

INVICTUS

Education Trust



Invictus Education Annual Report

September 2025



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Foreword

Welcome to first annual report of Invictus Education Trust.

It is easy to talk about multi-academy trusts in terms of size and numbers, and we are proud to educate thousands of children and young people from nursery through to sixth form across a family of seven schools and a post-16 provision.

Yet, talking about MATs in terms of scale does not truly reflect the type of organisation that they are.

When our Trust was established in 2015, the founding principle was one of collaboration. In short, there was a recognition that more could be achieved collectively rather than individually. This ethos has remained at the core of our Trust ever since – and a great deal has been achieved during this time. We help students find and explore their talents, staff thrive in their roles and our schools play an ever-growing importance in their communities.

Like a novel, however, every Trust reaches the end of one chapter before starting a new page. As our Trust is shortly about to celebrate our tenth anniversary, Invictus is in the process of evolving as we write the next chapter in our journey. Collaboration will always remain the overarching theme, but we are reimagining how we help everyone in our community to grasp their aspirations in the ever-changing world in which we live and work.

Alongside this innovation and best practice, we will provide a high quality, forward looking and caring experience that enables potential to be fulfilled. That is why Invictus is such an exciting place to be.

Edward Vitalis - Invictus CEO



Chair Introduction

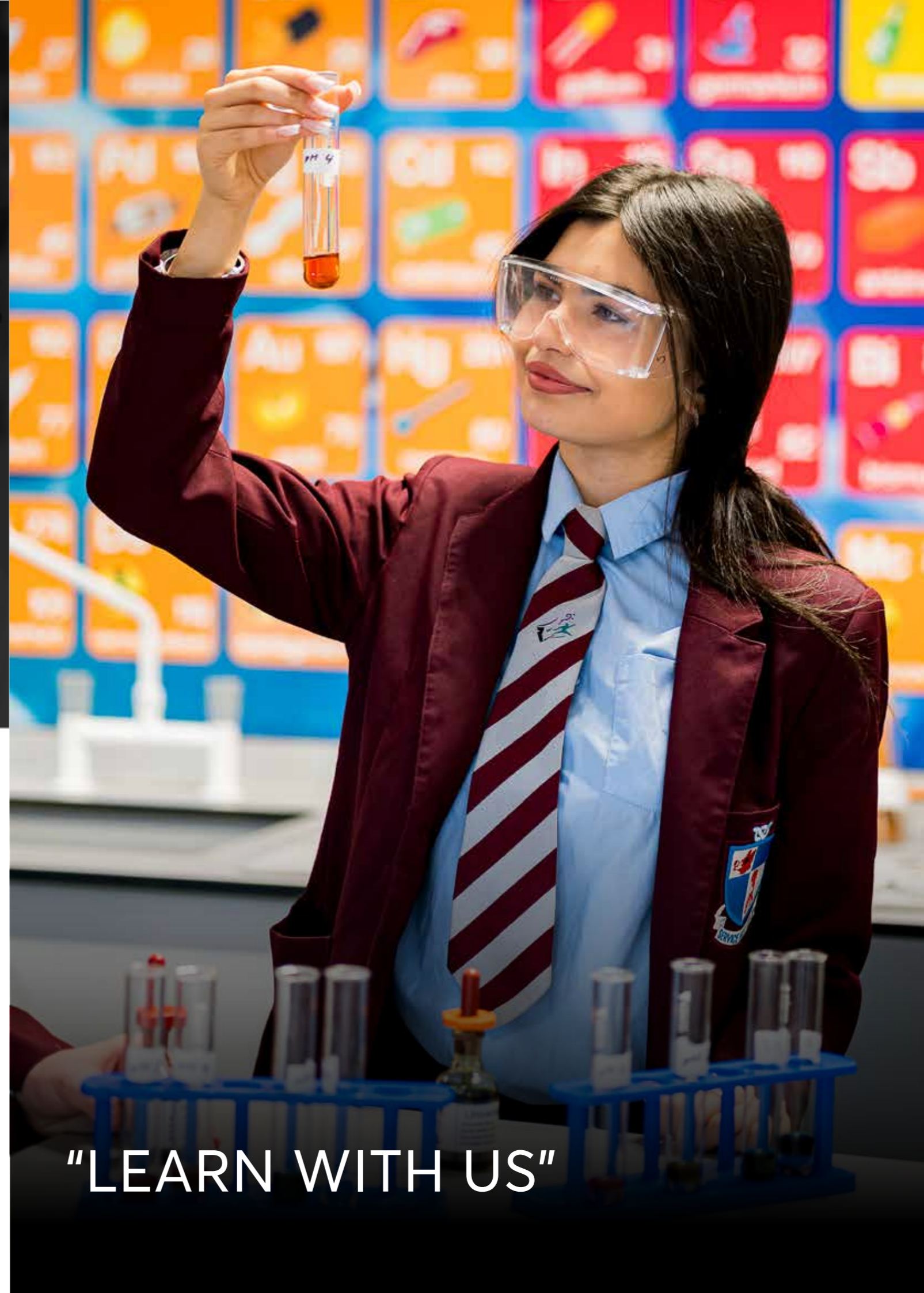
Welcome from the Board

We are at a very exciting point in our journey as a Multi Academy Trust and about to embark upon a new strategic plan which the Trust Board will lead and our executive team and school leaders will inform and deliver. We believe firmly in collaboration between the operational and strategic governance side of the Trust and recognise the value of stakeholders at every level of the organisation. It is the coherence of our vision, strategy and operations that will secure our success and that of our students.

At every level, governance plays a vital role in the success of our organisation. The Members will, as the guardians of the Trust, continue to support, monitor and challenge the work of the Trust Board to ensure that governance arrangements are effective and the Trust Board will work hard to ensure that we continue to exercise the powers of the Academy Trust with great care and diligence and always with our students as our main priority.

Local governance plays a vital role in the checks and balances of the Trust Board and is absolutely essential to the effective governance of a Multi Academy Trust.

Jessica Shulman



“LEARN WITH US”

ABOUT US

OUR STRATEGY

We are pleased to announce the launch of the new Invictus Education Trust vision, mission, and values, developed in collaboration with our executives, headteachers, trustees, and other key stakeholders over the summer.

These guiding principles form the foundation of everything we do, shaping our daily work and long-term goals.



MISSION

'Excellence every day, unlimited ambition and transforming lives'



VISION

'To create a community of inclusive schools where people choose to learn with us, work with us and belong with us, so that everyone succeeds'



VALUES

- Respect
- Resilience
- Relationships

These values will continue to guide our efforts in providing an exceptional educational experience for our students and staff.

'EVERY GREAT STORY BEGINS HERE!'

COMMITMENTS



Outstanding inclusion, care and well-being where all can thrive and flourish.



Excellent teaching and learning where we have knowledge-rich staff within their area of expertise.



Ambitious careers and enrichment provision give meaning and purpose to education.

