

# Brooke Weston Trust Annual Report



*Highlights*  
2020 – 2021

# Welcome

## from the CEO

Welcome to our first annual report highlights document, which I hope will give you a deeper insight into the activities of Brooke Weston Trust (BWT) during the academic year 2020-21. Each year, the Trust publishes a full statutory annual report which can be found on our website.

However, this year I wanted to take the time to further celebrate our achievements and have created a shorter version to share with you, our key stakeholders.

During 2020-2021, BWT operations were seriously disrupted by Covid-19, however, as a Trust, we worked together to ensure all our academies had the capability and capacity to deliver for their students, staff and communities. One of our core values, 'working together', was particularly evident throughout this period and highlighted the benefit of being part of a family of schools.

This year, we also came to the end of our three-year strategy, Project 2021 and I am pleased to say that the Trust achieved the majority of the key milestones set out in the project. The Trust's strategy for the next three years, Project 2024, is built around the ambition of providing high quality education and learning opportunities across our schools and to ensure that every child, no matter their background or starting point, leaves with the necessary qualifications, skills and self-belief to fulfil their potential – to gain their 'tickets for life.' Further information about Project 2024 can be found on page 15.

I hope you enjoy reading this report. If you would like to get in touch with BWT to find out more about opportunities to work together or about the work of the Trust, please visit our website:

[www.brookewestontrust.org](http://www.brookewestontrust.org).



### Dr Andrew Campbell

Chief Executive  
Brooke Weston Trust

## Our mission, aims and values

### Our Mission

The purpose of BWT is to transform educational performance in the communities where we work through our long-term commitment to improve student achievement and remove the barriers to learning while providing opportunities for personal development.

### Our Aim

The Trust has a simple aim: to provide high quality education and learning opportunities across our schools and to ensure that every child, no matter their background or starting point, leaves with the necessary qualifications, skills and self-belief to fulfil their potential – to gain their 'tickets for life'.

As a Trust we are passionate in our desire to give all our students the best start in life. We want our students to be ambitious for themselves and about their futures, whatever their starting point and we commit to providing the quality of opportunity and support to help them to succeed.

To achieve our aim, all schools in the Trust commit to the 'BWT Way' – a set of shared expectations of how the schools should be and 'feel'. These are best defined by the two key questions we ask of ourselves: **Is this good enough for my own child? Am I caring enough to challenge enough?**

### Our Core Values

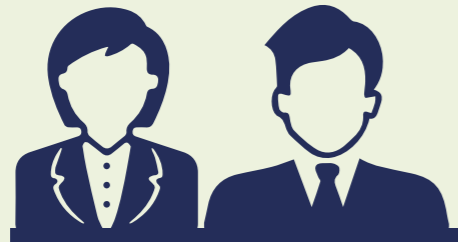
We are committed to our BWT values and principles and expect all academies and those working centrally to have these at the core of their work.

Our five core values support this mission and shape every aspect of our culture.



# Our Trust at a glance

over **1,050** members of staff



**5** primary academies

**5** secondary academies

over **8,000** pupils



- Beanfield Primary School**  
Farmstead Road, Corby NN18 0LJ  
[www.beanfieldprimary.org](http://www.beanfieldprimary.org) | @BeanfieldPri
- Compass Primary Academy**  
Windmill Avenue, Kettering NN15 7EA  
[www.compassprimary.org](http://www.compassprimary.org) | @Compass\_Primary
- Gretton Primary School**  
Kirby Road, Gretton NN17 3DB  
[www.grettonprimary.org](http://www.grettonprimary.org) | @GrettonPrimary
- Oakley Vale Primary School**  
Cheltenham Road, Corby NN18 8RH  
[www.oakleyvaleprimary.org](http://www.oakleyvaleprimary.org) | @OakleyValePri
- Peckover Primary School**  
Leverington Road, Wisbech PE13 1PJ  
[www.peckoverprimary.org](http://www.peckoverprimary.org) | @PeckoverPrimary

- Brooke Weston Academy**  
Coomb Road, Great Oakley NN18 8LA  
[www.brookeweston.org](http://www.brookeweston.org) | @BWAcademy2016
- Corby Business Academy**  
Academy Way, Gretton Road, Corby NN17 5EB  
[www.corbybusinessacademy.org](http://www.corbybusinessacademy.org) | @CorbyBusinessAc
- Corby Technical School**  
Cottingham Road, Corby NN17 1TD  
[www.corbytechnicalschool.org](http://www.corbytechnicalschool.org) | @CTSCorby
- Kettering Science Academy**  
Deeble Road, Kettering NN15 7AA  
[www.ketteringscienceacademy.org](http://www.ketteringscienceacademy.org) | @KSAcademy1
- Thomas Clarkson Academy**  
Corporation Road, Wisbech PE13 2SE  
[www.thomasclarksonacademy.org](http://www.thomasclarksonacademy.org) | @TCWisbech

