



The Sea View Trust: Vision and Values

(V1)

The Sea View Trust supports our family of schools (and educational establishments) to be:

Supportive, safe and healthy schools, where adults are dedicated, calm and empathetic and there is parity between emotional and physical health. Schools where guidance and support are non-judgemental and rooted in a sense of genuine respect, care and nurture. Schools where the child's lived experience is understood and education is holistic. Schools where morale is high.

Empowering, communicative and collaborative schools proudly working and learning together and in partnership with parents, communities, the Trust, external agencies and the wider school-led system. Establishments which are open and outward facing where leaders listen and children, parents and staff at all levels are heard and understood.

Aspirational, inspiring and fun schools where learning is irresistible, enjoyable and challenges children, families, staff and communities to learn and develop through the provision of advice and support. High expectations supported by quality teaching and learning where achievement for all is planned, enacted and celebrated through exciting broad curricula.

Visionary, future-focussed schools where senior leaders are free to make a difference and take decisions to adapt to unique contexts and communities. Organisations that support smooth transitions and lifelong learning. Schools with a deep commitment to continuing professional and leadership development embracing reflexive practice.

Inclusive, accessible well-equipped and resourced schools with buildings, IT and arts, sports and STEM facilities appropriate for all. Schools that embrace new ideas and value therapeutic approaches, including therapy animals.

Ethical, effective, financially secure and sustainable schools where resources are fully utilised and shared to maximum effect and all opportunities across and beyond the Trust are embraced. Schools where staff are valued and feel secure.

Welcoming and approachable organisational cultures that are fully inclusive. Diverse and authentic schools that enable a strong sense of equality, community and belonging.

Great schools Ofsted rated as Good and Outstanding.

The Sea View Trust is committed to supporting all Trust schools through:

- Clear strategic direction and ethical policies and practices
- Confidently supporting and holding leaders to account
- Robust financial management and support

The Children's Schools of Choice

Our Offer to Our Children and Young People – Dream big!

We place our children at the heart of all that we do.

Pupil Voice We firmly believe that all our children should have their say in their education and that all voices must be listened too and heard. In all our schools, we prioritise independence and speech and language development from the early years to enable children and young people to express themselves. We act as powerful advocates for our youngest and most dependent children and we develop advocacy skills in our older and more able pupils.

Pupil Ambition We want all our children and young people to follow their dreams and aspire to personal goals. We will support all our pupils to achieve their potential by challenging others' perceptions of what can be possible. We actively develop self-confidence and resilience. We believe that schools should be fun and should excite, supporting pupils in creating memories.

Personal Development We are inclusive schools welcoming and accepting of all. We value the individual and celebrate diversity encouraging children to form lasting friendships. We deliver Fundamental British Values that are age and stage appropriate and encourage tolerance. We ensure that children's basic needs are met and children are well nurtured. We meet all learners' personal care needs with age appropriate and dignified support and teach independence in personal care. We support physical, social and emotional growth. We provide guidance and support to prepare children and young people for the next stage of their education. We actively teach well-being

Behaviour and Attitudes We and treat all children and young people with compassion and kindness. Adults act with integrity as positive role models and through a firm, fair approach, we support pupils in developing self-regulation and making good choices. We offer unconditional positive regard. We provide consistency through strong, predictable rules and routines with visual structures to support our learners. We empower and encourage through 'can do' culture. All schools maintain good manners and discipline. Our teaching and support staff mentor and support.

Achievement We believe in our children and their right to achieve. We will relentlessly support and challenge all our children to maximise personal progress and wherever possible achieve age-appropriate national standards. However, we will not compromise on curriculum breadth or 'game' the system to realise our ambition for children. We deliver exciting and creative curriculum. We celebrate all our children's achievements encouraging academic, sporting and artistic excellence. We actively encourage a lust for lifelong learning.

Curriculum, Learning Environment, Pedagogy & Interventions We offer a broad and balanced curriculum incorporating the national curriculum. Learning is carefully sequenced. We create safe, real and virtual learning environments to inspire and engage. We ensure that resources and equipment are fit for purpose and constantly seek to evaluate and improve. We assess and meet sensory needs. We provide High Quality teaching and learning designed to include and teach key skills to ensure curriculum access. We deliver tailored interventions, proven to be high impact. We want our children to know and remember more.

Opportunity We want all children to belong, to feel happy and safe. We want to enrich lives by offering all pupils a range of inspirational, curriculum enrichment opportunities adapted to enable all pupils regardless of barriers to participation. We use our wider

