



Olive Academies



Olive Academies Trust
Annual Report
2023/24

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Welcome from our Chair of Trustees and CEO

Thanks to the ongoing commitment of staff across our academies and within the trust's Central Executive Team, we are delighted to be able to share that 2023-24 has been a successful year for the trust. By consistently prioritising the quality of education across our academies, we have enriched our curriculum, enhanced our therapeutic offer, and expanded our range of accreditations. These efforts have further supported pupils' personal development and wellbeing and led to improved academic outcomes, surpassing the national averages for the alternative provision sector once again.

Collaboration remains a valued aspect of our work, and our expanding network of partners continued to fortify the range of support we were able to offer our pupils this year. More than £200,000 was generously donated through the charitable trusts and foundations we have built a connection with, which allowed for substantial investment in academy facilities. This enabled academies to expand the curriculum, offering new qualifications in line with pupils' interests and career aspirations to ensure they - together with future cohorts - are well-prepared to be successful in their next steps.

It is a privilege for the trust to also be working at a national level, representing the views and experiences of the AP sector, to help shape the development of SEND and AP reforms as we all strive for a system that better recognises the needs of vulnerable young people. The notable rise of the trust's involvement in national work reflects our positive reputation in the sector, which is testament to the quality of work taking place within our academies in pursuit of securing the best possible outcomes for our pupils.

We are incredibly proud of this year's achievements and would like to acknowledge the vital contributions of our staff, academy advisory board members, trustees, members, partners, volunteers, pupils, and families. Their collective efforts enable our academies to engage and inspire pupils, unlocking their potential and serving as a catalyst for future success.



Phil Whall, Chair of Trustees



Mark Vickers MBE, CEO



About Olive Academies

Originating in London and the East of England, Olive Academies is a pioneering multi-academy trust, specialising in alternative provision.

We provide a high-quality, personalised approach to learning across a varied curriculum to successfully overcome barriers within education, re-engaging pupils for whom traditional teaching methods haven't worked. Developed and refined since 2013, our proven approach successfully supports 7 to 16-year-olds, who are unable to attend mainstream schools, to reach their full potential.

Through our bespoke outreach programmes, we're able to extend our reach to even more in-need children. Taking our dynamic model and tailoring it to local needs, we work with mainstream schools, sharing best-practice to prevent exclusions and improve outcomes for marginalised children and young people, and their families.

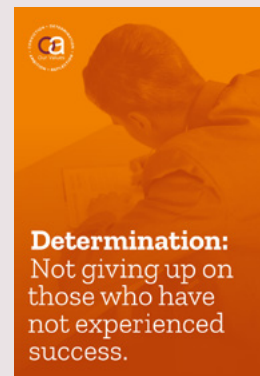
Our approach

At Olive Academies, we believe that every child and young person has the ability and the right to learn and achieve. Our pupils are individuals and our broad curriculum model provides us the flexibility necessary to help each individual reach their full potential. We remove barriers to learning by providing creative, nurturing and inspiring learning opportunities with a focus on personal development and emotional support. By helping pupils to grow in confidence, build resilience, develop social skills and improve their mental health and overall wellbeing, they are better placed to successfully engage with learning and succeed in education, work and life.

This approach is reflected in our values and strategic priorities, which guide and underpin everything we do at Olive Academies.

Our core values

Our core values of reflection, conviction, ambition and determination are reflected in all that we do to support our pupils.



Our strategic priorities

In 2023/24 our trustees and leaders agreed the following strategic objectives for the next phase of the trust's growth and improvement journey.

- Continue to develop OA academies to be **centres of excellence** where young people receive the best possible education.
- Continue to ensure **resources are effectively deployed** to support our academies to be centres of excellence and provide value for money.
- Continue to develop structures to allow the trust to **actively pursue new opportunities**, be that expanding current provision, working with new partners or exploring new provision in targeted areas.

Our impact

Supported

389

pupils across
our academies...



