



Be part of something bigger

STRATEGY FOR SUCCESS: 2022-2023

PART OF THE TRANSFORMATIONAL
JOURNEY OF CHRISTIAN EDUCATION



LINCOLN ANGLICAN
ACADEMY TRUST
DIOCESE OF LINCOLN

Welcome



JACKIE WATERS-DEWHURST
CEO, LAAT

Yet again LAAT has proven itself by adapting effectively to an ever-changing education climate. Our team, both in schools and in the central team, has continued to drive forward developments to benefit the life chances of all pupils within the Trust.

The central team continues to grow in order to meet the needs of our schools and to free up school resource to concentrate on teaching and learning. New appointments include a centrally based SENDCo and a central senior schools' leader who are available to support schools across the Trust in a peripatetic manner.

An immense amount of investment in our estate has taken place, thanks to the work of our in-house Estates Manager. These works include a new outdoor classroom, LED lighting schemes, boiler replacements, major decoration schemes, playground refurbishments and transformational Early Years' outdoor provision. A new Estates Strategy has been developed which will put sustainability at the forefront of our estate's planning.



JERRY WOOLNER
CHAIR, LAAT

This year the Trust has continued to manage its finances robustly, in particular it has seen significant investment in the Trust in terms of its estate, systems and indeed people. All of these changes are being undertaken to ensure that our pupils have every opportunity to flourish within our schools.

The rolling Ofsted calendar has inevitably brought more of our schools into the inspection window this year and, with the support of our very experienced central team at local level, schools have been able to maintain our consistently high standard across the whole Trust. The inspection framework and methodology seems to be more rigorous every year, so our schools' ability to deliver top quality teaching and attainment is a source of real pride to all of us.

We continue with our strategy for sustainable Trust growth at a realistic pace and this year has seen more schools join our numbers, with National and Harrowby Infant and Junior schools extending our reach out to the Grantham area. Other potential members have been

identified or have already expressed a strong interest in joining the Trust, so the process of marketing, due diligence, and on-boarding will continue throughout the coming year.



THE LINCOLN ANGLICAN ACADEMY TRUST BY NUMBERS

20

GREAT SCHOOLS

4,042

BRILLIANT PUPILS

558

ENTHUSIASTIC MEMBERS OF STAFF

CAPITAL EXPENDITURE/INVESTMENTS: 1 MARCH 2022 - 1 MARCH 2023

£715k+

SPENT IN TOTAL OVER THE YEAR

£94k+

SPENT AT CANON PETER HALL ON DOORS AND FRONT GATES



£50k+

SPENT AT CHESTNUT STREET ON UPGRADING FACILITIES

£260k+

SPENT AT WHAPLODE ON NEW CLASSROOM AND PLAY AREA

£93k+

SPENT AT WRAWBY ON PLAY EQUIPMENT AND UPGRADING FACILITIES

£55k+

SPENT AT FRISKNEY ON UPGRADING FACILITIES

6

TEAM OF 6 EXPERTS WITH A WEALTH OF MAT FINANCE KNOWLEDGE

£175k+

SPENT AT WILLIAM LOVELL ON UPGRADING FACILITIES

£85k+

SPENT AT ST PETERS ON UPGRADING PLAY AREAS

£284k+

GOVERNMENT FUNDING FOR DECARBONISATION PROJECT AT HORBLING SCHOOL



Our senior leadership team



JACKIE WATERS-DEWHURST · CEO

Jackie has spent over 20 years in education starting in the primary sector. She has significant experience in leadership and the transformation of organisations, having taken up the role of Diocesan Director of Education in Bristol Diocese prior to being appointed as Director of Education for the Diocese of Lincoln. In both organisations she has introduced the academy strategies, set up a Multi Academy Trust and transformed teams by increasing capacity and skills in order to better serve schools in an ever-changing educational landscape.



TAMARA ALLEN · DEPUTY CEO

Tamara is the Deputy CEO for the LAAT and joined in January 2020 from Cambridgeshire where she was an Executive Headteacher within a Diocesan Multi Academy Trust after working for Cambridgeshire for 15 years prior. She has a wealth of experience in the sustainable improvement of schools, putting the quality of teaching and learning at the heart of this.



