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# Introduction

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**Northern Education is a multi-academy trust.** It was formed in 2012. In three years it has grown from a single academy to ten primary academies and ten secondary academies which are located in three hub areas:



When we look back over the last three years it is clear we have made great strides forward...

## Our governance and financial oversight

In the areas of governance, particularly policy formation and interpretation as well as financial oversight, regulation and intervention, we are more effective and have made significant improvements.

## Our academic progress

In nine of eleven Ofsted inspections NET improved by at least a grade. Primary academies increased their Level 4 KPI by 16 percentage points during 2012-15.

## Our growth

We have been able to respond to the demands of Ministers and the DfE because we had the capacity to grow through our sponsor, Northern Education Associates. With its support, we are now self-sufficient.

## Our development of leaders

The Trust aims to employ and retain people of talent and integrity who are committed to working together and to supporting our principles. Our executive leadership has addressed key areas for improvement. We have strengthened leadership and with careful focused support we are confident that there will be continuous improvement.

## Our ethical stewardship

We are committed to high levels of probity and transparency, whilst making the best use of our resources to provide the education for children and young people that enables them to fulfil their potential.

## Our core values

The decision to sponsor within the most challenging education communities in the North directly stems from our core values. We have taken on schools following direct requests from central and local government. We take on schools when they need support and because we have confidence in our ability to make a difference when other sponsors are reluctant to step forward.

## Our engagement with new schools

There are three levels of entry when we become engaged as a potential sponsor:

- **Level one** – when a school needs consistent and strong support to address some weaknesses – this is relatively straightforward
- **Level two** – when there are more serious issues to address requiring sustained support including governance, restructuring, targeted support in core subjects and creating a robust financial plan
- **Level three** – when a school demonstrates endemic, long term failure and there is a lack of will or aspiration to tackle deep-rooted issues and the school requires a complete rethink and programme of intervention

With the exception of one school, all of those we sponsor have been at level two or three. Should we have turned down the request to sponsor these schools? Certainly not! Nevertheless, we have to accept that we have important challenges to face to ensure our schools are on a robust financial foundation.

# Where we are

## OUR PURPOSE

We provide education to primary pupils and secondary students in academies in the North of England.

We aim to transform young people's lives through excellent learning experiences leading to outstanding outcomes that ensure they can fulfil their potential.

## OUR PRINCIPLES AND VALUES

The welfare of others is the first concern of all.

The education of every child is held to be of equal value in the community academy.

## OUR VISION

Our vision is to be the leading multi-academy trust in England by continuously improving what we do and the outcomes for young people.