# 2020-2021 *highlights*



Several of our students moved onto Oxbridge, other Russell Group universities and highly sought-after apprenticeships

## 100%

of Year 11 and Year 13 students move onto higher education, employment or training

## 64%

of Year 6 pupils are on track to achieve combined measure



### School improvement fund

invested in numerous priority areas:

- subject leaders across the Trust
- online resources and software for students
- additional teaching capacity
- quality assurance reviews



## £2.5m

spent on capital projects in the year to improve the general condition of our academies, focusing on investment in green technologies across all of our sites



## 3

key measures taken to improve energy efficiency

### 1

undertaking an energy audit for the Trust and understanding the actions we need to take to **reduce our carbon footprint**

### 2

investing in **LED lighting** across the Trust estate with the aim of reducing energy consumption by over 20%

### 3

installing **PV panels on the roof** of the Trust's academies with the aim of reducing energy consumption by over 20%



### Quality catch up plans

are in place, using additional catch up premium provided by the government

## 1,114 laptops



provided to support with remote learning (partially funded by a £75k grant from the Garfield Weston Foundation)



## £784k

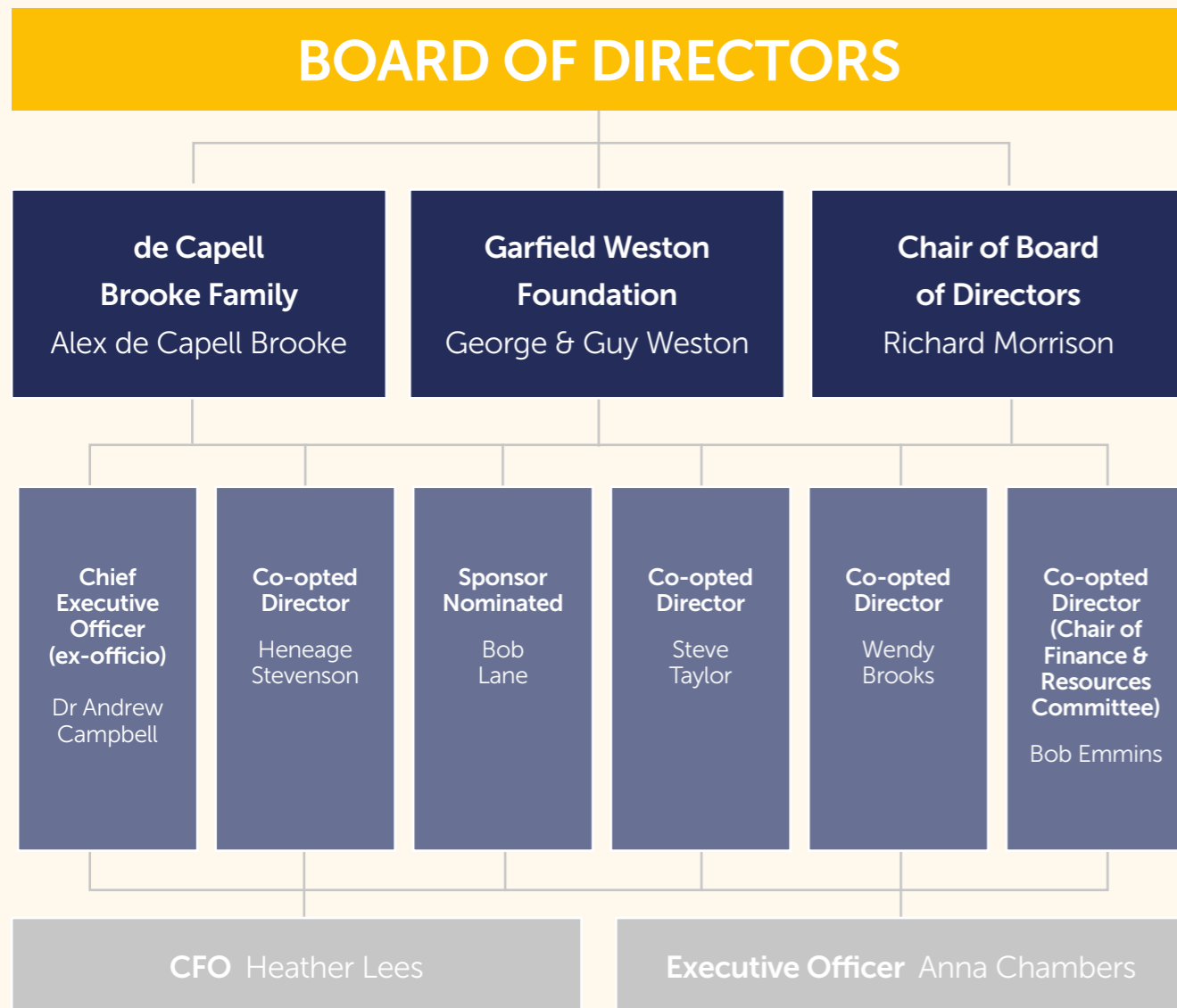
invested in IT infrastructure across the Trust following an extensive conditions survey



