



Academies

Annual Report 2019



Contents

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4	Welcome from Chair of the Trust
6	Welcome from CEO
8	Our Trust Board
9	Growth
10	Greater Co-operation
12	In Our Communities
14	Primary Outcomes
18	Secondary Outcomes
24	A Great Place to Work
26	Care for the World we Share
28	Responsible Spending

How we present data in this report.

The data presented in this Annual Report is benchmarked against the national average and previous year's performance. Colours represent whether an academy is above (green), in line with (orange), or below (red) the national average - the colour is based on that used by the Department for Education. Arrows denote how this compares to the academy's previous performance. Where no arrow is present, that is because this is the academies first recorded set of results as part of the Trust.

'Disadvantaged percentage' refers to the proportion of pupils eligible for free school meals at any time during the past 6 years and 'EET Percentage' is the proportion of students staying in education or entering employment.

Where data from the YourVoice Survey is presented as a numerical figure it is out of 10. 10 denotes 100% of responders strongly agree with the statement. 0 would represent that 100% of responders strongly disagree with the statement.

Academies that joined the Trust in 2019 and will not be included here but will be included in the next Annual Report are:

- Co-op Academy Bebington
- Connell Co-op College
- Co-op Academy Delius
- Co-op Academy Grange
- Co-op Academy Southfield

Welcome

from the Chair of the Trust



It is my great pleasure to introduce this Annual Report on behalf of the Co-op Academies Trust Board.

This has been a year of unprecedented progress by the Trust against our strategic objectives. We've grown considerably, not only in terms of the number of academies but also the range of provision, with two Special Schools and a Post-16 College adding to our existing specialisms in primary and secondary education. The addition of Connell Co-op College in Manchester is particularly important, providing an opportunity to link first class vocational studies with potential career opportunities with our sponsor, the Co-op.

The Board has been keen to ensure that the rapid growth of the Trust is based on firm foundations. We are pleased to see the development of a hub model, which allows our Education Directors to provide local support to academies in their region, as well as the development on common finance, IT, marketing and procurement opportunities. All of this is being achieved within a model which supports local decision-making where possible and a commitment to meet the particular needs of the communities served by each of our academies.

The financial pressures faced by all within the education sector are well-documented and our Trust faces the same headwinds as others.

We have continued to benefit from the support of the Co-op, who have provided funding to sustain our growth strategy. However, the prudent way we run our academies, in particular our commitment of a low top-slice and a consistent reserves policy has meant our Trust is well-placed financially.

We retain a firm belief that strong governance lies at the heart of successful school improvement, both at Trust-level but also Local Governing Bodies. We continue to benefit hugely from over 70 Co-op colleagues who volunteer to serve as governors. It was especially pleasing to receive recognition from the National Governors Association, who presented us with Outstanding Governance in a Large MAT at the House of Commons.

Perhaps the most important task for the Board was to identify a replacement for Frank Norris, our Trust Director, who decided to retire from his role having led our Trust with such distinction for the previous five years. Frank's contribution to our development is simply immeasurable and we are delighted that his achievements were recognised as part of the Queen's Birthday Honours. After an extensive search, the Trust Board was pleased to appoint Chris Tomlinson as our new Chief Executive, recruiting him from the Harris Federation. The Trust Board is determined to build on our distinctive co-operative approach, whilst at the same time bolstering further our capacity to

improve progress and outcomes for our pupils. We are confident Chris has the qualities we need for the next chapter in our development.

The year ahead presents great opportunities for Co-op Academies. We are keen to welcome new academies into our Trust whilst at the same time ensuring that all who are already part of our family continue to thrive. We also believe that the unique relationship we have with the Co-op can amplify the benefits we can bring to our pupils, colleagues and the local communities who deserve the best we can provide.

Russell Gill
Chair of Trust Board

“ All of this is being achieved within a model which supports local decision-making... ”



Welcome

from the CEO of the Trust

A warm welcome to our Annual Report 2018/19 - a look back on the year just gone. In September 2019 I started my new role as Chief Executive Officer, one that I am very proud of, working and leading an organisation that morally and ethically stand for the core values that are very important to me. We want to be successful and I know we'll be a real force in education in the North of England but how we achieve this success is also very important, we will always conduct ourselves responsibly in the right way.

