

CHANGING LEARNING CHANGING LIVES

WHAT HAPPENS WHEN EDTECH BECOMES PEDTECH?

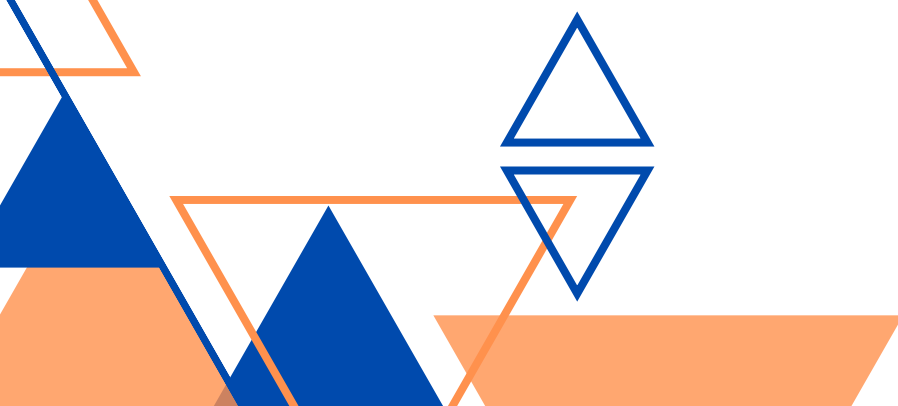
Executive Summary

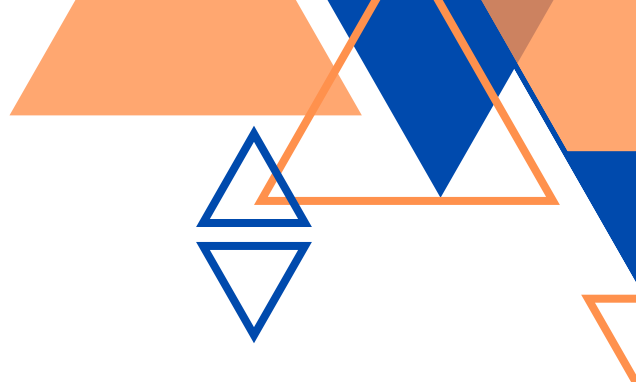
INTRODUCTION

In 2019, LEO Academy Trust embarked upon a journey of digital transformation, investing significant time, money and human energy into an ambitious new future. Every member of staff and every child in Key Stage 2, was given their own Chromebook and every child in Early Years and Key Stage 1 was introduced to on-demand access to an iPad or Chromebook to support their learning. For the price of £12, per child per month, LEO have implemented a transformational approach to teaching and learning across a trust that now includes 4,500 children and 600 staff across 9 schools.

In 2020, a global pandemic struck and the whole concept of 'going to school' changed overnight for children worldwide. Since that pandemic, schools nationwide have faced significant challenges ranging from children reluctant to return to school, budget shortfalls, a significant drop in attainment, disengaged learners, rising SEN register figures, and a teacher recruitment and retention crisis.

In 2023, despite living within the same political, economic and societal structures, LEO Academy Trust stands in a very different place to the national picture.





Evidence in this report details a breadth of notable findings that have emerged as a result of LEO's journey, including that:

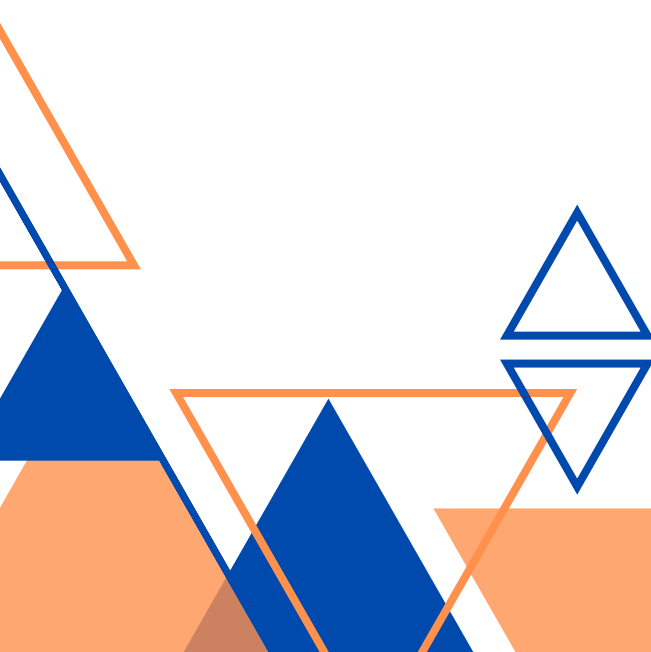
- The **attainment** of children at LEO schools **significantly outperforms national norms** in national tests, with the gap between national averages and LEO widening each year (rising from 14-23% over the last 3 years).
- The proportion of children achieving **greater depth** in national assessments in reading, writing and maths at LEO being **more than triple the national average** over the last 3 years, with the outperformance between LEO and national figures **widening** each year.
- The number of children on the **SEN register** requiring expensive intervention programmes has **reduced by around a third** because of embedded inclusive practice facilitated by digital technology
- Attendance figures across LEO are higher than the national average, and net **mobility** at LEO **just 4%** compared to an average of 20-48% across other London schools.
- **Teacher capacity repurposed** as a result of moving from paper-based to digital tasks equates to 11 full time members of staff across the MAT.
- Digital tasks **increase classroom efficiency by 23%**, allowing the repurposing of time for more targeted and inclusive learning - leading to the significant attainment gains outlined above.
- Nearly 15,000 digital badges have been achieved by LEO children, and nearly **75% of staff have certified digital skills** - comparable with a MATs 8-10 times the size of LEO - embedding digital skills at the heart of **children's future trajectories**.
- Staff satisfaction is consistently 15-20% above national benchmarks with LEO seen as an employer of choice - leading to exceptionally high levels of staff retention (through internal professional growth), high quality candidate appointments, and significant advertisement and recruitment cost savings.
- The reduction in worksheet printing and number of exercise books saves approximately 400 trees per year with a trust wide saving of around £78 per child per year (just over half the cost of the Chromebook provision).
- A consistent and sustainable increase in number on roll with LEO schools being targeted as the school of choice by families
- Children across LEO classrooms being autonomous, independent, supported, capable and confident learners with a sense of belonging and purpose.

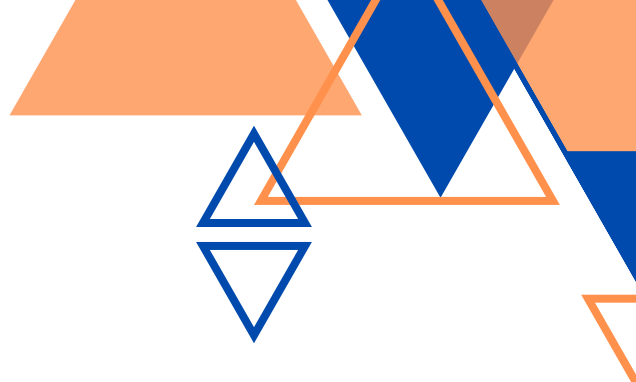


These headline findings are powerful and persuasive, but they are not simple. Behind each of these findings sits a story about a journey that LEO have undertaken over a number of years and involving a great deal of time, energy, thoughtful reflection and sheer hard work. It has been a fusion of visionary leadership, strategic thinking, operational planning, daily delivery, partner relationships and community mindedness that has led to the significant outcomes seen above. This is not an easy road to travel, nor are any of these outcomes attributable to one single act, intervention, person or project. However, the range and scale of these findings could not have been achieved without LEO's deep integration and embedding of digital technology.

This report opens, unpacks and dissects the ingredients which LEO have put in place, drawing upon a combination of 4,500 survey responses, 606 documents, 154 observations, 65 interviews, 24 focus groups and hundreds of hours of professional discussion and reflection. The consequent report presents a comprehensive analysis as a narrative, a series of findings (about successes as well as about how challenges have been overcome), and a set of recommendations for the future - for the benefit of both the LEO community, and for the wider educational landscape.

This research was commissioned by LEO Academy Trust, led by Dr Fiona Aubrey-Smith, an independent researcher consultant, and supported by a team of 16 school leadership researchers. With any impact research there will inevitably be questions raised about the likely independence and impartiality of a report commissioned by the body being examined. These questions are right to ask. The methodology of this report sets out in detail the processes that were put in place during the design, data gathering and analysis, and writing up of this report, to ensure that the findings were credible, trustworthy and justified. LEO Academy Trust have been characteristically open and transparent throughout this study - providing complete access to any data requested, and with staff readily engaging in challenging their own assumptions, findings, and understanding throughout. LEO did not request or influence the inclusion or exclusion of any data or findings in this report.





LEO Academy Trust are a system leader. By embarking upon their journey with confidence, LEO's leadership and governance set out an ambitious agenda for what the future of schooling could look like. In just 4 years, LEO have seen significant positive impact across a range of trust metrics and descriptors ranging from accountability and inspection to inclusion and equity. But perhaps the most powerful ingredient embedded within every aspect of the trust is that there is a genuine widespread belief every child, every adult, every leader, and every one of us, is, and always will be, a life long learner.



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We listen to the measure,
but we learn from the
story.