

# SAND Academies Trust

## Our Strategic Plan 2023 – 2028



**SAND**  
ACADEMIES TRUST

Supporting Achievement and Nurturing Development



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# Where we are now

SAND stands for Supporting Achievement and Nurturing Development; this underpins all that we do. This strategic plan has been developed to be both purposeful and useful so that it can be used regularly to guide our growth and development over the next 5 years and beyond.

SAND Academies Trust has the following schools caring for 861 children with 556 dedicated members of staff;

## **Special Schools**

Battledown School  
Belmont School  
Milestone School  
Paternoster School  
Sladewood Academy

## **Mainstream Schools**

Willow Primary Academy

The driving vision for the establishment of the trust was to create a group of 'like-minded' schools working collegiately, with children and young people at the centre of everything we do. We strive to support each other through sharing of expertise across our schools and maintaining the individual identity of the schools within their local community.

This strategy sets out our vision for 2028. It aims to focus on school improvement that includes providing high quality education and wellbeing support for pupils, support for families, excellent partnership working and growing our own leaders and expert classroom practitioners. It also sets out our aim to become a strong organisation where our people feel valued, with the opportunity to contribute towards our wider organisational success.



# Ethos and Vision

## Summary



We will utilise our Multi Academy Trust to ensure the best possible education. One which includes access to the best quality teaching and learning, an aspirational and inclusive curriculum, a caring and supportive learning. By operating a mixed multi-academy trust we utilize the symbiotic relationship between mainstream and special schools.

Our staff are the best resource we have, and we strive to support and build our talented and dedicated workforce. We will ensure our staff are developed, listened to and cared for in order that they can support our pupils, and each other, to thrive. We aim to support the wellbeing of our staff and will develop our employment offer moving forwards.

Underpinning the trust is a growing strong central team and a wide core central services offer which strives to ensure efficiency and facilitate more time for leaders in school to focus on the quality of education.

### Vision of the Trust

- To provide exceptional education and opportunities for our children – **The Schools of choice.**
- To provide a stable and rewarding place to work for our staff with training and career opportunities – **The Employer of Choice.**
- To be known as the leading Trust in our region for school improvement and providing exceptional education. – **The Trust of choice.**

# Overarching Ethos and Vision

## Three Key Elements

### Our commitment

We take our responsibility for the education, safety and wellbeing of children and young people very seriously and are committed to playing our part in developing a quality educational provision across Gloucestershire, and beyond.

**Objective 1:** To secure outstanding educational provision in all of our schools so that all of our children and young people are happy, cared for and want to learn, succeed and grow.

Schools  
of choice

**Objective 3:** To maintain and develop our position as a secure and viable trust that creates a place where schools and communities can thrive, through which we positively impact upon the wider education system.

Trust of  
choice

**Objective 2:** To further develop our offer to support and develop our staff and create an environment within which they feel valued and cared for.

Employer  
of choice

# How we will achieve our vision

## Schools of choice

### How we will achieve this objective

**Objective 1:** To secure outstanding educational provision in all of our schools so that all of our children and young people are happy, cared for and want to learn, succeed and grow.

## Schools of choice



Build a CPD database to evidence and demonstrate continual learning, staff support and development in both mainstream and special schools.

Work with the school/community to ensure the identity remains and is nurtured and community hubs formed.

To develop children and young people's independence skills and support families. Undertake regular parent surveys.

Invest and review the buildings, infrastructure and Information Technology to ensure they are fit for purpose.

Be inspection ready and be able to demonstrate leadership and progress at our schools for our pupils – resulting in Ofsted grades of at least Good.

Develop Continuous school improvement reporting ensuring the quality of education has sound intent, clear implementation and accountable impact.

# How we will achieve our vision

## Employer of choice

### How we will achieve this objective

**Objective 2:** To further develop our offer to support and develop our staff and create an environment within which they feel valued and cared for.

**Employer  
of choice**



To utilise the skills and experience of staff and leaders across the Trust to the best advantage of the children and young people.

Devise a total rewards package and enhanced benefits program for all staff.

To provide an environment where staff can continually develop and progress. Promote our CPD offering widely across the Trust.

Develop succession plans to ensure we have the skills we need both in use and in reserve. This will also be a talent management activity.

Develop key performance indicators to ensure staff vacancies, turnover and retention are better than or comparable to industry standard or metrics.

Focus on embedding the culture of SAND to one Trust, highlighting the importance of staff wellbeing. Undertake annual staff surveys.

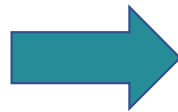
# How we will achieve our vision

## Trust of choice

### How we will achieve this objective

**Objective 3:** To maintain and develop our position as a secure and sustainable trust that creates a place where schools and communities can thrive, through which we positively impact upon the wider education system.