This is why the Co-op itself is the perfect commercial organisation to work within education for the values and ethics it stands for throughout everything it does. The investment that the Co-op makes in its communities is so admirable and our Trust has the opportunity to truly transform education in the areas that need it most. Already in my visits to academies I have seen so many staff that deserve respect and recognition for the great job they do on a daily basis. They've been so loyal to their schools and communities. The commitment to our students is outstanding and really reflects our "ways of being" and what we stand for.

Looking back on the year you can see some incredible highlights in our academies, making a huge difference to their communities and transforming pupils' lives - giving real hope and ambition to our brilliant young people.

We have a three year strategic plan and it's my role, and the Trust's, to deliver it. We want and need to grow to 40 academies, but at the same time as we get bigger we need to get better.

2019 saw us develop our range of provisions - we've been joined by a College in Manchester and two special schools in Bradford. We can only truly say that we support the most vulnerable in our community if we serve students right up to 18 years old, but also if we broaden the range of needs that we support.

We're going to be focussing on outcomes, I want to see all of our academies moving positively in terms of progress scores. I also want to see improved attendance - and key to our success is how many of our young people are successful in staying in education, employment or training when they leave us.

We've committed to even greater co-operation. As you'll see in this report, our academies are absolutely central to our communities and they're out there engaging and co-operating. But we can do more, and we will. We're already making positive steps and I'm really excited to see the launch of our Flagship BTEC Business Studies programme with Connell Co-op College.

We need to develop our school improvement across all academies while investing in our hub

“We want and need to grow to 40 academies, but at the same time as we get bigger we need to get better.”

structure and local need.

Who you work for is very important and as stated before I am very proud to work for Co-op Academies and the Co-op; making a difference to pupils' and communities. I will constantly try my best every day to ensure we provide the very best educational experiences, memories and opportunities for our pupils and communities.

Within the report you'll see a constant theme of the "ways of being" throughout which will always be our vision, values and the DNA of our Trust in the months and years I will be CEO. I will look forward to working with you, supporting and challenging as we strive for the excellence that our staff, pupils and communities deserve.

Very best wishes

Dr Chris Tomlinson
Chief Executive Officer



Our Trust Board



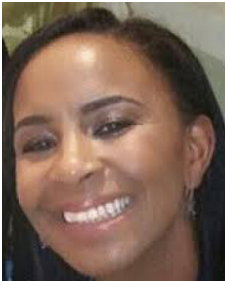
Simon Bourne



Mags Bradbury



Neil Braithwaite



Claire Camara



Geoff Clarke



Jane Cowell



Gill Gardner



Russell Gill
Chair of Trust Board



Mike Greenacre
Vice-Chair



Patsy Kane



Nick Lowry



Shaheen Myers

The Trust Board

This year we appointed one new Trustee, Patsy Kane. Patsy brings a wealth of experience from her background as an executive leader in education.

There are three committees to the Trust Board; Outcomes Committee, Growth and Development and Audit and Risk.

The Members

The Members oversee the work of the Trust Board and appoint Trustees.

Caroline Sellers
Gill Gardner
Andrew Lang

Pippa Wicks
Russell Gill

We're growing

24

Academies at the
end of 2019

⬆ Up from 18 in 2018

£153m

Income

⬆ Up from £107m in 2018

15,848

Students

⬆ Up from 9,034 in 2018

2,317

Colleagues

⬆ Up from 1,319 in 2018

71

Co-op Governors

⬆ Up from 52 in 2018

£284m

Assets

⬆ Up from £159m in 2018





Greater Co-operation

We're co-operators - and that's what makes us different. Working together for better academies and strong communities.

2019 saw us develop even greater co-operative links. Each year the Co-op funds a Co-operative Coordinator in each of our academies. It's the role of the Co-operative Coordinator to build links with the Co-op Group, local organisations and community groups and to strengthen understanding of our values and 'Ways of Being'.

This year we've committed to even more co-operation.

We've developed two Regional Hubs; Greater Manchester and West Yorkshire. We've appointed Hub teams to bring local co-operative solutions to local issues and challenges.



Across our academies we've also increased school-to-school support using our strongest colleagues and academies to support those academies that require support.

We've also begun hiring Internal Consultants, rather than continue to bring in external support. This investment means that we'll be able to build more consistent links between our academies through subject specialisms.

Our links to our sponsor, the Co-op Group, have continued to grow. Over 70 governors now come from the Group. They also offered work placement opportunities to over 150 Co-op Academies' students.

