

# SAND Academies Trust

Strategic Plan

2024-2029

*Building Inclusive Communities*



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# Where we are now

## A mixed multi-academy Trust



SAND Academies Trust is a truly mixed multi-academy Trust covering Gloucestershire

### Overarching Statement

SAND stands for **Supporting Achievement and Nurturing Development**; this underpins all that we do. Our 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.

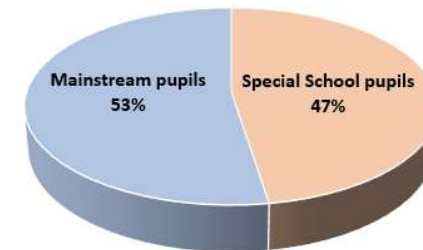
We will **Build Inclusive Communities** that ensure our schools are beacons of excellence and our pupils, parents and teams are at the heart of all we do.

We will grow organically with the right schools at the right time, where each party will tangibly benefit the pupil's outcomes and life chances.

SAND Academies Trust has the following schools caring for 1,430 children with 700 dedicated members of staff;

Special Schools	Mainstream Schools
Battledown School	Willow Primary Academy
Belmont School	Calton Primary School
Milestone School	
Paternoster School	
Sladewood Academy	

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.



# 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, 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**

**Trust of choice**

**Employer 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.

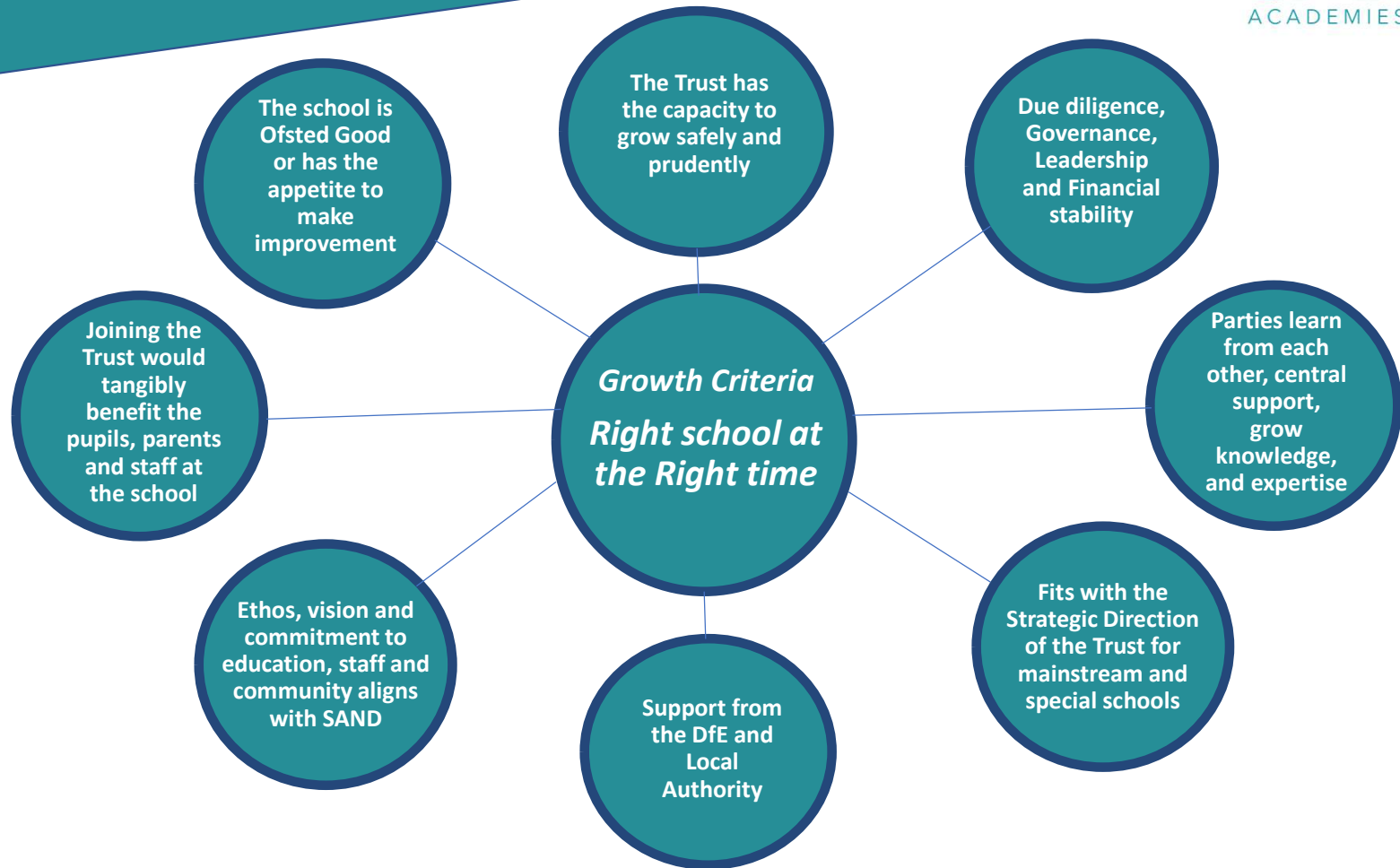
**Objective 3:** To maintain and develop our position as a secure and viable trust that creates a place where schools and communities can thrive, through which we positively impact upon the wider education system.