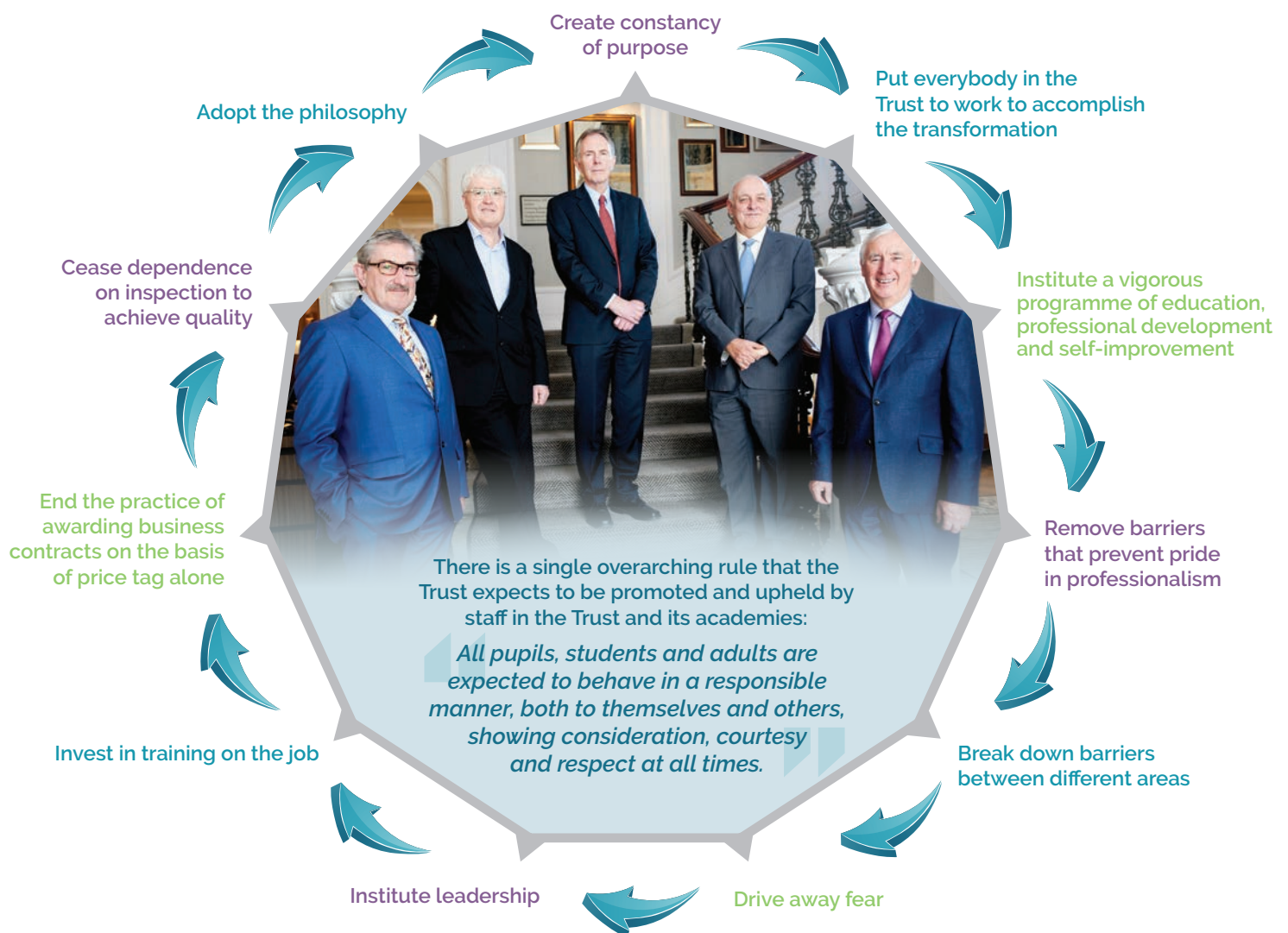
- 1 **The Blyth Academy**, Northumberland
- 2 **Dyke House Sports & Technology College**, Hartlepool
- 3 **The Grangefield Academy**, Stockton-on-Tees
- 4 **Kearsley Academy**, Bolton
- 5 **Kirk Balk Academy**, Barnsley
- 6 **Manor Community Academy**, Hartlepool
- 7 **North Shore Academy**, Stockton-on-Tees
- 8 **Red House Academy**, Sunderland
- 9 **Thomas Hepburn Community Academy**, Gateshead
- 10 **Thorp Academy**, Ryton
- 11 **Abbey Park Primary Academy**, Halifax
- 12 **The Ferns Academy**, Bolton
- 13 **Frederick Nattrass Primary Academy**, Stockton-on-Tees
- 14 **Hilton Primary Academy**, Newcastle upon Tyne
- 15 **Merlin Top Primary Academy**, Keighley
- 16 **Mount Pellon Primary Academy**, Halifax
- 17 **Norton Primary Academy**, Stockton on Tees
- 18 **The Oak Tree Academy**, Stockton-on-Tees
- 19 **Ryecroft Primary Academy**, Bradford
- 20 **Southmere Primary Academy**, Bradford



# Transformation is everybody's job

## CONTINUOUS IMPROVEMENT

The concept of continuous improvement in the quality of provision for pupils and students lies at the core of our ideas about effective leadership and management of our academies. Quality needs to be built into every level of our academies' work and become a part of everything we do. From answering the phone to teaching a lesson, and meeting a pupils' personal development needs or maintaining their safety, quality is the key to the Trust's success. We believe the processes are best summed up with an adaptation of Dr W. Edward Deming's philosophy and principles of the process of continuous improvement:



The Board of Trustees (left to right): Ian Kershaw (Chief Executive), Chris Roberts, Tom Grieveson, Mark Sanders OBE, Les Walton CBE (Chair)

The challenge for the chief executive and principals of our academies is to embed these concepts and practices into the way in which local governing boards and staff in academies assess and evaluate the progress being made to transform the quality of provision for young people.