LEANNE HOLMES · FINANCE AND OPERATIONS DIRECTOR

Leanne has 21 years' post qualification experience across a wide range of sectors and a proven track record of delivering transformation in the finance function. She gained chartered accountancy qualifications with Streets Chartered Accountants, where areas of work covered included both internal and external audit, statutory accounts preparation and taxation.



NICOLA BAILEY · GOVERNANCE AND COMPLIANCE LEAD

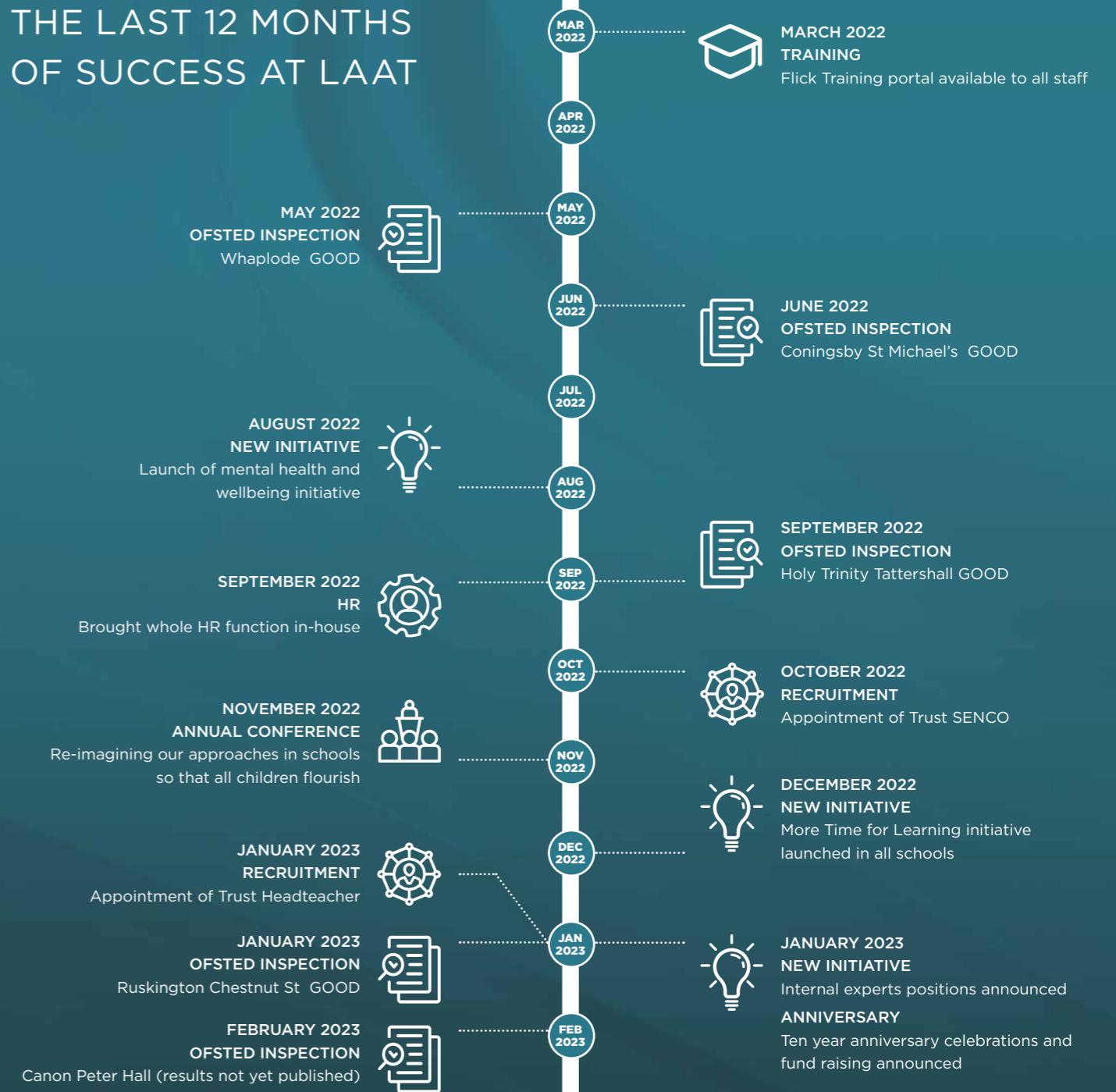
Nicky was appointed to the LAAT team in October 2022 as Governance and Compliance Lead. She has over 20 years' experience of working in the education sector and 15 years working in a Governance role. Before joining the LAAT, Nicky was employed as Strategic Director for Governance in a primary and secondary Trust in South Yorkshire where she served as a member of the Executive Leadership Team contributing to the Strategic Direction of the Trust and leading on Governance at a Board and school level. Nicky is passionate about education and improving the life chances for all children and is delighted to be part of the LAAT family.



