



E-ACT
REVIEW OF
THE YEAR
2016-2017





Photography

Cover

Illin, Year 4, Mansfield Green E-ACT Academy

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Shea, Year 3, Mansfield Green E-ACT Academy

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The children of Hareclive E-ACT Academy

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Kyanna and Yonis, both Year 4, Nechells E-ACT Academy

Kacey-Lea, Year 8, Shenley Academy

Hermione and Valerie, both Year 5, Greenfield E-ACT Academy

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The children of Hareclive E-ACT Academy with Headteacher Kate Richardson

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Mohamed, Year 1, Mansfield Green E-ACT Academy

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Carter, Year 10, The Oldham Academy North

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Mason and Emily, both Year 1, Merritts Brook E-ACT Academy

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Mohamud and Lewis, both in Reception, Mansfield Green E-ACT Academy

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Welcome

E-ACT REVIEW OF THE YEAR

2016-2017



By focussing on developing inspiring curricula, promoting effective teaching and learning practices and by continuing to embed a culture based on our values of thinking big, doing the right thing and showing team spirit, this year has been one of exciting development for E-ACT.

In the 2016-17 E-ACT review of the year, we look back at the last academic year through the four components that make up E-ACT's school improvement strategy: curriculum, teaching and learning, culture and standard operational procedures.

Curriculum

From the installation of children's reading pods at Mansfield Green E-ACT Academy to Ilminster Avenue E-ACT Academy being named a Reading Recovery School of the Year, our primary academies have been getting creative in their reading curricula and are being recognised for their innovative approach.

Over the last year we have also been working to address mental health awareness in the young. In 2017 we introduced an innovative mental health first aid programme which provides training to staff so they can understand and recognise the early warning signs of mental health problems. It is our aim to train all E-ACT teaching staff as mental health first aiders.

Teaching and learning

In a year of change in the way that pupil assessments were marked and examined, we look back at how our pupils performed in their key stage 2, key stage 4 and key stage 5 assessments. We are delighted at the progress that our pupils are making, and look forward to hearing from those students leaving an E-ACT academy for university or for an apprenticeship about how they're getting on.

We continue to support our staff through our own Continuing Professional Development programme, now in its second year, which in the 2016-17 academic year was attended by over 400 teaching staff.

Culture

While there was much to choose from including academy visits from Sir Lenny Henry, Sir Bobby Charlton and London Mayor Sadiq Khan, the most memorable cultural event of the year was undoubtedly E-ACT's annual National Pupil Celebration Event held at the historic Birmingham Town Hall. We were delighted to be joined by pupils and staff from across all our academies to celebrate their many and varied achievements. More importantly, E-ACT pupils and staff from opposite ends of the country were once again reminded that their networks extend way beyond just the four walls of their own academies.

Standard operational procedures

One of the immediate benefits of adopting the Department for Education's latest funding agreement is the ability to pool annual funding. The trust decided to use this additional freedom to radically overhaul the way that we set out budgets for the academic year. Since the 2014/15 financial year and looking forward into 2017/18, we have put over £6 million back into front line educational services to support pupils.

Our mission

It is within the classrooms and playgrounds of our academies and through encounters with the boys and girls that we teach that we can really see and feel the positive impact of our work. The success stories highlighted throughout this report are the result of ideas and the know-how of our many talented employees.

Together we strive to continue to give all of our pupils an outstanding education which enables them to explore, think, discover, create and achieve and so realise their full potential.