We've continued to work closely on initiatives like Keep Britain Tidy, Fairtrade Fortnight and Love British Food Fortnight.

In 2020 we'll be launching our flagship Business Studies course at Connell Co-op College, which gives students the chance to work for one day a week in a paid internship inside the Co-op Group.

We've also given our colleagues more chances to co-operate by putting everyone on a single IT tenancy, work that will continue in 2020, and launching our collaboration app - Workplace.



In our Communities

Co-op Academies are at the heart of their community. Through social responsibility we're investing in the local communities that we serve. Because when we give back, great things can happen.

Our academies are already working with their local community. And now we're teaming up with local Co-op Member Pioneers this will develop even more. Academies are looking at local issues and seeing where they can have the most impact.

We use the Co-op Community Wellbeing Index to see how we're doing in our communities. The Index has helped us to identify areas that really help improve the overall wellbeing of communities.

This feeling isn't just top down. Every one of our Academies is full of young people who want to make a difference. And we see the value and importance of that.

Being a community champion is vital to being a young co-operator. That's why we provide students across the Co-op Academies Trust lots of opportunities to engage. 2019 saw more opportunities than ever, and we're excited to go even further in 2020.

The Rochdale Pioneers taught us that anything is possible when we work together, and that's why when it comes to our community, no one is left out.



Students from Co-op Academy Stoke-on-Trent working with local charity Feral Spaces to reimagine community spaces.



Pupils from Co-op Academy Woodlands regularly visit local care homes - including Oak Tree Lodge (pictured)



Students from Co-op Academy Priesthorpe work to restore an old Commonwealth War Cemetery to its former glory.



Students from Co-op Academy Manchester go litter picking regularly in order to Keep Britain Tidy.



Better Outcomes

Primary Academies

Co-op Academy Beckfield

Ofsted Not yet inspected

Tyersal Walk
Bradford

Joined Trust 2017

Reading

-2.3

Pupils on roll

205

Writing

-2.5

% of disadvantage

53.4%

National Average 23%

Maths

-2.8

Attendance

93.7%

National Average 96%

Co-op Academy Broadhurst

Ofsted Good

Williams Road
Manchester

Joined Trust 2018

Reading

+0.2

Pupils on roll

230

Writing

+2.5

% of disadvantage

38.1%

National Average 23%

Maths

+1.0

Attendance

95%

National Average 96%

Co-op Academy Brownhill

Ofsted Good

Torre Drive
Leeds

Joined Trust 2012

Reading

+3.3

Pupils on roll

452

Writing

+1.6

% of disadvantage

62%

National Average 23%

Maths

+3.7

Attendance

95.1%

National Average 96%

Co-op Academy Friarswood

Ofsted Good

Abbots Way
Newcastle-under-Lyme

Joined Trust 2018

Reading

-3.0

Pupils on roll

208

Writing

-2.8

% of disadvantage

5.5%

National Average 23%

Maths

-4.5

Attendance

97.4%

National Average 96%

Primary Results

Co-op Academy Nightingale

Ofsted Good

Stanley Road
Leeds

Joined Trust 2014

Reading

Co-op Academy Nightingale was built in 2014 and as such has not had a cohort go through Year 6 yet.

