



THE CONSORTIUM
ACADEMY TRUST

2023
-24

Annual Report



SHAPING
POSITIVE
FUTURES



“I’m really excited about making new friends at secondary school and learning different types of subjects.”

“We have had mock interview days and many events to prepare us for our future. We took part in ‘all about me’ days to develop our personalities.”



“I love my teachers because of their enthusiasm and how they’ve prepared me for the future. I plan to study astrophysics in the future.”



“I have loved the connections I have made with visitors to the school and the chance I’ve had to learn about different careers.”

“I have loved the opportunities given to me by my teachers, especially in music. The school has enabled me to perform to the public in many competitions.”



Our learners reflect on their year...



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Welcome from our CEO

Lizann Lowson



It is with great pride that I reflect on a year of both significant achievements and new opportunities.

At the heart of our mission is our unwavering commitment to putting our learners first. Through collaboration, innovation and resilience, we have made meaningful progress while remaining focused on the work that lies ahead. Together, we have taken significant steps toward creating inclusive, high-quality education for every learner while fostering a sense of belonging and responsibility within our communities.

Throughout 2023-24 our schools provided outstanding learning and development opportunities for learners. Many schools prioritised enhancing curriculum pathways and expanding extracurricular programmes, successfully broadening learners' horizons and enriching their experiences.

While we celebrated several academic milestones, such as improved primary performance in key statutory measures and excellent progress at Cottingham High School, we recognise that there is more to be done. Our secondary outcomes revealed areas requiring targeted intervention and this is our collective focus. We remain committed to enhancing teaching and learning, embedding consistency in core subject curricula and investing in resources and support systems to raise standards across all schools.

This year, we saw exciting developments in areas that enrich our schools beyond the classroom. From the development of state-of-the-art facilities, such as the playground at Peshurst and the extension of Enhanced Resource Provision at Croxby, to community-driven initiatives like our schools' engagement in local environmental efforts and mental health support, we have created environments where learners and staff feel valued and supported.

Equally significant are the advancements in our provision for learners with special educational needs and disabilities (SEND). With almost 1,500 learners supported, including 300 with Education, Health and Care Plans (EHCP), and the successful operation of Enhanced Resource Provisions (ERPs) we are creating inclusive, supportive environments for all. Plans for additional ERPs and the development of our Early Help Offer demonstrate our dedication to strengthening this vital area of work.

Our commitment to sustainability and innovation has been evident in every aspect of our operations. Energy-efficient practices, investments in modern infrastructure and the introduction of digital solutions like Power BI and enhanced HR systems have improved not only our environmental footprint but also our operational effectiveness. Initiatives such as the "Forest Positive" printing project and Eco-Schools Green Flag re-accreditation in all primary schools highlight our learners' active engagement in building a sustainable future.

Looking ahead, we remain committed to our mission. Continued investments in teaching and learning, leadership development and targeted resources will ensure the best outcomes for all learners. Expanding our SEND provision and embedding our Core CPDL Offer will further enhance professional practice and learner achievement. Additionally, as we integrate Oakfield School and seek new opportunities for collaboration and growth, we do so with a focus on meeting the needs of our learners and communities.

None of these achievements would be possible without the commitment and collaboration of our learners, staff and communities. Thank you for your continued hard work and partnership as we deliver lasting impact for all our learners. Together, we are not just shaping positive futures but also building a Trust that continues to strive for educational excellence and sets the standard for inclusion.

Message from our Chair of the Trust Board

Ian Furlong



I would like to welcome you to our annual report which clearly outlines how our vision and values are being lived.

The Board are very pleased to be able to tell the story of our Trust. There are so many encouraging things to report and it is a great opportunity to tell a wide range of stakeholders about our progress and our ambitions. I sincerely hope you find it an easy and informative read.

We are responsible for shaping the positive futures of nearly 8,000 learners, from communities across Hull and the East Riding of Yorkshire. Our learners are aged from 3-19 and come from all backgrounds. As a Board, we often remind ourselves that everything we do is to give our learners a platform to achieve the very best opportunities in life.

Our ethos of collaboration continues to be key, and this year has seen an increased number of opportunities for both our

staff and learners to work together. Our Learner Conference cemented the impactful work already taking place across our schools and saw learners expanding their ideas on how they can make a difference through our shared commitment to sustainability. Our Annual CPDL Event provided an incredible development opportunity for over 800 colleagues, along with the chance to network with their peers. The Trust is leading the way with opportunities such as these and this continued collaboration benefits both learners and colleagues alike.

I want to recognise and thank everyone who contributes to the shaping of our 'positive futures' in all of its various guises. Each and every one of you plays a vital part. It would also be remiss of me not to personally thank the nearly one hundred volunteers who help me in the pursuit of good governance across the Trust.

Finally, I would like to thank the parents who entrust their children to our educational care. We will do our very best to ensure that they are ready for the opportunities and challenges that the future holds.

Our Strategic Plan

The Strategic Plan 2024-2027 outlines our commitment to achieving excellence across six priority areas: excellent outcomes for learners, an inclusive and ambitious curriculum, engaged and empowered people, impactful services and outstanding environments, highly effective governance, and sustainable growth.

Over the next few years, our work will focus on implementing targeted initiatives that drive measurable improvements in these areas, ensuring that every task and effort contributes to our long-term goals. By aligning our resources and actions with these priorities, we will create a dynamic, inclusive, and growth-oriented organisation that delivers lasting value for learners, staff, and our community.



Our **Vision:**

SHAPING POSITIVE FUTURES

Our **Mission:**

We put our children and young people first. We have a supportive, yet challenging environment to allow everyone in our Trust community to:

- Flourish and believe that they have every chance of success.
- Work together so that they can achieve more than can be done individually.
- Work within a supportive culture where taking appropriate risk is seen as a strength.
- Be proud of themselves, their peers, our schools, and our local communities.

Our Values:

ASPIRATION

RESPECT

INTEGRITY

RESPONSIBILITY

Aspiration

We are ambitious - we aim high for ourselves and for others and we believe that we can make a real difference.

Respect

We respect ourselves and each other. We respect our diverse environment and community.

Integrity

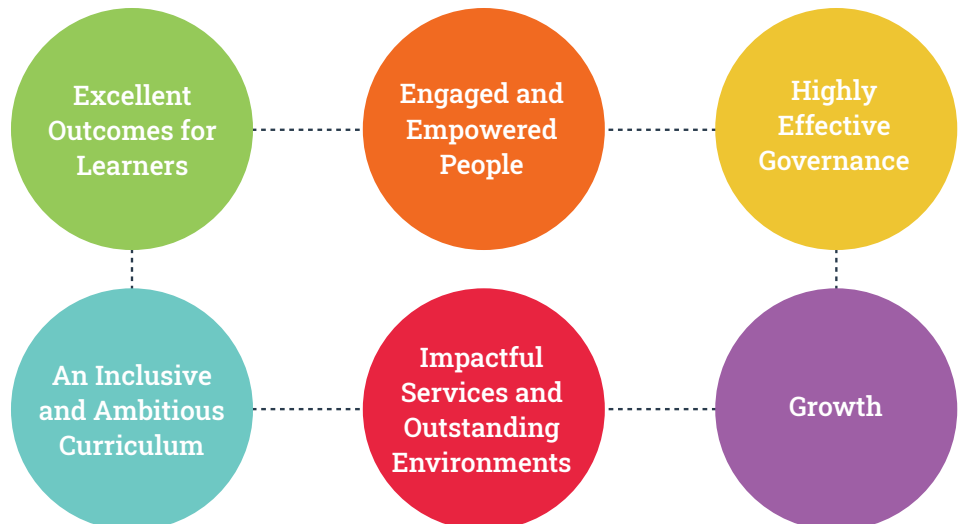
We are honest with ourselves and each other. We do things for the right reasons.

Responsibility

We take responsibility for everything we do and see mistakes as an opportunity to improve and to get things right next time.