LAURA LOWE · DIRECTOR OF COLLEAGUE SERVICES

Laura joined the LAAT in April 2016 to work within HR. Laura is now Director of Colleague Services for the Trust and a Chartered member of the CIPD. Laura has over 15 years' experience in local government HR, recruitment and payroll. Over this time Laura has developed an understanding of the sector and has the knowledge and expertise to really support our schools grow and develop. She works closely with trade unions to ensure that our HR processes and policies are in place to support our employees as well as meet our business needs. With a keen focus on wellbeing, Laura is passionate about providing our employees with a safe, nurturing and supportive working environment.

THE LAST 12 MONTHS OF SUCCESS AT LAAT





WHY JOIN A MULTI ACADEMY TRUST?
To ensure ALL pupils can access a first-class education



Ensuring every child flourishes

As a mutually supportive family of academies, LAAT is committed to providing the very best outcomes for every pupil in our care, whatever their background, ability, culture or gender.

TRANSFORMING LIVES

We are a thriving and growing Multi Academy Trust (MAT) with a team of professionals who are dedicated to ensuring that every child receives the best education possible. Deprived or privileged, challenging or compliant, we believe that every child is unique, with intrinsic value, and how we teach them and relate to them can transform their lives.

To enhance the teaching and learning experience in our schools LAAT offers professional support and advice as well as extensive opportunities for staff training and career development.

EQUITABLE OUTCOMES

At LAAT, we believe in the value of Equity in all we do. This means that, sometimes, the provision for some children may look different because they have different needs. Our main purpose is to ensure that all pupils can access a first-class education because we believe that every child has the power to achieve.

It is also to guide, protect, support and nurture pupils, helping them to make the right choices and when this does not happen, to help them put that right and to be forgiven by others as well as forgive themselves.

UNCONDITIONAL POSITIVE REGARD

In LAAT schools we care about every pupil and want them to feel safe so that their learning potential and feelings of self-worth are optimised. We do this by always striving to create school environments that are calm, kind, welcoming and where strong, positive relationships exist between adults and pupils.

We know, at times, that some pupils will make poor choices but we endeavour to understand the reasons behind this behaviour and to show them unconditional, positive regard, no matter what. By displaying empathy, patience and respect for pupils, even if, at the time, they are not able to show it to us, we can show them good role models that may help them to regulate their behaviours and become happy individuals who feel valued and cared for.

MAKE MORE TIME FOR LEARNING

As part of the Trust's commitment to focus on teaching and learning, we asked our schools to re-evaluate the value of some tasks and their impact on pupil outcomes. Some have since developed peer reviews rather than traditional lesson observations, while others have reduced the time spent on staff meetings, all of which are helping to free up time for learning and also for staff training and coaching.



Committed to driving improvement, both for the life chances of our children and for the careers of our staff



Creating calm, kind and welcoming school environments where every child has the opportunity to flourish and grow

Making a difference for staff

LAAT has a commitment to the development of all of our staff in order that they feel empowered and connected to the work they do in their schools.

The Trust provides opportunities from initial teacher training to supporting headteachers who wish to take on executive or system leadership roles. We also offer opportunities for staff to become NLEs, LLEs or SLEs within the Trust and employees can benefit from experiencing education in more than one setting.

Furthermore, we offer apprenticeships within the Trust to provide skills and knowledge needed to build future careers. We believe hands on training gives young people a real chance to put their skills into practice and helps gain more confidence in a working environment.

GROWTH AND DEVELOPMENT

Our teaching and support staff benefit from bespoke learning journeys in order that we are not only compliant with our statutory responsibility but so that our staff can be confident in fulfilling all aspects of their role to the highest standards. Our focus for our staff is on their growth and development, enhancing their skills and knowledge with the outcomes of our pupils being at the heart of every course delivery. The School Improvement Team provides a wide and ever expanding range of development opportunities for our schools.



WHY JOIN A MULTI ACADEMY TRUST?