### New Equality Group

established in order to create and deliver our strategy on equality, diversity and inclusion, ensuring that as a Trust we understand, reflect and meet the needs of our community and create an environment where everyone feels valued and able to be themselves

# Governance of the Trust



KEY :  Sponsor Director  Member  Advisor

**BWT's governance structure consists of four main levels: Members, Directors, Committee Members (including Local Governing Body Members) and executive management team.**

Members ensure the Trust's objectives are met and hold the Board of Directors to account. The Board of Directors have general control and management of the administration of BWT and are legally responsible and accountable for all statutory functions and the performance of the academies under its responsibility.

Committees of the Board are in place to ensure that the right interests, skillsets and experience are represented in decision making and quality assurance across all areas of operation across the Trust. This includes: Finance and Resources, Audit and Risk, Education Standards, Remunerations, Health and Safety and Safeguarding. It also includes Local Governing Bodies to whom responsibility is delegated by the Board of Directors for local governance for each individual academy. Each Local Governing Body includes parent representatives.

The operational management of the Trust is delegated to the Chief Executive Officer, Dr Andrew Campbell, who also fulfils the role of Accounting Officer. The day-to-day management of each school is further delegated by the Chief Executive Officer to the Principals and their senior leadership teams, overseen by the Executive Principal (Primary) and Chief Education Officer (Secondary).



## Chair of the Board

Richard Morrison joined BWT as the Chair of the Board of Directors in 2012. Richard is the Business Performance Director of multi-national Associated British Foods, and sees many parallels between his role as the Chair of our Board of Directors and his day job. Both require strategic planning and a forensic attention to detail and each relies on the effectiveness of staff, stringent financial management, planned and sustainable growth models and a rigorous focus on outcomes. Richard's role is about being a 'critical friend' to the organisation and our CEO, Dr Andrew Campbell.

# Our *outcomes*

## Primary outcomes

Over the last few years, the Trust's primary schools have, on average, achieved a significant and sustained improvement in Key Stage 2 results. This improvement has been achieved through a focus on implementing a knowledge-led curriculum, delivered in a teacher-led instructional style, against a backdrop of high standards of behaviour.

In 2020 and 2021, the Key Stage 2 assessments were cancelled due to the global pandemic. However, immediately prior to lockdown and throughout the pandemic, the schools continued to capture their own assessment data, applying a consistent assessment approach across all the Trust's primaries, which indicated that 64% of Year 6 pupils were on track to achieve the combined measure or higher.

## Secondary outcomes

A similar positive trend in performance can be seen across the Trust secondaries over a period of years with Brooke Weston becoming one of the most improved MATs for secondary performance.

Following the cancellation of external examinations, Trust secondary schools worked together well to apply the Teacher Assessed Grade process. Teacher assessments were professionally undertaken and closely quality assured at Trust as well as school level. The outcome was that the vast majority of students received grades in line with their expectations and we had very few appeals at either GCSE or A level. We were particularly pleased with the good quality destinations secured by our Year 11 and Year 13 students.

## *Curriculum*

We have continued to make good progress in the development of our curriculum models for our primary and secondary schools. For our primary schools our focus has been centred around having ambition for our students to be successful, confident, engaged and responsible young people with the attributes to succeed and contribute in the wider world. Similarly, secondary schools have ensured that a rich and challenging curriculum is provided, taking students beyond their own experience and igniting their understanding of the world around them. Across the Trust, there has been a huge amount of collaboration at all levels, facilitated through our Directors of Curriculum. This has also ensured that the curriculum, whilst having similar concepts and themes, is adapted to suit the unique context of each school.

**70%**  
of all BWT  
schools are  
currently judged  
Good or better  
by Ofsted

# Staff training and *retention*

## Staff *Retention*

The Trust has worked hard to augment its already good track record for staff retention through a range of initiatives including our in-house programmes for leadership, apprentices and primary staff development through the Primary Training Hub.

This includes the continuation of the Leadership Academy programme which is designed to complement the National Professional Qualifications. We operate an array of training for specific professional groups within the Trust as well as seeking to learn via exit interviews from those who do decide to leave us. As part of our talent management and succession planning, we strive to promote from within before looking to advertise externally.

