



Olive Academies



Olive Academies Trust
Annual Report
2022/23

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Welcome from our Chair of Trustees and CEO

We are pleased to report that 2022-23 has been a positive year for the trust. With continued focus on the quality of education across our academies, we have further developed the breadth of curriculum, our therapeutic offer and range of accreditation. This has positively impacted pupils' academic outcomes, which have once again exceeded the national averages for the alternative provision sector.

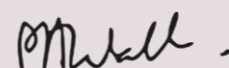
The trust has grown its reach through the development of its outreach provision, significantly increasing the number of pupils we have been able to support. Our strong partnerships with local authorities and mainstream leaders has been central to the development of this hugely important area of early intervention work.

This has been a year in which we have strengthened our position, validated by Ofsted during its inspections at our academies in Suffolk and Havering, both of which were graded as 'Good' in all areas. These latest outcomes mean that all five academies in the trust are Ofsted-rated Good, which is an incredibly strong position to be in and is testament to the quality of the work we all do.

A hugely positive external review of governance provided further evidence of our secure footing, describing Olive Academies as 'a well-organised trust that displays rigour and thoroughness in its governance arrangements'. We are immensely proud of the report findings and will continue our work to uphold them.

Further validation of the trust's effectiveness was provided through the outcome of the academies' external safeguarding audits, which resulted in an unprecedented scenario; Olive Academies is the first, and only, trust in the country with all of its academies holding the Anchored Schools' Gold award for effective safeguarding.

A sense of quality, strength and stability permeates this year's report and will remain a focus for the trust going forwards as we continue to strive to provide the best education and support for our pupils and their families.



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. Refined over ten years, 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.



Reflection:
Learning from experiences and developing a capacity to improve further.



Conviction:
Everyone has the capacity to reach their potential.



Ambition:
All challenges can be overcome and education is an important lifelong journey.



Determination:
Not giving up on those who have not experienced success.

Our strategic priorities



In 2022/23 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
306
pupils across
our academies...

... and a further
191
pupils in
mainstream
schools through
our outreach offer




Exceeded national averages for GCSE entries in the AP sector




English
27%
above national average




Maths
36%
above national average




Science
42%
above national average



87%
of Year 11
pupils **continued** into
education or employment




... that's
17%
above the national average
for the AP sector in 2022*



*At the time of publication, the 2023 AP NEET figure was not available.

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



£144,000
funding secured
via charitable grants
and foundations



Successes and highlights:

Olive AP Academy - Cambridge

Above average outcomes

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

Curriculum development

We have continued to develop our outdoor education curriculum, following successful engagement last year. 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 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 to strengthen this year to the extent that schools commissioned all places available before the academic year 2023-24 commenced.

Growth

2022-23 was our first year operating at maximum capacity following an increase in pupils on roll, from 9 to 40. This further demonstrates 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

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. The report acknowledged our strategic decision-making and active child protection and also highlighted the strength of our multi-agency work, which together ensures we deliver the best outcomes for pupils.



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).

Ofsted inspection

The academy was found to be 'Good' in all areas in its Ofsted inspection in February 2023. The report recognised the successful combination of well-targeted pastoral support and a carefully designed curriculum in preparing students for successful reintegration back into mainstream schools and their next steps in education, training or employment.

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 in recognition of the strong and secure culture of safeguarding embedded across the academy. The report acknowledged that the safety and wellbeing of pupils drives all aspects of school life.



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.

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 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 to strengthen this year to the extent that schools commissioned all places available before the academic year 2023-24 commenced.

Growth

We have worked to establish our profile in the community, which has led to growth in our pupil numbers, from 35 to 52, demonstrating confidence in the quality of our provision and the support we are able to provide.

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. We are pleased to see so many areas of good practice highlighted in the report, including leadership and management, HR, multi-agency work, recording and reporting.



Successes and highlights:

Olive AP Academy – Suffolk

Academy improvement

A beneficial outcome of the improvement work that has taken place at the academy is the strong partnership that has developed with Suffolk County Council. This collaborative approach has had a positive impact on the workings of the academy, contributing to the quality of education we provide for pupils.