Michael Wemms
Chair of the Board of Trustees

David Moran
Chief Executive Officer

E-ACT in context



25 academies
13 primary academies
11 secondary academies
One all-through academy



15,400 pupils



2,300 employees

	Joined E-ACT	Pupils
London and Bucks		
City Heights E-ACT Academy	2013	763
Chalfont Valley E-ACT Primary Academy	2012	132
Denham Green E-ACT Primary Academy	2013	181
The E-ACT Burnham Park Academy	2012	328
The Crest Academy	2009	1,060
North		
E-ACT Blackley Academy	2012	465
Parkwood Academy	2009	889
Pathways E-ACT Academy	2013	480
The Oldham Academy North	2010	1,042
South West		
Greenfield E-ACT Primary Academy	2012	419
Hareclive Academy	2016	373
Ilminster Avenue E-ACT Primary Academy	2012	315
Perry Court E-ACT Academy	2017	400
St Ursula's E-ACT Primary Academy	2011	545
Midlands		
Heartlands Academy	2009	878
Mansfield Green E-ACT Primary Academy	2013	458
Merritts Brook E-ACT Primary Academy	2013	229
Nechells E-ACT Primary Academy	2012	207
North Birmingham Academy	2010	1,010
Reedwood E-ACT Primary Academy	2012	453
Shenley Academy	2009	1,052
West Walsall E-ACT Academy	2012	748
Willenhall E-ACT Academy	2012	1,005
Daventry		
DSL V	2012	1,017
The Parker E-ACT Academy	2012	844



Our academy improvement strategy

E-ACT's school improvement strategy focuses on what matters most: developing people and getting the very best outcomes for our pupils.

Teaching and learning

A relentless focus on the quality of teaching and learning.

- All lessons are well-structured and develop learning, enabling students to achieve their best.
- All teachers have good subject knowledge. Planning, marking and assessment are rigorous so that teachers know the learning needs of every child in their class.

Curriculum

Develop and deliver an engaging and inspiring curriculum.

- A curriculum that is broad, balanced and engaging for all children.
- Teaching styles and the learning environment reflect the broad and balanced curriculum.
- Teachers share good practice throughout the trust.

Culture


Promote a culture that reflects the trust's core values of think big, do the right thing and show team spirit.

- A culture where children feel safe, enjoy their learning and have high aspirations for themselves and their academy.
- Every academy has a culture of high expectations and high aspirations for all children and staff.
- Relationships are supportive and fair, and poor behaviour and bullying are never tolerated.

Standard operational procedures

Effective and efficient standard operating procedures.

- Systems and processes that are efficient and maximise resources to enable each academy to operate effectively to the benefit of all staff and children.



“The best of school is when you
get to write stories. I also love the
trim trails and football matches at
lunch.”

Brady, Year 3
Hareclive E-ACT Academy

Our key performance indicators

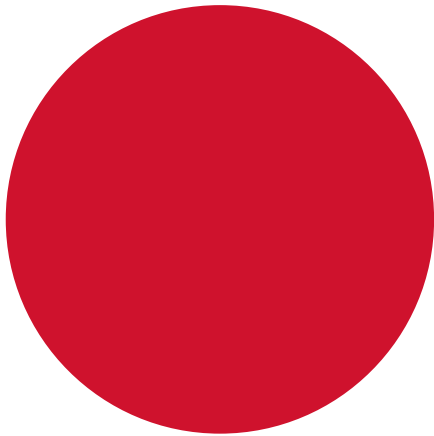
2016-2017



Every pupil to maximise their potential in national examination results

Key stage 2
57% of pupils achieved the expected standard in reading, writing and mathematics, a rise of 14 percentage points on the equivalent figure in 2016.

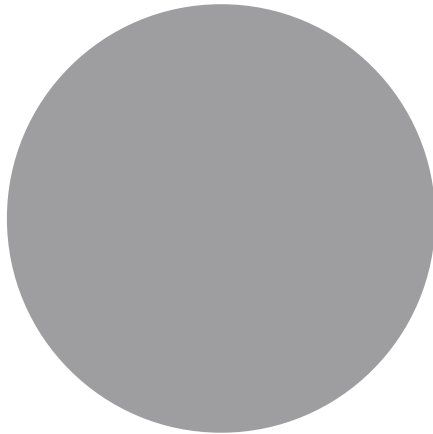
Key stage 4
50% of pupils achieved a figure of 4+ under the new numerical grading system in English and mathematics, a rise of two percentage points on the equivalent figure in 2016.



Every academy to demonstrate strong student progress

Key stage 2
16 progress scores at nine academies improved and six progress scores at four academies are significantly above the national average compared to 2016.

Key stage 4
Progress 8 scores at The Oldham Academy North, The Crest Academy and Heartlands Academy are significantly above the national average, with four academies showing big increases compared to 2016.