To allow every member of staff to grow



“LAAT really supported me in my career, mostly by seeing something in me that I didn’t see in myself”

MELANIE PAGE, HEAD OF SCHOOL,
THE MAGDALEN C OF E PRIMARY SCHOOL



“LAAT is always encouraging me to pursue further education and take on more responsibility”

ALEX STOKER, ASSISTANT ACCOUNTANT



“LAAT saw the skills and expertise that I have and always create opportunities for me”

VICKY MATTHEWS, EDUCATIONAL
DEVELOPMENT ADVISER

59

CPD SESSIONS

We have a rich timetable of CPD training available to all members of staff to ensure the strongest career progression for every employee and the best education for our pupils.

10

WORKING PARTIES

10 working parties across a broad range of subject and phase areas.

10

COACHES AND FACILITATORS

Senior Leaders coaching and facilitating on the Church of England NPQs.

30

NPQS

Participants across all our schools.



Our schools

BRANSTON C OF E INFANT SCHOOL



Branston has adopted a number of initiatives to make More Time for Learning – a Trust wide enterprise to drive improvement. One of which was a review of its 'Marking Policy', where they found a significant amount of time was spent marking work with general comments linked to the learning objectives and praise, which was not necessarily improving outcomes for the children. Now, a Feedback Policy has been created that outlines what they expect to see and how feedback can be given.

BROWN'S C OF E PRIMARY SCHOOL



Brown's offers pupils numerous exciting opportunities in school to support children in developing a love for reading. From our daily phonics lessons to Reading Cafes, the school continues on its journey of ensuring each child is able to access the broad curriculum on offer to them by having the reading skills and ability to fully access their learning and further encourage Reading for Pleasure.

CANON PETER HALL C OF E PRIMARY SCHOOL



Dolly Parton's Imagination Library arrived at Canon Peter Hall Church of England Primary School thanks to a bequest from a former pupil and the local Rotary Club. Under the programme, every child in Nursery and Reception will receive an age appropriate book every month, completely free of charge, until they are five years old.

CONINGSBY ST MICHAEL'S C OF E PRIMARY SCHOOL



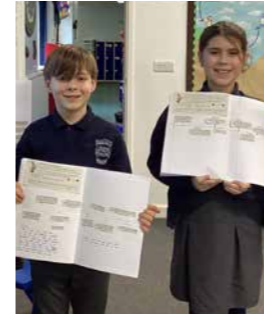
We are proud of our strong links with the local community, notably with our RAF families and the church. The strength of our pastoral team, as highlighted by Ofsted, is caring and nurturing. We provide a diverse and inclusive curriculum, which enriches the lives of all our pupils. Our Forest School offers opportunities to develop resilience and personal growth.

EAST RAVENDALE C OF E PRIMARY SCHOOL



At East Ravensdale we place a love of reading at the heart of children's learning. Our bespoke curriculum ensures that all children have access to high quality texts which helps to develop their reading, language and vocabulary skills. The Accelerated Reader programme engages children in their independent reading and we are thrilled to celebrate our first 'millionaire' readers – children who have read in excess of 1 million words!

EDENHAM C OF E PRIMARY SCHOOL



Edenham C of E Primary school continues to provide a curriculum and opportunities to ensure that our children are 'prepared for the future'. As part of this commitment, technology constantly evolves within the school; children have used technology to carry out mapping tasks, design products, and create using a 3D printer. The computing club is now preparing to visit a leading manufacturer within the 3D printing world to see where their skills could take them.

FRISKNEY ALL SAINTS C OF E PRIMARY SCHOOL



Every year Friskney All Saints hosts a Careers and Aspirations Week to open children's eyes to future possibilities, and encourage them to aim high and achieve their full potential. This year a helicopter pilot, TV weather reporter, microbiologist and local Mayor were just some of the wide-ranging professions.

HARROWBY C OF E PRIMARY SCHOOL



Harrowby has been given the go-ahead to transition into a single form primary school from September 2023. As part of its commitment to this transition, LAAT is investing around £225,000 in making sure that Harrowby is not only fit for 21st century education, but also fit for the whole age range of primary students.

HOLY TRINITY C OF E PRIMARY SCHOOL



At Holy Trinity, our commitment to our pupils is reflected in the strong links we have with the local community and our church school values. Our curriculum is ambitious and starts with excellent phonics provision to develop a passion for reading. Our staff are committed to ensuring no child is left behind and work closely with other schools in our Trust. We are excited to be offering Forest School provision in September 2023.