... and a further

223

pupils in
mainstream
schools through
our outreach offer



Exceeded national averages for GCSE entries in the AP sector



English

24%

above national average



Maths

32%

above national average



Science

40%

above national average



65.3%

attendance,
6.9% above
the national
average for AP[^]

88%

of Year 11 pupils
continued
into education
or employment

... that's

18%

above the
national average
for the AP sector
in 2023*

*At the time of publication, the 2024 AP NEET figure was not available.
[^]National attendance data for the summer term 2023/24 was not available at the time of going to print. This stat refers to autumn and spring terms 2023/24.

We **collaborated** with
12 organisations,
enhancing support for pupils



We **partnered** with
15 organisations to help
deliver a broad curriculum

We **supported**
32 other schools, ensuring
high quality inclusive practice



Operating in

5

Local authority
areas and
supporting
another 34 LAs⁺

£205,000

funding secured
via charitable grants
and foundations



⁺Through the Reaching Excellence and Ambition for all Children (REACH) consortium.

Successes and highlights:

Olive AP Academy - Cambridge

Above average outcomes

Our Year 11 academic outcomes were significantly above the national average for the alternative provision sector.

Academy leadership

The Head of Academy, appointed in September 2023, has had a significant impact on the development of the academy, delivering improvements for pupils.

Curriculum development

We have continued to develop our outdoor education curriculum offering pupils access to even more activities that provide practical opportunities for problem-solving and risk-taking to develop their confidence and resilience. We have also enhanced the range of accreditations we offer. Alongside GCSE maths, English and science, we have introduced a number of BTEC courses in subjects that support pupils' career aspirations, so they can gain the relevant skills that will equip them for their next steps in education or employment.

Close links with schools

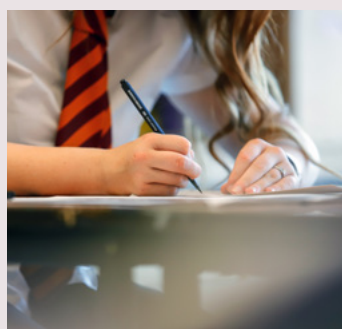
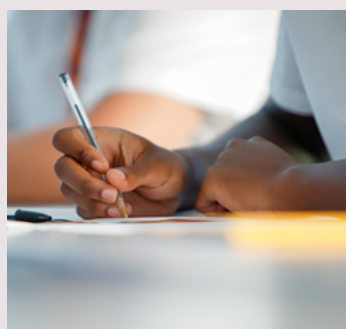
Our close links with local secondary schools has continued to strengthen with all places commissioned before the academic year 2024-25 commenced.

Growth

We significantly increased the number of pupils on roll, from 40 to 50, further demonstrating our links with local schools and our standing in the community. We also grew our reach through the development of our AP outreach, supporting pupils from local primary schools to engage in creative activities in support of positive behaviour and attitudes towards learning.

Safeguarding Award

For the second year in a row, we received the Gold quality mark from Anchored Schools in this year's safeguarding audit, recognising the robust practices we have in place to keep our children and young people safe.



Successes and highlights:

Olive AP Academy – Havering

Above average outcomes

Sharing staff between the Havering and Thurrock academies continues to have a noticeable impact on Year 11 outcomes. Academic outcomes for this year group was above the national average for the alternative provision sector, and all Year 11 pupils went on to further education or employment, meaning our Havering academy reported 0% not in education, employment or training (NEET).

Academy leadership

The Executive Headteacher, appointed in 2021, and the Head of Academy, appointed September 2023, have had a positive impact on the leadership and management of the academy and significantly strengthened partnership working with the local authority.

Quality of education

The effects of joint working between our Havering and Thurrock academies continues to have a positive impact on the quality of education for our pupils. Specifically, the development of reading and literacy, the breadth of subjects in the curriculum and further development of our therapeutic offer.

Anchored Schools

Following a successful safeguarding audit carried out by Anchored Schools, we were awarded the Gold quality mark for the second year in a row in recognition of the strong and secure culture of safeguarding embedded across the academy. The report acknowledged strengths within multi-agency work, early help and relationships across the academy.



Successes and highlights:

Olive AP Academy - Nene Valley

Above average outcomes

Once again, our Year 11 academic outcomes were above the national average for the alternative provision sector.

Academy leadership

The Head of Academy, appointed in September 2023, has had a significant impact on the development of the academy, delivering improvements for pupils.