	<p>curriculum offer to contextualise learning and enable our children and young people to understand their world.</p>
<p>The Parent's Schools of Choice</p>	<p>Our Offer to Our Parents and Carers – Empowering our families</p> <p>All Trust schools value parents as primary educators.</p> <p>Communication & Partnership We actively engage with all our parents and families, communicating through face-to-face, email, social media and phone contact. We seek to develop relationships characterised by mutual respect, honesty and trust. Schools offer an open door policy. Where staff are approachable and available. We listen to our parents and build our educational services around their needs. We provide translators and support for families for whom English is an additional language. We provide relevant, information and advice. We seek to develop positive partnerships and involve parents and carers in all aspects of their child's education and shape the direction of the school.</p> <p>We collaborate and seek to widen community networks embracing voluntary and independent sector partners, faith and community groups.</p> <p>Adult Learning Our Trust values lifelong learning and parents are enabled to develop their skills and knowledge to support their child with home learning. We offer parental training relating to our teaching methods and more generic parenting courses. Our schools design family learning activities where children and families can learn together. Through partnerships with other agencies, we support parents in developing their own skills and improving their employability.</p> <p>Family Support We provide excellent, empathetic, early intervention and engage with a wide range of external agencies to support our children and families. We enable families through parental liaison support. We are creative and solution focussed tailoring our support to meet family need. We offer a holistic approach providing care and nurture for children and families. We provide Breakfast Clubs, together with support and advice about nutrition and healthy eating. Our SEND support is a strength across the Trust. We are empathetic and non-judgemental creating safe, non-threatening environments.</p>
<p>The Employer of Choice</p>	<p>Our Offer to Staff – A great place to work</p> <p>We aim to build a positive reputation and culture to attract and retain the best staff.</p> <p>Community Our Trust staff are a Community of Practice with shared vision, values and goals. We are committed to being part of a wider team collaborating with consideration and being able to compromise for our common purpose. Our family of schools nurtures high expectations and challenges everyone to be their best self. Our schools are caring environments where dedicated, conscientious, hard-working staff are always rewarded.</p> <p>Career Development The Sea View Trust values all staff and offers comprehensive career pathways. We welcome student teachers and TAs and apprentices in class and non-class based roles. Class and support staff are equally valued as professionals and para-professionals. We recognise that schools are reliant on teamwork and all are integral to the smooth running of our schools. We seek to offer all staff professional development with an annual appraisal/ performance review to identify and celebrate strengths and</p>

achievements and to set targets for personal and professional improvement. We are a Learning Trust with a Teaching School at our heart. We actively grow staff encouraging them to achieve their ambitions by investing in high quality continuing professional and leadership development (CPLD). We develop staff through the provision of timely feedback within a process of mentoring and coaching. As a Trust we have a unique opportunity to share skills and offer visits, exchanges and secondments to broaden experience.

Well-being We are keen to improve staff well-being and work across our staff teams to understand what changes can be made to make the workplace a more positive place to be. We acknowledge that working in schools can be demanding and staff morale must be nurtured. We aim to give staff differentiated support and to communicate effectively to reduce stress levels. Line management systems are clear and team leaders are expected to be knowledgeable, approachable and able to resolve issues as they arise. At an individual level, we understand that everyone can face challenges both personal and professional and we seek to tailor packages of individual support to get people back to the top of their game. We believe that mental and physical health should have parity. We encourage staff to have fun and engage fully in the wider school community and involve their own families in school life. We also seek to ensure all staff can enjoy a positive work life balance. The Trust recognises the positive impact that therapy animals can have on the well-being of staff and children.

Diversity We understand the benefits that arise from developing diverse staff teams and we seek to ensure that our school staff are representative of the communities they serve. We are an inclusive Trust and seek to support staff who identify as having additional needs and disabilities.

Resources We seek to empower and inspire our staff and are keen to listen to ideas about how we can be solution-focussed and improve the quality of education and provision across the Trust. We encourage staff to be passionate, to share ideas, identify new resources and work together across schools to develop innovative practice. Our greatest resource is our staff and we must support them to make best use of their time. We are committed to Workload Reduction and giving staff the resources that need to achieve job satisfaction. The Trust support schools with shared procurement and financial planning to achieve best value.

Staff management Our leadership teams at school and Trust level value the whole workforce and acknowledge and value individual contributions. We believe in strength-focussed management and placing people in the right role to capitalise on their personal and professional skills. Our expectation is that leaders will be visible, human, role models 'talking the talk' and 'walking the walk' in their schools and at Trust level. We believe in the Nolan principles for public life (selflessness, integrity, objectivity, accountability, openness, honesty and leadership). Our Trust leaders respect confidentiality and earn the trust of staff. We treat all staff with empathy, dignity and respect. Our large Trust staff team means that there is a need to develop robust systems and procedures to protect equality. Systems are applied fairly and all management process are compassionate. We recognise that attendance must be well managed to protect all staff. We aim for all staff to feel fully appreciated.

Terms and Conditions The Trust honours the rights of staff and actively encourages Union membership. We want all staff to feel safe and secure and wherever possible we try to offer permanency of contracts. We adopt nationally agreed pay conditions as described in the 'Burgundy' (Teachers' Pay and Conditions) and 'Green' (Support Staff) books. All staff have job descriptions with a clear understanding of their roles and responsibilities.

Health and Safety The Trust seeks to provide a healthy working environment. We value cleanliness, effective health and safety processes and policies that safeguard our staff. We invest in job role specific training to ensure staff are equipped to meet need and can safeguard and protect themselves and others.

The Trust of Choice

Our Offer to joining schools – Making the most of shared resources!