## Staff *Wellbeing*

The welfare of our staff has been a priority for the Trust, particularly during the lockdown periods. The Trust has continued to provide an employee assistance programme for all staff and supervision for staff directly involved in safeguarding roles. Regular communication through a host of platforms has been vital in gaining valuable feedback on staff views and identifying where further support or action was required. This remains a priority for the Trust as part of Project 2024, with a particular focus on reviewing workload, flexible working and social activities for staff.

In a survey conducted in 2021-22, **80% of staff said they...**

- feel proud to work at their school, enjoy working there and feel they are supported well by their leaders;
- feel their school culture is calm, aspirational for students and that staff challenge students to be a success;
- believe they understand the aims and the impact of the Trust;
- feel staff complaints are taken seriously and acted on quickly.



In 2020/21, the Primary Training Hub ran **50 sessions** which involved over **500 BWT staff** and over 50 participants from other local schools and Trusts

**77%** of staff in the Leadership Academy cohort for 2019-2021 have been retained and occupy leadership positions in the Trust

Northamptonshire  
Teaching School Hub

## Teaching School Hub

We were delighted that Brooke Weston Academy was awarded Teaching School Hub (TSH) status for Northamptonshire earlier this year. Our operational model is highly inclusive and the TSH is overseen by an executive board of our strategic partners.

Our partners for the TSH and our other professional development programmes delivered in-house include: many other local MATs and academies, the local authority, Ambition Institute, Teach First, the Chartered College of Teaching, the National College, and the universities of Leicester, Northampton, Sheffield Hallam and Derby.

We are determined to ensure that the Hub provides a high-quality offer for professionals right across the county as well as all teachers within the Trust.

The Teaching School Hub formally launched in September 2021. Further information can be found at [www.northamptonshireteachingschoolhub.org](http://www.northamptonshireteachingschoolhub.org)



# Supporting our *communities*

During 2020-2021, BWT operations were seriously disrupted by Covid-19. Nevertheless, we are extremely proud of our staff and their exemplary professional approach to the challenges they faced. Principals and staff in all roles have demonstrated impressive resilience, strong leadership qualities and have responded admirably to what has been asked of them.

## Some of the adaptations that were made to our normal operations during this period:

Continuation of provision for a **free school meals** service, including outreach and delivery where needed

Keeping children safe while not in regular attendance in school meant changes to protocols for communications with students, including **bespoke support for our most at risk students**

Continuously developing, refining and delivering a **remote curriculum** to the majority of pupils, with the vast majority of **lessons being live taught** across our secondary schools and focused live sessions for primary students

Opening throughout the periods of lockdown and during the Easter and summer holidays where required to provide **much needed relief care for parents of highly vulnerable SEND children**

Provision of **IT equipment and internet connectivity** for students

# Our future *ambitions*

The Trust's strategy for the next three years, Project 2024, is built around the ambition of providing high quality education and learning opportunities across our schools and to ensure that every child, no matter their background or starting point, leaves with the necessary qualifications, skills and self-belief to fulfil their potential – to gain their 'tickets for life.' A member of the executive team leads on each objective.

### Performance

- All schools' outcomes, KPIs & Ofsted grades are in line with targets
- Deliver MAT education strategy, including curriculum development, innovation projects and individual school improvement
- Achieve positive benchmarking metrics for MAT education performance and operations efficiency/ effectiveness

### Finance

- Clear 3-year financial strategy to support school improvement and resource new initiatives

### People & communities

- Recruitment and retention of high-quality staff at all levels; succession plans for key posts, leadership growth
- Teaching School Hub and other important BWT strands (Primary Teaching Hub, Leadership Academy, apprenticeships)
- Scale up our capacity for delivering Project 2024
- Parental and community engagement and establishment of the BWT Equality and Diversity Group

### Services

- Implement quality and affordable core services strategies: IT, catering, finance, estates, comms, HR, green energies, etc
- Continue to develop proportionate but effective governance processes including our risk and compliance culture

### Growth

- Establish Free School and BWT Wisbech hub
- Secure primary projects in our regions
- Admissions review for Corby secondaries
- Revisit future BWT Corby sixth form arrangements
- Nursery growth and feed-through to primaries
- Social, Emotional and Mental Health (SEMH) base, special educational needs or disability (SEND) provision, refine pastoral support provided by schools

**What does *success* look like?**

All targets within Project 2024 are subject to regular progress reviews and are reported to the Board at each meeting. Detailed scrutiny is undertaken by experts at subcommittee level. Areas of concern or changes of plan are reported on relevant risk registers and inform the Trust strategic risk register.



Thank you for taking the time to read this report, we hope it has been useful to see the impact of BWT on our schools and local communities.

To see the full annual report and accounts **please click here**

## Brooke Weston Trust

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