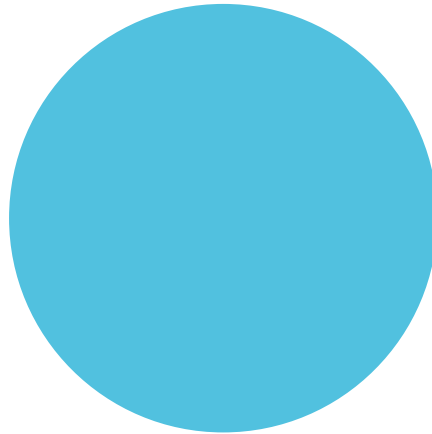
Ofsted inspection outcomes

E-ACT received eight Ofsted inspections in 2016-2017.

Full Ofsted inspections carried out at The Crest Academy and DSLV saw both academies progress from Inadequate to Good.

All four Section 8 inspections stated that the trust was taking effective action to tackle areas requiring improvement.

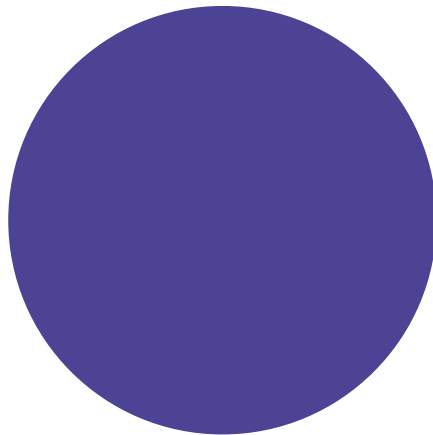
Overall, 15 E-ACT academies are rated Good or better.



Overall salary costs to be 70–75% of total income

In 2016-2017 staffing costs accounted for 75.6% of total income.

Of this 50.4% included teaching staff salaries, 12% educational support staff, 13.1% operational support staff.



Each academy to be financially viable over a three year planning horizon

The regional staffing model was established last year which saw every E-ACT region appoint a regional operations director.

Each region is currently in the first year of a three year financial plan, and regional operations directors continue to secure further operational efficiencies to ensure that their region remains sustainable.



The year in review

Here we reflect on the many achievements of E-ACT pupils and staff over the last year.

In line with E-ACT's school improvement strategy the following pages consider achievement in:

- Teaching and learning
- Curriculum
- Culture
- Standard operational procedures



Teaching and learning

Ofsted inspections



Full Ofsted inspections in 2016-2017

The Crest Academy
Good from Inadequate

DSL V
Good from Inadequate

Willenhall E-ACT Academy
Inadequate from Requires Improvement

E-ACT Pathways Academy
Requires Improvement (no change)

Section 8 inspections in 2016-2017

North Birmingham Academy
Requires Improvement – taking effective action

Nechells Primary E-ACT Academy
Requires Improvement – taking effective action

West Walsall E-ACT Academy
Special Measures – taking effective action

E-ACT Burnham Park Academy
Special Measures – taking effective action

15 rated Good or better
That's nine primaries
and seven secondaries

From the chief inspector of education

In March 2015 The Crest Academy in London was placed in special measures having been rated Inadequate by Ofsted. Just 19 months later in November 2016, under the skilled leadership of Regional Education Director David Hatchett and Headteacher Mohsen Ojja, Crest was rated Good in all areas by Ofsted.

Before stepping down as Chief Inspector of Education, Sir Michael Wilshaw, in his letter to Headteacher Mohsen Ojja, congratulated the staff, parents, pupils and the trust for 'their hard work and commitment' during this period of rapid transformation.

Furthermore, in his final annual report Sir Michael Wilshaw reserved praise for former The Oldham Academy North headteacher Martin Knowles for 'driving rapid improvement across the school'.

“They work tirelessly to improve pupils' learning. Consequently, standards are rising quickly and pupils are making good progress across the school.”

