching, safeguarding and outcomes), governors also have a corporate responsibility for determining the strategic direction of the College by working with the Principal and the senior leadership team to agree policy and the transformation plan. During the year, scrutiny panels were held on; curriculum, attendance and safeguarding. This year the following student groups were invited to present at the local governing body meetings; Head Students, Peer Mentors, Young Carers, the Services Club and those involved in Performing Arts. Governors thoroughly enjoyed listening to their presentations, what they are learning and experiencing and the question-and-answer session that followed.

The Governors' Day in College on 9 October 2025 highlighted a strength in the support given to early careers teachers, some of whom later progress onto more senior roles. As well as reviewing academic subjects, governors also enjoyed spending time in creative subjects, where there was a quiet, calm atmosphere and students and staff were equally engaged.



GOVERNANCE



Governors are also very supportive of College events, such as Open Evening, the production of 'We Will Rock You', Presentation Evening and the Christmas Concert.

Governors are also very supportive of College events, such as Open Evening, the production of 'We Will Rock You', Presentation Evening and the Christmas Concert.

The governing body remains stable and at the beginning of last year, one governor joined.

Trust Governance

Trustees met 5 times during the year. Regular agenda items included; Federation policies, updates from heads of schools and discussions about a planning application for an external company to install a telephone communications base station.

The Audit and Risk Assessment Committee is a sub-committee

of the Resources committee. 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 trustees suggest agenda items for scrutiny. In the year 2024-2025 the areas of scrutiny were; 1) Health and Safety, including fire, 2) Cybersecurity and 3) finances.

RECOMMENDATIONS FOR 2025/2026

- Review the terms of reference for each local governing body, the Resources Committee and Trust.
- Ensure vacancies on the local governing body committees are filled, e.g., Parent Governors and full induction process completed with new members.

FINANCE

KEY: ■ Strongly Agree ■ Agree ■ Disagree ■ Strongly Disagree

EVALUATION OF 2024/2025

Financial outturn

The annual audit in September 2025 was successful with no significant weaknesses highlighted.

The year-end position as at 31 August 2025 is an in-year deficit of £185,719. Included in this deficit were obligations from the previous year, which included a £74k retention payment due for the Barlow building extension completed last year, and £79k for refurbishment of the sports hall. We have created new offices, which are now occupied by the finance team, and expanded office space for the sports team within the building.

Pay increases and National Insurance increases during the year were part-funded from Government grants, and we have made efficiencies to reduce the deficit.

Catmose College is still expanding by 30 pupils per year, although we do not receive funding for the additional pupils until the following year. This 'lagged funding' amounts to over £180k each year, until we reach capacity in 2026.

The in-year outturn brings the Federation's overall surplus to carry forward to £969,648. These figures may be amended slightly by the final outcome of the external audit and their year-end adjustments.

All Department of Education (DFE) 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 students to take part in at least one trip per year.

Capital

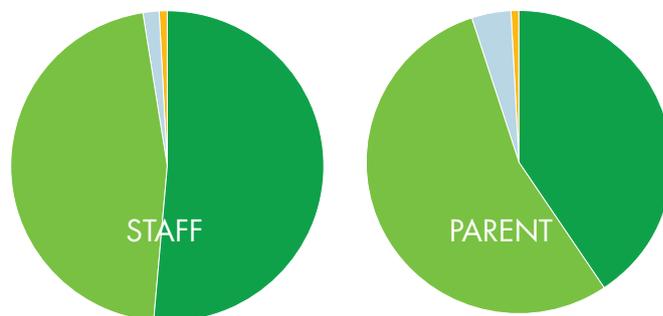
We have now completed all payments for the Science, Technology and Engineering block (The Barlow Building) which opened last year. The block accommodates three science labs, Food, DT and IT.

Rutland County Council surrendered their lease of the main sports hall last year, and we have now completed the process of repairing, redecorating and repurposing part of the sports hall to increase office space for the Federation.

Sports facilities lettings

We have started to let out our sports facilities to local community groups, funds raised from these lettings are being used to repair/renew sports facilities.