Curriculum development

We have continued to develop our outdoor education curriculum, following its successful introduction in 2021-22. We are now able to offer pupils access to even more activities that provide practical opportunities for problem-solving and risk-taking to develop their confidence and resilience. We have also enhanced the range of accreditations we offer alongside GCSE maths, English and science through the introduction of a number of BTEC courses in subjects that support pupils' career aspirations, so they can gain the relevant skills that will equip them for their next steps in education or employment.

Close links with schools

Our close links with local secondary schools has continued with all places commissioned before the academic year 2024-25 commenced.

Growth

We have maintained the growth in our pupil numbers achieved in 2022/23, continuing to provide 52 places, demonstrating confidence in the quality of our provision.

Safeguarding Award

We welcomed the findings of this year's external safeguarding audit, which recognised the strong ethos around safeguarding procedures and practice at the academy, that led Anchored Schools to award us the Gold quality mark for the second year in a row.



Successes and highlights:

Olive AP Academy – Suffolk

Quality of education

The continuing partnership between the trust and Suffolk County Council to collaboratively develop the academy vision has resulted in a sustained level of high quality education for pupils.

Academy leadership

The Head of Academy, appointed September 2023, continues to deliver improvements across the academy, significantly impacting pupils.

Growth

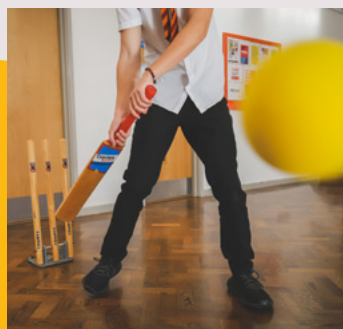
This year the academy has achieved steady growth, with 65 pupils on roll accessing a range of provision from full-time to bespoke in-reach packages. We have also continued to deliver successful outreach programmes, helping even more children and young people in the county thanks to funding from Suffolk County Council.

Safeguarding award

The academy received the Gold quality mark in recognition of its excellent safeguarding practices for the second year in a row, following an audit by Anchored Schools. The report highlights many areas of good practice embedded across the academy, including an impactful and effective PSHE programme, and the development of reflective practices which help to drive safeguarding forwards.

Academy developments

Following the successful Ofsted inspection in 2023, staff and leaders at the academy have continued to reflect on developments that will support pupils to make the strongest progress possible, both academically and personally. This has included work on our behaviour approach, the communication of needs and provision with stakeholders, and further focus on preparing pupils for their post-16 destinations.



Successes and highlights:

Olive AP Academy - Thurrock

Above average outcomes

Developments in the quality of education continue to have a noticeable impact on Year 11 outcomes. Academic outcomes for this year group was above the national average for the alternative provision sector, and all Year 11 pupils went on to further education or employment, meaning our Thurrock academy reported 0% NEET (not in education, employment or training).

Reintegration

Preparing pupils to return to mainstream school is a core focus of our academies and it was pleasing that we were able to support 13 pupils to reintegrate into mainstream settings this year.

Ofsted

An ungraded Ofsted inspection in June validated the academy's Good grading, with evidence to suggest that it might have been rated Outstanding if a full inspection were to take place.

Growth

In partnership with Thurrock Council and local mainstream school leaders, staff at our Thurrock academy have delivered a number of outreach programmes this year, growing the number of pupils the academy is able to support.

This builds on the positive pupil outcomes achieved during outreach programmes delivered in 2021-22 and 2022-23, which led Thurrock Council to provide additional funding for 2023-24, enabling staff to continue to deliver flexible, tailored, support to achieve the best reintegration opportunities for even more learners.

Safeguarding

The incredibly high standards of safeguarding practices was recognised during a safeguarding audit carried out by Anchored Schools this year, which led to a Gold quality mark being awarded for the second year in a row.



Outcomes and performance

This was a record year for the trust in overall progress figures, representing very good pupil progress.

Overall, our academies exceeded the average number of GCSE exam entries for the alternative provision sector with further increases in the number of accreditations being achieved by pupils and across a broader range of subjects.

The breadth of our curriculum has grown with the introduction of an increasing range of vocational and scaffolding qualifications, supporting students to broaden their experiences, achieve more and progress more successfully. This was demonstrated in the 2024 results, with pupils at Olive Academies achieving, on average, 7.8 qualifications compared to 2.7 qualifications nationally in the alternative provision sector.