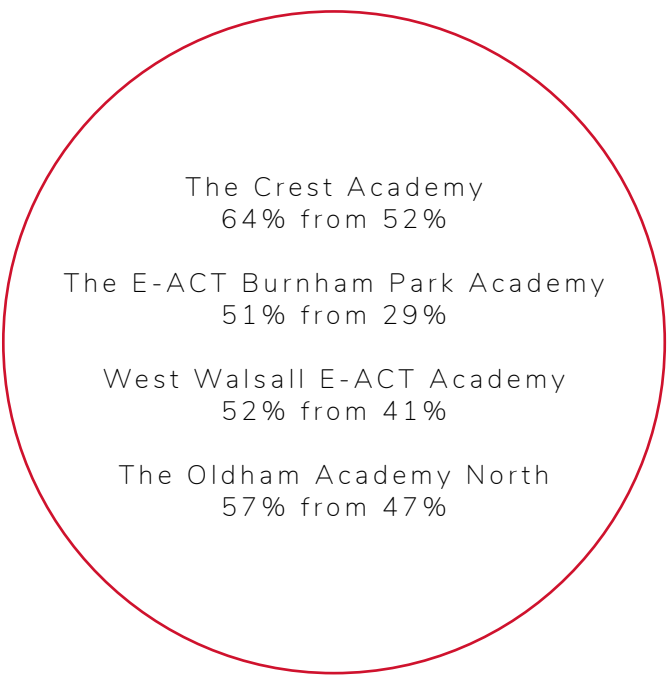
Sir Michael Wilshaw on middle leaders at The Oldham Academy North

Source: The Annual Report of Her Majesty's Chief Inspector of Education, Children's Services and Skills 2015/16

Academic results

Key stage 4 results August 2017

50% of E-ACT pupils achieved a figure of 4+ under the new numerical grading system in English and mathematics, a rise of two percentage points on the equivalent figure in 2016.



Key stage 2 results July 2017

11 of 13 E-ACT primary academies experienced increases in the number of pupils achieving the expected standard in reading, writing and mathematics.

Five E-ACT primary academies surpassed the national average of 61% in 2017

Denham Green E-ACT Primary Academy
92%

Ilminster Avenue E-ACT Academy
89%

Greenfield E-ACT Academy
84%

Merritts Brook Primary Academy
83%

St Ursula’s E-ACT Academy
77%

The biggest jump

Hareclive E-ACT Academy
47% from 20%

E-ACT Blackley Academy
57% from 26%

55% of pupils across the trust achieved at least 4+ in GCSE mathematics at the new measure, an increase of two percentage points on last year.

{Grade 9}

Under the new numerical grading system grade 9 is the top GCSE grade designed to denote the very highest achievers.

81 grade 9s across the trust

54 students got one grade 9

One E-ACT student got three 9s – one of only around 2,000 students nationally

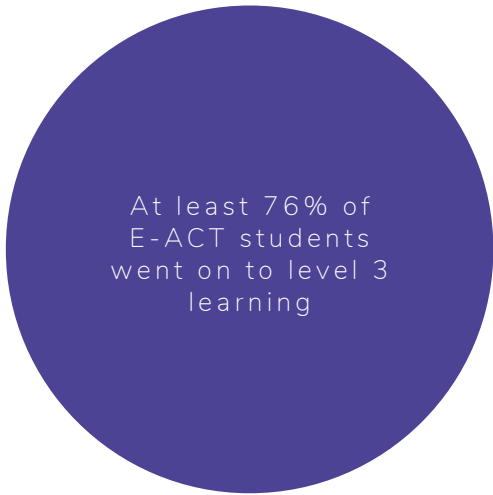
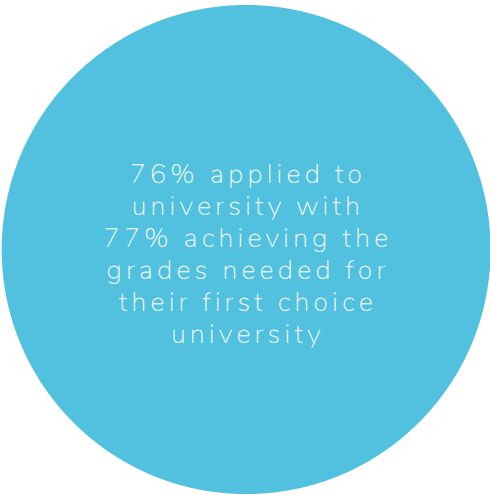
“When I saw the 9 in English literature I went crazy! I am over the moon.”