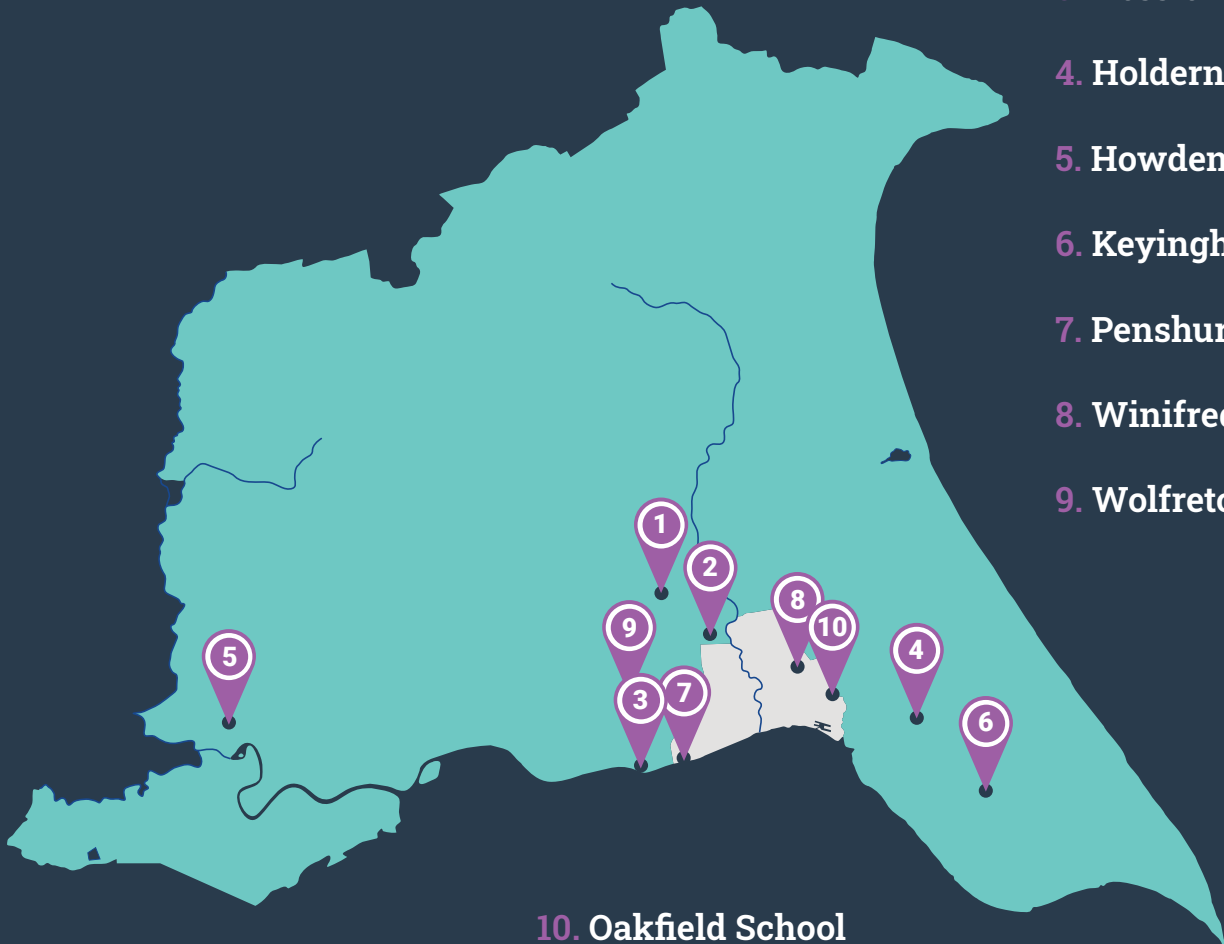
Our vision, mission and values are realised through:

Our Strategic Priorities:



Our Place

1. Cottingham
2. Croxby
3. Hessle
4. Holderness
5. Howden
6. Keyingham
7. Penshurst
8. Winifred Holtby
9. Wolfreton



10. Oakfield School
– joining January 2025

1. Home of our Shared Services Team

Where do our learners live?

9 
Schools

6 Enhanced
Resource
Provisions

7841

Children and young
people aged 3 to 19

63%

East Riding

36%

Hull

1%

Neighbouring
counties

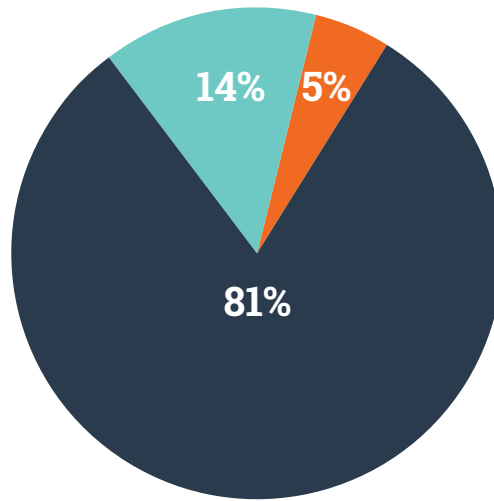
Our Team

A whole Trust team of over 8900, encompassing:



7841

learners of which:



6353

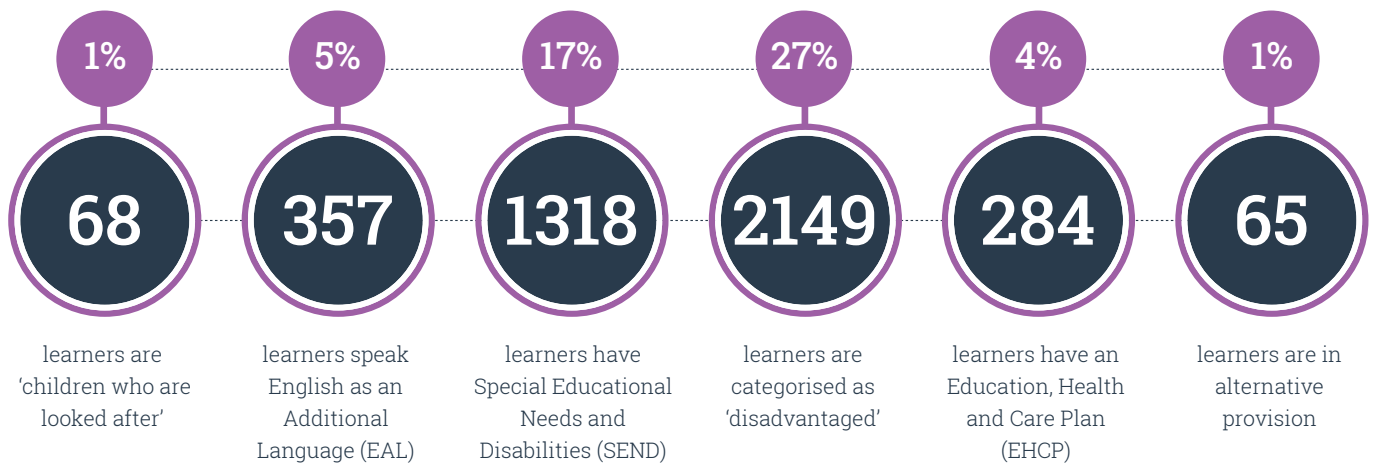
Secondary

1097

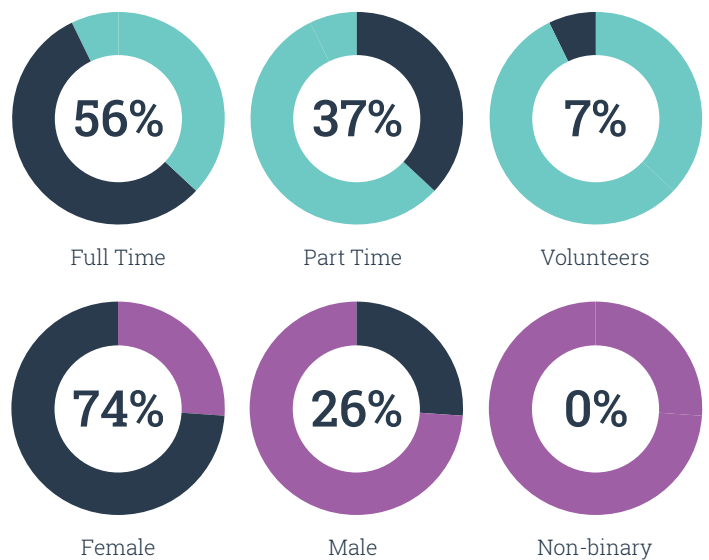
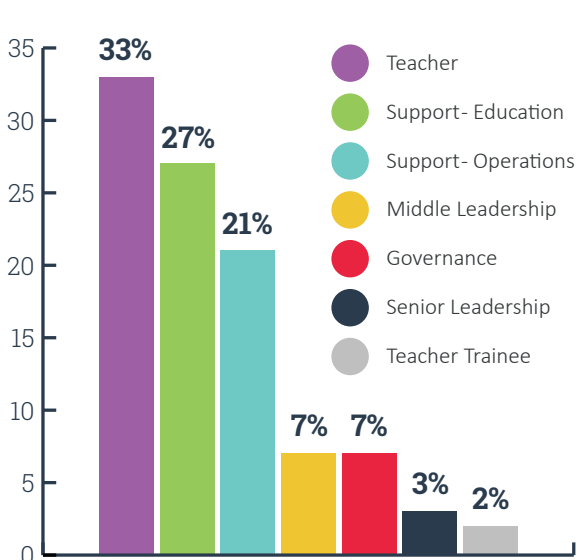
Nursery/Primary

391

Sixth Form



Over 1000 Staff & Volunteers



Our Schools

2023-24 Highlights



Croxby

A successful Sports Day

The 2023-24 year at Croxby Primary School has been filled with notable achievements and memorable moments.

A successful Sports Day, supported by families and Year 6 leaders, celebrated the school's sense of community. Year 6 learners also showed focus and resilience during their SATs, while a residential trip to PGL Newby Wiske offered valuable personal growth despite challenging weather!

Throughout the year, Croxby offered a wide range of enrichment activities, including an Art Festival, a planetarium visit, and trips to Magna, York Museum, and Woldies Farm. Cultural experiences such as performances of Matilda and a school nativity further enhanced the school calendar.

Significant progress was made in curriculum development, with enhancements to the Early Years provision and the introduction of a new, whole-school curriculum in subjects like geography, history, and science. Additionally, the school began expanding its Enhanced Resource Provision, with a planned extension to better meet learners' social, emotional and mental health needs.

Keyingham

The 2023-24 academic year at Keyingham Primary School has been marked by a range of significant achievements.

Early Years learners thrived in a tailored curriculum that fostered strong progress in a supportive environment. Key Stage 1 and 2 learners explored a broad curriculum, from the Stone Age and Shakespeare to coding and musical composition. Learners with special educational needs continued to benefit from the school's excellent outdoor areas and Hub provision, supporting their personal and academic growth.

Year 4 learners demonstrated resilience in completing their swimming certificates, while Year 5 took part in the Royal Shakespeare Associate School programme, culminating in a performance at Hull Truck Theatre. Year 6 learners enjoyed enriching experiences such as abseiling and visiting the National Space Centre.

The school made significant strides in curriculum development and was awarded the OPAL Gold award for outdoor play. Keyingham also led in mental health support, with staff taking a key role in regional conferences. The year concluded with a 'Good' Ofsted rating, celebrating the hard work of staff and learners.



Outdoor play OPAL Gold award

Penshurst

Penshurst Primary School has experienced a year of growth and achievement in 2023-24.

A key milestone was the **positive feedback** received from **Ofsted** following its first inspection under the leadership of the new Head of School. This recognition reflects the hard work of the entire school community and serves as a testament to the progress made across the school.

Curriculum development has been a focal point this year, with a particular emphasis on introducing new key vocabulary and expanding learning opportunities across all subjects. The Early Years outdoor space is set to undergo a significant transformation, with plans for completion in Autumn 2024. In addition, nursery learners participated in a **road safety event**, while the whole school took part in the **Brake Walk**, a campaign designed to promote the benefits of walking, and raise awareness among parents and the wider community about the need to protect children on roads.

Forest School provision



Looking ahead, Penshurst is excited to expand its **Forest School provision**, which aims to enhance learners' resilience, teamwork, and confidence. These initiatives demonstrate the school's commitment to providing a **well-rounded, high-quality education**, ensuring that learners continue to develop both academically and personally.

Cottingham

The 2023-24 academic year at Cottingham High School has been a period of transformation.

With a new Headteacher and Deputy Headteacher, the school is progressing towards becoming the school of choice in the community. Notable highlights include two **Humber Cup victories**, a successful **Mary Poppins production**, and ongoing **extracurricular successes**. Learners have excelled in various areas, with upcoming trips such as a visit to **Kenya** and continued **sporting achievements**.

Strong community ties were forged through collaborations like the **Cottingham Allotment Group** and local initiatives. Learners have taken active roles in improving the local environment, including efforts to reduce vehicle idling and



Extracurricular successes

support the restoration of local memorial gardens. The school's **commitment to literacy** remains strong, with three reading weeks igniting a passion for literature. Site developments include a **new 3G pitch** and **classroom upgrades**, alongside a robust pastoral support system through the introduction of **'The Bridge'**, providing enhanced academic and pastoral intervention.



Enhanced Resource Provision

Hessle

Hessle High School has seen significant strides in 2023-24, particularly in supporting learners with special educational needs.

The school secured an agreement with the East Riding of Yorkshire Council to establish an **Enhanced Resource Provision (ERP)** for learners with Cognition and Learning needs, the first of its kind in the county. This new provision will open in September, offering more learners access to a high-quality, bespoke education.

A major development was the relocation of the **school library** to a larger, more accessible space. This move, alongside new furniture and book stock, ensures a greater focus on literacy. The school's **Oliver! production** in May was a highlight, bringing together 57 learners and the entire Arts department in an inclusive, highly successful performance. Additional achievements included increased **school trips, sporting successes**, and recognition from Ofsted, confirming the dedication and hard work of the school community.

Holderness

Holderness Academy has enjoyed another successful year, with learners excelling in both academic and extracurricular activities.

School attendance is above national averages, and learners have earned over 750,000 reward points. Highlights include the opening of a **new gym**, the attainment of **Rainbow Flag status for LGBTQ+ inclusion**, and numerous **community initiatives**. Learners have contributed to local projects, including **food bank support** and environmental efforts, while also participating in the **Remembrance Parade**.

In sports, Holderness continues to produce top-level athletes, with alumni playing for professional teams like Hull City, Hull KR, and Hull FC. The school's **careers provision** remains strong, with 88% of Year 11 and Year 12 learners participating in work experience placements. Noteworthy trips included **skiing in the Alps** and cultural visits to **New York** and

Flanders. The opening of a new Technology department in October will further enhance the school's offerings, providing state-of-the-art facilities for creative and technological education.

Excelling in sport



Sporting
success



Howden

The 2023-24 academic year at Howden School has been one of significant development, driven by the core values of Aspiration, Courtesy, and Excellence (ACE).

These values were introduced in September 2023 and quickly became integral to school life, alongside a new behaviour policy and a **restructured school day**. These changes have greatly improved the learning and social atmosphere.

Howden has seen remarkable success in sports, with Year 11 boys winning the **Humberside Cup football final**, and mixed Year 7 and Under 15 girls' teams achieving similar victories. Notable individual achievements include a **World Champion kickboxer** and a Year 11 learner representing Leeds United in the **FA Youth Cup final**.