Our performance data shows the increasing levels of excellence at Olive Academies making it unique within the sector. 85% of our pupils were entered for English, Maths and Science GCSE, significantly above the AP figure of 53% and getting closer, year-on-year, to the mainstream figure of 92%. And 67% of our pupils achieved English and Maths GCSEs, 50% above the AP national average.

Most pupils across the trust have gone onto a suitable post-16 destination with two academies reporting 0% NEET (not in education, employment or training) in September 2024.

Shaping national policy

For a number of years, Olive Academies has represented the alternative provision (AP) sector in policy discussions and work with the Department for Education (DfE), to help develop an understanding of the challenges faced across the sector and opportunities to work together to bring about positive change for children and young people across the country.

Our involvement in national work grew in 2023-24 when the trust was appointed as the AP lead for the REACh (Reaching Excellence and Ambition for all Children) consortium. Led by PA Consulting in partnership with the Council for Disabled Children and IMPOWER, the consortium is the DfE's delivery partner, responsible for testing the proposed changes to the Special Educational Needs and Disabilities (SEND) and AP system set out in the SEND and AP Improvement Plan, as part of the two-year Change Programme. This generated valuable income that we have reinvested into our academies, resulting in direct benefits for our pupils.

The consortium is testing and refining a package of reforms that focus on critical elements of how SEND and AP services operate in local areas. This will provide the DfE with insight into how each reform works and what it takes to implement it, but also how they interact and work together to influence outcomes in local systems.

This year, the trust has provided leadership support and subject matter expertise to 34 local authorities, helping them to develop and implement an alternative provision system that reflects the three-tier model in the SEND and AP Improvement Plan.

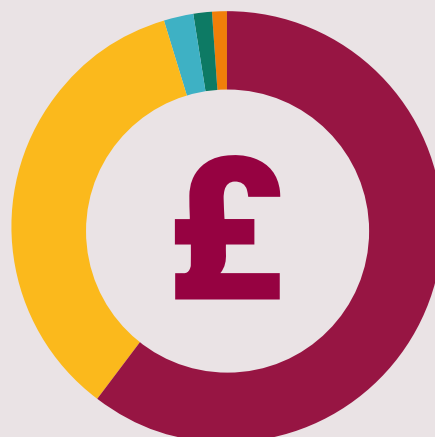
The trust's involvement in influencing national policy reflects the high standard of work taking place across our academies and our growing reputation in the sector. Being part of the consortium has been a welcome opportunity to utilise the extensive knowledge and expertise within the trust and the wider alternative provision sector to help shape the reform programme, ensuring it positively impacts the experience and outcomes of children and young people in alternative provision, and students with SEND.

Financial overview 2023/24

Income

Total income: £9.4 million

- Local Authority.....£5.7 million
- DfE / ESFA£3.3 million
- Trusts and foundations£205k
- Consultancy revenue.....£152k
- Other.....£78k



Most of our funding is received from the local authorities and the Department for Education (DfE) / Education and Skills Funding Agency (ESFA). Generous donations from charitable trusts and foundations, in particular The Wolfson Foundation, Cambridgeshire County Council’s priorities fund and Olive Academies Foundation, have provided a considerable amount of additional income to support our work.

Expenditure

Total expenditure: £9 million

- Staffing£6.4 million
- Learning resources.....£1.3 million
- Other.....£803k
- Buildings and facilities.....£553k



The largest part of our funding was spent on staff salaries. Other expenditure relates to a wide range of areas including technology and energy costs.

NB: Figures over £1 million have been rounded to the nearest £100k. For exact amounts, please see our annual accounts: <https://oliveacademies.org.uk>

Our people

122

members
of staff



92%

are **happy**
in their role

89%

satisfaction
with training

94%

would recommend
Olive Academies as a
good place to work



90%

satisfied
with support for
professional growth



**Effective
induction**
programme
for all staff

Pupil and staff
**wellbeing is
a priority**

**Extensive
training**
and one-to-one
coaching


High quality CPD and opportunities for **career progression**

“

The education we provide is **so much more than a subject**. For some of our young people we are the only constant and trustworthy adult in their life.