Zanoubia Gharsalla
The Oldham Academy North

Key stage 5 results August 2017

The average point score for A levels across the trust increased from 18.86 in 2016 to 24.37 in 2017. All but just one E-ACT academy experienced increases in this measure in 2017.

Applied general qualifications (AGC) are rigorous advanced level three vocational qualifications and include the BTEC. E-ACT students taking AGCs had an astonishing year. Across the trust the average point score increased from 34 (distinction) in 2016 to 39 (distinction+) in 2017, a standard that sits above the national average of 34.





Curriculum

A focus on reading

Reading initiatives at Mansfield Green

For the last 12 months staff at Mansfield Green E-ACT Academy have been busy introducing such creative initiatives as reading pods to promote a love of reading among pupils.

Old cloakrooms have been repurposed and redecorated with murals, mood lighting and packed book shelves. Each reading pod has its own imaginative design, taking inspiration from literary themes such as underwater worlds, fairy tales and even spies.

Giant baskets have been placed outside classrooms for pupils to settle down in with a book, and on certain days Kato the canine reading companion helps children to relax while they read.

Headteacher Karen Horne has noticed a spike in the number of children taking books home and time spent in the reading pods.

“Their
thirst for
and love of
reading has
dramatically
improved.”

Karen Horne
Headteacher
Mansfield Green E-ACT Academy

Both Ilminster
Avenue E-ACT
Academy and
Greenfield E-ACT
Academy achieved
the Every Child
a Reader (EcaR)
standard last year

A Reading Recovery school of the year

Reading Recovery was introduced at Ilminster Avenue E-ACT Academy three years ago. Through the programme the lowest achieving children aged five or six receive one-to-one lessons with a specialist reading recovery teacher enabling them to reach age-expected reading levels within 20 weeks.

Ilminster Avenue E-ACT Academy was just one of 15 schools awarded Reading Recovery School of the Year last academic year.

The awards are organised by the International Literacy Centre and celebrate practitioners who have made an outstanding contribution to children's literacy through Reading Recovery.

Mental health awareness

In 2017 the trust introduced an innovative mental health first aid programme that provides training to staff, so they can understand and recognise the early warning signs of mental health problems.

Ten members of staff from across the trust have qualified as youth mental health first aid instructors through Mental Health First Aid England and can now deliver an accredited two day youth mental health first aid course to E-ACT staff. By the start of the 2017-18 academic year over 100 staff from across the trust had already been trained, and a further 480 staff are due to receive training by the end of the current academic year.

Although the Department for Education has set targets for one person in every secondary school to be trained as a mental health first aider, the trust's aim is for all E-ACT staff to be qualified as mental health first aiders.

We are now working to train six E-ACT staff as adult mental health first aid instructors. We are also developing a bespoke curriculum around mental health in every academy.

Music in the curriculum

The children and staff of Ilminster Avenue E-ACT Academy were the subject of a film commissioned by an Australian university on the topic of music and its impact on the developing brain in 2016. The academy was chosen to take part in the film because of the innovative way in which curricular music has been incorporated into the everyday lives of Ilminster pupils.

One in 10 children in the UK has been clinically diagnosed with a mental health disorder – that is around three children in every class.

“I became a teacher in order to help students to achieve their potential, and watching them learn and understand is one of the most rewarding aspects to teaching.”

Danielle Finlay
The Crest Academy



Culture

A tale of two knights...

Sir Lenny Henry, The National Theatre and Shenley Academy

In November 2016 Shenley Academy was chosen to host the launch event for the National Theatre's new streaming video service for schools and teachers. As part of the launch Sir Lenny Henry visited the academy to be interviewed live on air by the BBC. He also spent time running an acting masterclass for Shenley students and even stayed behind for an impromptu question and answer session.

England's greatest ever footballer visits The Oldham Academy North

England and Manchester United legend Sir Bobby Charlton and his wife Lady Norma Charlton visited The Oldham Academy North (TOAN) in October 2016 to launch an official partnership between TOAN and the Manchester United Foundation.

The Oldham Academy North is one of twenty partner schools to benefit from full time Manchester United Foundation coaches based at the academy.

On the sports field

Only one team in the Midlands...

Heartlands Academy's Year 9 girls' football team were crowned champions of the Aston Villa under 13s' tournament in 2016. Having played five tough fixtures they defeated Barr Beacon in the final.