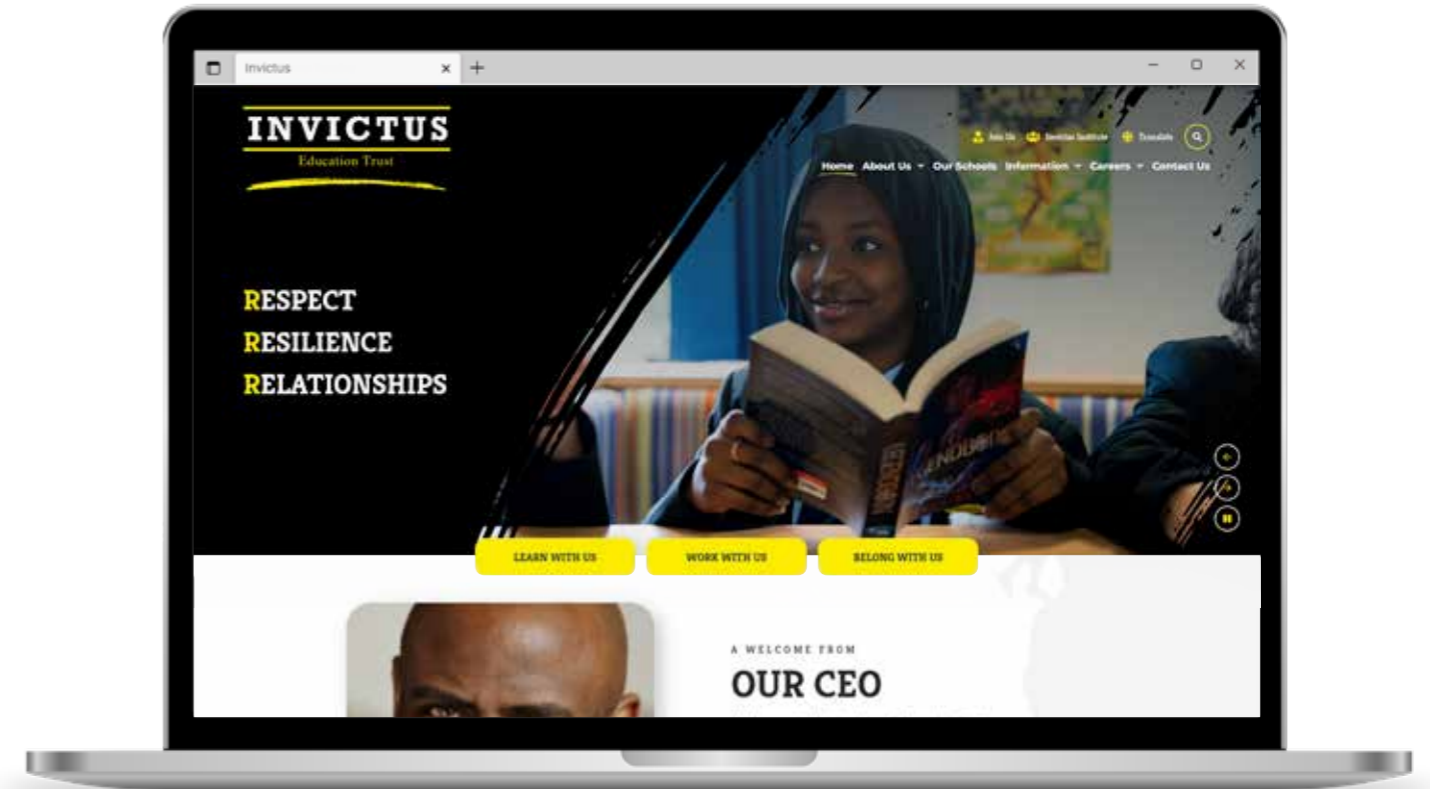


Our schools sit at the heart of our communities.



Marketing and communications

Introducing the New Invictus Education Website and Brand



This April, we were proud to launch our brand-new Invictus Education website, developed in partnership with Juniper Education. Alongside the launch, we introduced a refreshed visual identity that reflects our values, vision, and ambitions as a modern and forward-thinking educational trust. The new website offers a significantly improved user experience, with a cleaner layout, intuitive navigation, and enhanced accessibility across devices, ensuring our community can easily access the information they need.



Our Evolved Brand Identity

The new Invictus brand represents the evolution of our Trust, a symbol of our continued growth and commitment to inclusive, high-quality education for all. While retaining the Invictus name to honour our legacy, we introduced a fresh, modern design to better represent the diverse pupils, staff and community we serve.

The new logo features a dynamic brush stroke, symbolising the individuality and creativity of each student across our schools. Our refined colour palette; yellow, white, and black, has been carefully selected to convey positivity, clarity, and confidence, while remaining bold and instantly recognisable within the education sector.

Defining Who We Are: Vision, Mission, and Values

With this rebrand, we also proudly launched our new vision, mission, values, commitments, and ambitions. These are more than words on a page, they are the foundation of everything we do and the direction in which we are heading.

At the heart of our strategy is our new tagline

"Together, we will climb mountains."

This phrase embodies our collective ambition, resilience, and unwavering commitment to continuous improvement. It reflects the supportive community we strive to be, where staff and pupils alike help one another overcome challenges and reach their full potential. We invite you to explore our updated Strategy page to learn more.

A Consistent and Unified Visual Identity

To support the rollout of our new brand, we are also introducing a refreshed intranet platform, which will include templates, digital assets, and brand guidelines to ensure consistency across all communications and materials.

This will strengthen our shared identity and help drive forward our message with clarity and confidence across every school in the Trust.

This year, we have developed a series of new videography projects designed to embody our refreshed vision, mission, and values.