Learners have also engaged with the **Bite Back Food Champions programme**, focusing on food poverty and school food standards. The school's commitment to improvement continues with a new Senior Leadership Team and a focus on **curriculum development** and pastoral support, including the introduction of 'The Bridge' for SEND learners.

Winifred Holtby

The 2023-24 academic year at Winifred Holtby Academy has seen significant progress in curriculum development and extracurricular activities.

Learners have excelled in various extracurricular ventures, with the highlight being the **Winifred Holtby Big Day Out**, where learners visited **Yorkshire attractions** or participated in school events.

Student leadership has been a key focus, with 80 learners joining the leadership team and receiving specialised training to enhance their skills. These leaders are distributed across the five school Houses, where they will play a crucial role in **revitalising the House system** and fostering pride and competition.

The school has also invested in support services to ensure all learners have the help they need. **High-quality teaching** and a **diverse curriculum** remain top priorities, and a new assessment system has been introduced to track progress in foundation subjects. Additionally, the introduction of a one-hour lunch break with varied activities provides more opportunities for learners to engage in **enriching experiences**. Winifred Holtby Academy continues to prioritise high-quality education and student leadership development.

Student
Leadership



Wolfreton

Extracurricular
- increased
participation

The 2023-24 year at Wolfreton School has been one of meaningful progress and achievement across all areas of school life.

A standout moment was Year 12 learner Polly's victory in the National Jalachamp speech competition in London, a perfect example of the school's commitment to Endeavour and Excellence. Year 8 learners also showcased their spirit of community by spreading kindness through a successful Easter card drop, embodying Respect and care for others.

The school's Remembrance event was a powerful reminder of the values of Respect and Excellence, honouring those who have served. In line with a focus on personal growth, the school launched their Inclusion Strategy, including the redevelopment of Rushanje House, an alternative provision supporting a range of learning needs.



The well-established extracurricular programme saw increased participation, with more opportunities for sport, the arts, and clubs, all of which have contributed to a vibrant school culture. Wolfreton is excited for the future, with new initiatives on the horizon including plans for Aladdin, their first performing arts production in years.

Sixth Form

Future Medics
programme

As part of a programme of trips, visits and enrichment opportunities, learners experienced the excitement of New York, 'the city that never sleeps.'

They visited top tourist spots including Central Park and the 9/11 Memorial Museum in what promises to become an annual trip.

Visits to London included a general sightseeing trip to Camden Market and China Town, as well as numerous subject specific trips. The geography trip to London visited Stratford and the Olympic Park to explore regeneration and its effects on a sense of place, a law and politics trip visited the Houses of Parliament and Supreme Courts, and Spanish students enjoyed the London Film and Literature conference, taking part in sessions on how to approach film and literature in a second language.



The sixth form enrichment programme offered learners a variety of development opportunities including a First Aid course, British Sign Language and a safer driving course. The Future Lawyers programme gave learners the chance to visit a local solicitors' practice Wilkin Chapman, and the Future Medics programme included outreach talks from Hull York Medical School on routes into medicine.

Our Shared Services

Shared Services play a critical role in contributing to the experience of learners and our support staff are valued members of our Trust and school communities.

The Trust operates an excellent shared service with our teams of **Education, Estates, Finance, IT, Data, People Services, Marketing, Operations** and **Governance** working collaboratively to support growth and quality improvement whilst leading on sustainable and ethical practices.

These shared service areas are categorised as Education, Corporate and Governance.

Education

The Education Team includes two Executive Directors of Education both previously successful and experienced Headteachers across Early Years, Primary and Secondary. Along with their team of improvement leads they provide expert support and challenge with quality assurance and improvement including support to develop the curriculum and teaching and learning practice. Whilst the Trust does not prescribe a curriculum and how it is implemented there is a collective understanding and expectation of common curriculum principles and their intended impact.

The team work strategically with Yorkshire Wolds Teacher Training (YWTT) and Vantage, managing the development of Initial Teacher Trainees, Early Careers Teachers and the extensive NPQ training offer.

Within this team is the Trust's Designated Safeguarding Lead (DSL) who works closely with DSLs in schools and our internal mental health improvement service.

The school improvement strategy is well established, and bespoke internal and external support is used skilfully to reflect each school's stage of development.

Corporate Services

This includes IT, Estates, Legal, Financial, HR, MIS and Marketing support. These combined functions ensure that all schools enjoy excellent value for money. Competitive contracting and procurement across the Trust enable considerable savings to be re-invested.

The Digital Strategy secures a first-class infrastructure, effective information management systems and an innovative enhancement of teaching and learning for learners across all phases. Data collection, analysis and reporting are a key part of the Trust's strategy and delivery. As an example, Power BI enables staff to access reports and dashboards that track learner attainment levels, enabling swift and effective interventions.

The Outstanding Environments Strategy for the Trust's estate, which currently encompasses nine school sites, covering a total of 212.44 acres, sets out to provide an inspiring and safe learning environment, accessible for all and fit for current and future curriculum. The strategy has been developed to achieve efficiency of space and support effective delivery of the curriculum. Underpinning the development of the estate is the commitment to our climate change responsibilities to meet the Department for Education's (DfE) Sustainability and Climate Change Strategy by 2050 with the aspiration to achieve Net Zero by 2030.

Governance

The Trust recognises the incredible work that members, trustees and governors do, giving time as volunteers, and there are many examples of the positive impact their work has had on learners.

In 2022-23 a full review of governance operations across the Trust was undertaken with an enhancement plan of work in place. There are nine Local Governing Boards (LGBs) with thriving governor recruitment adding to the existing dedicated, experienced and skilled board members.

Recognising governors are volunteers there are supportive induction activities and refresher events which have led to good collaboration and mentorship. The well-established governor link activity gives good support and challenge to schools with clarity of focus on areas such as Safeguarding and SEND.

With designated governance professionals serving our schools, LGB Chairs receive the support and bespoke advice they need to be successful in their role. The support framework also includes a termly meeting with the Trust Chair to share news, good practice, school themes, challenges, hopes and aspirations.

Financial Sustainability

Our Financial Model and Spend 2023-24

The Trust's whole Trust budgeting model continues to be effective during challenging financial times.

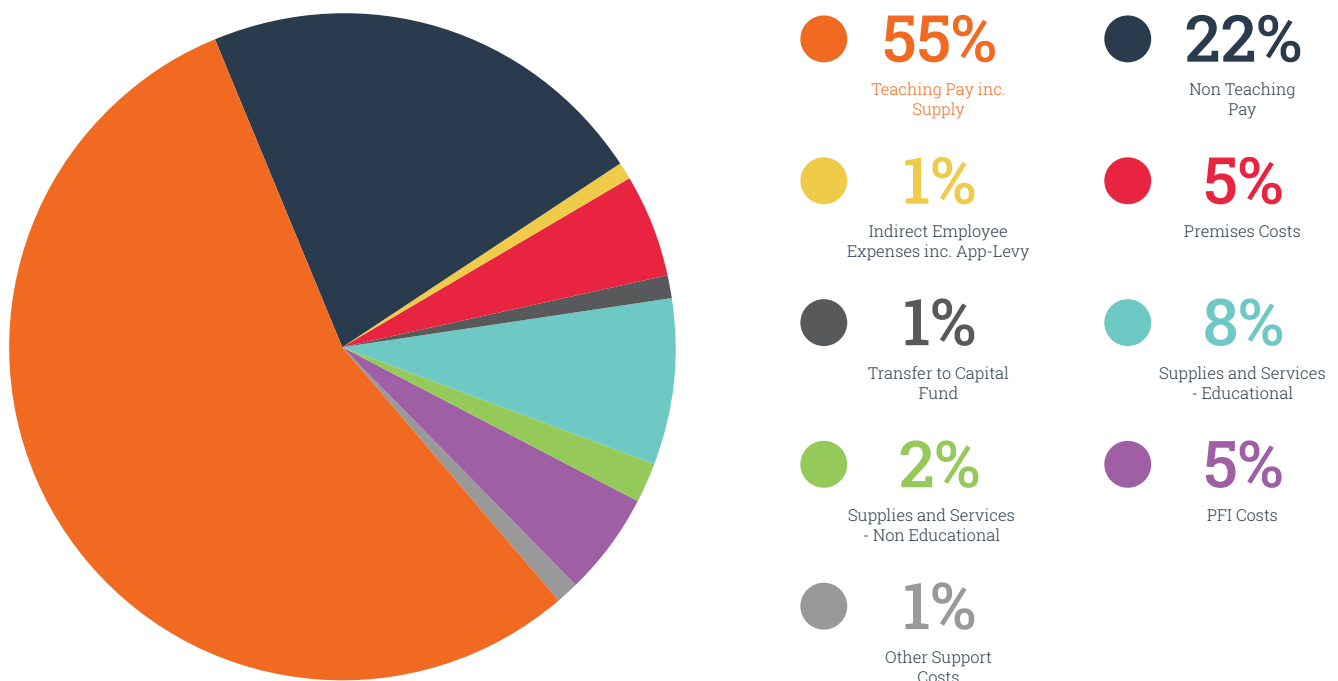
This collaborative model forms the basis of the budget planning cycle that enables each school to plan efficiently and more strategically. The budget planning process starts with the school understanding its learner base, building its desired curriculum, mapping the staff and resources required to support that curriculum and ultimately our learners. The budget is agreed with the Headteacher by the CEO, Director of Finance and then ultimately approved by the Trust Board. In total the Trust received £60m income in 2023-24.

