

“I had fun in the carnival,
I liked shaking my flag!

Year 1 pupil

ANNUAL REPORT

2022–23



“Playing in the Sawston samba band has been a brilliant experience. I have had so much fun and learned new skills in a supportive and relaxed environment

Year 11 pupil

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Welcome

Welcome to the Anglian Learning Annual Report 2022-23.



Jonathan Culpin, Chief Executive Officer

The purpose of this report is to highlight the many achievements of the Trust over the past twelve months and, in particular, the impact we have had on improving the experience of pupils attending our schools. The report is also intended to explain to our community how we use public funding efficiently and effectively to achieve the best

outcomes for children and young people. We highlight how we work to enable our leaders and wider staff to focus on the classroom by taking care of the services that support education, such as ICT, human resources and investment in facilities. Finally, the report also contains a brief update on the activities of Anglian Leisure, who provide a valuable service to the local community through our sports centres.



Trust growth



The past twelve months has witnessed limited growth in the Trust and instead a focus upon consolidation and re-structuring of our systems.

As indicated later in this report, we have been working hard to ensure our finance and human resources teams are better able to support our current schools and are in a position to support new academies in the future as we grow as a Trust. When we consider how we might grow as a multi academy trust, our position is whether the school that is seeking to transfer into Anglian Learning is aligned with our values; can we make a difference to the outcomes of their pupils; can the school in turn, contribute to the success of our existing schools; and is the school within the geographical area that we currently operate in. We will also seek to bring Local Authority schools that may be struggling into the Trust, where we believe we can ensure sustainable and rapid improvement to improve the

outcomes and life changes of their pupils.

During the past year we opened our first new school, Marleigh Primary Academy in north Cambridge, and have continued to work with partners including Cambridgeshire County Council and developers Urban and Civic to open a new primary school in Waterbeach. Furthermore, we are delighted that Wimbish Primary Academy in north Essex, which is a feeder school to Joyce Frankland Academy, Newport, will be joining Anglian Learning from the beginning of the Autumn Term 2023.

Jonathan Culpin,
CEO



Tree planting at Marleigh Primary Academy opening >

Jonathan Culpin, Charity Main, Richard Mayer, Rachael Johnston and Claudine Bateman visit Deneia Primary Academy site in Waterbeach



Professional learning at Anglian Learning

Our Trust Professional Learning Framework has launched, setting out evidence-informed expectations alongside a comprehensive toolkit for the design, implementation and evaluation of professional learning programmes.

Schools have been making use of a comprehensive training package for the first time, building their own programmes of whole school, team-specific and individualised Continuing Professional Development (CPD) using the provided models, training videos and supporting resources. Schools can design programmes that reflect their staff culture, development priorities and meeting patterns. The Trust also funds the National College training platform which provides learning materials for leaders as well as operational and compliance matters, for example GDPR.

John Kane of KaneEvolve Consulting has led the first of our Middle Leader Development courses, with a second cohort meeting in July. This programme is for middle leaders in both teaching and professional services and will be a routine part of our offer next year. John is also halfway through the delivery of our extensive Developing a Coaching Culture programme, with cohort one for headteachers this year and cohort two next academic year for other senior leaders in our schools. The Trust also funds membership of a national educational network, Whole Education, which provides leaders and other staff access to nationally and internationally

renowned experts in the field of education through conferences, training events and visits to other, excellent schools.

One of the single most influential factors in the success of a school is the quality of senior leadership. As a Trust, we are committed to growing and developing our leaders to be the best they can be, so that they are empowered to make the right decisions for their schools, and our professional learning work is a key part of delivering on this ambition.

James Woodcock, *Director of Education: Professional Learning and Curriculum*

Expanding horizons through our curriculum



Our Anglian Learning Blueprints set out our aspirational position, defining how our common values will manifest in our school provision, systems and culture.

The Blueprints have been co-constructed by our Central Leadership Team and headteachers, in dialogue with other senior leaders across our Trust through our strategic groups. The common principles set out in the Blueprints are interpreted by each school as appropriate to their context.