A rugby shirt fit for Twickenham

Having been placed first in a 'design a rugby shirt' contest run by sports apparel company Canterbury, The Crest Academy's talented young designers had their shirt replicated for the academy's rugby team and had their winning design blown up and paraded in front of 82,000 spectators at Twickenham during an England fixture against Italy.

Step aside Tom Daley, we have Richelle...

Parkwood Academy's Richelle Houlden made quite the splash at the Senet diving Cup in Eindhoven last year securing three gold medals at the prestigious tournament. Richelle's achievement is all the more impressive considering that almost 250 participants from 20 different countries were competing.

Later in the year Richelle's gold rush continued as she subsequently added the title of British Elite Junior Champion to her ever growing list of accomplishments in the pool.



E-ACT in the community

Mansfield Green singers perform live on Children in Need

It has been quite a ride for the children of Mansfield Green's key stage 2 choir. Having only formed in 2015 they have already performed for a live national television audience. 15 of Mansfield Green's pupils were invited to join the 1,500 strong Children in Need Choir to perform the Bill Withers' classic Lean on Me.

Going green at Reedswood

The pupils of Reedswood E-ACT Academy have most certainly earned their bright green stripes having been awarded a Bronze Eco Award. Reedswood's Eco Committee is made up of pupils, staff and members of the local community and together they have formulated an action plan on litter, recycling, energy usage and transport.

Turbo fundraising at Parkwood

Parkwood staff are proving themselves to be among the fittest in the trust having completed a walking half marathon and 10k event in aid of Sheffield's St Luke's Hospice in 2016. Parkwood staff raised over £1,000 in the Nightstrider event in October, taking the full amount raised for the hospice to a staggering £14,000 in total for the hospice.

Parker students attend the JINJA International Conference in Uganda

Three sixth form students from the Parker E-ACT Academy in Daventry attended the JINJA International Conference in Uganda in 2016. Held at The Discovery Centre in Jinja, the students were given the opportunity to engage in discussion on a host of world issues with other students from Ugandan schools. While there they also took the opportunity to visit Iganga High, the Parker E-ACT Academy's partner school in Uganda.

The Mayor of London pays a visit

City Heights E-ACT Academy students were in for a pleasant surprise in 2016 as the Mayor of London Sadiq Khan popped in for a flying visit. City Heights was chosen as the venue for the launch of the Mayor's new four year policing plan for London. The Mayor addressed a packed assembly hall and even found time for a City Heights/Mayor of London selfie!

The grand old (technologically savvy) Duke of York

Four The Oldham Academy North students were lucky enough to meet The Duke of York at a launch event for Open Future_North, a hub for digital startups across the Greater Manchester area. The Duke of York spent time with the students discussing their studies, business and the importance of entrepreneurial spirit and enterprise.



The 2017 National Pupil Celebration Event was attended by pupils and staff from across all 24 E-ACT academies. Held at the Birmingham Town Hall, our audience was treated to pupil performances in music, gymnastics and speech as well as the trust's own awards ceremony.



Supporting our staff

Whatever their role within E-ACT, we support our staff by encouraging them to develop and to keep on learning with us.

Since its launch in September 2016 more than a quarter of the trust's employees (that's over 400 teaching staff) have attended a course as part of the trust's own professional learning programme.

By the end of the academic year we had run a total of 130 CPD sessions, many in partnership with leading training providers such as Ambition School Leadership (formerly the Future Leaders Trust and Teaching Leaders) and our very own Heartlands Teaching School.

We believe that outstanding teachers affect pupil achievement more than any other factor. In fact some of our latest Ofsted reports praise the training and development opportunities available to our teaching staff.

Feedback has been overwhelmingly positive with 96% of delegates agreeing that the skills and knowledge gained by attending an E-ACT CPD course will prove useful in their work.

E-ACT headteachers' conference

E-ACT's annual headteachers' conference was held at Heartlands Academy in Birmingham in 2017.

The conference opened with a keynote address by the inspirational Professor Mick Waters who discussed the importance of curricula innovation and development. Other contributors included the Department for Education's Hardip Begol, Parker E-ACT Academy head Andrew MacKereth and The Oldham Academy North's Abbie Lockitt.