CLIENT SURVEYS



Staff Survey

- Any queries regarding finance (orders, payroll and trips or visits) are dealt with effectively and promptly with 97% of staff who agree or strongly agree.

Parent Survey

- The parental survey asked whether communication regarding buses, parent pay, trips and visits is dealt effectively and any questions appropriately. Over 94% of parents agree or strongly agree.

RECOMMENDATIONS FOR 2025/2026

- With the Chart of Accounts nominal codes now adopted, we can consider new payroll and finance packages to ensure robust systems with improved functionality. Our current system can be upgraded, but a modern accounting package would be easier to maintain, more secure, and integrate with the Chart of Accounts to automate reports such as the Academies Accounts Return. The proposed system also allows budgets to be included so reports can be exported directly.
- A new package could introduce online ordering and invoicing, improving efficiency, reducing printing costs, and saving staff time—delivering financial benefits for the Federation. Once a suitable package is chosen, we will assess whether more advanced budgeting software is cost effective or if the upgrade meets our needs.
- We will ensure financial hardship does not prevent student participation, targeting those who have not engaged with enrichment opportunities.
- The 2025/26 budget forecast shows an in-year surplus of £18,000, following a 4% teacher pay award and a 3.2% rise for support staff. Increased grant funding and efficiency savings should secure this surplus, though rising repair and maintenance costs may impact it.
- Sports facilities have begun to be let to local community groups on a limited basis, with expansion under review.

2025/2026 FINANCE IMPROVEMENT PLAN

2024/2025 New Tech Improvement Plan	Autumn (Term 1&2)	Spring (Term 3&4)	Summer (Term 5&6)
<p>Trips and Visits Assess impact around extracurricular trips and visit opportunities. Examine participation data throughout the year (Identify groups – FSM, Gender, SEN)</p> <p>Targets: % Students attending at least 1 trip: <ul style="list-style-type: none"> >85% = outstanding, >75% = good, >60% RI, under 60% inadequate % FSM students attending at least 1 trip: <ul style="list-style-type: none"> > 75% = outstanding >65% = good >60% = RI Under 60% inadequate </p>	<p>Data analysis complete with details of every student who did not participate in 2024/2025 to ensure they are prioritised.</p>	<p>Check trips statistics to identify children who have not attended/booked onto a trip, and discuss with SLT, form tutor and trip organisers to encourage those not participating to join a trip.</p>	<p>Check for gaps in delivery & opportunity</p>
<p>Budget management The in-year budget for 2025/2026 has an overall surplus of £18k, careful financial management will be required to ensure that we achieve a break-even position.</p> <p>Targets: <ul style="list-style-type: none"> Break-even = outstanding Deficit up to £100k = good Deficit up to £200k = RI Deficit up to £300k = inadequate </p>	<ul style="list-style-type: none"> Audit team in for 31/08/2026 final Accounts Research available alternative finance packages 	<ul style="list-style-type: none"> Present the best finance package options to EP and identify the preferred choice 	<ul style="list-style-type: none"> Prepare for the rollout of the preferred finance package
<p>Investment Management We have established a cash investment system so that we can spread our deposits over a number of banks, and maximise interest.</p> <p>Targets: Funds to be invested in institutions with an investment grade of ‘good’ or better. These include: <ul style="list-style-type: none"> Moodys - Baa3/P-3 S&P BBB-/A3 or better Fitch BBB/F3 or better or an implied rating of BBB- or better Interest Earned Target <ul style="list-style-type: none"> >£35,000 = outstanding >£30,000 = good >£15,000 = RI >£15,000 = Inadequate Stakeholder Surveys <ul style="list-style-type: none"> Staff - < 80% of staff agree or strongly agree that the support they receive from the catering and finance team is of a high standard. Parents -< 80% of parents agree that their finance queries are answered in a timely and professional way. </p>	<ul style="list-style-type: none"> Check our cashflow for accuracy and commence using the deposit platform for fund deposits. 		