This approach has several benefits including:

- Involvement and inclusion of the school within a robust and transparent system encouraged by the DfE as the future of Trust finance.
- Financial security and the removal of local pressure on budgeting as part of large, financially secure organisation able to support current challenges such as unfunded pay increases, inflationary pressures and investment needs.
- Enabling the school to concentrate on their core business – teaching and learning.
- Opening opportunity for investment and developments outside a single school capacity.

The Trust is financially strong and operates a strategically robust reserves policy. Excellent financial planning, control and challenge helps to set, and deliver, a sustainable future within the context of the Trust's strategic priorities.

Total Trust Expenditure Revenue 2023-24



Investments 2023-24

Environment

£1m
Over £1m spent on school condition

95%+

reduction of poor estate condition



52

classrooms upgraded



100

fire doors to enhance H&S compliance

Over £100k on LED Lighting Replacement

£375k
Over £375k spent on curriculum and learning enhancements

x1

• Extension at Croxby to enhance provision for learners with SEND



- Outdoor classroom at Keyingham
- Playground at Penshurst
- Revamped Technology and Creative Arts Suite at Holderness

System Solutions

Across all schools



Estates Management



People Services



Accounting Solutions



Learner Performance

Reprographics

£250k savings over 5 years

1 1 trust contract



36%

reduction of MFD fleet



26%

decrease in paper cost



57%

increase in speed of pages per minute

Digital

£481k

Over £481K investment in IT equipment across all schools



296

PCs refreshed



221

laptops refreshed



12

new interactive boards



2

new IT classrooms

Sustainability

In 2023-24 all our Primary Schools successfully achieved re-accreditation as **Eco-Schools** and are now proudly displaying their **Eco-Schools Green Flag**.

The primary curriculum encourages our learners to be inquisitive and caring about their local and global environments.

Each primary school has Eco Warriors and a staff member who is a sustainability lead.



Our primary learners have engaged in a wide range of activities this year including collaboration with “**School Cycled**”, an initiative where collected plastic bottle tops are recycled into a range of furniture, a collaboration with “**Let’s Go Zero**” where learners hosted “**swap shops**” for school uniform, books, plants and general clothing and a hands-on practical project making **bee hotels** and **bug houses hedgehog shelters**. Each primary also has a **wilding area** to encourage bees and butterflies.

Within our secondary schools, learners have engaged in the **Active Travel Ambassadors** project, an initiative through **Modeshift**. Our learners teams presented their ideas for more **sustainable travel options and opportunities** to a panel of experts in the regional finals, with all teams winning cash support to put their ideas into action.

The secondary curriculum includes GCSEs such as design and technology, food preparation and nutrition, and economics, containing opportunities for learners to be taught about the **environmental and sustainability context of the processes and principles** underlying these subjects.

In February we held a learner conference where 300 of our learners gathered together at Hull University. Their activities centred around “**refuse, reduce, re-use, repurpose and recycle**” and learners were encouraged to consider how they could contribute to making more sustainable environments.



Green Flag unveiling at Croxby

The **Planned and Preventative Maintenance** programme for the Trust includes the **installation of LED lighting** for all schools and an insulation review which includes the replacement of windows and increased roof cladding.

Our **ICT protocols** now shut down all devices at the end of the day **saving energy**. ICT procurement has succeeded in acquiring devices which last longer, **reducing impact on landfill**. This year, the introduction of a centralised reprographics function has succeeded in **reducing the number of printers** within the organisation by 36%. Our printing is “**Forest Positive**” and we have currently **grown 6475 more trees** than we have printed.



36%

reduced printers



6475

more trees than we have printed

Progress against our **Six Strategic Priorities**



Excellent
Outcomes for
Learners



Impactful Services
and Outstanding
Environments



An Inclusive
and Ambitious
Curriculum



Highly
Effective
Governance



Engaged and
Empowered
People



Growth

Excellent Outcomes for Learners



GCSE Results Day

In 2023-24 we had 7841 learners which was a decrease, from the previous year, of 220.

This encompassed an increase of 8 at primary, decrease of 97 at secondary and decrease of 131 in Sixth Form.

In 2023-24, primary and secondary school **attendance met or exceeded local and national averages**, with Sixth Form attendance improving to 94%.

Primary performance in 2024 showed significant progress, with 30 out of 39 statutory attainment measures aligning with or exceeding the national average. At Trust level, primary performance matched or improved in 11 of 13 measures. Year 4 multiplication screening saw a 25% higher achievement rate than the previous year's national average. The Trust made significant investments in the primary phase, including seconding an associate leader to Keyingham Primary School and deploying system leaders to support school improvements. All primary learners now attend schools rated 'Good' by Ofsted.

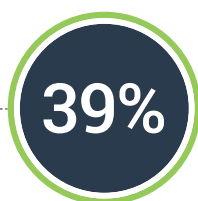
Secondary and Post 16 performance in 2024 showed a mix of improvements and challenges across the six schools. Notably, Cottingham High School achieved a positive Progress 8 score for the first time in recent years, reflecting significant progress. While some schools, such as Holderness Academy and Wolfreton School, demonstrated improvements in A Level performance, others experienced declines. Overall, outcomes across all schools indicate a need for continued focus on improvement. Leaders are committed to this goal, with ambitious targets and robust support systems in place to enhance progress and attainment across all subjects and schools.

In 2024, 209 learners left our Sixth Form, with 63% of them opting to apply for university. Of these, 91% gained a place at their first-choice university, and 24% were accepted into a Russell Group university.

The remaining 37% of learners, who chose not to attend university, pursued other pathways. Of these:



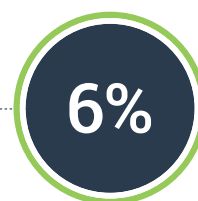
started an Advanced, Higher, or Degree-level Apprenticeship.



moved directly into employment.



took a Gap Year.



continued their studies in Further Education.

In the last three years, since October 2021, all schools in the Trust have been inspected.

During this period four schools have improved a grade, one school went down a grade and three schools remained the same as Ofsted judged 'Good' schools. In 2023-24, two schools were inspected. Hessle High School and Penshurst Primary School, the Trust's all-through school, sustained its 'Good' judgement and Keyingham Primary School a school judged as 'Inadequate' prior to joining the Trust secured a 'Good' judgement.

Key developments in 2023-24 aimed at achieving excellent outcomes for learners included a focus on **reading, teaching and learning, behaviour**, and the development of the **English and mathematics** curriculum.