# The Trust wants to grow

## Our criteria for schools joining our Trust

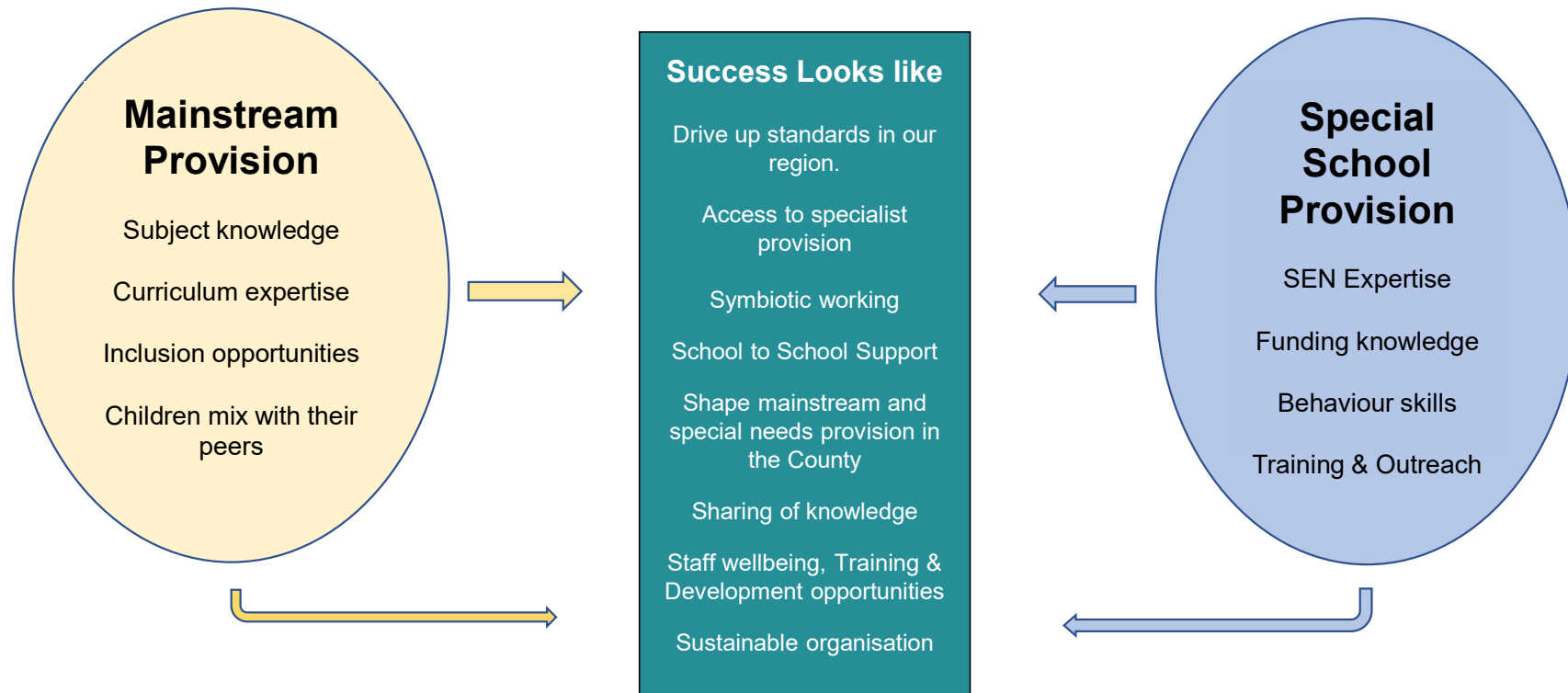
A Mixed MAT  
covering the  
breadth of  
educational  
provision



# Mainstream and Special Schools

A Mixed multi-academy Trust

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



# Focus for confident growth

## Key principles



### The focus for confident growth

We will approach like-minded special and mainstream primary schools in our County.

There may be opportunities to expand to other Counties where the geography still allows us to assist readily if needed.