HUMAN RESOURCES

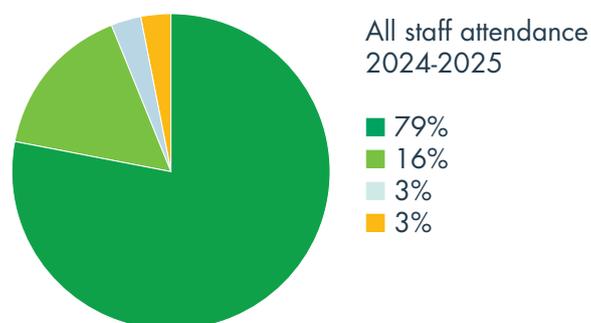
KEY: ■ Strongly Agree ■ Agree ■ Disagree ■ Strongly Disagree

EVALUATION OF 2024/2025

Attendance

Staff attendance across the Federation remains strong, with an overall attendance rate of 98%, including long-term absences. National data from the Department for Education's school workforce census shows that, nationally, 65.7% of teachers took sickness absence in 2023-24, a similar figure to that of the Federation, however, on average, Federation teachers were absent for 3.2 days less across the year. We cannot compare data for 2024-2025 until the current census data is released by the DfE later this academic year.

Academic year	National		Federation	
	% of teachers taking sickness absence	Average number of days taken per teacher who took sickness absence	% of teachers taking sickness absence	Average number of days taken per teacher who took sickness absence
2022 - 23	66.2%	8	77%	5.1
2023 - 24	65.7%	8.3	66%	5.1
2024 - 25	Data will be available in summer 2026		65%	5.2



STAFF RETENTION AND RECRUITMENT

The staff retention rate of teaching and support staff combined is 90.19%, with 24 staff leavers in 2024-25: 5 teachers and 19 support staff. These figures include all leavers, such as those leaving to retirement and relocation.

The retention rate for teaching staff at the Federation is 95.58%; higher than the national average of 91%.

Federation Teacher Retention				
Academic year	2024-25	2023-24	2022-23	2021-22
Teacher retention	95.6%	90.2%	89%	93%

There were a number of new appointments, 2 of which were internal promotions:

RECRUITMENT 2024-2025

Role	Teaching/Support	Amount
Teacher	T	10
Senior Assistant Principal	T	1
Teaching Assistant/Senior Teaching Assistant	S	7
Science Technician	S	2
IT Technician	S	1
Designated Safeguarding Lead	S	1
Cleaner	S	5
Casual Examination Invigilator	S	15
TOTAL		42

SAFER RECRUITMENT

Federation safer recruitment practices remain thorough and robust. As part of their Harington inspection, Ofsted scrutinised our safer recruitment procedures and the Single Central Record (SCR) in March 2025, with the inspector noting no areas for improvement.

The SCR was also scrutinised on further separate occasions by governors from Harington, Catmose College and Catmose Primary local governing bodies, with no areas for development noted.

There were anticipated to be substantive amendments to Keeping Children Safe in Education (KCSIE) 2025, however there were no major edits. We will review the 2026 KCSIE draft when released, to stay updated on expected changes and ensure we are prepared for implementation in September.



HUMAN RESOURCES

POLICIES

The Federation believes that volunteers can provide a valuable contribution to the Federation’s work, and that they can enrich the Federation through their knowledge and experience. During 2024 – 2025, a Volunteer Policy and Volunteer Agreement were drafted, approved by trustees and rolled out to volunteers. The purpose of this document is to set expectations, ensuring consistency and fairness, and clarify the role and responsibility of a volunteer, plus outlining what is expected in terms of conduct and reliability.

A similar document was created for peripatetic teachers to formalise the arrangement and make our expectations clear regarding conduct, policies and procedures. This was consulted upon and then signed in Term 6.