The Curriculum Blueprint has been formally adopted and is now embedded

in how we evaluate the strengths and areas for improvement in our schools. The Blueprint sets out our aspirational position, a values-based vision for a broad, inclusive, challenging and inspiring curriculum that builds curiosity and expands pupils' horizons. In Anglian Learning, the role of the arts and physical education have prominence alongside ensuring the best outcomes

in core subjects such as English and Maths. Work at schools such as Marleigh Primary Academy has also reinforced the importance we attach to Science, Technology, Engineering and Maths (STEM) which reflects the local context in particular.

James Woodcock, *Director of Education: Professional Learning and Curriculum*



2022–23 finance report



In the 2022-23 academic year Anglian Learning has embarked on a project of Financial Transformation with the current focus being on how we structure and operate our finances.

In July we replaced our core finance system with a more modern, cloud-based solution and have introduced a specialist software to allow our budget holders to raise and authorise purchase orders, and our finance teams to review and post invoices more efficiently.

Feedback from a meeting with finance staff at the start of 2023 showed colleagues wanted collaborative, flexible working, with greater opportunities for training. Following this, we are restructuring our finance team from September 2023 into a hub model, which will allow finance staff to work together more easily while maintaining a strong connection with their current schools.

Our finance staff across all schools, and the central team, ensure that suppliers and staff are paid each month, as well as collecting income from parents and carers, and our community focussed activities, such as Anglian Leisure sports centres. The information produced by our finance teams is consolidated and used to prepare both budget and actual returns to central government, and to prepare our annual accounts for external audit.

All of this contributes to improved outcomes for schools. By doing the above, we free school staff, including headteachers, from time consuming tasks and activities, so that they can focus on working in partnership with staff, pupils, and parents, devoting their energies to learning in the classroom.

Charity Main, *Chief Operating Officer* and **Stacie Cox**, *Financial Controller*



Primary schools mass choir at Anglian Learning celebration event





Anglian Learning’s People Strategy for 2023-2026 will continue our journey towards being a great place to work.

We commit to put all our colleagues across our organisation at the heart of this strategy to focus on the things that staff have told us are the most important. This strategy sets out our ambitious but realistic plans for the next three years. In line with our values we will continue to listen and work in partnership with colleagues, visitors and the Trust Board.

Our People Strategy details the focus areas that are required to ensure we develop as a Trust that is continuously fit for purpose, lives its values and delivers its strategic objectives along with supporting our growth. It seeks to empower and equip people within Anglian Learning with the necessary knowledge, skills experiences, and attitudes to deliver outstanding education to our pupils.

Given the national teacher recruitment crisis and the challenge in recruiting staff more widely into schools, it is more vital than ever that we are seen as the

employer of choice and that we can offer an enriching, exciting career at Anglian Learning. The success of our schools depends upon us getting the best people to work with our pupils, learners and community users.

The People Strategy will be available for our staff to review with a formal launch taking place at the start of the academic year along with our new employee benefits portal.

Caroline Newman, *Director of People*



SEND continues to be a massive challenge for our schools, with Local Authority services under extreme pressure due to a lack of funding and an increase in demand.

Parents of pupils with SEND are also frustrated at the lack of resource available. In response, Anglian Learning has developed new approaches and resources for use in the classroom to support pupils, teachers and teaching assistants, as well as providing practical, one to one help to SENCOs to manage the huge demands upon them. Furthermore, this year all the Special Educational Co-ordinators (SENCOs) across Anglian Learning have been involved with a project through Whole Education on the leadership of special educational needs and disabilities

(SEND). The aim of the project has been to support SENCOs with the implementation of a programme of improvement. This has involved a cycle of self-evaluation, the creation of an action plan, coaching and then training opportunities to support the implementation of the action plans.