**Trust of choice**



To direct the maximum resources available to the trust's schools, facilitating and servicing high standards resulting in generating an Operating Surplus.

Develop a Marketing/Fundraising & Trust profile strategy. Utilise the power of social media, stories and the Chamwell Centre.

Provide a first class support function to our schools to maximise value for money. Ensure central charge is below 8% of income.

Play a strategic role by linking in with DfE, GCC and other organisations and networks, Odyssey TSH, school subgroups, Balcarras TSH, University of Glos, local businesses and voluntary sector organisations.

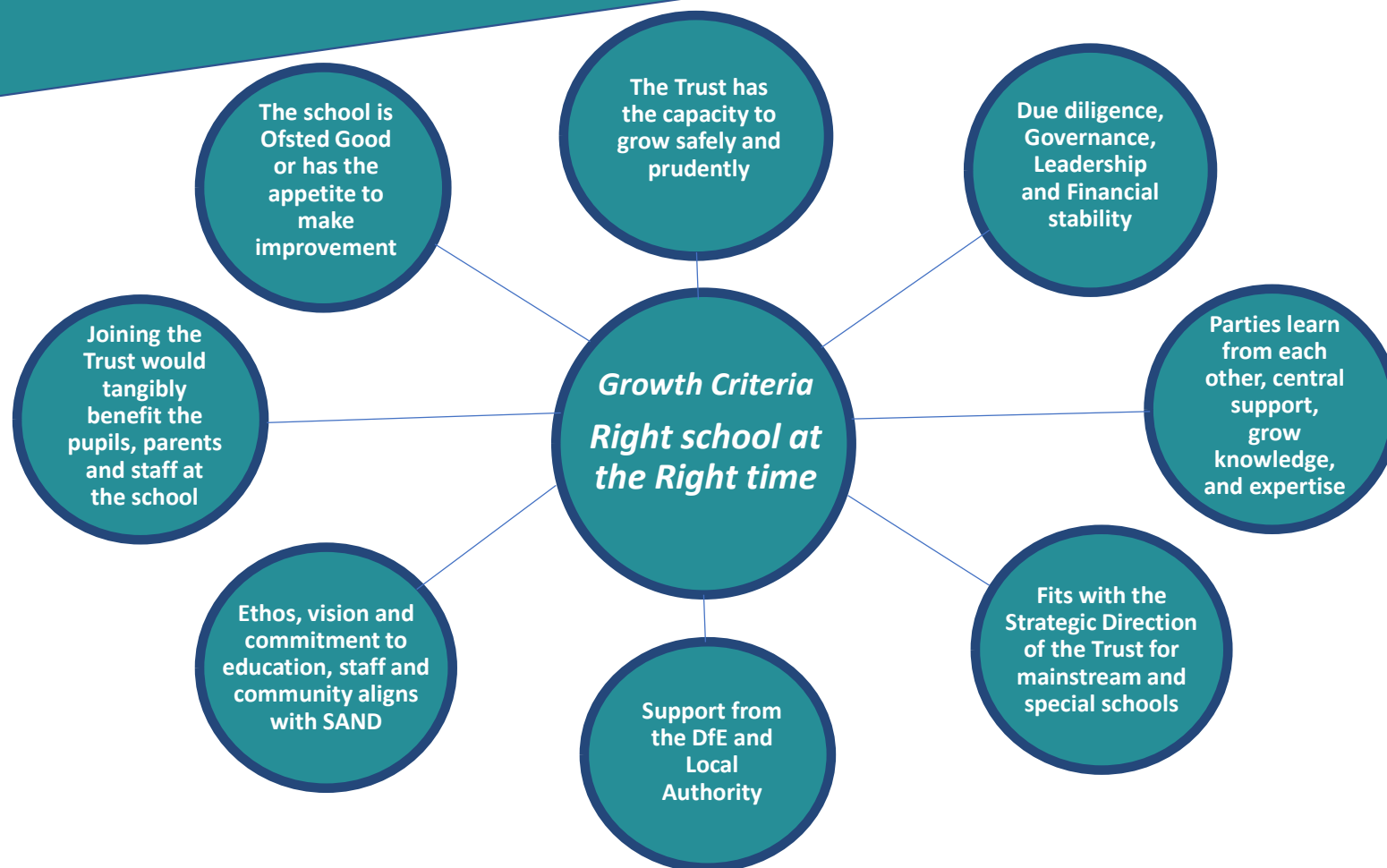
Continue to converse with schools interested in joining the trust – look at offering some of the support services to schools to demonstrate capability and strength of the Trust.

To grow a mixed multi-academy Trust of mainstream and special schools, with strong Leadership teams, a record of school improvement, where both parties can benefit from each other.