Working at Olive Academies is such a rewarding opportunity, **supporting students with complex needs and making a difference** in their lives where lots of people have given up on them.

”

A teal-tinted photograph showing a person in a school uniform (white shirt, tie, and grey sweater) writing in a notebook. The person's hands are visible, and a pencil is in their right hand. The notebook is open, and a pencil sharpener is visible on the desk. The background is a plain, light-colored wall.

All five academies
within the trust are
Ofsted-rated 'Good'

Partnership working

Fundamental to our work at Olive Academies is the recognition that for too long pupil referral units and alternative provision (AP) academies have worked in isolation. We work hard within the trust to establish national, regional and local partnerships with mainstream schools, local authorities, local and national businesses, charities and community organisations.

These partnerships range from formal commissioning agreements to provide outreach and short term intervention work in mainstream schools, to working with charities to give specialist support to children and families, and improving facilities in our academies as a result of donations from funders and specialist agencies.

This year, thanks to generous support from external organisations, we have been able to broaden our curriculum and qualifications on offer. Wolfson Foundation and Cambridgeshire Priorities Capital Fund provided significant grants to create a multi-use construction suite and a fitness hub. Both facilities have proved transformative for our young people.

Ernst and Young gave time to work with our senior leaders during 2023/24 to support us in refining our strategic direction, which will have a positive impact for years to come.

On a national level, the trust continues to represent the AP sector in policy discussions and work with the DfE and Ofsted. This includes our CEO's membership of the DfE's National SEND and AP Improvement Board and our CEO and Deputy CEO's membership of the DfE's Change Programme Advisory Board. In addition, our CEO is Co-Chair of Ofsted's Expert Advisory Group on Inclusion and has been seconded by Ofsted to support the development of a new inspection framework.

We continue our work as the alternative provision lead for the consortium that will support the DfE with the delivery of a two-year programme to support the implementation of the SEND and Alternative Provision Improvement Plan. And we are working collaboratively with other education settings, sharing practical resources to help improve pupil attendance on a wider scale within our role as one of nine national attendance hubs set up by the DfE.

At a regional level, our CEO is Independent Chair of Norfolk County Council's Executive Board and Olive Academies continues its role as the strategic partner for Norfolk County Council, providing advice and guidance as they develop their alternative provision strategy. In Suffolk, our Deputy CEO provides expert guidance on national AP best practice through his role as AP representative on the Suffolk SEND Strategic Improvement Board, and also facilitates information-sharing between the board and its stakeholders in the Suffolk AP system.

Some of the partner organisations we work with:



A person wearing a school uniform, including a white shirt, a striped tie, and a dark V-neck sweater with a logo that says "The Academies". They are holding a large, round, silver trophy. The background is a solid blue color.

All five of our academies
hold the **Anchored
Schools' Gold award** for
effective safeguarding

Governance

5 Members

9 Trustees

25 AAB members

3 AAB meetings per academy

8 Committee meetings

5 Board meetings

Our members oversee the work of the Board of Trustees and are responsible for ensuring the purpose of the trust is met.

Our trustees are responsible for all operational and educational plans relating to how the trust and each academy is run. They ensure the trust adheres to its vision, ethos and strategic direction as well as driving educational standards and effective financial performance.

Two committees: finance and audit; and education performance and standards ensure the board is equipped with the information and guidance it needs to take responsibility for leadership and outcomes across the trust.

Management of operations across the trust is delegated to the chief executive officer (CEO) and executive leadership team, known as the Strategic Leadership Group (SLG), who are responsible for implementing the trust's strategic plan and overseeing the financial management.

The SLG includes a director of academies who is responsible for academy improvement, a deputy chief executive who is responsible for strategic management of operations not related to education, and the director of resources who is responsible for the sound financial management of the trust.