Writing

Maths

Pupils on roll

300

% of disadvantage

43.6%

Attendance

94.5%

National Average 23%

National Average 96%

Co-op Academy Oakwood

Ofsted Requires Improvement

North Farm Road
Leeds

Joined Trust 2013

Reading

-0.5



Writing

+1.2



Maths

+4.1



Pupils on roll

466

% of disadvantage

54.2%

Attendance

95.8%

National Average 23%

National Average 96%

Co-op Academy Parkland

Ofsted Not yet inspected

Old Park Road
Bradford

Joined Trust 2018

Reading

-0.8



Writing

-0.3



Maths

-2.4



Pupils on roll

201

% of disadvantage

59.9%

Attendance

94.9%

National Average 23%

National Average 96%

Co-op Academy Portland

Ofsted Not yet inspected

Laird Street
Wirral

Joined Trust 2018

Reading

-2.2



Writing

-2.3



Maths

-3.4



Pupils on roll

174

% of disadvantage

70.3%

Attendance

95.0%

National Average 23%

National Average 96%

Co-op Academy Woodlands

Ofsted Good

Foundry Place
Leeds

Joined Trust 2012

Reading

+1.7



Writing

+3.6



Maths

+0.8



Pupils on roll

465

% of disadvantage

49.4%

Attendance

94.4%

National Average 23%

National Average 96%

Co-op Academy Woodslee

Ofsted Not yet inspected

Croft Avenue
Wirral

Joined Trust 2018

Reading

-0.9



Writing

-1.0



Maths

-3.0



Pupils on roll

246

% of disadvantage

30.3%

Attendance

95.0%

National Average 23%

National Average 96%

Better Outcomes

Secondary Academies

Co-op Academy Failsworth

Ofsted Not yet inspected

Brierley Avenue
Manchester

Joined Trust 2017

Progress 8 score

-0.62



Attendance

94.4%

% of disadvantage

38.5%

National Average 27.7%

Pupils on roll

1,450

% staying in EET

98%

National Average 94%

Co-op Academy Leeds

Ofsted Requires Improvement

Stoney Rock Lane
Leeds

Joined Trust 2012

Progress 8 score

-0.18



Attendance

92.7%

% of disadvantage

62.1%

National Average 28.6%

Pupils on roll

915

% staying in EET

87%

National Average 94%

Co-op Academy Manchester

Ofsted Good

Plant Hill Road
Manchester

Joined Trust 2010

Progress 8 score

+0.06



Attendance

95.9%

% of disadvantage

55.7%

National Average 27.7%

Pupils on roll

1,158

% staying in EET

86%

National Average 94%

Co-op Academy North Manchester

Ofsted Good

Victoria Avenue East
Manchester

Joined Trust 2016

Progress 8 score

-0.64



Attendance

95.0%

% of disadvantage

54.8%

National Average 27.7%

Pupils on roll

1,050

% staying in EET

89%

National Average 94%

Secondary Results

Co-op Academy Priestthorpe

Ofsted Not yet inspected

Priestthorpe Lane
Leeds

Joined Trust 2017

Progress 8 score

-0.07



Attendance

94.9%

% of disadvantage

34.3%

National Average 27.7%

Pupils on roll

978

% staying in EET

91%

National Average 94%

Co-op Academy Stoke-on-Trent

Ofsted Good

Westport Road
Stoke-on-Trent

Joined Trust 2010

Progress 8 score

-0.16



Attendance

94.8%

% of disadvantage

46.7%

National Average 27.7%

Pupils on roll

909

% staying in EET

95%

National Average 94%

Co-op Academy Swinton

Ofsted Good

Sefton Road
Manchester

Joined Trust 2018

Progress 8 score

-0.51



Attendance

93.4%

% of disadvantage

44.8%

National Average 27.7%

Pupils on roll

769

% staying in EET

90%

National Average 94%

Co-op Academy Walkden

Ofsted Not yet inspected

Old Clough Lane
Manchester

Joined Trust 2018

Progress 8 score

-0.73



Attendance

91.7%

% of disadvantage

29.2%

National Average 27.7%

Pupils on roll

1,372

% staying in EET

90%

National Average 94%



Our Ways of Being

Be yourself,
always

Do what
matters most

Succeed
together

Show you
care



A Great Place to work

We're making Co-op Academies an amazing place to work and develop your career. We want staff that are ambitious for pupils and students - and for themselves.

Colleagues can expect high challenge and high support. We're developing colleagues with a range of CPD and training opportunities whilst continuing to develop future leaders through the Co-op Senior Leaders in Education Programme.

Investing in our colleagues

We're investing more money year-on-year in CPD and training - and we'll continue to develop courses along with a better offer for support staff. We're also exploring new ways to use the apprenticeship levy to upskill and develop new and existing colleagues in support roles.

We're driven to reduce workload

Over recent years we've focussed on reducing colleague workload through our 'Workload Report'. We've seen the impact of that in this year's Your Voice colleague survey with a score of 7.52 compared to 5.99 last year. Though there is still work to do on reducing overall workload for all colleagues across the education sector.

Seeing our Ways of Being in action across our academies

Colleagues should be proud to work for Co-op Academies. In 2019 we launched our behaviour framework based on our 'Ways of Being Co-op'. All colleagues will have a

discussion with their line manager about how they can better demonstrate and understand the co-operative values and behaviours.

Co-operative solutions to shared problems

We've also rolled out IRIS Connect technology in each of our academies. This technology can be used by any colleague to improve their practice and support CPD.

Celebrating our colleagues

Every year we hold our annual recognition awards. Over 400 of our staff were nominated by their colleagues to receive one of the coveted awards themed on our Ways of Being.