# Our future success relies on seven strategic aims

So that we can fulfil our ambition for every child and our commitment to placing children at the heart of everything we do, we have seven strategic aims which govern our day-to-day operations.

## 1 Academy outcomes and effectiveness

Our aim is to continuously improve pupils' and students' progress from their starting points to above the national average, and substantially above the regional average, in order that they can utilise their academic achievement to reach their potential and confidently build their future careers and lives.

## 2 Academy leadership and corporate governance

Our aim is to ensure that our Trustees', academy leaders' and governors' prime focus is upon delivering high quality educational experiences and outstanding outcomes for pupils and students.

## 3 Teaching, assessment and learning

Our aim is to promote and develop a high quality, teaching, assessment and learning culture in each academy in order to ensure all pupils and students make substantial and sustained progress.

## 4 Personal development, behaviour and welfare

Our aim is to keep children safe and promote in young people open, harmonious and trusting relationships that enable them to express their feelings and opinions. Typically, pupils would listen well to each other in lessons, ask thoughtful questions of their teachers and each other and use sound evidence to justify their views.

## 5 People and stakeholders

Our aim is to develop a highly skilled, innovative and flexible workforce, to retain people of talent and integrity who are committed to working together and to supporting the values and principles of the Trust; ensuring that we build strong, supportive relationships with our partners and stakeholders.

## 6 Finance and value for money

Our aim is to ensure we achieve high value-for-money provision and services for pupils and students in our academies; where the quality of the environment for pupils, students and staff is fit-for-purpose in the first half of the 21st century.

## 7 Systems and organisational effectiveness

Our aim is to develop and create systems to ensure effective and efficient decision-making and accountability, alongside the accurate measurement of progress toward the Trust's strategic objectives and targets.

# Summary

## By 2018 a summary of our expected key performance indicators against targets will look like this:

### Academy outcomes and effectiveness

- 100% of our primary and secondary academies will be rated overall Good or Outstanding by Ofsted standards
- **100% of our primary and secondary academies will be above Floor Standards**
- 100% of our primary academies will be above national expectations for progress in writing and maths
- **100% of our secondary academy students will make above average national expectations progress for their group**
- 100% of our primary academies with disadvantaged pupils will make above national average expected progress for their group in reading, writing and maths
- **95% of our secondary Year 11 EET is above average**
- 100% of our academies will be places where safeguarding is judged to be effective

### Academy leadership and corporate governance

- 100% of our primary and secondary academies will operate with portfolio functioning governing bodies
- **100% of our primary and secondary academies' governance and leadership will be Good or Outstanding by Ofsted standards**
- 100% of our secondary faculty leaders and primary phase leaders will be Good or Outstanding by Ofsted standards

### Teaching, learning and assessment

- 100% of our primary and secondary academies will benefit from Good or Outstanding teaching

### Personal development, behaviour and welfare

- 100% of our primary and secondary academies will benefit from Good or Outstanding teaching
- **100% of our primary and secondary academies' attendance will be above the national average**
- 100% of our primary and secondary academies will have persistent absence below the national average
- **More than 90% of our parents will have confidence in their child's academy to deliver the best education for them**
- More than 95% of students will be proud of their academy and will recommend it to other students
- **100% of our safeguarding arrangements will be secure in each academy**

### People and stakeholders

- 98% of the attendance level for teachers will be at or above the national average
- **90% of parents would recommend Northern Education Trust academies to others**
- 100% of achievement partners will be accredited as expert improvement experts
- **70% of principals will be accredited as expert improvement leaders**
- 70% of middle leaders will be accredited as improvement leaders
- **80% of chairs of governors will be accredited as expert improvement leaders**

### Finance and value for money

- 100% free of any adverse or limited audit opinions

### Systems and organisational effectiveness

- 100% of our statutory policies will be in place
- **100% of our levels of compliance will be recorded in our HALO health and safety system**



For more information about Northern Education Trust or this publication go to [www.northerneducationtrust.org](http://www.northerneducationtrust.org) or contact:

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