Membership of The Sea View Trust gives partner academies a range of support, expertise, economies of scale and access to improved services with opportunities to shape these as the Trust grows.

Our approach relies heavily on shared accountability for raising achievement by commitment to our *'family of schools'* ethos and shared vision and values. Academies new to the Trust will be committed to pro-active membership, which will ensure that the Trust continually improves the offer for all our children, young people, families, communities and staff across all partner academies.

Our strategy of planned **sustainable growth** ensures the Trust can adapt to and meet the unique needs of each joining academy in terms of support, challenge and leadership without compromising the established provision within the Trust.

School Improvement As a high autonomy, high accountability Trust we provide the appropriate nurture, support and challenge for each school to grow. We believe that one size fits no one and that leaders should be free to design their own provision for their unique learners. We celebrate our diverse family of schools whilst providing firm foundations for growth and development. Our Trust does not seek to generate uniformity or develop a blueprint to clone good and outstanding provision. However, we are committed to sharing, cross-trust, the key ingredients for high quality education. All school within the Trust are securely rooted in a solid base from which they can flourish. As a Trust we challenge our leaders to be bold and brave for their school communities, safe in the knowledge that the Trust will support.

Our school improvement strategy ensures that all schools are at peak performance and ready for external scrutiny. Collectively we analyse school level data and ensure that through Appraisal, and the School Improvement Support visits, the Headteachers and senior leaders are well supported to drive improvement in their own schools.



Joining the Sea View Trust represents a unique opportunity to draw on expertise across both primary and special sectors led by the Teaching School, experienced Senior Leaders and a range of SLEs and Lead Practitioners across the key areas of:

- **Leadership and Governance Development:** Vision & ethos; Staff development; Workload and Well-being; Pupil experience and Safeguarding
- **Quality of Education Improvement:** Curriculum planning & delivery, coverage and appropriateness (Intent); Teaching and Learning pedagogy, assessment structure (Implementation); Assessment outcomes – attainment & progress; knowledge and skill development and destination readiness (Impact)
- **Personal Development:** Holistic education; Well-being & SEND; Fundamental British Values; Enrichment; Cultural Capital; Careers Guidance and preparation for next steps; Citizenship; Equality and Diversity
- **Effective Behaviour and Attitude Management:** Attitudes to learning; Behaviour management; Employability; Attendance & punctuality; Respect

Ethical Governance and Leadership Our Members are impartial and hold our Vision and Values, electing Trustees who embody the Nolan Principles. Our Trustees robustly hold the CEO and Central Team to account ensuring that there is a focus on supporting schools to rapidly improve. Development of the Trust, Schools and Employees will be enabled by honest self-evaluation and quality assurance. We will collectively agree non negotiables to ensure we deliver on our stated visions and values

Our per academy contribution to the Central Team and School Improvement fund is modest (3% of GAG for all our current schools). The use of this resource is carefully monitored and transparently reported to our Sea View Head Teacher Board (HTB) who are collectively empowered to prioritise the use of this fund to achieve best value for all our learners. Any future increase to contributions will correspond with improved services for all schools.

Leadership Development and Career Opportunities Being part of a wider learning community centred around a well-established Teaching School brings opportunities for cross-academy working through a variety of school improvement projects. All staff across the Trust also have access to a Universal Career Pathway supported by a strong CPLD offer with support from trained coaches and an effective line management and appraisal system. Teaching staff have the opportunity to apply for postgraduate qualifications. Support staff and class-based staff can apply for Specialist Leader in Education (SLE) or Specialist Practitioner in Education (SPE) status and access a range of leadership programmes.

The Trust recognises that academies have differing needs and are at different stages in their development. We aim to spot our future leaders and talented Governors and offer a **Governance Development programme** to grow Governors and Trustees to work across the Trust.

Business Support

Finance Our Finance Team has a wealth of experience managing school budgets. All academy partners will be asked to move to a common Finance Management System to ensure consistency for Audit and Reporting purposes. Our Finance Team will manage and support this transition, as required. Whilst academies will continue to manage their own

budgets, ongoing support and guidance will be available for all aspects of financial management. We use external accountants to ensure robust audit.

Academy Conversion We support all new academies through the conversion process to ensure that school leaders are not distracted from managing their schools. We have working experience of this process and support and manage our partner academies throughout. We have access to legal expertise through Browne Jacobson who have a strong heritage of external partnerships that means partner academies can be assured of receiving sound advice at every stage.

Human Resources Our staff are our greatest asset and our commitment to ethical HR practices ensure that staff are treated with dignity and respect. Our Central Team, supported by external consultants give support and guidance to LGBs and school leaders. As a Trust, we respect our employees' rights and actively support Union membership, ensuring that TUPE transfers are carefully managed. We adopt nationally agreed pay scales to retain the best staff.

Data Management Expert advice available on SIMS reporting, timetabling and managing student data.

Shared Procurement We are keen to ensure we achieve best value for all our schools and actively seek to secure reduced rates for cross-academy procurement.

As an evolving Trust, we are seeking to continually improve our services to our schools. We welcome 'even better if' suggestions from trust colleagues and our wider stakeholder network.