MORTON C OF E PRIMARY SCHOOL



We have been working collaboratively with staff, parents and pupils to review our approaches to supporting the 'first 20%' of pupils. Our disadvantaged provision maps and time for TAs and teachers to discuss these have allowed a shared understanding of children's barriers and the adaptations they need to thrive. Opportunities for student voice, through our Reading Ambassadors and Rotakids (Young Rotary) and skills for the future through our STEAM days and Ways to work careers initiative.

Our schools

RUSKINGTON CHESTNUT STREET C OF E PRIMARY SCHOOL



Ruskington Chestnut Street is celebrating continuing to secure their 'Good' rating in their latest Ofsted inspection. The Ofsted report noted how staff and Governors, working in partnership with LAAT, provide a good education for all pupils, or as referenced in the report itself - "the children get a good deal here." A new curriculum and renovated grounds and buildings; the last two years have been exciting times for the school.

SPALDING PARISH C OF E DAY SCHOOL



Children at Spalding Parish take part in an apprenticeship programme, building skills such as communication, concentration and collaboration. Careers fairs, workshops with industry experts and a focussed curriculum help to raise childrens' aspirations and will support them to make a difference in their local community and beyond.

ST PETER'S C OF E PRIMARY SCHOOL



An exciting new gardening project with its roots in learning and the community is under way at St Peter's Church of England Primary School. The school has been awarded the maximum £10,000 from the National Lottery Awards for All scheme to fund a Growing Communities project run by Jennifer Wakefield, one of the school governors. The grant is being used to start a community garden within the school grounds which will be used to grow fruit and vegetables for the local food bank.

ST WULFRAM'S NATIONAL C OF E PRIMARY SCHOOL



The National C of E Primary School changed its name to St Wulfram's National Junior School to reflect the school's close ties with its local church and from September 2023 it will transition to a 1.5 form entry primary. These changes are supported by a capital budget of £330,000 to upgrade school facilities, including creating a dedicated Early Years provision with a classroom and toilets.

THE MAGDALEN C OF E / METHODIST SCHOOL



This year, the Magdalen School has been proud to celebrate 20 years of involvement with Lincolnshire's Family Learning Programme - where parents and children learn together; and this milestone was marked with a celebration in school. Our school was one of the first to join the Family Learning pilot when it was introduced into Lincolnshire. So far, over 150 families have benefitted from being involved with this support.

ULCEBY ST NICHOLAS C OF E PRIMARY SCHOOL



At Ulceby we have worked hard to develop our whole school approach to phonics and reading and this is being reflected in children's progress and enjoyment. The package of support for phonics arranged through the Trust and their drive to create More Time for Learning has allowed us to really focus more time and energy into early reading and coaching our staff to develop confident readers from the very start.

WESTON ST MARY'S C OF E (VC) PRIMARY SCHOOL



Weston St Mary, recognising the impact of outdoor learning on pupils' wellbeing and its contribution to many areas of the curriculum, worked with a local housing developer to create an exciting water feature in the school grounds. The 'stream' has contributed to the effectiveness of our outdoor learning environment which continues to inspire our pupils.

WHAPLODE C OF E PRIMARY SCHOOL



Sustainable design was at the heart of the new environmentally-friendly classroom and outdoor play area for Reception pupils at Whaplode C of E Primary School. The new eco-classroom has been purpose-designed to create a comfortable and effective learning environment. The bespoke layout incorporates dedicated areas for key elements of the Early Years curriculum including literacy, numeracy, ICT, role play and a reading corner.

WILLIAM LOVELL C OF E ACADEMY



Keenly aware of the importance of student pastoral support of students, William Lovell introduced a project aimed at raising the aspirations of students who may need extra encouragement to engage in learning. Led by renowned motivational mentor Anthony Daulphin, founder of the Standing Ovation Project, the sessions are a mix of discussions, in which students can share their feelings with total honesty in a safe space, and practical tasks designed to build confidence and self-esteem.

WRABBY C OF E PRIMARY SCHOOL



As part of the Trust's More Time for Learning enterprise, Wrawby has minimised detailed written marking and has now adopted a Feedback Policy. This incorporates live marking, verbal feedback, and a whole class feedback sheet. Live highlighter use shows children what teacher's are proud of or areas to check and a code for verbal feedback.

