



The Sea View Trust

Strategic Plan 2026 - 2030



The Sea View Trust: Our Ethos



The Sea View Trust supports our family of educational establishments to be:

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

Empowering, communicative and collaborative organisations proudly working and learning together and in partnership with parents/advocates, 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.

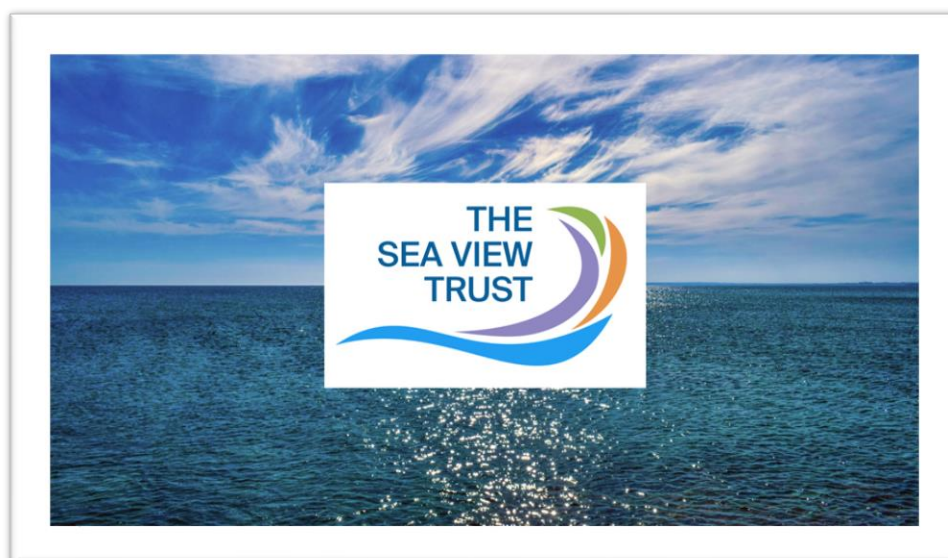
Aspirational, inspiring and fun places where learning is irresistible and enjoyable and children, families, staff and communities learn and develop through the provision of advice, support. High expectations supported by quality teaching and learning where achievement for all is planned, supported and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

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

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

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

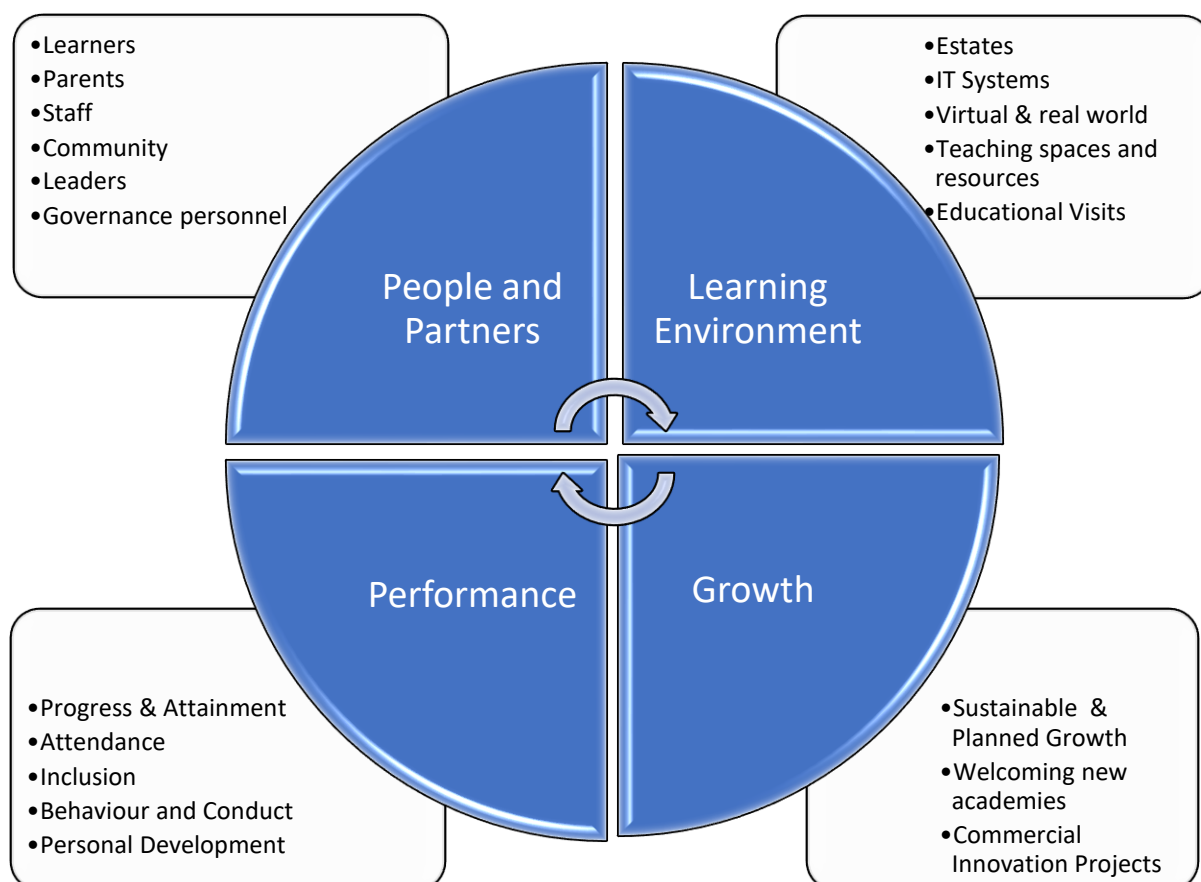
Welcoming and approachable organisational cultures that are fully inclusive. Diverse communities which enable a strong sense of equality, community and belonging.