Looking towards 2022, we want to be a more diverse organisation. We've already brought in blind shortlisting for all recruitment but there is more to be done - bringing in more colleagues from diverse backgrounds.

We're going to be making our Trust a more effective place to work through investment in IT. We've put all our colleagues onto one IT platform, we've launched our collaboration app and in 2020 we'll have an intranet for all staff to access and share information and resources.

"I feel the academy/college is doing all it can to help me manage my workload."

7.52

⬆ Up from 5.99 in 2018

"I am proud to work for my academy/college."

7.85

⬆ Up from 7.82 in 2018

"I understand how the Ways of Being apply to my role and my actions."

8.18

⬆ Up from 7.54 in 2018



Care

for the world we share

We care for the world we share.

As an organisation across the North of England, we have the opportunity to support our local communities in diverse areas.

Young people at our academies are committed to the environment, local communities and the world we share. Our colleagues instill and encourage these values, we're a part of building their social awareness.

We're reducing our reliance on single-use plastic.

We're on a journey to eliminate our use of single-use plastics. Working towards this goal, we will use more sustainable or recyclable alternatives.

We've made simple changes, that'll have a big impact. This year we're looking to reduce laminating and single-use plastic cups and cutlery. It sounds like a little thing, but schools across the country use this single-use plastic every day.

Using more sustainable methods allows us to remove the need for these types of plastics. Academies have implemented changes that reflect their needs, from recycled cutlery in canteens to reusable water bottles in the classroom - and we want to see more of this.

Academies have been improving the types and availability of recycling points. They've come up with some interesting ways to highlight the impacts of plastic waste. Taking this plastic, they've innovatively created art installations, raising the issue and the need to recycle.

Litter picking

We love where we live. Our young people take an active part in helping our local communities. Whether that's litter picking on the way to swimming, or joining in with campaigns such as Great British Spring Clean and Keep Britain Tidy.

We're using digital technology more efficiently.

Using technology we're bridging the geographical divide between our colleagues. We're matching the pace of our growth with improved methods of communication. Colleagues from various locations are able to meet and collaborate efficiently with the use of better digital technology, without the environmental impacts associated with increasing reliance on transport or offline media.

"I believe this academy/ college makes a positive difference in the community."

7.46

⬆ Up from 7.22 in 2018

Ethical supply chain

We prevent modern slavery taking place in our business and supply chains, sourcing supplies from ethical companies.

Shopping responsibly, we spend money that can make a positive impact globally. It doesn't stop there though, it's important to influence change but we also raise awareness of these issues throughout our academies.

Advocating the Fairtrade initiative is really important to us. Our young people learn about the positive impacts of buying fairly from Early Years right through college. Academies proudly celebrate Fairtrade Fortnight every year, and you'll always find a hot cup of Fairtrade coffee or tea at parents' evening and other events. We also run an annual Fairtrade Conference and many of our academies now use Fairtrade sports equipment including footballs and netballs.

Co-op has a long history of addressing social injustice and tackling environmental issues and our young people are continuing this tradition.



Responsible Spending

We're aware that to be successful we need to be financially sustainable. As budgets become tighter we're looking at ever increasing ways to save our academies money. It's our strategic objective to be responsible and prudent.

We're bringing all of our colleagues and students onto one IT solution

In 2019 we launched a huge IT infrastructure project to bring all of our academies onto one cloudbased platform for email, collaboration and file storage. This will bring about huge savings and the initial deployment work was funded by the Co-op Group.

Better HR support

Alongside this work we brought all HR support in-house and employed a range of HR Managers and support services. This work means that not only are we offering consistent and fair guidance - but our academies are able to save through a shared service.

Sustainable and cheaper energy

This year we also linked in with the Co-op Group's energy procurement, ensuring that

our academies get the benefit of one of the UK's largest businesses with thousands of sites across the UK.

Bringing a more co-operative solution to CPD and training

Our CPD and training support has been largely overseen by external consultants previously. Whilst there is a flexibility that comes with this, consistency and cost are always a concern. At the end of 2019 we began to employ the first of our subject specialists who will work as internal consultants supporting academies to improve.

All academies have also benefitted from a shared procurement of recruitment advertising. This means that recruitment costs will be reduced over the coming years.

Moving forwards we'll be bringing many other contracts together to ensure our academies make the most out of the economies of scale that we benefit from.





Co-op Academies Trust

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