Work with us

Scan or
click to
watch
video

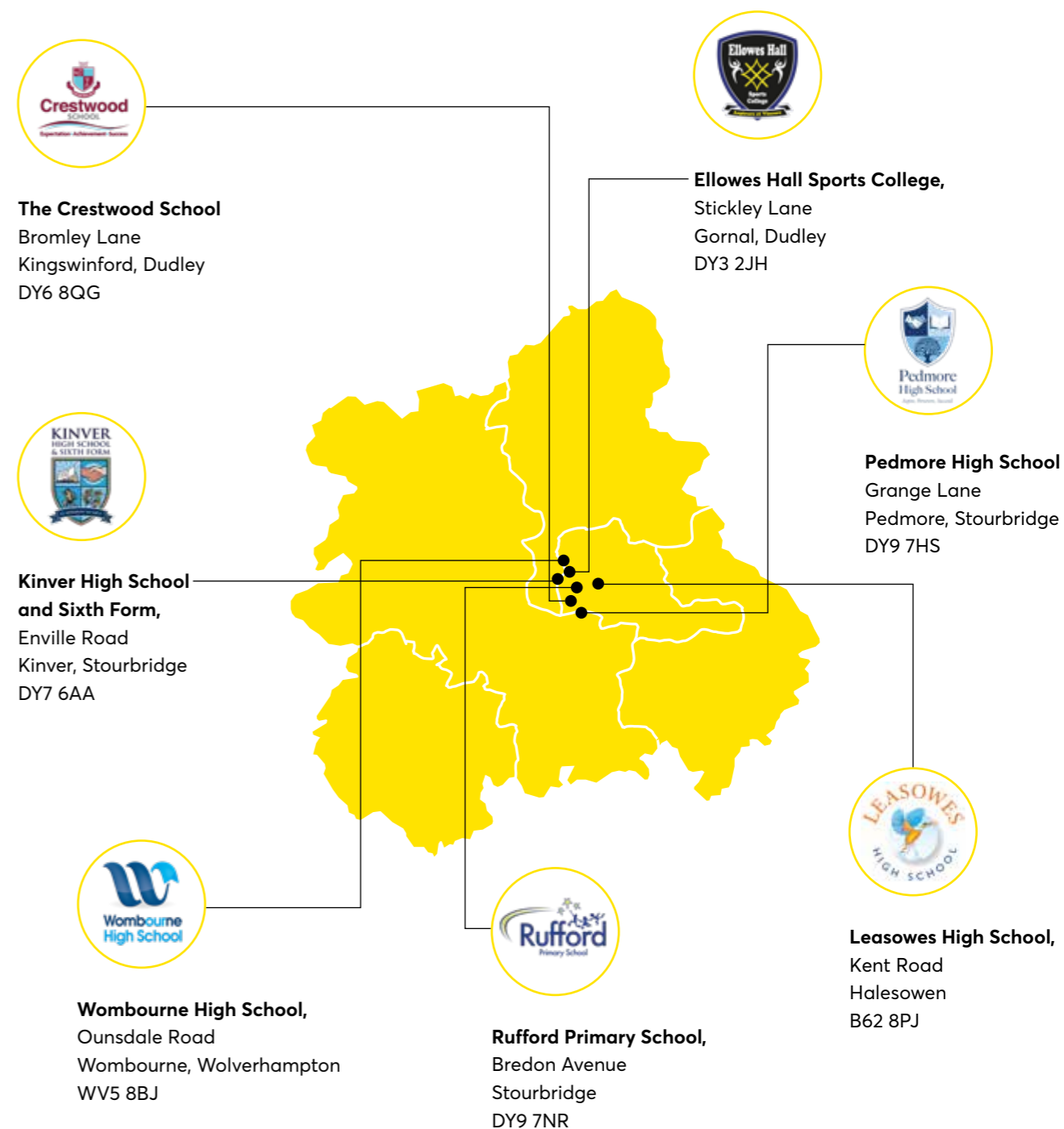


Learn with us

Scan or
click to
watch
video



Geography of Invictus schools



Our journey of growth

2015



Crestwood School, Ellowes Hall Sports College, Edgecliff (Kinver) High School, Ounsdale (Wombourne) High School come together to form Invictus Education Trust.

Leasowes High School and Pedmore High School join. New build opens at Kinver High School.



2016 - 2018

2020



New build opens at Wombourne High School.

Rufford Primary School become our first primary school to join the trust. Partial new build announced for Wombourne High School. Ofsted inspection moves Kinver High School from Requires Improvement to Good.



2021

2023



Pedmore and Crestwood High School retains Good judgement following Ofsted inspection. Ellowes Hall Sports College Ofsted inspection moves school from Requires Improvement to Good.

New CEO, Edward Vitalis, joins Invictus. Rufford Primary School moves from Requires Improvement to Good and Leasowes High School receives Good Judgement in all four categories, following Ofsted inspections.



2024

2025



Invictus celebrates our 10 year anniversary



STAFF COLLABORATION



"WORK WITH US"

Invictus Annual Conference

Celebrating Our Student Hosts

One of the true highlights of our first Annual Conference was the way it was brought to life by the children of Invictus themselves. With two student representatives from each of our schools, our young hosts introduced the day with confidence and energy, guided delegates through every part of the agenda, and even led a thoughtful and engaging panel discussion with headteachers and external speakers.

Their professionalism, curiosity, and maturity were truly inspiring, a testament to the values and talents we nurture across our Trust. As an extra treat, our student hosts also enjoyed a special tour of the iconic Molineux Stadium during the day, making memories that will last long beyond the conference itself. We are immensely proud of them and grateful for the example they set of leadership, collaboration, and Invictus pride.

Student Leadership in Action: The Belonging Panel

A standout moment of the day was the student-led panel discussion on belonging, where our young representatives demonstrated remarkable responsibility and competence.

They skilfully chaired a thoughtful conversation with our panel of headteachers and guest speaker Paul Moonan, an experienced executive coach. With genuine curiosity and impressive poise, they posed deep, well-informed questions that explored what belonging truly means in our schools, how leaders can foster inclusive cultures, and how every student can feel valued and heard. Their ability to guide the discussion, listen carefully, and challenge ideas with respect and insight was nothing short of inspiring, showcasing the very best of Invictus values in action and reminding us all of the importance of student voice at the heart of our work.

Closing Keynote: Motivational Resilience

Our final keynote came from Ben Heason, a renowned mountaineer, adventurer, and motivational speaker, who delivered a truly captivating session on "Motivational Resilience". Ben took us through the story of his 2005 expedition to Angel Falls in Venezuela, when he became one of the first climbers to complete the daunting vertical ascent of the world's highest waterfall.

Through vivid storytelling, he shared the challenges of navigating remote jungle terrain, the painstaking preparation required, and the extreme adversity faced on the rock face itself. Ben's talk was far more than an adventure tale, it was a powerful reflection on the core values that underpin success in any endeavour: Respect for the environment, your team, and yourself; Resilience in the face of setbacks and fear; and the vital role of Relationships in achieving shared goals.

His message resonated deeply with our educators and leaders, serving as an inspiring reminder that the qualities we aim to foster in our students are the same qualities we must nurture in ourselves. It was a fitting finale to a day dedicated to growth, collaboration, and ambition.

Our Strategy & Big Ambitions

Chief Executive Edward Vitalis, Deputy CEO Phillipa Harris, and Headteachers Phil Sutton (Crestwood) and Chris Papadopoulos (Leasowes) shared a compelling collective insight into our Trust's strategic vision. Framed around our ongoing transformation programmes, from curriculum reform to digital investment, their session celebrated milestones already achieved while setting out the bold ambitions that will continue to drive us forward.

Phil and Chris offered particularly powerful reflections drawn from real case studies within their schools. These stories brought our strategy to life in a deeply human way, illustrating the profound impact of targeted support, inclusive practice, and shared commitment on the lives of individual young people. It was a call to action for all leaders and practitioners to keep championing this mission with clarity, courage, and compassion.