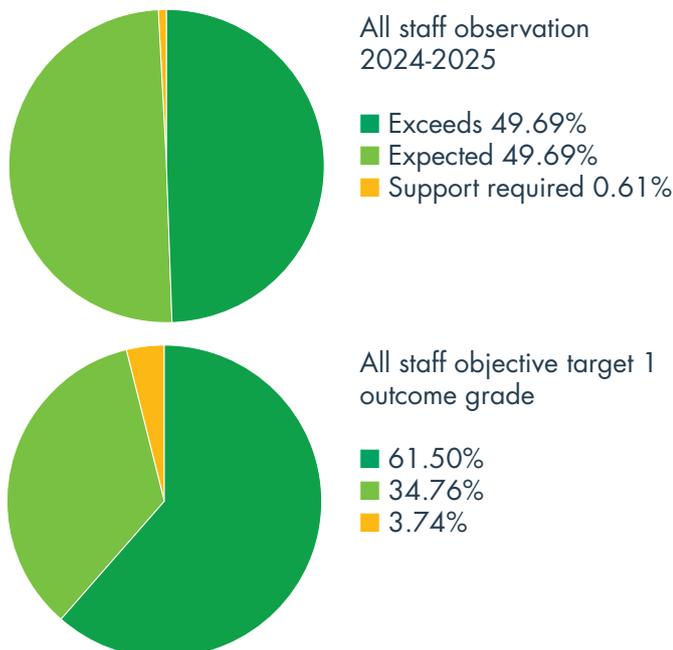
A focus for 2025-2026 is reviewing and updating the main body of HR policies, ensuring they are robust and also reflect any upcoming changes to employment law.

STAFF APPRAISAL

Our rigorous performance review process continued in 2024-25, and as ever was closely linked to the strategic targets within the Federation’s Transformations Plans, ensuring that all colleagues are aware of, and focused on, the organisation’s aims.

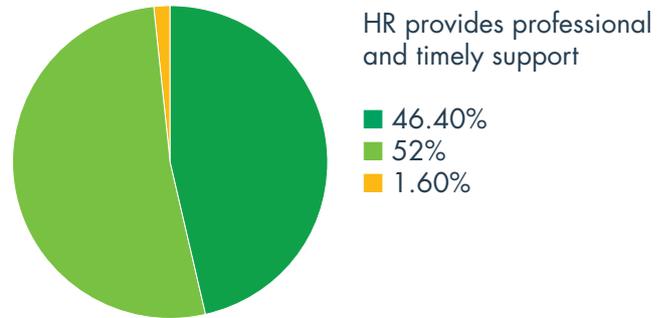
Staff observations consistently demonstrated the high quality of practice. If support was required, it was delivered promptly, with a follow-up observation to ensure improvements were sustained.

A focus for 2025-2026 is to research using the SAMPeople system to manage and track performance reviews; switching to this process if it’s viewed to more efficient than the current system.



CLIENT SURVEYS

Results from the staff survey were very strong again; with 98.4% of staff either strongly agreeing or agreeing that the HR team provide professional and timely support.



STAFF SUPPORT AND WELLBEING

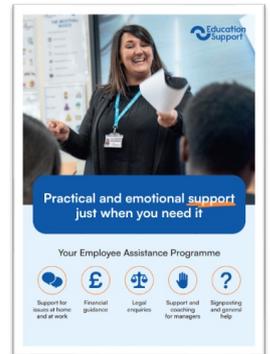
We are pleased to still offer staff professional and confidential support via Education Support, our employee assistance programme (EAP).

In March 2025, a questionnaire was circulated to staff, gathering their views on the EAP. 80% of colleagues stated that they would contact the EAP if they felt they would benefit from emotional support, counselling, legal advice, coaching or CBT.

HR SOFTWARE: SAMPEOPLE

The rollout of SAMpeople is still underway. It was a substantial project to upload and quality assure data from our management information system, SIMS.

The system is currently used for absence monitoring, sickness management case tracking and HR reporting. The self-service portal has been launched to colleagues who can now log in and update their home address, next of kin, medical information and equality information, as well as view their attendance percentage.



In term 6 2025, the multi-establishment module was launched which means that colleagues who work across multiple sites only have one file on SAMPeople, and only one log-in for the portal. From an administrative aspect this is especially efficient as it minimises duplications, for example staff files across multiple settings, which is currently the case with our main management information system (MIS). It means that contracts are easier to split across sites, as well as viewing colleagues’ overall attendance percentage; this enables greater accuracy for the Department of Education’s annual school workforce census return. It also means that the system can automatically create a single central record of workers at each site. It can

HUMAN RESOURCES

differentiate between people who are contracted to multiple settings, e.g., teachers teaching at more than one school, plus those who may visit a site without necessarily working there, e.g., staff based solely at Harington School, who may visit Catmose College for meetings or refreshments.