“The discussions provided a chance to share our own experiences, giving the issues real context.”

A new E-ACT building in Daventry

In 2017 a former Daventry UTC facility was transferred to The Parker E-ACT Academy in recognition of the progress the Daventry E-ACT secondary academies have made. The Randolph Building, which is named after the Daventry born poet and dramatist Thomas Randolph, boasts excellent facilities and is home to the Daventry Sixth Form.

The £10 million facility was first opened in September 2013 and boasts workshops, laboratories, a spacious four court sports hall and a plethora of classrooms and breakout rooms.

A move towards zero-based budgeting

In 2016 E-ACT trustees decided to adopt the Department for Education's latest funding agreement. One of the immediate benefits of doing so was the ability to pool annual funding. The trust decided to use this additional freedom to radically overhaul the way that we set out budgets for the academic year.

Budgets have been prepared by focusing on the curriculum needs of every one of our academies and then costing those needs using a form of zero-based budgeting. This involved our academies working with their regional teams to review their projected costs.

Since the 2014/15 financial year and looking forward into 2017/18, our spend on education has increased by 6.7% as a percentage of total costs. This is over £6 million back into front line educational services to support pupils, and has meant that we have been able to support high needs provision in Sheffield and underfunded primaries in Buckinghamshire as well as reading recovery staff in Bristol.

A 25th E-ACT academy

In 2017 we were able to announce that Perry Court Primary Academy in Bristol would be joining the trust. The addition of Perry Court Primary Academy to the E-ACT family is an acknowledgement of the astonishing success enjoyed by our existing four Bristol E-ACT academies. Perry Court has 400 pupils who are taught in a two-form entry.

The first Trustee and Ambassador Conference

In 2017 E-ACT held its first annual Trustee and Ambassador Conference bringing together members of each of our Ambassadorial Advisory Groups to meet our trustees. It was also an opportunity to hear from Sir David Carter, National Schools Commissioner, about the role of local and parent voice within a multi-academy trust.

The event gave us the opportunity to listen to ambassadors and hear how we can better support their development.

As a result we have redeveloped our AAG Terms of Reference, now called the 'Ambassadorial Advisory Group Charter', improving the information about the scope and the nature of their role; provided clearer guidance to our regional education directors and headteachers about inducting new ambassadors; and offered more training opportunities as part of our trust-wide CPD programme.

We have also, for the first time, included in our budget for the 2017-2018 academic year a project fund for our AAGs so that each of our groups will have the opportunity to bid for funds to support a piece of work they are undertaking in relation to the 'Four Cs' of community, concerns, celebration and communication.

A new visual identity for E-ACT

In 2017 we relaunched our brand following consultation with staff across the trust. Through various staff surveys and focus groups we learned that the vast majority of E-ACT employees felt that our previous branding was out of date and no longer represented the trust today.

Our new branding takes its inspiration from the dynamism, creativity and energy of our pupils. Our new logo can even be personalised using pupil art.

Alongside the brand refresh we also re-launched the trust's website and started the process of re-designing and re-launching all 25 academy websites. This will also enable the trust to achieve savings in hosting as all 25 websites will be housed on a single server.

Our new branding takes its inspiration from the dynamism, creativity and energy of our pupils. Our new logo can even be personalised using pupil art.



The year ahead

E-ACT will focus on the following strategic objectives in the coming year.

All young people achieving in education and reaching positive destinations

We will achieve this by continuing to improve our academies and the quality of teaching and learning across the trust. We will continue to offer students access to high quality careers education advice and guidance and experience of the world of work.

E-ACT to be an employer of choice

We will achieve this by supporting staff, developing their talent and providing access to appropriate career development and CPD. We will seek to encourage and develop talent within our own staff and work towards meeting the public sector target for apprenticeships.

Build on the success of our regional model

We will achieve this by strengthening our regions so that they continue to support pupils and improve outcomes by prioritising resources for teaching and learning.

E-ACT regarded as a thinking and doing organisation by leading in practice

We will achieve this by sharing expertise across the trust and encouraging talent and best practice. We will take a lead on issues which support pupils, parents and staff including mental health, careers education advice and guidance and staff development.

[GET IN TOUCH]



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