We will work with our partners at the Local Authority and the Department for Education.

The Trust will provide exceptional support to our schools and enhance its Training and Outreach provision.

### The relationship between special and mainstream schools

We will leverage all our expertise to utilize the collaborative relationship between mainstream and special schools.

SAND will work with mainstream schools to help inclusion, training and outreach.

Mainstream schools will work with our special schools on subject leadership and curriculum.



“As a result of a well-thought-out curriculum and high expectations, children get off to a flying start.”



“The school is at the heart of the community.”



# Pillars of success

How we will achieve our vision

## Pillars of success

To achieve this vision, we reinforce the individual strategic pillars below which dovetail into detailed and measurable targets.



# 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 sound financial health and reserves.

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.

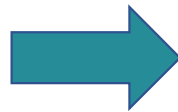
# How we will achieve our vision

## 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.

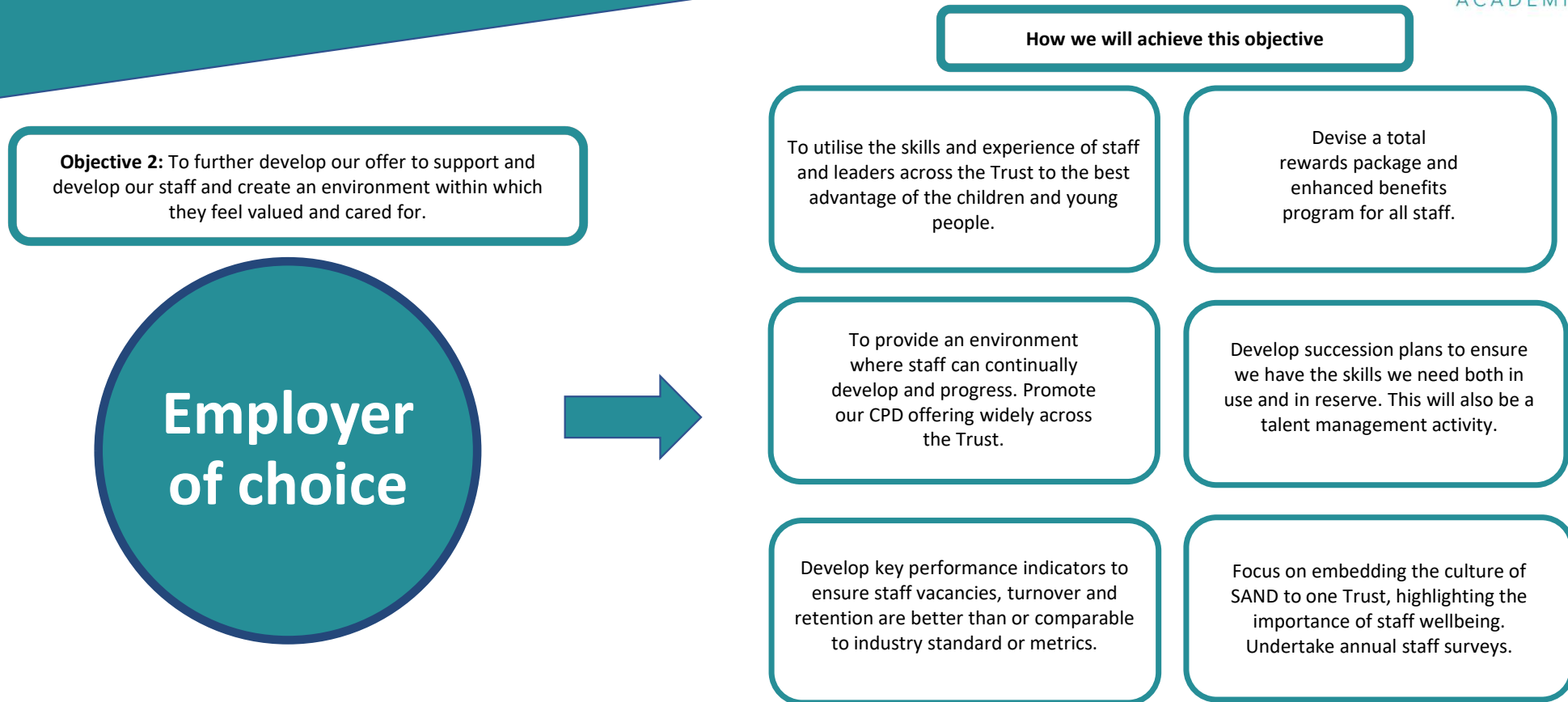
Invest and review the buildings, infrastructure and Information Technology and curriculum to ensure they are fit for purpose.

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 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