Reading continued to be a priority across the Trust, ensuring all learners have access to a broad curriculum and become confident readers. In May, leaders met to discuss the Trust's **Reading Strategy**, focusing on supporting struggling readers, informed by research and DfE guidance. Over the past two years, all Year 7–9 learners completed the **Hodder Access Reading Tests**, which helped identify reading ages and inform targeted support. The Trust also introduced the **Read, Write Inc Fresh Start** phonics programme in all secondary schools to improve decoding skills, with interventions focusing on **word recognition and language comprehension**.

In 2023-24, the Trust developed a new **Behaviour Policy** for full implementation in September 2024. Created with input from Headteachers and Behaviour Leads, the policy supports the vision of **Shaping Positive Futures**, setting clear expectations for **behaviour** and creating respectful learning environments. Aligned with the **Thrive approach**, the policy reflects the Trust's core values. Staff will receive comprehensive training, and implementation will be closely monitored.

The **Teaching and Learning Framework** was reviewed and updated, with a focus on evaluating **teaching effectiveness**. Collaborative discussions with **T&L Leaders** will inform future CPD developments, enhancing peer support and collaboration.

In **English**, the Trust aligned the KS4 curriculum across schools, ensuring consistency and quality. The curriculum centres on a carefully selected range of texts and abstract concepts, helping learners build complex knowledge and vocabulary. In **Mathematics**, the Trust invested in resources and interventions to support learners, particularly in Year 11, and aligned the curriculum to Edexcel for 2024-25.

The latest OFSTED RATINGS for the Trust



Cottingham High School
and Sixth Form College

Good
June 2022



Croxy Primary
School

Good
January 2022



Hessle High School and
Penshurst Primary School

Good
May 2024



Holderness Academy
and Sixth Form College

Requires Improvement
March 2023



Howden
School

Requires Improvement
February 2023



Keyingham Primary
School

Good
July 2024



Winifred Holtby
Academy

Good
July 2023



Wolfeaton School
and Sixth Form College

Good
October 2021



An Inclusive and Ambitious Curriculum



Nurturing learners' development

In 2023-24, significant progress was made in strengthening the inclusive and ambitious curriculum across the Trust, ensuring it met the diverse needs of all learners.

A continued commitment to fostering a sense of belonging and creating an environment where every learner feels valued and supported was central to this work. The curriculum was designed to be both rigorous and accessible, ensuring that all learners could make progress, stay safe, and engage fully in their education. Efforts were focused on equipping learners with the skills and confidence needed to succeed in the next phase of their education, employment, or training, while nurturing their development as independent and responsible citizens.

Key Developments and Achievements in 2023-24

Introduction of the Early Help Offer:

From September, the Trust launched an enhanced Early Help offer, building on years of high-quality support for vulnerable learners and their families. The new offer, which spans SEND, Behaviour, Mental Health, and Safeguarding, represents a holistic approach to supporting learners in need and reflects the Trust's commitment to providing excellent wrap around support for learners.





Safeguarding our learners

SEND Provision and Enhanced Resource Provisions (ERPs):

The Trust continues to serve nearly 1,500 learners with SEND, including almost 300 with Education, Health and Care Plans (EHCPs). Four Enhanced Resource Provisions (ERPs) across the Trust's schools support learners with Autism Spectrum Disorder (ASD) and Social, Emotional, and Mental Health (SEMH) needs. These ERPs, located at Keyingham, Howden, Croxby, and Holderness, cater to over 40 learners from East Riding and Hull, creating an inclusive environment that breaks down barriers to learning. In collaboration with Hull City Council, discussions are underway to develop a new 15-place ERP at Winifred Holtby for learners with ASD. Additionally, a new ERP for Cognition and Learning opening at Hessle in September 2024 will be the first of its kind in the East Riding Local Authority, reflecting the expertise of the school's SENCo and team in delivering high-quality provision.

Collaborative SEND Support:

In partnership with Oakfield School, the Trust will provide SEND classroom and leadership support across all schools from September 2024. This collaborative resource will ensure all schools have access to the necessary expertise and support pathways for learners with additional needs.

Mental Health:

Our Mental Health Counsellors, Marlowe and Sherlock (Well-being dogs), MABLE Therapy, and Tigers Trust have supported hundreds of learners across the Trust in 2023-24. This comprehensive support enables our children to access the right services quickly and unblock barriers to engagement in the



Well-being dogs, Marlowe and Sherlock

Planned Recruitment of an Educational Psychologist (EP):

Looking ahead to 2024-25, the Trust is planning to recruit an Educational Psychologist (EP) to further strengthen SEND support across the schools. The EP will support with assessments, provide expert advice and training, collaborate with teachers, parents, and other professionals to create effective learning environments, and design individualised interventions for learners with additional needs.

These initiatives mark a significant step forward in the Trust's ongoing commitment to providing an inclusive, ambitious, and supportive curriculum for all learners, laying a solid foundation for continued growth in the years ahead.

Engaged and Empowered People



The Trust Staff Awards Evening

Staff Engagement in 2023-24

In 2023-24, the Trust engaged with staff through a wide range of initiatives designed to foster professional growth, collaboration, and a positive workplace culture.

The **Shaping Positive Futures Annual CPD Event** in October brought together colleagues across the Trust, focusing on creating a "Climate for Success." The event included inspiring keynote speakers and peer-led sessions on behaviour management, inclusive teaching, and high expectations.

The Trust continued to support **Initial Teacher Training (ITT)**, hosting 37 placements and ensuring high-quality mentorship. The Yorkshire Wolds Teacher Training, the Trust's strategic partner for ITT, achieved an "Outstanding" Ofsted rating.

For **Early Career Teachers (ECTs)**, development was supported through coaching cycles, with the highlight being the ECT Celebration Event featuring Dr Haili Hughes. A new initiative also offered Year 3 teachers guaranteed coaching to nurture future mentors.

The **Trust Staff Awards Evening** in June recognised outstanding staff contributions, with over 150 nominations and 40 recipients celebrating their commitment to the Trust's core values.

Communication remained key with **termly newsletters** and the **weekly Shared Services Update**, ensuring staff were kept informed on key developments.

In addition, regular **cross-Trust networks** provided valuable forums for sharing best practices, reviewing policy, and developing strategy. Networks included teams such as the Wider Leadership Team, Headteacher Board, SENDCo Network, Teaching and Learning, and more. **Termly online Secondary Subject Leader meetings** were instrumental in designing subject-specific CPD for the annual CPD event, with colleagues enthusiastically collaborating and leading the way.

Following the **whole staff survey** in April 2023, the Trust focused on actions and communicated these through a "You Said, We Did" approach. Feedback highlighted successes in strategies for improving learner behaviour, as well as areas for further improvement, such as rewarding and recognising colleagues, enhancing opportunities for collaboration, and improving well-being and work-related stress. This focus on staff feedback continues to shape the Trust's ongoing efforts to engage, support, and develop its workforce.

Finally, a **refresh of HR policies** aligned with the Trust's values, with training sessions underway to ensure continued staff engagement. These varied engagement forums and initiatives demonstrate the Trust's ongoing commitment to staff development, communication, and recognition.



Annual CPD Event

Staff Well-being in 2023-24

In 2023-24, the Trust continued to prioritise staff well-being, introducing new initiatives and enhancing existing support systems to help staff manage work-related and personal challenges.

The introduction of **Medigold**, our new occupational health provider, has significantly improved the support available to staff. Medigold offers a health telephone advice line for managers and People Services colleagues, providing immediate guidance on workplace concerns five days a week. The service also includes training, information and resources to address health and well-being issues. Operations Managers and the People Services team have been trained to use the system effectively, ensuring timely and meaningful referrals when needed.

The **Employee Assistance Programme (EAP)**, launched this year, offers staff and their immediate family members 24/7 support through a helpline. Delivered by Health Assured, the EAP provides confidential assistance with a wide range of personal and work-related challenges, ensuring that colleagues have easy access to support whenever they need it.