Keynote: The Power of Collaboration

Our keynote address was delivered by Vince Green from Summit MAT, who shared an insightful and deeply practical exploration of collaboration in education. Drawing on his own experience of working closely with schools across his Trust, Vince spoke about the transformative impact of embracing a culture where teams are truly valued, and where professional trust and shared purpose become the foundation for improvement.

His talk challenged us to think critically about how we can strengthen collaboration not only within our own MAT but also with external partners, emphasising that genuine progress depends on breaking down silos and building meaningful connections.



10 Year Anniversary Event

Invictus Celebrates 10-Year Anniversary with Summer Spectacle

On Friday 20th June, the Invictus community came together for a truly special event: the 10-Year Invictus Summer Celebration. It was a day full of energy, joy, and reflection, marking a decade of progress, unity, and achievement across all Invictus schools. From the moment the event began, it was clear just how strong and connected our community has become. Staff, pupils, families, and friends from every school came out in force to celebrate the milestone.

Students took to the stage throughout the day to showcase their musical talents with a series of live performances.

Their creativity and confidence highlighted the incredible opportunities and support they have received during their time with Invictus. Around the grounds, each school hosted stalls offering classic fairground games such as hook-a-duck, tombola, and hoopla. One of the most popular attractions was the soak-a-teacher stand, where headteachers and staff showed great spirit by braving a good soaking to the delight of onlookers.

The event offered something for everyone, with bouncy castles, bungee trampolines, a climbing wall, and a range of food vendors providing entertainment and refreshments all day long. A standout moment came when Jess, Chair of Trustees, delivered a speech reflecting on a decade of Invictus.

Her words captured the journey of growth, commitment, and collaboration that has shaped the trust and inspired everyone looking to the future. The celebration was more than just a festival, it was a powerful reminder of what can be achieved when schools and communities work together.

The day was a true reflection of the Invictus spirit: vibrant, supportive, and forward-looking.



**OUR INVESTMENT
IN YOUR FUTURE**



"BELONG WITH US"

Investment in schools



Summary of Key Projects



Wombourne High School

New Block (DfE SRP Programme)

A new, state-of-the-art block was delivered at Wombourne High School as part of the Department for Education's Specialist Resource Provision (SRP) programme. The new 3,500m² building, spread over two storeys, sits within the footprint of the previously demolished building and includes:

- Two business studies classrooms
- Three art rooms
- Two food technology rooms
- A graphic design classroom
- Two resistant materials workshops
- Seven standard and two specialist science labs with a science prep room
- Two music classrooms and six music practice rooms
- SEN (Special Educational Needs) teaching areas

Pedmore High School

Whole School Redevelopment Planning

The Department for Education has now formally committed to a full redevelopment of Pedmore High School. While works have not yet commenced, the project is entering its initial planning phase, with the first stakeholder meeting expected in the coming months. This major investment will deliver a modern, inclusive, and energy-efficient school estate designed to support future curriculum needs and community use.



SEND Bungalows

Rufford Primary and Ellowes Hall

The Trust's commitment to inclusion and accessibility was reaffirmed this year with the full refurbishment of school bungalows into SEND bases in partnership with Dudley LA. These units are now fully compliant with DfE guidance and have been future-proofed to meet the evolving needs of our most vulnerable learners.



Kinver High School

Roof Replacement & THRIVE Alternative Provision Centre

A major roof replacement project was successfully completed at Kinver High School, resolving long-standing condition issues and safeguarding the integrity and sustainability of the building for the long term. The THRIVE Centre also underwent a full internal and external refurbishment, transforming it into a more purposeful and supportive environment for students. Enhancements included improved internal layout, the creation of new outdoor learning areas, including a dedicated space or vocational education, and a range of building upgrades designed to better meet the needs of vulnerable learners.



Crestwood School

Roof Upgrade and DT Food Room Refurbishment

Essential works to the roof at Crestwood School were completed this year, significantly improving thermal performance, safeguarding the building structure, and ensuring continued compliance with DfE standards. In addition, the DT Food Room underwent a full refurbishment, enhancing both the functionality and safety of the space to better support practical curriculum delivery.



Leasowes High School

Toilet Refurbishment

Refurbishment of student toilet facilities at Leasowes has been completed to a high standard, ensuring hygiene, accessibility, and safeguarding are at the core of the upgraded design.

Our 2024/25 SCA investment reflects Invictus Education Trust's continued focus on building a safe, inclusive, and future-ready school estate. The projects outlined in this report have improved educational environments, addressed urgent compliance needs, and laid the foundations for longer-term strategic estate development.

Inclusion Investment

Rufford

The Trust's investment in the SEND Base at Rufford Primary School has significantly enhanced the lives of our children and enriched the school community.

Our dedicated provision offers tailored support to children with complex needs particularly around communication and interaction; our team foster an inclusive environment where every child can thrive. Through personalised learning plans, targeted interventions, and a focus on social and emotional development, we empower our children to build resilience and achieve their full potential. This commitment not only improves individual outcomes but also strengthens the overall school culture, promoting understanding and collaboration among all members of our community.



Ellowes

Ellowes Hall proudly opened its doors to "The Bungello" in May this year after a 16 month project. Working alongside Dudley local authority we have created a warm space to welcome students with significant barriers to their learning.

Students with extensive SEMH needs are being supported by a brand new team of 5 staff who both nurture, encourage and educate students from across the borough. Students have really enjoyed their first term there and have settled well into an environment that fosters their needs and helps them to grow. We look forward to introducing subjects to these students in September and really seeing their weekly education develop.



Crestwood

The Willow Base at Crestwood provides tailored support for up to 12 students with SEMH needs, particularly those experiencing emotionally based school non-attendance.

Pupils follow a bespoke curriculum rooted in the Preparation for Adulthood programme, with opportunities to access mainstream lessons where appropriate. Based on-site at Crestwood School, the Base offers a calm, structured environment with specialist staff, sensory resources, and dedicated learning spaces. The provision aims to reintegrate students into education while supporting their emotional wellbeing and preparing them for life beyond school.



Community Strategy Progress

Over the past year, we have made significant progress in shaping and embedding our Trust-wide community strategy. Each school has developed a tailored community plan, identifying local priorities and opportunities for engagement. These plans were shared and celebrated through dedicated community strategy sessions, which have provided valuable opportunities for collaboration, idea sharing, and the recognition of excellent practice across the Trust. From this work, a set of proposed Trust Community Pledges has been created. These pledges represent shared commitments across all our schools and reflect the common themes and values that have consistently emerged through consultation with leaders, staff, trustees, and local academy committees. They are designed to capture both the strengths already present in our schools and the aspirations we collectively hold for deepening our community connections.

The pledges will now move forward into their final stage of development. Over the coming weeks, they will be shared widely with students, parents, carers, staff, associate governors, and members of the wider community, who will be invited to vote on the three pledges that they feel matter most. The process ensures that the voice of our children is central, with the two pledges receiving the most votes from pupils guaranteed a place in the final five. The remaining three will be chosen from the overall collective vote across all stakeholders.