As part of the programme, our SENCOs have been supported by national experts in SEND such as David Bartram, Natalie Packer and Gary Aubin in putting together an action plan to address the areas of development

identified in their self-evaluation. There have been training sessions covering all the above themes, which SENCOs have been able to attend and share with wider school staff. These sessions have also been led by national experts.

We are now coming to the end of the improvement cycle, and SENCOs will be revisiting their self-evaluations this half term and will be in a position to measure the impact of their work and then feed further development areas into next year’s school improvement plans.

Camilla Saunders, *Director of Inclusion*

Ofsted inspection



At Anglian Learning, we strongly believe in the importance of inspection, of rigorous and thorough scrutiny of our schools.



Inspection helps inform parents about their local school and provides an independent view of how that school and the educational system as a whole is performing. At the same time, we do not believe that school and Trust leaders should only be focused by inspection outcomes, which risks distorting the experience of pupils and may impact negatively on the workload and wellbeing of staff.

Furthermore, we have serious reservations about the current high-stakes approach to inspections, which was brought tragically into focus earlier this year. We took the step of writing to all of our Members of Parliament to set out concerns about the impact on leaders, at a time when pressures on schools are already unsustainable. Replies were received from Anthony Bowne MP (South Cambridgeshire), Matt Hancock MP (West Suffolk), and Kemi Badenoch MP (Saffron Walden).

However, at the time of writing, five of our schools have been inspected over the past academic year and, on the whole, we have been satisfied that a robust and fair process was undertaken by those inspectors. Each of the

schools inspected: The Pines Primary School, The Meadow Primary School, Howard Community Academy (HCA), Bassingbourn Village College and Sawston Village College, received reports which highlighted numerous strengths and provided a helpful platform upon which to build to ensure further continued improvement.

Of particular note was the inspection report of HCA. Anglian Learning took over HCA in April 2020 and the school was in a very challenging position, ranked as one of the lowest performing schools in Suffolk. Since 2020, we have invested heavily in the school, secured new leadership, and worked with staff and pupils to develop an exciting vision for the future. The school has been transformed and, while there is still much to be done, we were very pleased that inspectors recognised this progress, especially in the behaviour and personal development of pupils. Furthermore, inspectors noted that the 'school now has strong leadership from school and Trust leaders. They are committed to improving outcomes. They have put in place support and training for teachers and this has helped the school to improve quickly'. This is the added value that Anglian Learning can bring to its schools. As a Trust, we provide the capacity to deliver sustainable change and driven by our moral purpose we ensure that all children, no matter where they live, can attend an excellent local school where they can flourish and grow as learners.

Jonathan Culpin, CEO; Duncan Cooper, Director of Secondary Education; Prue Rayner, Director of Primary Education



Primaries' music day

All children from years 3 and 4 across our Trust primary schools attended an Anglian Learning music day at West Road Concert Hall in Cambridge.

The purpose of the event was to celebrate the joy of music across our schools. Due to the variety of performances such as jazz and samba, the event broadens the cultural horizons of our learners.

All nine school choirs joined together to become one mass choir and sang 'Be the Change' by Emily Barden who had granted her full permission to use her song. This wonderful event celebrates the creativity and musical talents of our children. All the children rose to the occasion and had a very enjoyable and memorable time.

James Puxley, Headteacher of Linton Heights Junior School said: "In recognition of the Trust's community

vision, it was incredible to see so many of our primary pupils together at one venue and participating in such a worthwhile event. Each of them performed with such exuberance and should rightly feel proud of themselves.

Thank you to the Zobel Trust for their incredible generosity and Emma Mason for her inspiration and endless creativity."

Support and attendance from our secondary colleagues at Bottisham Village College was provided at the event. Special thanks go to Emma Mason and all the music leads across our schools for the organisation of the event and for the many hours of practising the music and songs with the children.

In recognition of the Trust's community vision, it was incredible to see so many of our primary pupils together

Michael Rosen opens Marleigh Primary Academy at Anglian Learning's Celebration Day



On Tuesday 27 June, representatives from all our academies joined together to celebrate Anglian Learning and the official opening of Marleigh Primary Academy.