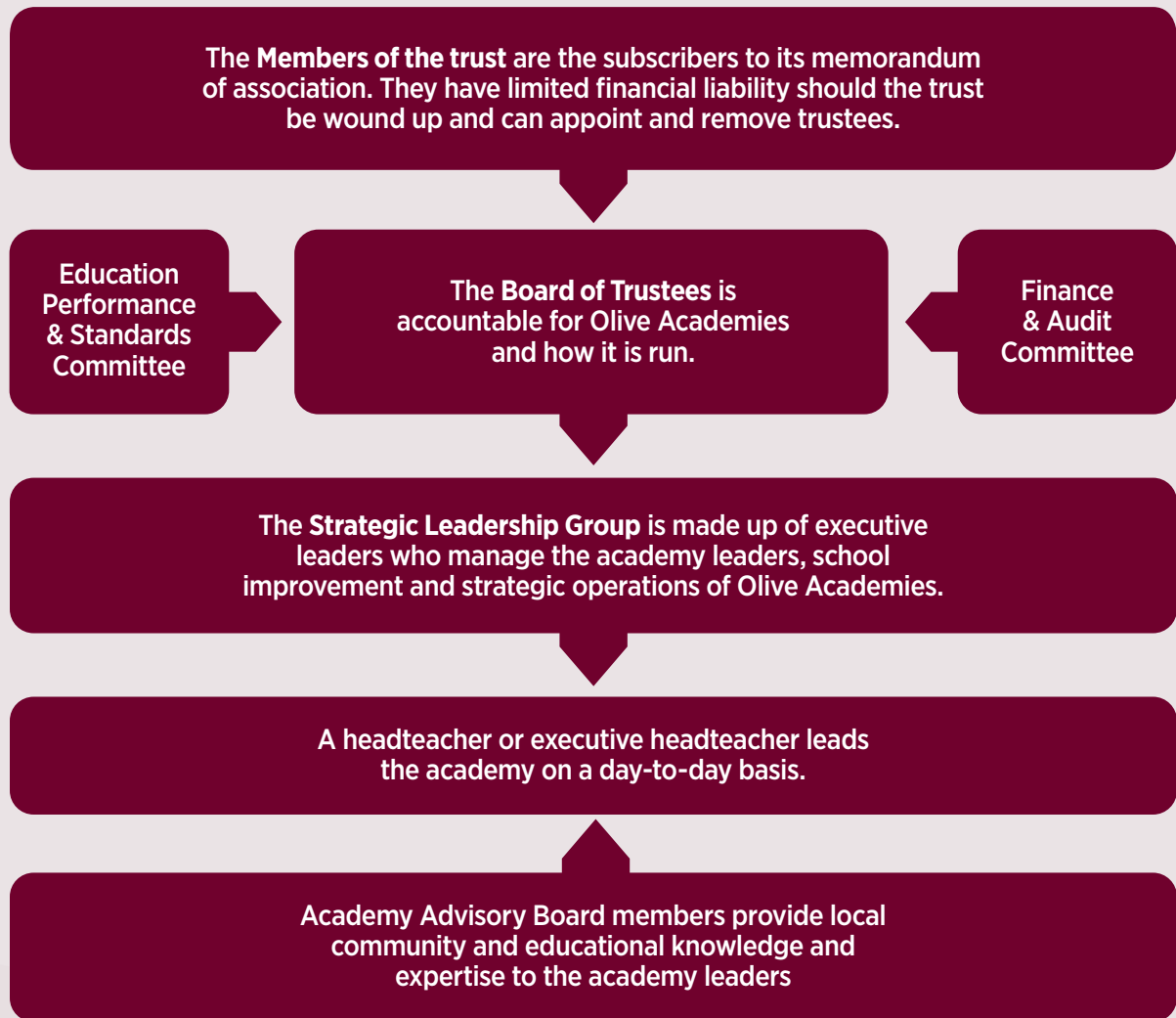
Within each academy, management is delegated to the executive headteacher and headteacher, under the guidance of the Academy Advisory Board (AAB) and SLG. Headteachers are responsible for meeting all educational and operational targets for outcomes within their academy.