Ofsted-rated Good

The second monitoring visit in January 2023 led to a full inspection where the academy was judged to be 'Good' in all areas. This was welcome confirmation of our commitment to provide a high quality education for our pupils. The report recognised the significant improvements made at the academy, commenting also on the pace at which changes had been implemented. The strength of our joined-up approach with Suffolk County Council, and the impact it has on our pupils, was also acknowledged in the report in relation to the academy's successful improvement journey.

Growth

This year the academy has grown its reach to support even more children and young people via a number of outreach programmes commissioned by Suffolk County Council to reduce the number of permanent exclusions in the county. Aligned with the objectives set out in the DfE's SEND and Alternative Provision Improvement Plan, this long-term strategic commitment from the local authority, has enabled academy staff to deliver an innovative 12-month approach to early intervention and AP outreach with pupils' needs firmly at its heart.

Safeguarding award

The academy received the Gold quality mark in recognition of its excellent safeguarding practices, following an audit by Anchored Schools. The report highlights many areas of good practice, including the academy's overtly child-centred approach and its highly effective systems and procedures. It also noted the continuity of support through the academy's strong partnerships with regional and national services, leading to positive outcomes for pupils.



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% not in education, employment or training (NEET).

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 17 pupils to reintegrate into mainstream settings this year.

Growth

In partnership with Thurrock Council and local mainstream school leaders, staff at our Thurrock academy have developed 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, which led Thurrock Council to provide additional funding for 2022-23, enabling staff to continue to deliver flexible, tailored, support to achieve the best reintegration opportunities for even more learners.

Safeguarding

The central role that safeguarding plays within all aspects of academy life was recognised during a safeguarding audit carried out by Anchored Schools this year, which led to a Gold quality mark being awarded. The academy's robust approach means pupil safety and wellbeing are considered at all times, thanks to an established culture of safeguarding which is embedded in everyday practice.

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.

Pupil outcomes were also significantly greater than the AP national average in terms of students attaining English and Maths at grades 1+, the average number of qualifications achieved and the overall progress from starting points.

Despite the contextual challenges, the improvement in achievement across all of the academies is an indication of the strengthening academy leadership and the positive trajectory of improvement across the trust.

Most pupils across the trust have gone onto a suitable post-16 destination with two academies reporting 0% not in education, employment or training (NEET) in September 2023.



Growth

In 2022-23, the trust's main growth was achieved through the development of its AP outreach provision, significantly increasing the number of children and young people we supported across Suffolk, Thurrock and Cambridge.

In line with the DfE's three tiered model of inclusive practice, our AP outreach approach has centred around strong partnerships with local authorities and mainstream leaders, with a focus on individual needs and early intervention, to improve outcomes for marginalised children and young people, and their families.

A long-term strategic commitment from Suffolk County Council, began with an innovative 12-month, county-wide approach to early intervention and AP outreach. This strategic partnership enabled Olive Academies to develop and implement a robust approach to the planning and delivery of AP outreach, which led to a successful, and now ongoing, programme of intervention with students needs firmly at its heart.

In partnership with Thurrock Council and local mainstream school leaders, staff at our Thurrock academy developed and trialled approaches across the continuum of AP outreach, delivering flexible, tailored, support to achieve the best reintegration opportunities for learners, while also building capacity through effective delivery of targeted coaching so that mainstream staff felt more confident and better equipped to support pupil's individual needs, thereby enabling them to thrive within their existing school.

And in Cambridge, staff worked closely with primary school leaders to successfully develop a new AP outreach programme, where children at risk of suspension were supported to explore their emotions through a range of creative activities to influence positive behaviour and attitudes towards learning.

Our outreach programmes have delivered extremely positive outcomes for a wide range of pupils in terms of engagement with learning, increased confidence and improved social skills as well as academic achievements. We have also built strong and lasting partnerships with school leaders and local authorities that we will continue to develop so that we may support even more pupils in the future.

