

SAND Academies Trust

Approved Strategic Plan

2025-2029

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 1,630 children with 800 dedicated members of staff;

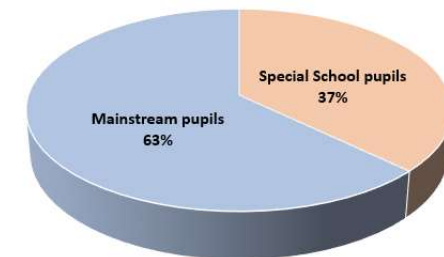
Special Schools

Battledown School
Belmont School
The Milestone School
Paternoster School
Sladewood Academy

Mainstream Schools

Willow Primary Academy
Calton Primary School
Tredworth Infant School

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

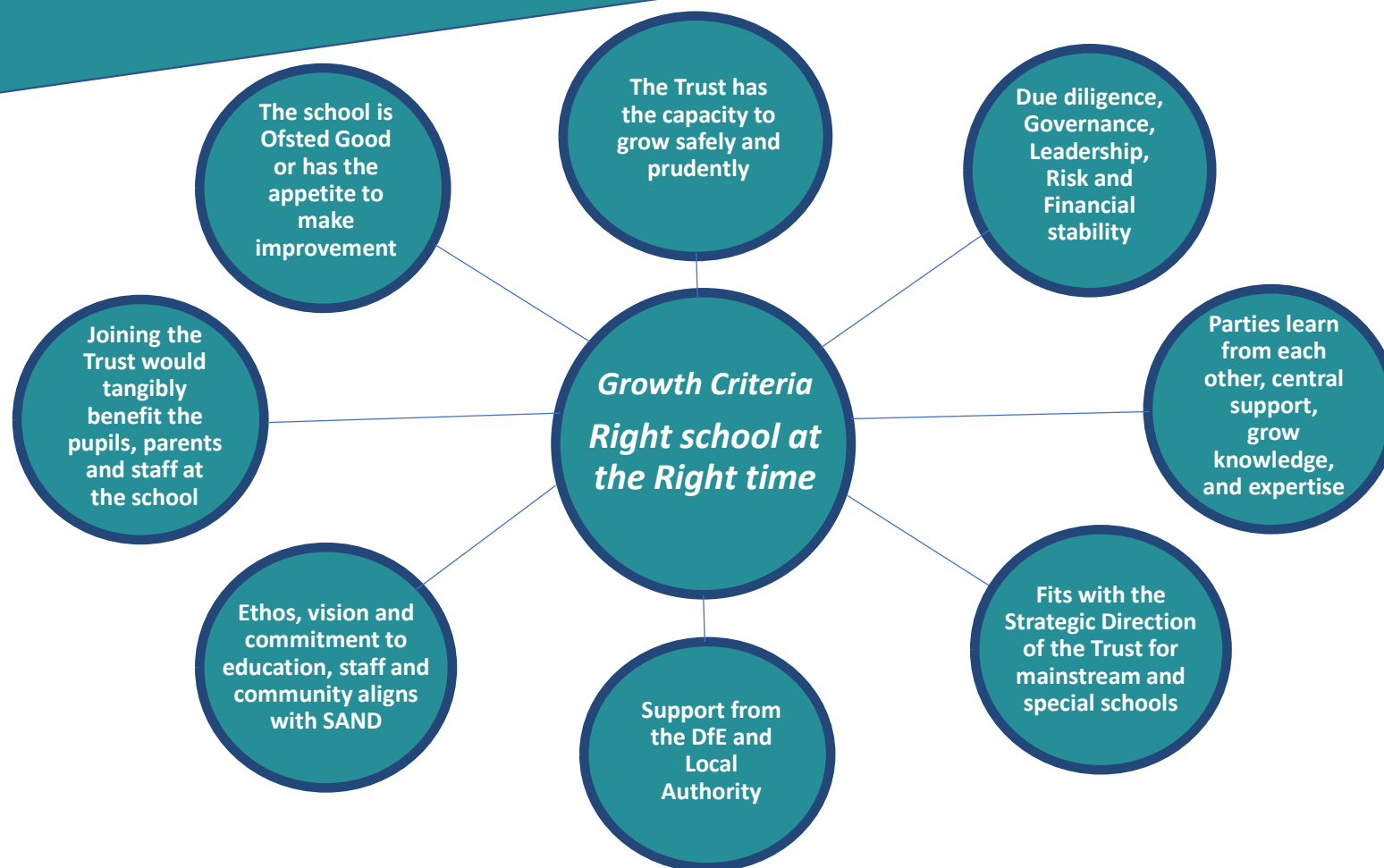
Employer of choice

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

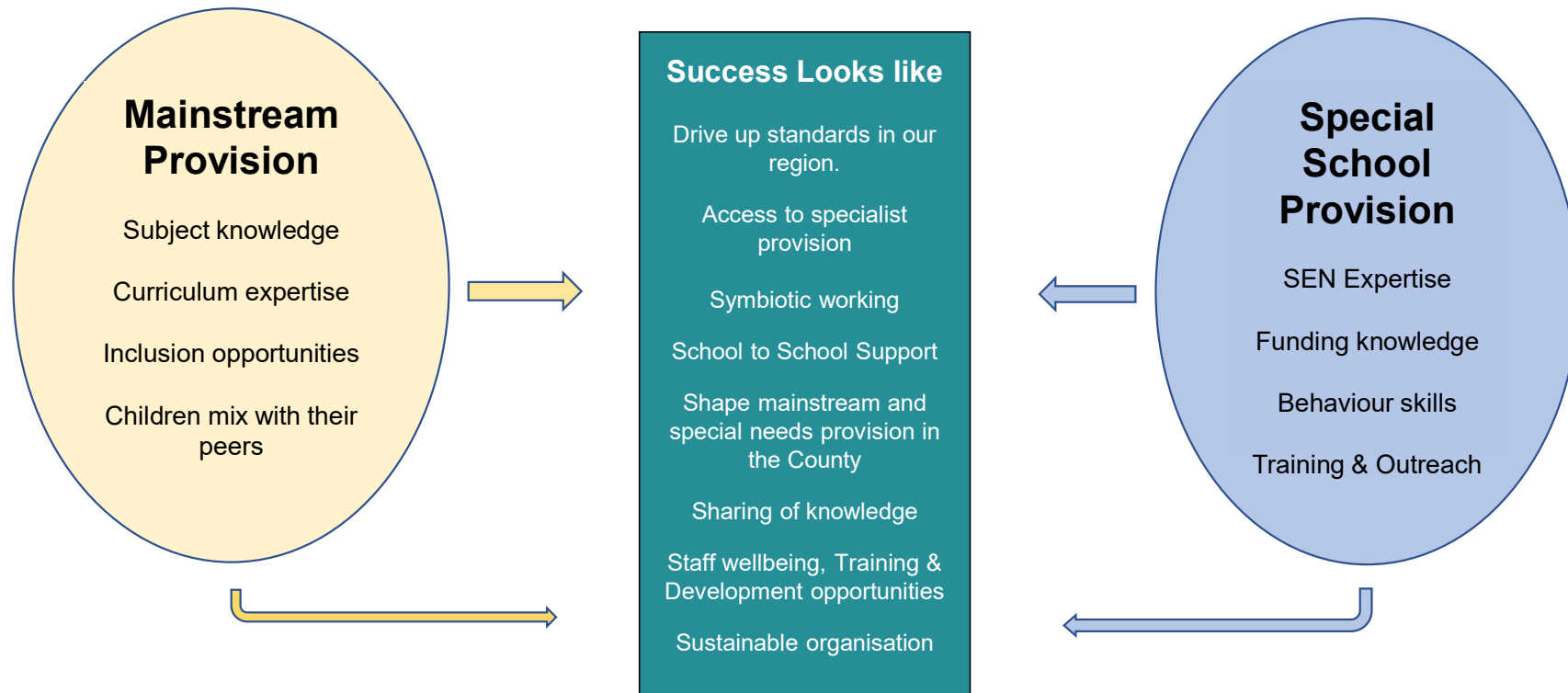
Our criteria for schools joining our Trust



Mainstream and Special Schools

A Mixed multi-academy Trust

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



Focus for confident growth

Key principles



Overarching Strategic Statement

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.

With strong Governance and sustainability, 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.

Maintain and foster key relationships between Special and Mainstream education.

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 and engage with strategic planning and decision making regionally and nationally.

We will employ our resources to enhance and adapt the learning environment, **develop and nurture our staff** and utilise technology to benefit our pupils and workforce.

The Trust will provide exceptional support to our schools and enhance our Training and Outreach provision to the wider Community.