These initiatives reflect the Trust's commitment to supporting staff well-being and providing accessible, effective resources to help staff thrive both professionally and personally.



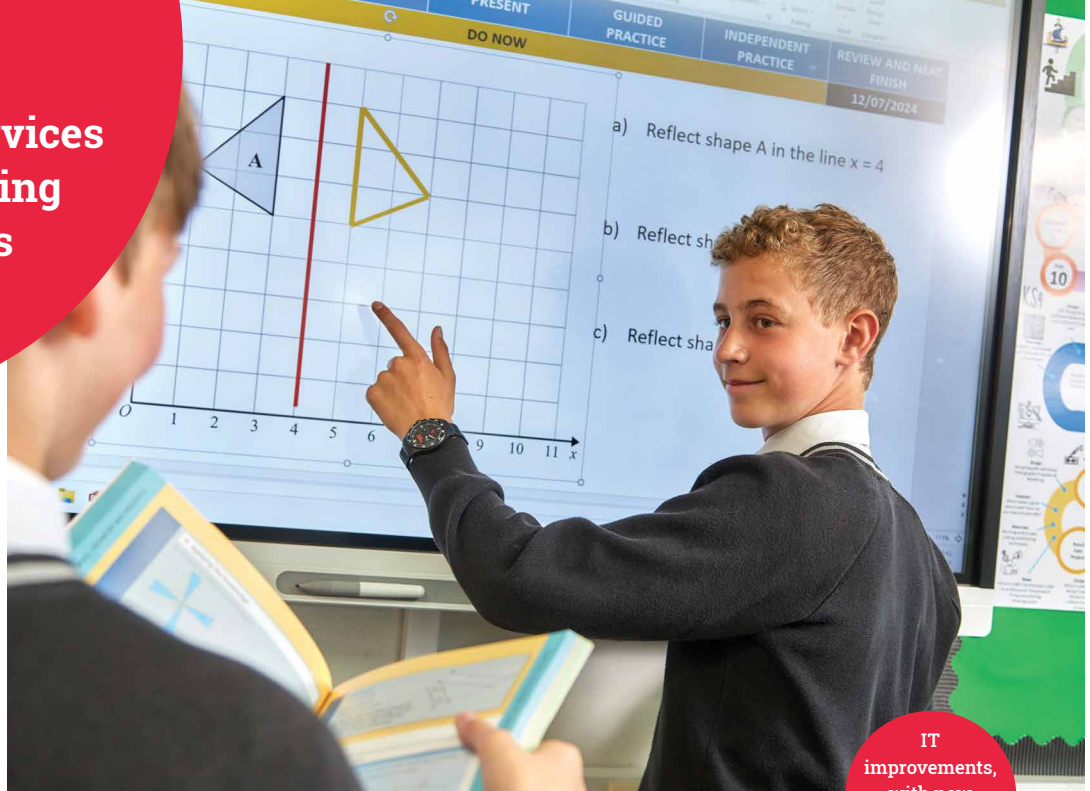
ECT Celebration Event



Employee Assistance Programme



Impactful Services and Outstanding Environments



IT improvements, with new equipment rolled out

Development of Services and Systems in 2023-24

In 2023-24, the Trust focused on enhancing systems and services to improve efficiency, streamline processes, and support both staff and learner success.

The introduction of the **Procurement System** has allowed the Trust to manage its own tenders, eliminating third-party involvement and providing greater control over sourcing suppliers. This system ensures compliance with the Procurement Act 2023, which will be enforced from January 2025.

The **Sage Intacct** upgrade has improved financial management across the Trust, offering a cloud-based solution with enhanced automation, reporting, and customisation. The new system, which goes live in September 2024, will support the Trust's growing needs and simplify financial operations.

The **SAM People HR System** was successfully rolled out to manage the full staff journey, from recruitment to retirement. This new platform provides a comprehensive, user-friendly HR solution to support the Trust's people management and streamline HR processes.



SAM People - managing the full staff journey



On the **data and information** front, the Trust focused on standardising processes and workflows using **Power BI** to analyse data related to assessment, attendance, demographics, and behaviour. This has enabled staff to make more informed decisions and implement strategies that support learner progress. The launch of new **data dashboards** will make it easier for staff to access and interpret key information, further enhancing decision-making capabilities.

Finally, the Trust made significant **IT improvements**, with new equipment rolled out across schools as part of capital replacement plans. Security upgrades were also prioritised to ensure a safer, more secure learning environment for staff and learners.

These developments reflect the Trust's commitment to continuously improving its systems and services to better support staff and enhance the educational experience for all learners.



Outstanding Environments Development in 2023-24

In 2023-24, the Trust made significant investments in its estates through the School Condition Allocation funding, with a clear focus on improving the physical infrastructure of its schools.

These investments are central to the Trust's commitment to providing safe, modern, and stimulating learning environments for learners and staff.

A major project currently underway is the development of a **3G pitch** at Cottingham, which will enhance sports facilities for both learners and the wider community. This project reflects the Trust's dedication to improving physical education provisions and supporting community engagement.

At **Croxy**, work is ongoing to extend the school's **Enhanced Resource Provision (ERP)**, with plans to complete the extension by September 2024. This expansion is aimed at better supporting learners with additional needs, ensuring that the school can offer tailored spaces and resources to meet their specific requirements.

Investment at **Penshurst** will see the creation of upgraded **playgrounds**, including new play equipment to enhance outdoor learning spaces. These improvements aim to enrich the overall experience for learners by providing diverse, engaging areas for play and physical development.

The projects funded by the **School Condition Allocation**, alongside internal funding, have allowed the Trust to address critical infrastructure needs across the estate. This includes upgrading vital systems, renovating classrooms, and refreshing common areas. Ongoing refresh plans for all schools ensure that they remain in excellent condition and equipped to meet the evolving educational needs of learners.

In addition to these large-scale projects, regular **maintenance** and **upgrades** to facilities, technology, and equipment are planned. These efforts are part of a broader strategy to ensure that every school within the Trust offers a safe, welcoming, and effective learning environment that supports the academic and personal development of learners.

These estate investments highlight the Trust's dedication to creating high-quality educational spaces that support both current and future learning needs, contributing to a lasting impact on the educational experience of all learners.

Highly Effective Governance



The Trust is committed to upholding the highest standards of governance, ensuring that it operates with integrity, transparency, and accountability.

The Trust's strong governance framework supports effective decision-making, drives strategic objectives, and reinforces the Trust's ability to make a lasting impact for the communities it serves.

In 2023-24 the Board paid particular focus on the way in which risk impacts on the sector and worked to enhance their **understanding and application of risk management**. Sector specialists RSM provided bespoke training and development on risk, supporting Trustees in understanding and articulating their approach through a Risk Appetite Statement. This work is the foundation for a new Risk Management Policy for 2024-25 to ensure the same level of understanding and approach permeates the Trust.

Work continued during 2023-24 on a rolling programme of Governor **recruitment and succession planning**. The Trust is well supported by over 80 volunteers, serving as Members, Trustees and Governors, who give their time and skills to the governance forums that support the Trust. Those forums include a Trust Board, 3 Trust Committees, and 9 Local Governing Boards overseeing the schools within the Trust. In 2023-24 the Trust was delighted to welcome 13 new Governors to its Local Governing Boards.

Understanding the importance of planning for the future, the Board placed emphasis on succession both within the Trustee Board and each Local Governing Boards. The Trustee Board has in place a 3-year plan for succession of the current Chair and was delighted that 2 existing Local Governing Boards Chairs have agreed a timescale to transition into Trustee roles. Co-Opting these individuals to the Trustee Board as Advisors allows an extended period of induction to support their **successful transition** from Local Governing Boards Governor to Trustee. Moving forward, the Board has undertaken a skills audit and is seeking expertise in Human Resources to complement the existing skills on the Board.