Financial overview 2022/23

Income

Total income: £8.5 million

- Local Authority£5.2 million
- DfE / ESFA£3.1 million
- Trusts and foundations.....£144k
- Consultancy revenue.....£58k

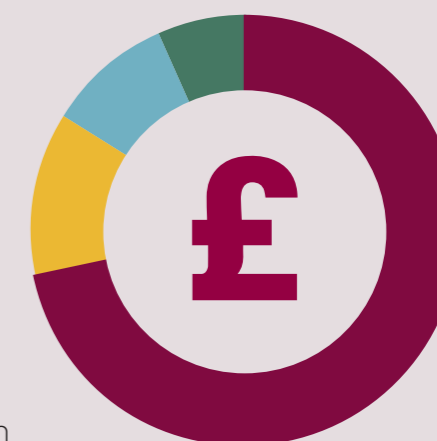


Most of our funding is received from the local authorities and the Department for Education (DfE) / Education and Skills Funding Agency (ESFA). Generous donations from charitable trusts and foundations, in particular Impetus and Olive Academies Foundation, have provided a considerable amount of additional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

Expenditure

Total expenditure: £8.3 million

- Staffing.....£6 million
- Learning resources.....£1 million
- Other£806k
- Buildings and facilities£542k



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 

90%
are **happy**
in their role

85%
satisfaction
with training

88% 
would recommend
Olive Academies as a
good place to work

87% 
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**

“ I have never worked anywhere like Olive. **Staff work as a collective** and there is **so much support and enthusiasm** to make THE difference. I see colleagues caring so much and they have a relentless drive to support students.”

Working with vulnerable young people to give them the **best environment to thrive and achieve** in is a united goal across the trust and something we are all passionate about. ”



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



The first, and only, trust in the country with all of its academies holding the **Anchored Schools' Gold award** for effective safeguarding.

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. Representing the AP sector at the Department for Education's SEND Steering Group and Academies Minister's Expert Advisory Group for Regulation & Commissioning gives Alternative Provision a voice and has supported the development of an understanding of the challenges faced and opportunities to work together with the sector to bring about positive change, including tangible impacts such as development and consultation on the SEND Green Paper and introduction of the Year 11 AP transition funding during the pandemic.

This year Olive Academies was appointed as the alternative provision lead for a 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. The Reaching Excellence and Ambition for all Children (REACH) consortium, led by PA Consulting in partnership with the Council for Disabled Children, Olive Academies Trust and IMPOWER, will implement, test and refine reforms introduced by the improvement plan.

In addition, Olive Academies has been appointed as the strategic partner for Norfolk County Council, to provide advice and guidance as they develop their alternative provision strategy.

Olive Academies was also selected by the DfE to be one of only two specialist MATs to become one of the nine new national Attendance Hubs. This is a welcome opportunity to support other settings as well as highlight the excellent work taking place across the trust to improve attendance.

Some of the partner organisations we work with:



Governance



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.