# Key message : The Trust wants to grow

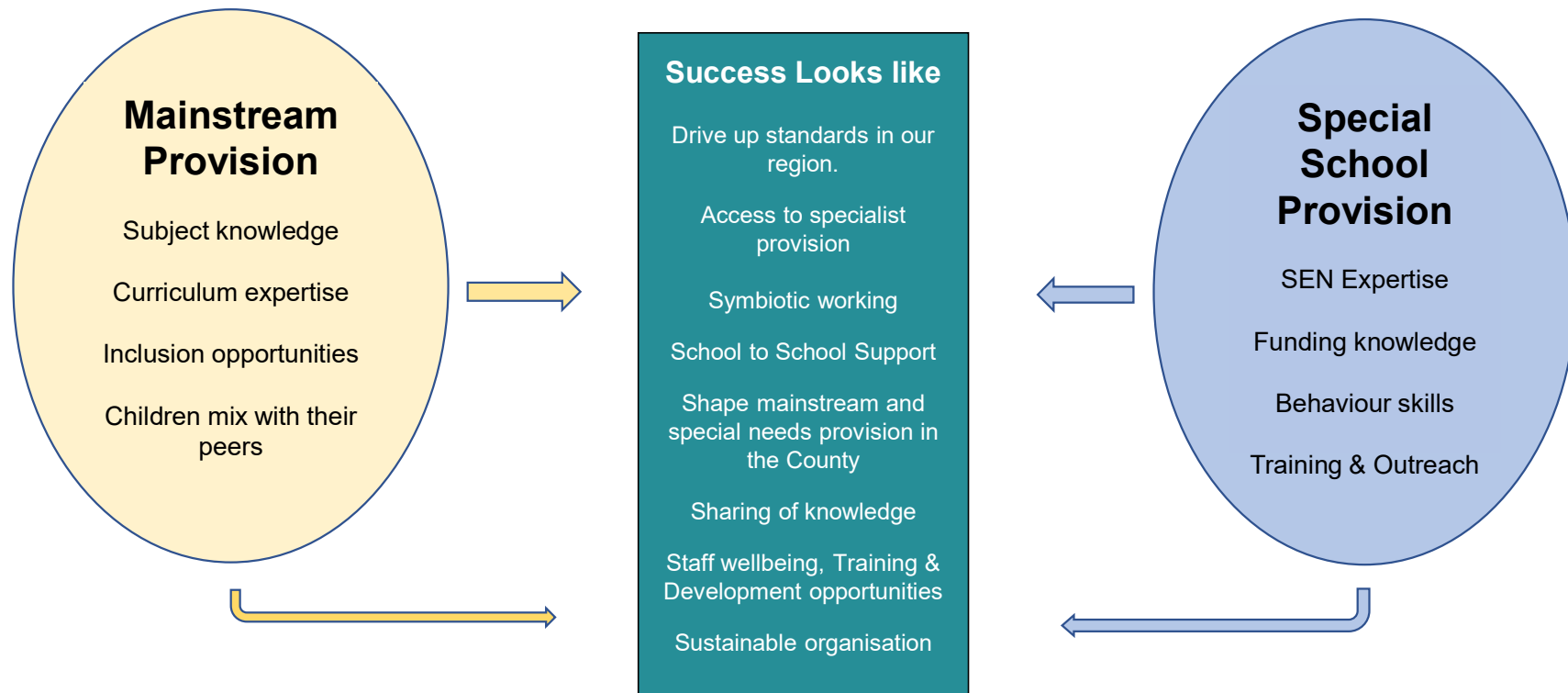
Our criteria for schools joining our Trust



# Mainstream and Special Schools

A Mixed multi-academy Trust

By operating a mixed multi-academy trust we utilize the symbiotic relationship between mainstream and special schools.



# How will we measure our success

Linked to DfE Quality Trust descriptors

Key metrics and deliverables

## Department for Education - Trust Quality Descriptors



**High quality  
inclusive education**

We will be able to demonstrate through internal and external verification that we provide safe, exceptional education and opportunities for our pupils



**School  
Improvement**

Through our School Improvement team, create a culture of continuous improvement, challenge, support and appropriate action



**Workforce planning  
and well-being**

We will be able to demonstrate through surveys/ key performance indicators and CPD, that we provide a stable and rewarding place to work with progression



**Finance and  
Operations**

We will through, growth and impact coupled with financial sustainability provide the infrastructure and resources our schools need to succeed



**Governance and  
Leadership**

Being recognized for our Governance & Leadership at all levels to drive up standards. We will lead the sector in Special /Mainstream integration and form trust partnerships

## Supporting Achievement and Nurturing Development