In 2023-24 the Trustee Board considered the adoption of a suitable governance code for the Trust. Having considered the options available, the Board have adopted, in principle, the **Academy Governance Code**. Confident in the existing programme of Governance development work, the Board have planned a grading exercise of Governance against the Academy Governance Code in Spring 25 in addition to a planned internal audit of Governance through the Trust's internal auditors, Validera.

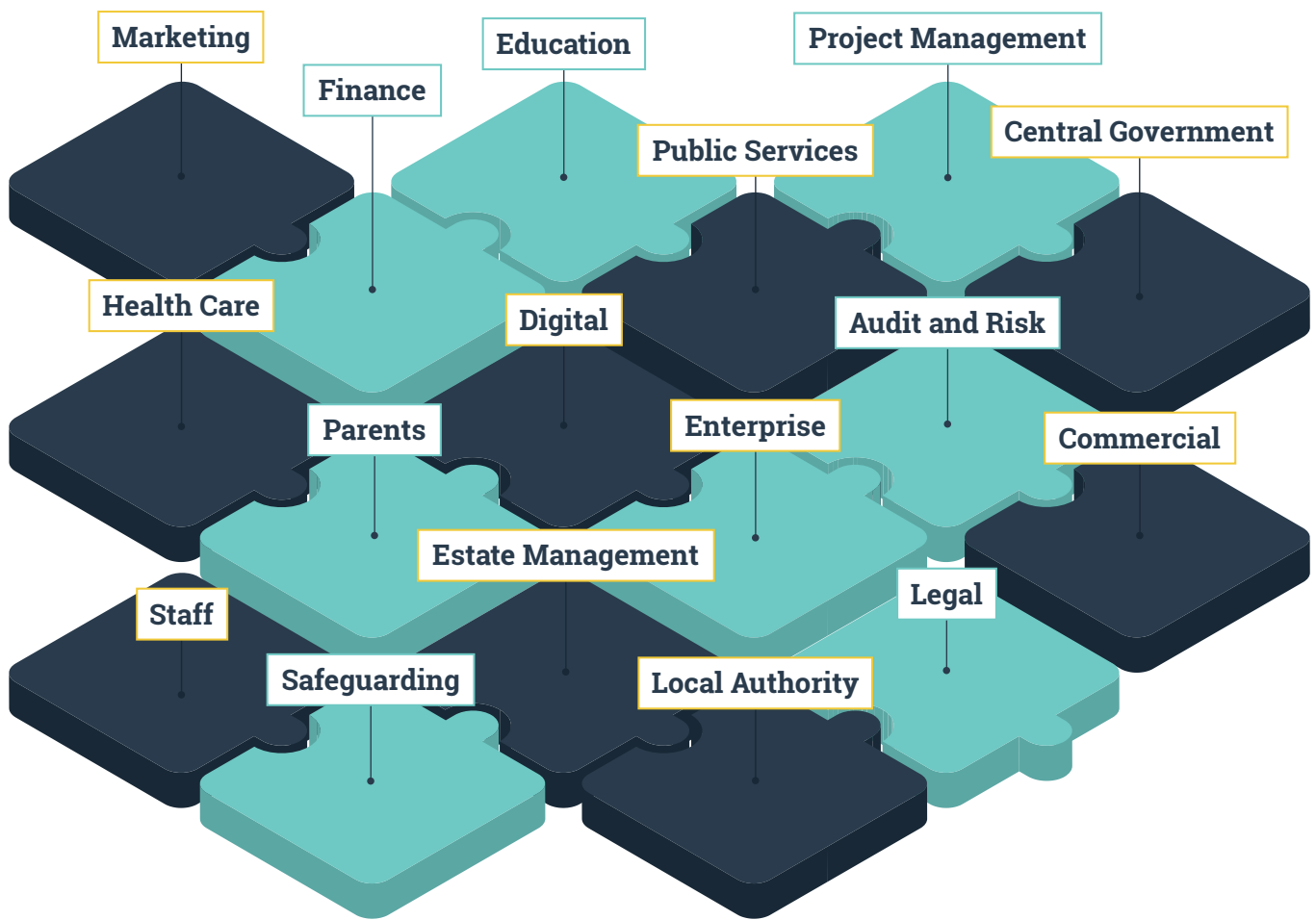
Supporting the work of the Executive, the Trust Board, the **Cross-Trust Policy Working Group**, has considered and approved the new HR policy suite adopted in 2023-24. This was in addition to championing the use of Trust-wide policies in key areas such as behaviour, complaints, attendance, and uniforms, to ensure commonality of understanding, aligned to the Trust's values, as well as giving consistency and opportunity for good practice sharing. This work continues into 2024-25.

Through the work of the Finance, People and Resources Committee, the Trust has revised its **Reserves Policy** ensuring that there is clarity of understanding and expectation with the way in which the Trust will apply its reserves.

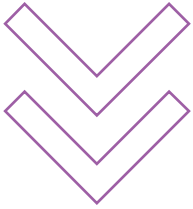
The Trust has a team of 3 **Governance Professionals** serving the needs of the governance framework. In 2023-24, supported by the Executive, Trustees and wider LGB Governors, 2 members of the team updated their qualifications through commencing a Level 3 governance qualification. This built on the existing skill of those team members in providing the support the Trust needs to its network of over 80 volunteers. Through the project work undertaken during this training, the Trust has launched a refreshed Governor Link Scheme and is reviewing its Governor Code of Conduct to support all of its volunteers in their work.



A wealth of skills and perspectives from our volunteers, including:



Growth



A key objective for the Trust is to maintain a diverse portfolio of schools at different stages of their improvement journeys, facilitating mutual support and sharing of best practices to foster positive outcomes for all.

One of the Trust's most significant developments will be the integration of Oakfield School, a secondary provision for learners with Social, Emotional, and Mental Health (SEMH) needs, which will officially join the Trust in January 2025.

In preparation for Oakfield's transition, extensive groundwork has been laid in the 2023-24 academic year. The Oakfield team has been introduced to the Trust's policies, procedures, and systems, including early transfer of services including payroll and IT infrastructure, and has taken steps to familiarise themselves with these as part of their integration process. This proactive approach aims to ensure that Oakfield's staff and operations will be well-supported and aligned with the wider Trust framework upon joining.



The Trust continues to prioritise expanding its **primary school network**, recognising the value of strengthening collaborative practices across all stages of education. By increasing the number of primary schools and exploring partnerships with other types of provisions, such as Special Schools, the Trust aims to ensure all learners benefit from a high-quality, inclusive education.

The Trust is also committed to expanding its provision for learners with **Special Educational Needs and Disabilities (SEND)** through the development of **Enhanced Resource Provisions**, in partnership with the local authority. This focus on inclusivity ensures that every learner, regardless of their individual needs, has a place where they feel they belong and can thrive.

Through this strategic growth, the Trust remains focused on creating a **network of schools that work collaboratively to shape positive futures for all learners**, offering support to schools in need while also attracting high-performing institutions to further strengthen the Trust's capacity for ongoing improvement.

“Oakfield are pleased to be joining the Trust, as we will have the opportunity to contribute our experience and expertise as well as develop our own learning and career opportunities. We are already benefitting from networking and sharing practice with Trust colleagues.” - Rachel Davies, Headteacher





"I've most enjoyed History and Maths. I like History because I enjoy learning about the past. I like Maths because being able to solve problems is fascinating."



"I'm going to do an engineering apprenticeship at HETA in September and it was the work experience that I did here that contributed to me getting the apprenticeship."

"My best memory was ziplining on the residential at Peat Rigg Outdoor Centre! I also loved taking part in Hairspray, the dance and play we did this year."



"School has helped me with my social skills and confidence, it has also taught me perseverance and to properly put my mind and full effort into what I want to achieve."



"My Sixth Form experience has given me lifelong friends, a secure support system and the chance to develop my own personal interests alongside my studies."



Our learners reflect on their year...

SHAPING POSITIVE FUTURES

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Connect with us