More than 160 members of Cambridge's local community, over 160 children from our 15 schools, and special guest award-winning author and poet Michael Rosen were part of this celebratory event. The exciting event marked the completion of the academy's first academic year, with an official ribbon-cutting and plaque unveiling ceremony by Michael Rosen.

During the opening ceremony, children from the Trust's nine primary schools joined together for a mass choir and sang beautifully 'Home' and 'Voices of Hope'; the lyrics of which were written by Michael Rosen, a British children's author and poet who has written 140 books and served as Children's Laureate from 2007 to 2009. A selection of creative art skills were showcased

including an art exhibition with pieces from each of our schools. Film screenings about why the arts are important and the power of the arts to impact positively on young lives were shown.

Music filled the school as guests enjoyed a compilation of dance from Bassingbourn Village College, drama



Representatives from Anglian Learning, chair of trustees, chair of governors with stakeholders from The Hill Group, Marshall and Michael Rosen



from Bottisham Village College, and music performances of jazz from Linton Village College. A string ensemble from The Netherhall School, and a samba band from Sawston Village College. Activities in the school's woodland which were presented by Marleigh pupils' Eco Group.

There was a visit from two of our therapy dogs who form an important part of the wellbeing support offered to the children, along with representatives from local wellbeing organisations that work with the schools including Blue Smile and STEPS.

Jonathan Culpin, CEO said: "Seeing over 160 children from our 15 schools come together to demonstrate their passion for the arts through their performances has been quite

spectacular. These dynamic, empowered learners have proven how they can thrive in their community.

"We are grateful to Michael Rosen for formally opening Marleigh Primary Academy as part of this celebration day and the children have enjoyed meeting with him. We are very passionate about providing the best education we can for our communities. We are incredibly proud of Marleigh Primary Academy and this special event has been a truly wonderful celebration to formally welcome all of the Marleigh children and staff into our Anglian Learning family."

Mike Fish, Headteacher of Marleigh Primary Academy said: "I am very proud of all the children and staff for all the support and effort that has gone into making our celebration day such a

success. I have had the honour and privilege of becoming the Headteacher for Marleigh Primary Academy and participating in events like this really does highlight the passion and care that Anglian Learning have for providing high-quality education for the children and families in Cambridge. I look forward to welcoming more children through our doors and to planning more exciting events."

The day was enjoyed by all and finished with a colourful carnival procession involving all the children in Marleigh's Jubilee Square. Thank you to all involved who made the event truly one to remember and a highlight for our 2023-24 academic year.

Prue Rayner, Director of Primary Education

Governance including CST review



The Anglian Learning Trust Board is currently undertaking an External Review of Governance (ERG). An ERG looks at how the Board ensures effective governance and governance support across the whole Trust.

This includes how the Board works with the central team, Board Committees and Local Governing Bodies. It examines how we promote a strategic vision that is shared and understood by the whole organisation and how we ensure legal compliance.

It is recognised that ERGs are fundamental to good governance arrangements and should be undertaken at regular intervals. They provide an independent, objective view of the Board's strengths and areas for improvement and are conducted by an experienced governance expert who is external to the Board and executive leaders.

We are being supported with our review by the Confederation of School Trusts (CST). Our external consultant has been observing our Board and

Committee meetings, as well as meeting with trustees, executive leaders and chairs of governors, and undertaking a review of our documentation. In addition, those involved in governance will feedback their views via questionnaires. The final report will be shared with the Trust Board in July.