The final set of Trust Community Pledges will be launched later in term 1 of this year, providing a clear and inclusive framework to guide our future community work. This is an exciting milestone that ensures our strategy is shaped not only by our schools but by the wider communities we serve, strengthening relationships, celebrating achievements, and ensuring that our work continues to be meaningful and impactful for all.

Jill Withers - A Pillar of Our School Community for 50 Years

I want to take a moment to express my heartfelt appreciation for our Chair of Governors, Jill Withers, who has been a deeply valued part of this school community for an incredible 50 years.

Jill's dedication and service over the decades have shaped not only the school but also the lives of so many people within it, including mine. Jill has taught me so much about the community of Halesowen, how to approach challenges with clarity and fairness, and even how to do a proper permanent exclusion when I was at Pedmore.

Jill's support as Chair has always come with kindness, encouragement, and, importantly, high standards. You've helped me as a leader, offering guidance that is grounded, honest, and always in the best interests of the school.

We are all immensely lucky to continue working alongside you. Thank you for all bring, and continue to bring, to our school.

- Chris P (Leasowes Headteacher)



EXCELLENCE EVERYDAY

Key stage 2: SAT's Success

Rufford Primary School has announced its Key Stage 2 SATs results at the end of the summer term, showcasing significant achievements across core subjects.

The results highlight the dedication of the children and staff, with many children exceeding national expectations and demonstrating strong readiness for secondary education.

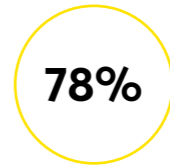
This year, 78% of children achieved the expected standard or above in both Reading and Mathematics, marking a 7% and 4% increase respectively compared to last year. Particularly notable is the school's highest-ever performance in Mathematics, where 28% of children attained greater depth, a 15% rise on the previous year. Combined results for Reading, Writing, and Mathematics (RWM) showed 63% of children meeting the expected standard, remaining above national, while those achieving greater depth in RWM increased by 6% to 6%.

Rufford Primary School is proud of how the children have embraced the school's values throughout their learning journey. The school acknowledges the vital role families have played in supporting children's progress and celebrates the success of its children as they prepare to transition confidently to secondary school as well-rounded individuals.

Headteacher Erica Tilley said, "We know that our children have demonstrated huge amounts of commitment and have done really well in their assessments. We always talk to the children about the assessments being an opportunity to show everyone what they have learned, and they should be very proud of these results that show their effort and determination paid off.

At Rufford, we also make sure our children know their worth in all different ways too, such as their kindness, and their honesty and how they make us smile." Rufford Primary School is committed to providing a supportive and inclusive environment where every child can thrive academically and personally.

The school continually strives to maintain high standards and foster values that prepare children for lifelong learning and success.



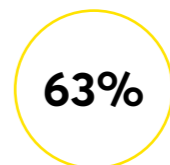
of children achieved the expected standard or above in both Reading and Mathematics



of children attained greater depth in Mathematics



rise on the previous year for greater depth in Mathematics



of children meeting the expected standard for Reading, Writing, and Mathematics, remaining above national average



GCSE Results 2025



This summer's GCSE outcomes demonstrate our unwavering ambition for every learner. Across the Trust, students have achieved highly with outcomes reflecting the strength of our curriculum, the professionalism of our staff, and the determination of our students.

Our top performing students from across the Trust

- Amanda U
who achieved seven top grades of either an 8 or 9.
- Daisy I
who achieved six Grade 9s, two Grade 8s and a Grade 7.
- William H
who achieved 2x Grade 7, 1x Grade 8 and 5x Grade 9.
- Student NB,
who achieved 3x Grade 9, 4x Grade 8, 1x Grade 7 and 1x Grade 6.
- Molly P
who achieved 7x Grade 9, 2x Grade 8 and 1x Grade 7.
- Olivia S
who achieved 6x Grade 9, 2x Grade 8 and 2x Grade 7.

A Quote from our Deputy CEO, Phillipa Harris

"A huge well done to all our Year 11 students on their GCSE results. Your hard work, determination and resilience have been inspiring and we are incredibly proud of what you have achieved."

We would also like to pay tribute to our dedicated colleagues, whose commitment and expertise have supported our young people every step of the way. Finally, our thanks go to families for the encouragement and support they have given throughout this journey – it truly makes a difference. Today is a day to celebrate the achievements of our students and the strength of our Invictus community."



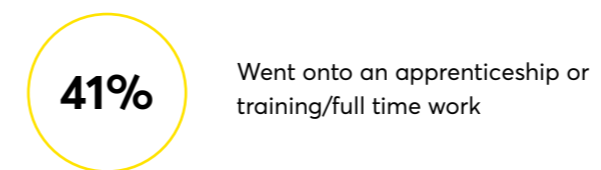
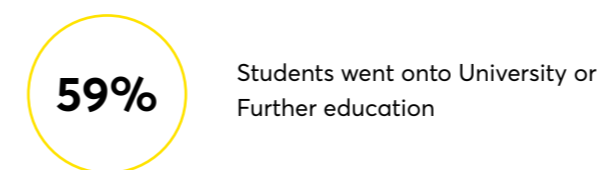
A Level and Post-16 Achievement

Invictus Sixth Form is delighted to congratulate its students on another exceptional year of academic achievement. This year's A Level and vocational results are a testament to the hard work, resilience and commitment of their learners, the unwavering support of parents and carers and the dedication of all Invictus colleagues.

Deputy Chief Executive Officer, Phillipa Harris, commented: "We're thrilled to see our students' hard work rewarded with such outstanding results. Their achievements reflect the collaboration across our Trust between our students, families and colleagues. These results will pave the way for exciting next steps, whether in higher education, apprenticeships or the workplace."

We are proud to celebrate the success of all our students and are pleased to recognise some of our top achievers:

Destination Data



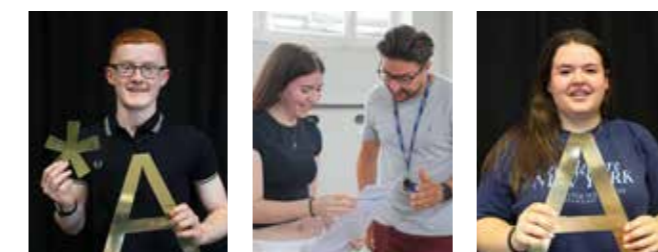
Joe C	Samuel P
Phoebe W	Lily M
Eve J	Phoebe C
Momodou C	Lucy O

Case Studies

- Isabelle is attending Odessa College in the USA on a Golf scholarship
- Sam is attending the University of Cambridge to study Human, Social and Political.