The next phase is for staff to use the self-service portal to request foreseeable absences. This will initially be tested with two teams of colleagues in order to identify any areas for improvement with the process and gather initial feedback, prior to sharing with the wider workforce. It is a priority to ensure that absences, particularly teachers', are writing back effectively to SIMS, so that the Cover Manager can ensure all lessons are covered appropriately.

Staff absences are currently input by administrative staff, and write back to SIMS via Wonde. Altering this to HR-Assist will enable duplication of work to be minimized further, as SAMPeople will be used as the HR source of truth – however, again it is essential to ensure that the writeback function works

effectively and does not cause any issues for other teams within the organisation.

Further areas to roll out are issuing of contracts and contract variation letters via SAMpeople directly to the self-service portal, probation and performance management, payroll reporting and the switch to using it solely for the SCR.

RECOMMENDATIONS FOR 2025/2026

- Continue roll-out of added functionality within SAMpeople.
- Consult upon and develop a family-friendly leave policy.
- Consider and stay abreast of upcoming employment law changes, update policies/procedures and conduct training where required.
- 95% of staff have good or better attendance.
- Performance management 2025/26: 95% of staff achieve Good or better for their overall target 1.
- The completion of a Federation gender, ethnicity and disability staff equality report.

2025/2026 HUMAN RESOURCES IMPROVEMENT PLAN

2025/2026 HR Improvement Plan	Autumn Term (1 & 2)	Spring Term (3 & 4)	Summer Term (5 & 6)
Recruitment Safer recruitment processes viewed as good or better by internal/external audit.	<ul style="list-style-type: none"> • Research changes to KCSIE. • Review Recruitment Policy & associated forms/practices. • Governor audit x 2. 	<ul style="list-style-type: none"> • Check by senior leader. 	<ul style="list-style-type: none"> • Research and update DBS policy. • Research KCSIE draft, updating Recruitment Policy & associated forms/practices.
Client satisfaction 90% of staff say their HR questions are answered in a timely manner. >80% of staff strongly agree/agree that 'Since SAMPeople and MySam software was implemented, my experience in managing HR tasks (e.g., leave requests, signing contracts/paperwork) has improved'	<ul style="list-style-type: none"> • Review internal HR processes with team & regular meetings throughout year. • Develop further roll-out/training plan. • Communication with staff. • Staff training. • Test self-service absence requests with one team. • Use SAMPeople for absence management reminders and emails. • Use SAMPeople for SWFC return. 	<ul style="list-style-type: none"> • Deliver training. • Research using SAMPeople to conduct/track performance reviews. • Consider whether SAMPeople can be used for performance reviews & probation. • Launch portal for absence requests. • Use SAMPeople to run off standard contracts and variation letters. 	<ul style="list-style-type: none"> • Staff surveys to be circulated. • Roll out PR/probation format. • Liaise with Finance regarding whether to launch portal for expenses/mileage claims. • Use portal for sending standard HR letters directly to staff.
Staff development 95% of staff have good or better attendance.	<ul style="list-style-type: none"> • Regular review of attendance (ongoing). • Attendance meetings with staff as required. 	<ul style="list-style-type: none"> • Interim PRs. • Review Sickness Management Policy. 	
Policy An analysis is conducted in gender, ethnicity and disability pay differences. Develop a family-friendly leave policy to incorporate multiple policies into one. Ensure Federation HR policies are robust, up-to-date, reflect best practice and align with changes to employment law.	<ul style="list-style-type: none"> • Conduct risk assessment regarding any planned changes to employment law. • Attend webinar to refresh knowledge. • Prioritise policies to update based on organisational risk. 	<ul style="list-style-type: none"> • Conduct research with appropriate bodies. • Analyse job descriptions and pay information across the Federation. • Consult with staff, seek advice and develop policy. • Update policies, deliver/sign up to training. • Plan for any future changes. 	<ul style="list-style-type: none"> • Review Equality & Diversity Policy.