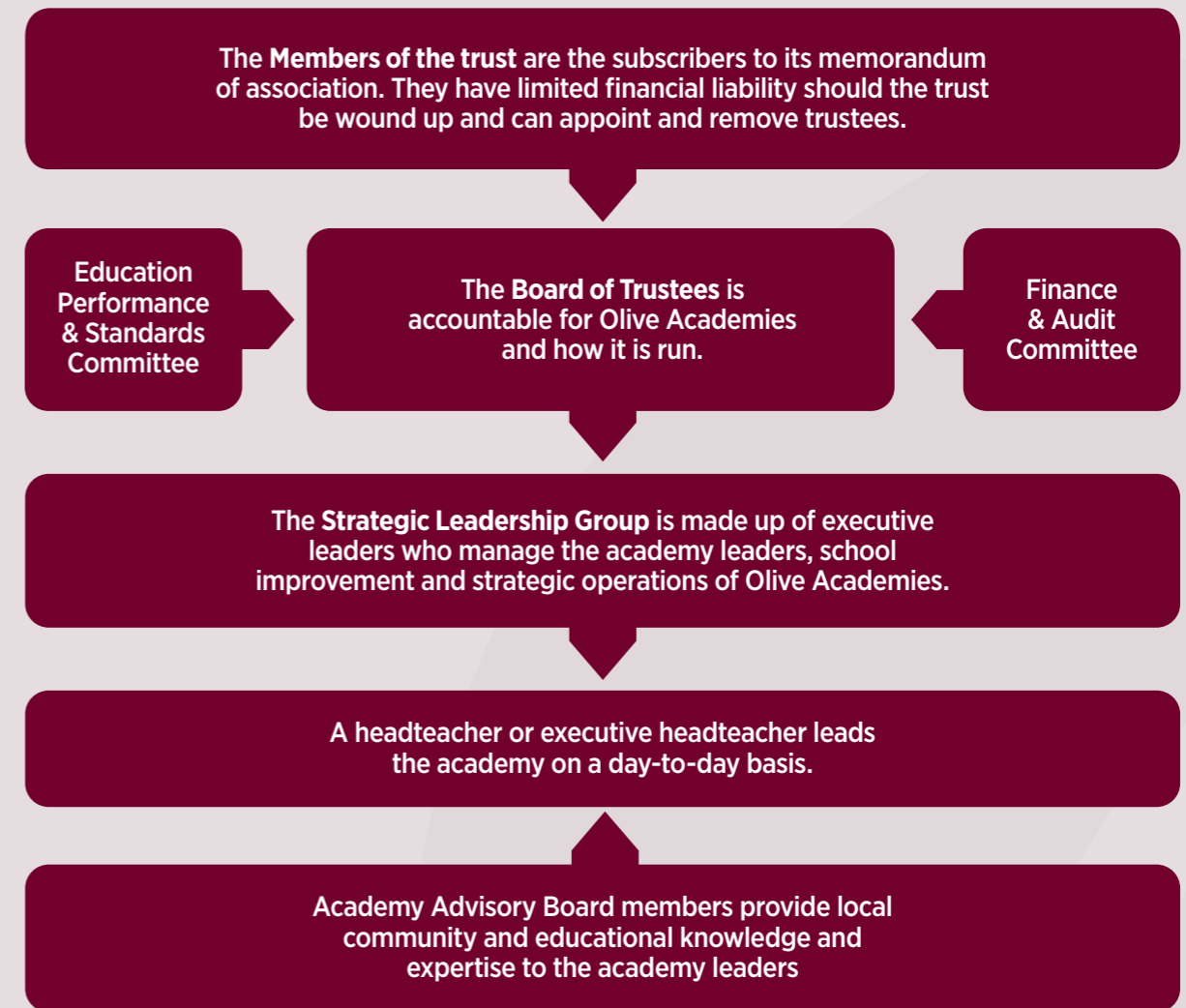
Within each academy, management is delegated to the executive headteacher and headteacher, under the guidance of the Academy Advisory Board (AAB) and SLG. Headteachers are responsible for meeting all educational and operational targets for outcomes within their academy.

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



Review of trust governance

Following the trust's significant growth in 2021, taking us from 3 to 5 academies, the Board of Trustees felt that 2022 was an opportunity to consolidate and reflect on the effectiveness of governance across the trust. We commissioned the Confederation of School Trusts' governance advisory service to carry out a review that would provide independent and impartial insight on the effectiveness of our governance to support the trust's development, while providing opportunities to learn from best practice across the sector.

The review was undertaken in the autumn term by Ken Lloyd, a governance consultant with extensive experience of working with multi-academy trusts. Using robust and proven methodologies, Ken assessed governance features to identify the strengths and issues to be considered. This was a substantial piece of work involving one-to-one interviews, the review of trust board and committee meetings, our documentation, web-based assessments and questionnaires.

This culminated in a 16-page report which was overwhelmingly positive. An extract from the report describes Olive Academies as:

"a well organised trust that displays rigour and thoroughness in its governance arrangements. It seeks to reframe the norms for operating in the AP sector, use the best of mainstream approaches, and consequently pursue the best outcomes for its pupils.

"It has sound frameworks in place, good quality documentation, and a thoughtful and inclusive approach to governance at Board and AAB levels. The trust is generally seen by external commentators as a solution provider, resilient and adaptable, and part of finding AP solutions alongside Local Authorities."

The review identified strengths such as financial management, educational oversight, effective relationships, trustees displaying a passion for the values of the trust, sound board and committee leadership, and an exemplary approach to local working through the academy advisory boards (AAB).

The report also made some useful suggestions, for example how to improve some aspects of our reporting, and also brought some insights as to how we might make AAB meetings better, which are areas that we are taking forwards as actions to work on.

This was a remarkable piece of work, which validates the importance the trust places on governance.

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