Mrs C. Spooner, Deputy Head at Kinver High School, said: "We are proud of each one of our students. Their hard work and dedication throughout their studies has been rewarded with great results, which will lead them onto the next steps in their journey, whether that be university, apprenticeships or the workplace. We are thrilled that every student who has applied for university has secured their first choice. We would like to thank and congratulate all of the students, parents and staff who have worked together to achieve these results. We wish all of you the best of luck in your future endeavours."

Mr N. Bradnick-Thompson, Headteacher at Wombourne High School, added: "We are so proud of the incredible results of all of our learners here. These results show the impact of the hard work and dedication that each of the learners demonstrated throughout their courses. Our students have secured excellent destinations with their incredible results, ranging from Higher Education, further study, professional environments and directly into the world of work. Well done to each and every one of them! We look forward to celebrating your individual results with you and welcoming you back soon for our celebration event."





UNLIMITED AMBITION

Beyond the classroom

Enrichment and Opportunity:

Across the Trust, schools have continued to offer an exceptional range of enrichment opportunities, giving students the chance to discover passions, build confidence, and grow beyond the boundaries of the curriculum.

From national competition successes to music tours, international exchanges, and outstanding sports performances, this year has seen enrichment take centre stage in our mission to provide a truly holistic education.



Students and Community Unite

Crestwood students performed at Nelson House Care Home to help celebrate two very special birthdays: Olive, who turned 101, and Stanley, who turned 83. The residents thoroughly enjoyed it!



Lifesaving Skills for Year 7 & 8

In May, all of Ellowes Year 7 and 8 students successfully completed their St John Ambulance Lifesaving session. They gained hands-on experience in essential skills.



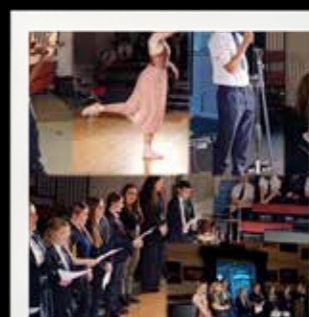
Paris Adventure for Years 8, 9 & 10

Students in Years 8, 9, and 10 enjoyed an exciting school trip to Paris! With a packed itinerary full of cultural experiences and memorable moments.



Mental Health Awareness Day

Year 7 at Ellowes Embrace Mental Health Wellbeing Day engaging in a range of workshops and activities designed to promote self-awareness, resilience, and emotional wellbeing.



Performing Arts Showcase Shines Bright

The Ellowes Performing Arts Department held its annual Showcase to provide students with a platform to share their talents in a supportive and encouraging atmosphere.



Air ambulance visit

Rufford pupils were visited by the Air Ambulance Service and actually got to sit inside the helicopter!



Modern Foreign Languages (MFL) Spelling Bee competition

Year 7 Leasowes students competed in the Modern Foreign Languages (MFL) Spelling Bee competition.



School Trip to Spain: Barcelona Highlights

School trip to Spain: visiting key sites such as the Nou Camp Museum, lunch at Park Güell, and La Sagrada Familia.



Crestwood Pupils Inspired by West End

Crestwood Performing Arts pupils were thrilled to witness the West End production of Matilda, enjoying a truly inspiring and memorable theatre experience.



Leasows Students Celebrate Diversity on Culture Day

Students from Leasows held a Culture Day, where students came to school dressed in clothes that reflected their own culture and traditions. The celebration included food, music and even a fashion show.



Pedmore Students Lead as Health Champions

Pedmore students trained as Health Champions and partnered with the Black Country Food Bank. As part of the initiative, they visited the food bank in Brierley Hill and went on to create a valuable resource focused on young people, their health, and their finances.



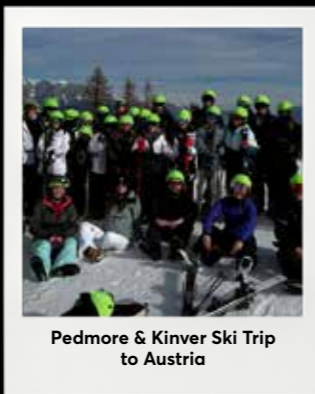
Year 9 Conquer Bronze DofE!

Year 9 students at Crestwood completed their Bronze DofE expedition. Throughout the challenge, students honed their navigation skills, worked effectively as a team and developed essential campcraft skills, including cooking their own evening meal and breakfast



Crestwood Students NHS Training

Crestwood students had the opportunity to participate in sessions led by the NHS, exploring careers and job opportunities. Pupils also received first aid training, covering CPR, managing knife wounds and essential first aid skills.



Pedmore & Kinver Ski Trip to Austria

Fifteen students from all year groups took part in a joint ski trip to Austria. It was a fantastic opportunity to try skiing, build new friendships, and experience a different culture.



VE Day Celebration at Parkfield Grange

Students from Pedmore visited Parkfield Grange, a local residential home, to help celebrate VE Day.



Year 7 Residential Trip

The Kinver Year 7 residential trip was a three-day adventure filled with adrenaline and teamwork, featuring canoeing on the lake, tackling the jumps challenge, and an exhilarating game of laser tag.



Art Trip to the IKON Gallery in Birmingham

Leasowes Art students visited the IKON Gallery in Birmingham to explore the exhibition 'Friends in Love and War.' They had the opportunity to work directly with artist Pogus Caesar, gaining firsthand insight into his creative process.



Raising Female Aspirations Careers Workshop

Leasows School held a 'Raising Female Aspirations' careers workshop, where young girls learned about different job roles and explored working in male-dominated industries.



F1 in Schools competition

Leasowes Year 8 team, "Royal Racers" achieved the fastest time in the Entry Class at the Central Regional Final F1 in schools.



Dyson engineering design principles

Year 10 Leasowes D&T students are currently delving into the innovative world of Dyson, exploring the engineering design principles and advanced manufacturing processes behind their iconic products.



PE ambassadors sports session

Our PE ambassadors ran a fantastic sports session at a local primary school, sharing their passion and skills with younger students.



Wombourne Year 11 Explore Collins Aerospace

Wombourne Year 11 Engineering and DT students visited Collins Aerospace to explore the facilities, learn about the company, and speak with apprentices about their experiences, career paths and opportunities in the engineering and design industry.



Wombourne Students Bring Festive Cheer to Bridge Manor

Wombourne students had an intergenerational visit to Bridge Manor Care Home, sharing stories from the past and decorating festive baubles with the residents, while learning about the value of community, empathy, and connecting across generations.



Ellowes were chosen by Disney!

Ellowes were honoured to be one of only 11 schools worldwide selected by Disney to bring Frozen to life on our stage.

TRANSFORMING LIVES



Beyond The School Gates: Celebrating Children's Stories

While school provides the foundation, our students continue to shine in extraordinary ways outside the school gates. Whether representing their communities, achieving personal milestones, or overcoming challenges with courage and pride, these are the stories that remind us why we do what we do. This year, we are proud to share snapshots of students who have demonstrated excellence, resilience, and kindness in ways that deserve celebration.