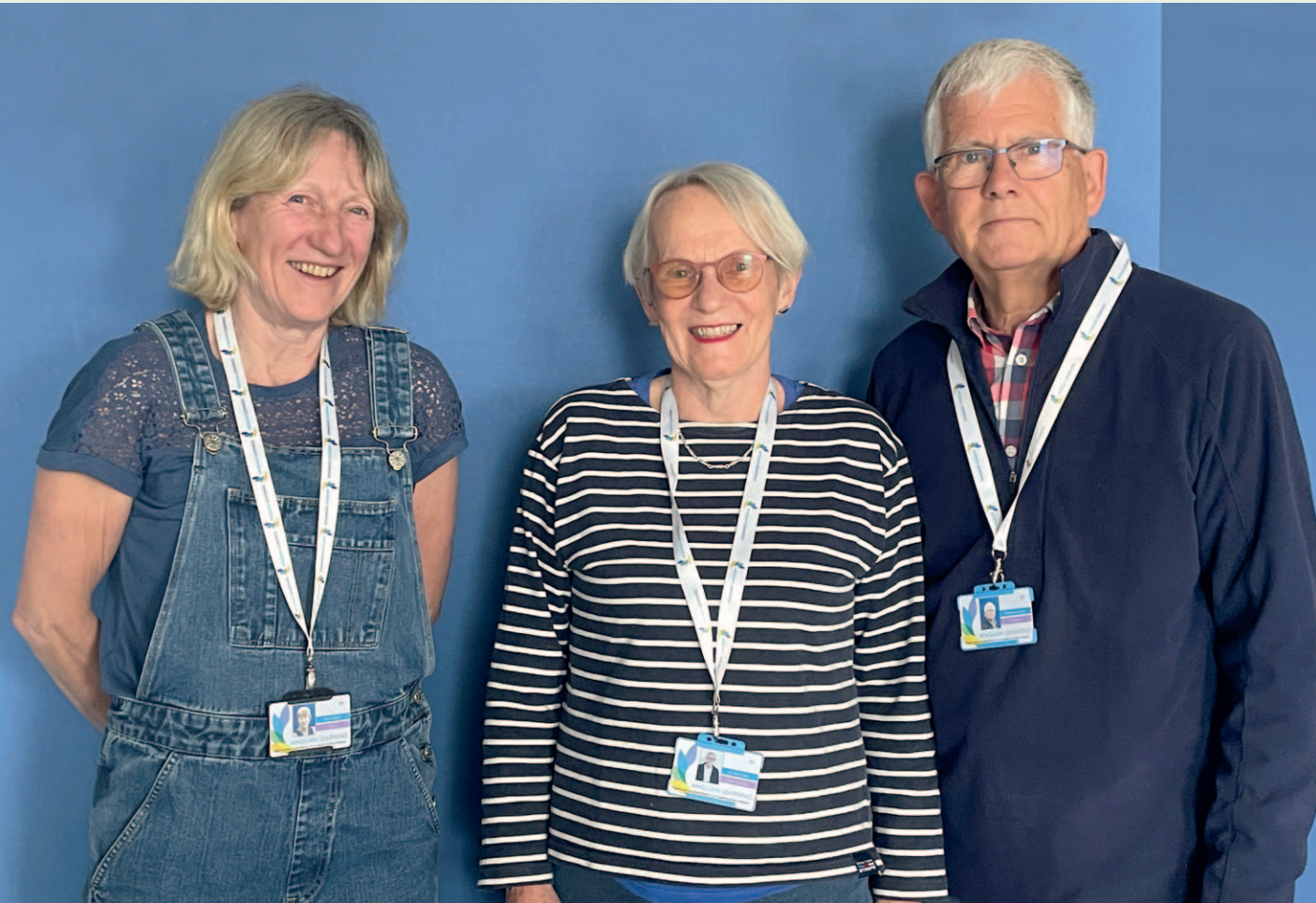
Trustees

We are sad to be saying goodbye to three of our long-serving trustees this summer and would like to say a big thank you to all of them for their dedication and commitment to Anglian Learning. Dr Claire Lawton has been Chair of Trustees since 2018. Claire originally joined Bottisham Village College Governing Body and became a trustee when the college converted to an academy trust in 2013.