The relationship between special and mainstream schools

We will leverage all our expertise to utilize the collaborative relationship between mainstream and special schools ensuring **continuous school improvement**.

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.

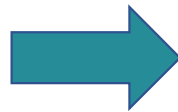
How we will achieve our vision

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.

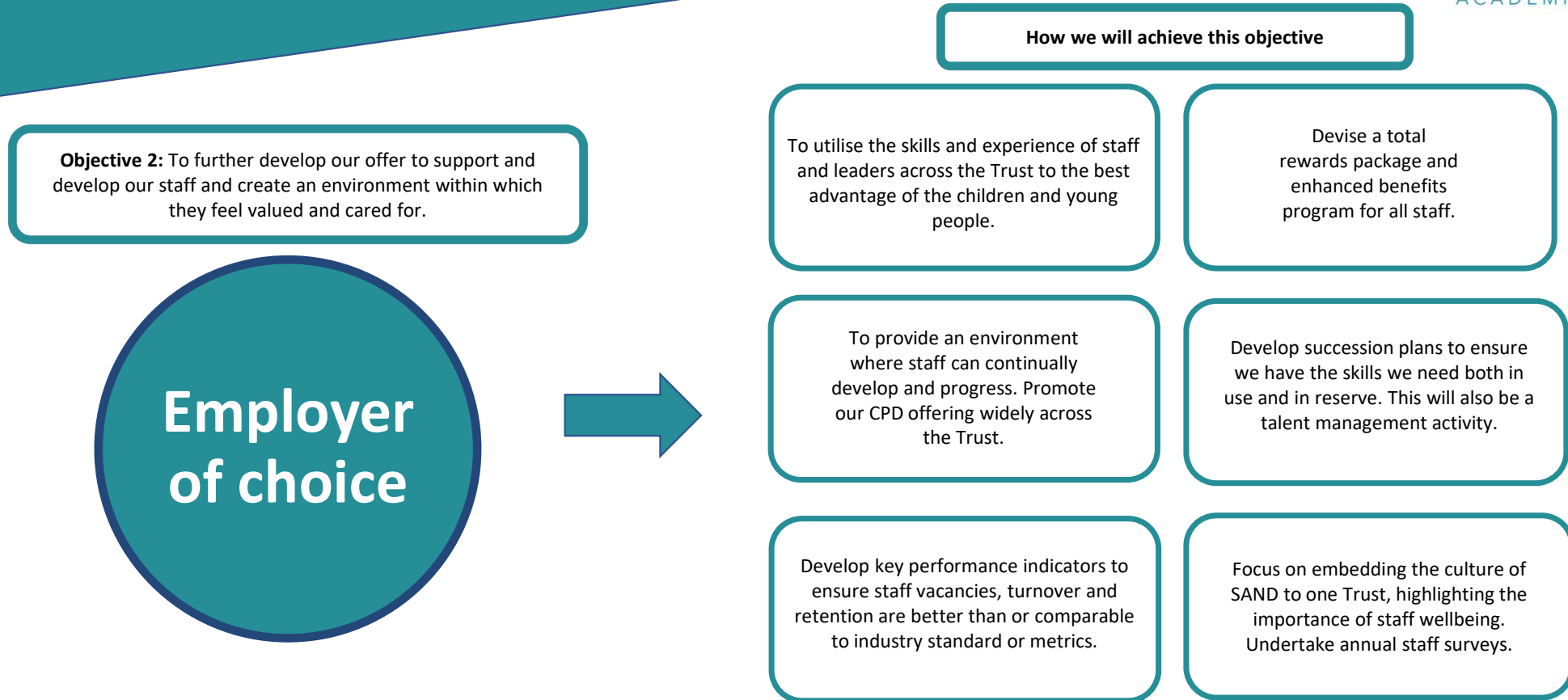
Invest and review the buildings, infrastructure and Information Technology and curriculum to ensure they are fit for purpose.

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



Building Inclusive Communities

Our Trust Values



Building inclusive communities, embracing Courage, upholding Integrity, and fostering Relationships and Reflective Growth

Courageous
We will encourage boldness and bravery in facing challenges, taking risks, and striving for innovation.
Relationships
We will foster strong, supportive, and collaborative connections among students, staff, parents, and the wider community.
Integrity
We are honest and trustworthy, taking accountability for our actions and decisions both individually and collectively as a Trust
Reflective
We will promote a culture of self-awareness, continuous learning, and thoughtful consideration of experiences and practices.

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