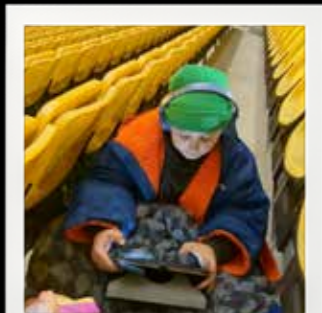
Chloe Makes History at World Summit Championships

Chloe, a Year 9 student from Crestwood, competed in the World Summit Championships in Orlando, finishing second in the world for Junior Pom and becoming the first-ever English team to place in the Junior Pom category.



Year 8 Student Shines at Synchronized Swimming Championships

Elenin, a Year 8 student from Ellowes, competed in the Midland Age Group Championships at Walsall Baths in synchronised swimming.



George Raises £500 for Homeless Charity with Molineux Sleep Out

George, from Ellowes took part in a charity sleep out at the Molineux Stadium in support of a homeless charity.



Amelia's Outstanding Summer of Athletics

Amelia, from Ellowes has had a hugely successful summer competing in athletics. Training with Tipton Harriers, she excels in Hammer, Discus, and Shot Put.



Kara Lifts Silver at National Championships

Kara in Year 10, at Ellowes earned a Silver medal at the English Age Group Weightlifting Championships.



Lewis Selected for National Cross Country Championships

Congratulations to Lewis, who has successfully completed his second season in the National Youth Development League with Tipton Harriers Athletics Club.



Alfie Strikes Gold at Welsh Karate Championship

Alfie from Crestwood has proudly brought home a gold medal from the Karate Welsh Championships, demonstrating the Invictus value of Resilience.



Shyann to Shine on West End Stage

Shyann in year 10 at Crestwood, has successfully auditioned for Stagecoaches West End performance at the Shaftesbury Theatre, London.



Year 9 Pilot!

Ellie Year 9 at Crestwood took to the skies, flying a glider with 2488 Squadron Air Cadets!



Bonnie Performs with D-Day Juniors on ITV

Bonnie, a Kinver High School student, sang live on This Morning on ITV, performing WWII songs with her group, the D-Day Juniors, in honour of VE Day and from there, she headed to 10 Downing Street, where she was invited to perform at the Prime Minister's VE Day street party.



Edie Stars in Royal British Legion Education Film

Edie, a Kinver High school student, featured in the Royal British Legion's Film Project, which will be used in schools across the country to help teach about VE and VJ Day.



Fraya to Represent Team GB in International Gymnastics

Fraya from Leasowes has been selected to represent Great Britain in an upcoming international gymnastics competition in Switzerland, showcasing her remarkable dedication, hard work, and determination.



EmmaLee Signs for Kidderminster Harriers!

Ellowes student Emma Lee signs with Kidderminster Harriers after a successful trial – what an achievement!



Ellowes Dancers Shine in Blackpool!

Ellowes students wowed at the British Junior Classical Championship, taking 2nd place as the youngest team in the category – a fantastic achievement with Expressions Dance Academy!



Kinver's MX Star in the making!

Year 7 student Luke achieves his best-ever finish, placing 3rd overall at Lucasoil 2025 – well done, Luke!



MAKING EXCELLENCE A HABIT

Workforce resilience:

Building Capacity Through Collaboration

In alliance with the Department for Education, Invictus Education Trust has taken a lead role in an ambitious cross-MAT Workforce Resilience project. This initiative brought together six HR leaders from multi-academy trusts across the region to explore a hard challenge: how we create and sustain an environment where all staff can thrive, professionally, emotionally, and collectively.

Project Focus

The project was grounded in a central ambition:

To build resilience strategies and tools that enable staff to maintain mental well-being, manage pressures, and perform at their best even in the most challenging circumstances.

The group explored what a truly resilient and thriving work environment might look like and identified several foundational pillars for success:

- Professional development that prioritises continuous learning and genuine growth
- Strategies to support mental, emotional, and physical well-being
- Robust structures to manage workload and reduce stress
- Cultures rooted in collaboration, recognition, and psychological safety

Key Themes and Insights

A critical early finding was the need to **go back to basics**, to understand what support already exists within each Trust and to evaluate what's working well and where gaps remain. This led to a framework of reflection around **What Went Well (WWW)** and **Even Better If (EBI)**, forming the foundation for collaborative planning.

Emerging themes included:

- The importance of **belonging and well-being** in staff culture

- The need to develop **mental agility and personal resilience** across teams
- The role of **coaching and leadership development** at Executive Team level
- Opportunities to reframe appraisal systems as **professional growth pathways** grounded in mutual trust and development

Planned Actions and Collaborative Work

- The project team has set in motion a number of strategic actions, which will support long-term improvement in workforce culture and retention:
- Each MAT will review and share in-house strategies already in use, building a joint picture of best practice
- A programme of cross-Trust visits will allow teams to see excellence in action and strengthen peer learning
- The development of a shared matrix to collate data on absence, retention, and staff satisfaction trends, providing key insights into challenges facing both teaching and professional services staff
- Continued exploration of pay conditions and workload pressures, especially for professional services teams
- A shift toward growth-focused staff development, moving beyond performance management to invest in teacher capability and leadership capacity

Why This Matters

This project represents a shift in how we think about HR leadership, not as a function of compliance, but as a driver of culture, performance, and human flourishing. By working together across Trust boundaries, we are shaping solutions that can scale and sustain. Our collective goal is to ensure that every colleague across our system feels valued, supported, and resilient, because workforce wellbeing is not a luxury; it is the foundation of educational excellence.

Listening to Our People:

Staff Wellbeing and Experience Insights from the Edurio Staff Survey 2024

At Invictus Education Trust, we believe that creating a positive, inclusive and supportive workplace begins with listening. To that end, we undertook the Edurio Staff Experience and Wellbeing Survey across all our schools at the end of the summer term 2024. With a 57% response rate (representing 441 voices across our workforce) the survey offers rich insight into the lived experience of our staff and provides a valuable foundation for strategic improvement.

Key Findings

The survey revealed several important trends that reflect both our strengths and our challenges:

- **Workload pressures remain a key concern:** Only 46% of staff feel they have a reasonable amount of time for their tasks. Feedback pointed particularly to pressures around data entry, lesson planning, and marking.
- **Trust-wide alignment requires development:** Just 38% of respondents said they feel connected to the Trust's overall vision and values, highlighting an opportunity to better communicate our purpose and foster shared identity.
- **Leadership and progression pathways need strengthening:** 47% of staff felt leadership could be more responsive, and nearly half (49%) expressed a desire for clearer routes to career progression and development.
- **Wellbeing must be a priority:** Only 36% of staff rated their emotional wellbeing positively, a figure that reinforces our ongoing work to embed meaningful, practical mental health support across all schools.