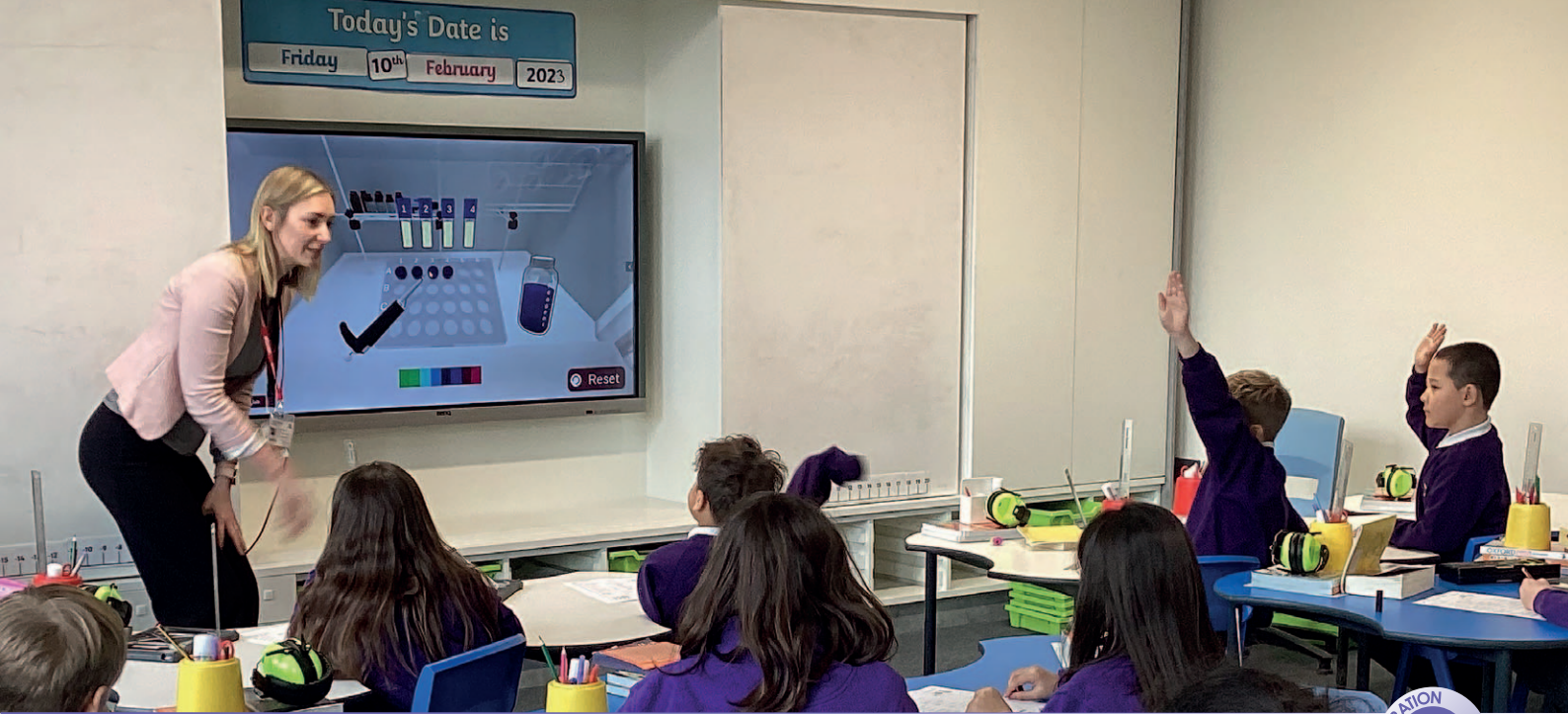
Richard Cowling and Sue O'Farrell are also stepping down after 7 years. Richard was a governor at Sawston Village College and joined the Board when the school became a founder member of Anglian Learning. Richard has brought his insight and skills as a member of several of the Board's committees. Sue was a governor at Bassingbourn Village College, also joining the Board when Anglian Learning formed. Sue has been Vice Chair of Trustees, has served on a number of committees, and been a Safeguarding Trustee.