ADMINISTRATION SUPPORT

KEY: ■ Strongly Agree ■ Agree ■ Disagree ■ Strongly Disagree

EVALUATION OF 2024/2025

The 2024–25 academic year began smoothly, with core systems functioning well and teams able to consolidate roles early. Key operational improvements were made across timetabling, admissions and communications.

Initial issues with electronic music and LAMDA timetabling prompted investment in SOCS, now live and already improving clarity for students, parents and staff. A stakeholder survey will be issued in Term 4.

Admissions experienced its busiest year yet. The new Admissions Officer completed a full cycle, managing 52 in-year applications, 23 starters and 49 leavers. Communications were refined, Year 6 transition processes streamlined, and a new termly admissions scorecard for governors introduced.

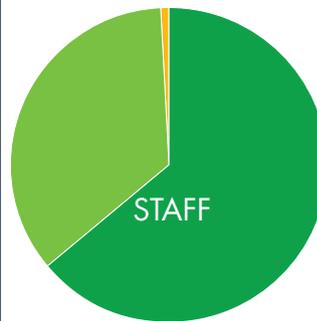
Harington and admin staff demonstrated their 'can-do' approach in an incredible turnaround of on-boarding 150+ students. Edulink was launched at Harington with positive outcomes for reporting and progress evenings, with wider rollout planned for 2025–26.

Parent survey results show over 90% satisfaction with school-home communication. High-quality publications and online content, led by the Communications Manager, strengthened stakeholder engagement. Welcome Booklets for each school were fully reviewed and updated.

Open Evening attendance has risen steadily over three years, supported by strong school reputations and a targeted, cost-efficient marketing strategy.

Staff recruitment processes remain streamlined and robust, with 23 roles advertised in 2024–25. Professionalised adverts, updated application packs, and refreshed "Staff Handbook" and "Why Work Here" materials continue to enhance the Trust's ethos.

CLIENT SURVEYS



99% of staff responses indicate that the admin team deal with their requests in a timely and professional manner.

RECOMMENDATIONS FOR 2025/2026

- >80% of parents and peri teachers agree that the SOCS system is easy to use, informative and aids their teaching/child's music lessons. Survey all stakeholders who use the new SOCS system in term 4.
- >80% of Year 12 and 13 parents are using Edulink.
- Review of the type of paper we use in printers and suppliers to save on printing costs and recycling.



ADMINISTRATION SUPPORT

2025/2026 ADMINISTRATION SUPPORT IMPROVEMENT PLAN

2025/2026 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>	<ul style="list-style-type: none"> Review and share the results of the 2024/2025 surveys with the team. Open Evening Presentation Evening Update termly admissions scorecard for governors, ensuring that data is relevant. Review new online timetable for music lessons, ensuring efficiency for all stakeholders. 	<ul style="list-style-type: none"> Review admissions (in-year) communication to send this out electronically with the correct links. Obtain quotes for recycled paper and check if this is viable in printers, with the aim of reducing printing costs. Ensure the rollout for Edulink for Years 12 and 13 is complete. 	<ul style="list-style-type: none"> Prepare stakeholder surveys, looking at wording of key questions. Prepare stakeholder survey to gain feedback on the new music timetable system SOCS Review admissions communication for normal round, including details of uniform pop-up shop. 	<ul style="list-style-type: none"> Discuss surveys within the team.
<p>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.</p> <p>(>=90% Outstanding, 85- 90% Good, 80-85% RI, <=80% Inadequate)</p>	<ul style="list-style-type: none"> Performance reviews 		<ul style="list-style-type: none"> Observations 	<ul style="list-style-type: none"> 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 2026 is a full year group.</p>	<ul style="list-style-type: none"> Spot check termly information held on the websites. Communication Policy. Provide regular news stories across website/social media and press releases. (Average one per week). 	<ul style="list-style-type: none"> Update site to remove any bugs. Ensure all relevant information is published on the websites. Forward plan extracurricular events and prompt leader for a news story. 		<ul style="list-style-type: none"> Review survey results. Plan for holidays regular news stories on social media. Marketing strategy for Open Evening 2026