Turning Insight Into Action

Following the survey, each school has received a tailored project plan and focus group toolkit to support local engagement. Dedicated project leads and HR Strategic Officers have been working this term to turn insight into actionable improvement.

Across the Trust, we have now identified the top three areas of strength and focus at each school. These will serve as the basis for strategic planning, school-led reflection, and targeted support.

Our Commitment Moving Forward

Informed by the survey and subsequent focus group conversations, we are developing a **Trust-wide Wellbeing and Retention Strategy** that will define how we:

- Integrate mental health and wellbeing into the rhythm of school life
- Create environments that promote resilience, inclusion, and professional fulfilment
- Strengthen staff voice and empower colleagues to shape improvement
- Embed staff wellbeing as a measurable, accountable priority at leadership level

This work will sit alongside our wider Workforce Resilience programme and is a critical strand in our ongoing commitment to making Invictus a place where all colleagues can thrive.



Our New CPD Brochure



Digital Transformation and Future Technology

A Five-Year Vision for Digital Innovation

Over the past year, Invictus has embarked on an ambitious five-year digital transformation programme, backed by a £2.2 million investment. Designed in close consultation with staff, this strategy is already delivering meaningful improvements in how we teach, work, and connect across the Trust. Our goal is simple: to create a future-ready digital environment that empowers our staff, enhances student outcomes, and supports operational excellence.

Empowering Staff Through Smarter Devices

In response to valuable feedback from our staff Digital Provision Survey, we launched the first phase of a Trust-wide staff device rollout. More than 700 Lenovo ThinkPad laptops are being issued to colleagues across all schools, each equipped with cloud-managed systems for seamless performance at school or home. These devices offer modern specifications, mobility, and long-term reliability, ensuring every member of staff is equipped with the tools they need to teach, plan, and collaborate effectively.

Fixed desktop PCs are being removed from classrooms and offices, replaced with versatile docking stations, height-adjustable monitors, and wireless projection technology. This new, flexible digital environment allows staff to move freely between classrooms, connect quickly, and integrate technology into their teaching in a dynamic and responsive way.

Reimagining Student Technology

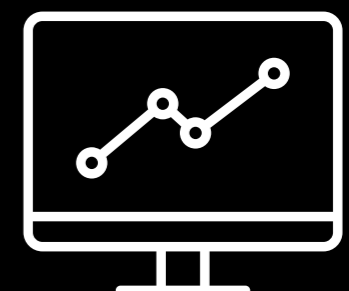
The transformation extends to our students. Our traditional desktop-based computer rooms are being re-evaluated and, in many cases, replaced with a more flexible blend of laptops, 2-in-1 tablets, and subject-specific computer suites. This change ensures that technology supports the needs of each subject area, rather than constraining them.

Every student device will be cloud-managed and refreshed on a three-year cycle, guaranteeing modern, high-performance access across the Trust. Deployment will begin in a phased approach during the 2025/26 academic year, with continued engagement with staff to ensure the right tools are in place to support learning.

Building a Stronger Digital Infrastructure

To support our growing reliance on cloud-based systems, we are upgrading our school broadband infrastructure. Secondary 4G/5G broadband connections are being installed across the Trust, ensuring that learning and operations can continue even in the event of a major outage. This improved resilience follows lessons learned from recent service disruptions and reflects our commitment to stability and continuity.

We are also replacing our ageing web content filtering system with a modern, cloud-based platform that offers greater reliability and more nuanced control over content. This change enhances online safety while ensuring smoother access to digital learning tools.

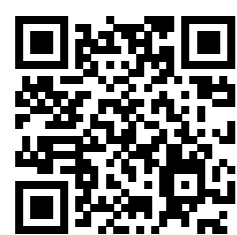


Data-Driven Insights and the Role of AI

Our newly redeveloped Analytics platform, now fully integrated with Arbor, restores and enhances our ability to monitor student progress and performance at all levels. Senior leaders can use it to support strategic planning, while classroom teachers gain real-time insights to inform teaching and intervention. The platform includes comparative data tools, demographic filters, and AI-generated recommendations, representing the beginning of our journey towards intelligent digital support.

Looking ahead, we are exploring how artificial intelligence can be safely and effectively embedded into classroom practice and central operations, with the aim of supporting teachers, streamlining workloads, and improving efficiency.

We hosted our first cross-trust Invictus Hackathon event, where students and staff came together to learn about and explore emerging AI technologies.



Scan here to view highlights from the event or click

Strengthening Collaboration and Capability

The launch of our new Trust Intranet provides a single, secure portal where all staff can access key documents, updates, and resources.

Designed to be intuitive and user-friendly, the Intranet will support better communication, cross-departmental collaboration, and easy access to Trust-wide information.

Alongside this, we are investing in the development of our central digital team and upskilling staff across our schools to ensure everyone has the capability and confidence to make the most of our new digital tools and systems.

Strengthening Our Microsoft 365 Platform

We have now completed a full upgrade of our Microsoft 365 tenancy, ensuring that every staff member has access to the full suite of tools required to teach, collaborate, and work effectively.

- Full Microsoft 365 licences have been rolled out to all staff
- Security upgrades include the deployment of Advanced Threat Protection and mandatory Multi-Factor Authentication
- Cloud storage and collaboration tools have been enabled through OneDrive and SharePoint access for all staff and students

These upgrades provide a modern, secure, and flexible digital workspace, enabling productivity from any location, on any device.

Network Infrastructure: Faster, Safer, Smarter

To support the rollout of new staff laptops and improve Trust-wide connectivity, significant improvements have been made to our network infrastructure:

- All schools have received new firewalls, improving both speed and security of Internet access
- New VPN servers have been installed at our co-located datacentre, enabling secure access to on-premise systems from anywhere
- The Trust's core firewall has been fully upgraded to ensure Cyber Essentials compliance
- Bandwidth to our main datacentre has been doubled from 1Gbps to 2Gbps, increasing resilience and reducing latency during peak usage

These upgrades ensure our schools remain digitally resilient and future-proofed for increasing online activity.

Data Integration and Innovation: **Arbor Sync Tool**

Data Synchronisation tools

A custom-built data synchronisation tool has been developed in-house to connect Arbor, our MIS platform, with our internal systems. This powerful tool allows us to:

- Seamlessly import school data to power Trust-wide systems
- Enable real-time insights via our newly relaunched Analytics platform
- Serve as the backbone of future software development, supporting our strategic focus on innovation and insight

This investment in internal capability ensures that we can develop tailored, responsive tools for our schools that are data-rich and evidence-informed.

Interim Web Filtering Enhancements

While a full upgrade to our web filtering system is scheduled, important interim improvements have already been completed to ensure continued service quality:

- New web filtering servers have been installed, increasing capacity by 50%
- The existing platform has been upgraded to accommodate modern web technologies and increased usage demand

These enhancements have improved the speed and reliability of Internet access for staff and students, reducing disruption and maintaining high standards of online safety.



Our Invictus Partners



AI event sponsors



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