The announcement of our newly appointed chair of trustees and vice-chair of trustees will be made following the July Trust Board meeting.

Kerrie Jones, *Head of Governance, Compliance and Risk*



Sue O'Farrell, Vice Chair of Trustees, Claire Lawton, Chair of Trustees, Richard Cowling, Trustee



Focus on our ICT

The Technical Services Team have had another very productive year. Several projects have been undertaken alongside supporting the day-to-day technical needs of pupils and colleagues.

Many of these involve the alignment of historically separate systems into common platforms, which allows the team to support our communities more effectively and bring the best affordable experiences to our pupils and staff.

In this period, several hundred devices have been refreshed, ranging from interactive screens in classrooms to pupils and staff devices in the form of

Chromebooks, Windows devices and Apple iPads. Working together as a Trust, we achieve greater savings on these types of equipment. Other developments include the introduction of our new Connect platform for staff and increased usage of Office 365. Cyber Security is a constant challenge and in response, we have enhanced policies, introduced user awareness

training, embedded additional email securities, and welcomed audits to try and keep our people and data that bit safer online.

Richard Mayer, *Director of ICT*



Taking a **bright** step forward with our solar project



During the summer of 2023 Anglian Learning will be taking a big step forward on our decarbonisation journey as we install PV arrays to 13 of our academies.

Generating our own electricity will negate the need to draw from the grid as we start to make the switch to electric heating and hot water over the coming years.

The PV is expected to generate over 600,000kWh of electricity across the estate and save circa 143 tonnes of carbon per year. In context, this equates to:

- The electricity use of 93 households per year.
- The carbon equivalent of 370 economy flights to Rome.
- The impact of planting between 4,500-6,500 trees.
- Over 71,000 fire extinguishers.

**figures above sourced from the Climate Neutral Group*

Additionally, Anglian Learning will be replacing the remaining older light fittings with LED lighting across our estate and installing sensor controls within toilets and cupboards. This will further reduce our carbon footprint.

Claudine Bateman, *Director of Operations*

Another busy year for our operations teams



As we approach the end of another academic year, we begin a busy summer of projects funded through the SCA (School Condition Allocation).



In addition to the Trust's investment into PV installations and upgrading lighting with LED, we are also undertaking various projects across the estate. Sails have recently been installed at The Pines Primary School to provide a much needed shaded area.

The first of seven phases for an exciting internal refurbishment programme at Howard Community Academy will be starting in June to be completed by April 2024. We are also working closely with the leadership team at Sawston Village College on the planning for school's rebuild; have worked closely with Essex County Council on improving road safety at Joyce Frankland Academy, Newport (as well as carrying out other improvements across the site), in addition to numerous urgent repairs and other activities which our team lead on.

Claudine Bateman, *Director of Operations*

Farewell to Prue Rayner



At the end of this academic year, we will be saying goodbye to our Director of Primary Education, Prue Rayner.

Prue has been part of Anglian Learning since 2017 and, in addition to establishing and leading the provision for our primary school hub (and writing the successful applications for our two new primary schools), she has also been influential in all aspects of the Trust's work.

In June she was awarded the Bronze Lifetime Achievement Award by Pearson National Teaching Awards, highlighting her dedication to the primary education sector for the past 41 years.

Prue, a former headteacher, local authority adviser and Senior HMI, will be greatly missed at Anglian Learning and we wish her all the best for the next stage in her career (though we are sure that our link with Prue will not disappear completely over the next few years).

Anglian Leisure centres have seen a period of post-Covid growth with membership numbers across the five sites currently in excess of 750 monthly paying members



Anglian Leisure



It has been an exciting 12 months for Anglian Leisure with the opening in October 2022 of a brand new centre at Joyce Frankland Academy, Newport (JFAN).

This leisure centre offers a new state of the art fitness suite, Sports Hall, AstroTurf and netball / tennis courts.