Why join a Multi Academy Trust?

OPPORTUNITY FOR ALL

In 2022 the Department for Education's strategy set out a desire for a fully trust-led system that will drive up standards through the growth of strong trusts and the establishment of new ones.

According to the government's 'Case for a fully trust-led system' strong Multi Academy Trusts (MATs) can transform previously underperforming schools with more than 7 out of 10 sponsored academies now rated 'Good' or 'Outstanding.' By strengthening the school system, it hopes to raise standards for all children, ensuring improvements are felt fairly across England.

MAT AMBITION

To achieve this ambition, the government would like all maintained schools to convert to a MAT. With this in mind, any schools that are not already part of a MAT are strongly advised to start exploring the options in their area now so that they are ready and can join a trust that shares their values and meets their educational needs.

WHY JOIN LAAT?

Being part of a family of schools in a strong MAT gives individual schools greater freedoms compared to local authority control. For example, as an academy, schools have the power to decide on the best curriculum for their pupils, determine how they spend their budgets, and much more.

As acknowledged by the Department for Education, joining a MAT is a positive choice for schools. The

academies programme enables the strongest leaders to take responsibility for supporting more schools, develop great teachers and allow schools to focus on what really matters – teaching, learning and a curriculum that is based on what works.

BE PART OF SOMETHING BIGGER

LAAT was formed by the Diocese of Lincoln in October 2013 to build a mutually supportive family of academies in Greater Lincolnshire who work together to provide the very best outcomes for their pupils. We genuinely believe that together we can do so much more than we can do alone and it is for this reason that 'Be part of something bigger' is one of our key messages. We are also proud to be a fully inclusive MAT that welcomes applications from all types of school, across the full spectrum of Ofsted judgements, and we never forget how important it is for each school to retain its own unique identity.

COLLECTIVE STRENGTH

Being part of something bigger also provides the ability to get better value for services and resources due to economies of scale. Our academies can use the collective strength within the Trust and other schools to share knowledge and improve their facilities. Indeed, some of the smaller schools in the Trust have told us that they simply wouldn't have the financial resource to buy-in the business expertise, professional training and CPD opportunities, and best practice advice that is now available to them as members of LAAT. The operational and strategic support we offer enables schools to focus on what's most important – delivering the best education for our children.



LAAT schools feel the care and support that comes from being part of a larger family that share the same principles and values.



Working in partnership, academies can share expertise and effective teaching practices to give every pupil the best chance in life.



Being part of a strong MAT provides the ability to get better value for services and resources due to economies of scale.



A decade of success



PART OF THE
TRANSFORMATIONAL
JOURNEY OF CHRISTIAN
EDUCATION

2023 marks the 10th anniversary of the Lincoln Anglican Academy Trust.

10 YEARS AND COUNTING!

2023 marks the 10th anniversary of the Lincoln Anglican Academy Trust (LAAT) and the Trust's 20 member schools, comprising more than 4,000 pupils and over 600 staff, are celebrating this major milestone with some fun-filled events and activities. The Trust will be fundraising throughout the year in aid of its newly set up Love As Action - Together Fund and on 26 June staff, pupils and other key people who have played a role in LAAT's journey so far will come together for a huge celebratory service at Lincoln Cathedral.

school and the curriculum. The Fund will be a lived-out expression of the Trust's commitment to all children and our vision. We pray that the funds will meet the very real social needs in our schools and be witness to the generosity of God through his people.

Jackie Waters-Dewhurst, CEO is full of hope for the future: "We've got where we are today with the support of so many people and our unerring faith that an education rooted deeply in a belief in a God of love was worth fighting for. LAAT's family of schools has grown beyond our 2013 imaginings and we are committed to building on this success in the years ahead for the benefit of our children, their families and our wonderful staff. We hope you agree that it has been a journey worth celebrating and this year that's exactly what we're going to do!"



LOVE AS ACTION – TOGETHER FUND

The Love As Action Together fund is aimed at supporting school children who are lacking the things they need in order to access confidently the full life of



LINCOLN ANGLICAN ACADEMY TRUST

Ruskington Chestnut Street C of E Academy | Chestnut Street | Ruskington | NG34 9DL

PHONE

01526 888482

EMAIL

enquiries@laat.co.uk

WEB

www.thelaat.co.uk