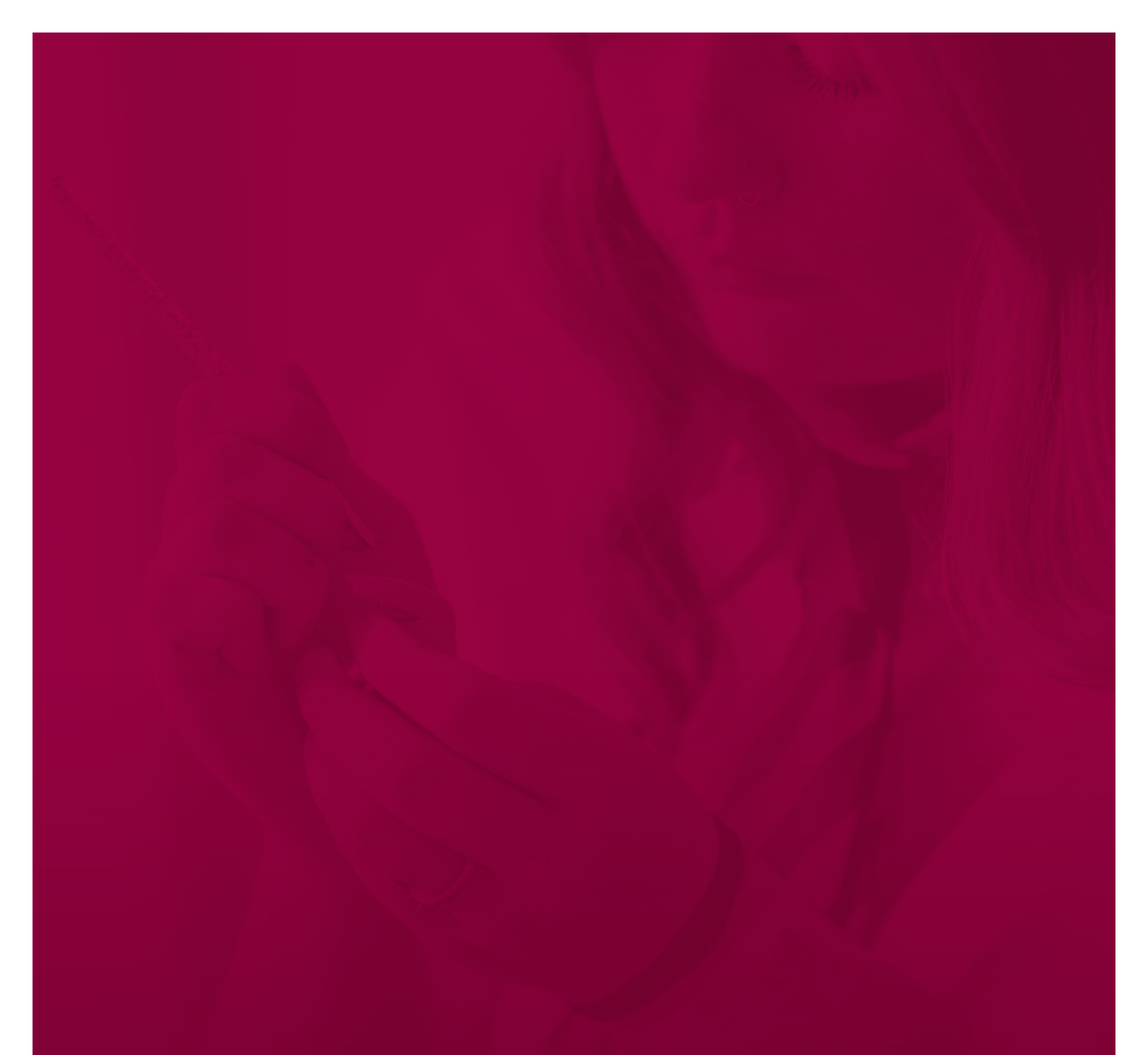
Each academy has an Academy Advisory Board (AAB) which is responsible for localised challenge and support. They provide guidance on the local context and on leading the academy – we recognise that strong partnership working with local schools, communities, the local authority and other partners is vital to our success and to educational outcomes of children and young people who attend an Olive academy.

More information is available at:

<https://oliveacademies.org.uk/about-us/governance>

Our governance structure





Pupils achieved an average
of 7.8 qualifications,
**significantly higher than
the national average
of 2.7 qualifications***

*This statistic refers to the national average in the alternative provision sector.

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 OliveAcademies

 OliveAcademies

Olive Academies is a charitable company incorporated in England and Wales with registered number 8747464.

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