The Anglian Leisure centres have seen a period of post-Covid growth with membership numbers across the five sites currently in excess of 750 monthly paying members. The centres offer a wide variety of activities for all ages and abilities including swimming, fitness suites, personal training, group exercise classes, archery, judo, trampolining, gymnastics, football, hockey, badminton, squash, pickleball, drama, birthday parties and so much more.

Anglian Leisure Bottisham and Sawston will shortly be introducing swimming lessons for children with special educational needs. Anglian Leisure Linton have recently completed a full refurbishment of the tennis courts and Anglian Leisure Netherhall are hosting a variety of events over the summer period including dramatic groups, concerts and fencing camps.

Michelle Wilson, *General Manager, Anglian Leisure*





Our Peer Review process continues to be impactful, providing opportunities for staff

Report from our Director of Secondary Education

Following a good set of GCSE and A-level results in August 2022 secondary academies have continued to build back from the pandemic.

Fostering positive relationships, strong school communities and supporting our most vulnerable students continue to be the focus of both short-term and medium-term planning. Academy

leaders have also explored new opportunities to inform school improvement. These include Therapeutic Thinking, Creativity Collaboratives, Behaviour Hub pilots

and most recently SKEIN momentum, a school evaluation tool.

Our Peer Review process continues to be impactful, providing opportunities for staff to both explore other schools in the Trust and receive feedback on their own schools. There are many examples of how this has helped to develop the team and shape practice across Anglian Learning.

Opportunities to provide cross-Trust support are increasingly becoming more commonplace and less centrally led. There are many examples of leaders supporting academy improvement in different schools, including, subject-specific curriculum development, Safeguarding, SEND, Alternative Provision, and pastoral system development.

Duncan Cooper, *Director of Secondary Education*



Report from our Director of Primary Education

Attainment outcomes at primary in 2022 were variable, influenced by younger children who had missed the opportunity to socialise and develop collaborative approaches to learning as well as to develop the physical dexterity and knowledge of letter formation and sounds that are so important if children are to read and write well.

In line with concerns identified amongst many colleagues across the country, it has been a priority to ensure that children in Year 3 access the experiences they need to replace the high-quality teaching and provision they would have received had we not experienced the pandemic. Staff in all year groups have worked tremendously hard to ensure any gaps in learning are identified and addressed. Recently published national data for SEND pupils reflects our analysis, of an increased proportion of pupils identified as SEND support requiring additional provision to meet speech, language and communication and SEMH needs. The impact of the Whole Education SEND project is tangible in the improving quality of evaluation and consequent provision. The increase in pupils with EHCPs and complexity of needs in some of our primaries has instigated more high-quality training and support for all staff. This will continue into next year. Overall pupils have made good progress from their starting points.

Academy leaders have benefitted from the embedding of the peer review process, this has engendered greater confidence in sharing the rationale and quality of the curriculum as well as enabling leaders to reflect together on the quality of provision. Plans to further develop this work are being developed with school leaders. Their feedback, and that of the staff involved in the pilots is informing the design of the next iteration of this very valuable strategy.

Primary leaders have shown huge resilience and commitment this year with executive leadership contributing to school improvement, subject leaders working together with commitment and openness to sharing practice. Secondment opportunities to enable continued development have been taken up in the spirit of the best interests of the Trust; where appropriate staff have been supported to access the effective practice available in our schools.

An element of practice improvement that sets the stage for the next year is the excellent opportunities primary children



have seen in contributing to events engaging peers across all primaries. Music events at St Edmundsbury Cathedral, West Road Concert Hall and Marleigh inspired us all, PE activities made sure many pupils could shine – through their ability as well as their team spirit and a geography quiz tested thoroughly tested subject knowledge! We look forward to seeing more of these events that broaden horizons and develop the collaborative spirit of Anglian Learning next year.

Prue Rayner, *Director of Primary Education*

Primary leaders have shown huge resilience and commitment this year ... working together with openness to sharing practice



Inspiring
the next
generation

Medicine Makers



#STEM #MedicineMakers #ScienceIsFun

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