SUPPORTIVE



Our five-year continuous improvement strategy for 2030 will take us on an exciting journey



EMPOWERING



Our People and Partners

Our Learners will...

- Be successful and resilient making exceptional academic and personal progress (wherever possible achieving at least age-appropriate national standards)
- Develop a sustained love of learning preparing them for the next stage of education, for adulthood and future global citizenship

Our Parents, Advocates and Carers will ...

- Feel valued and be actively engaged in improving and shaping our Trust
- Co-produce Schools and Colleges as educational partners

Our Community Stakeholders will...

- Engage with us as an active and valued part of the communities we serve

Our Staff will ...

- Be valued and nurtured to support their well-being and secure a healthy work-life balance
- Be lifelong learners with access to comprehensive Career Pathways and high quality continuing professional development opportunities through, Embrace, our Teaching School Hub
- Be diverse and inclusive representing the communities served by the Trust

Our Leaders and Governance Personnel will ...

- Be challenged to be bold and brave for the Trust and our school communities
- Be accountable and ensure compliance



Our Learning Environments

Our Estates will ...

- Be proactively managed to ensure high-quality environments to facilitate effective teaching and learning making best use of all available funding streams
- Be enhanced by access to a wide range of Educational Visits and enrichment opportunities to enhance and contextualise learning
- Be sustainable

Our IT systems will ...

- Be fit for purpose, secure, robust and resilient to support business effectiveness and prepare learners for a digital future

Our physical and virtual Teaching Spaces and Resources will ...

- Be accessible, attractive and purposeful



Our Performance

Our sequenced, broad and balanced curriculum will ensure all Trust Academies and College perform at least in line with national expectations across the following measures...

- Pupil progress and attainment
- Pupil Attendance
- Inclusion of learners with SEND
- Behaviour and Conduct

Our Growth Plans

We have built capacity and Central infrastructure and are ready for sustainable, planned growth. We will ...

- Welcome new academies from primary, secondary and special sectors wishing to join our Trust family
- Actively seek commercial opportunities to support our education remit

INCLUSIVE



ETHICAL



High Level Strategic Plan 2030

Year	People & Partners	Learning Environment	Performance	Growth
Trust Strategic Priorities:	<i>To ensure robust leadership and governance including financial and regulatory compliance. To capitalise on the benefits of Trust membership through working together and sharing expertise, resources and best practice. To collaboratively engage with all Stakeholders.</i>	<i>To provide high-quality learning and teaching environments.</i>	<i>To deliver high quality education to support the resilience of our Learners, maximising their progress and attainment outcomes through a process of continuous improvement.</i>	<i>To support the sustainability and longevity of the Trust. Growth is considered in the widest sense and is not measured in number of academies</i>
Existing high leverage Trust practices:	<ul style="list-style-type: none"> -Respectful relational approach -Established organisational culture -Clear communication strategy -Pulse surveys -Visible leaders at all levels -Valuing staff well-being and workload reduction -Holistic philosophy of education -Effective evidence based CPLD -Investment in staff personal and career development -Trust-wide learner voice 	<ul style="list-style-type: none"> -Learning environment audit -Minimum standards for learning environments -Total communication approaches -Net capacity, sufficiency and condition surveys 	<ul style="list-style-type: none"> -Effective School Improvement Systems : All SVT schools currently Good or Outstanding in all areas; College has made Significant Improvement in all areas previously judged to Require Improvement 	<ul style="list-style-type: none"> -Central Team engagement in income generation activity -MAT Myth Busting Materials and School Improvement Offer -CEO is a RISE Advisor will expand our network of schools and Trusts
2025-26 will be the Trust Year of Ambition as we celebrate 5 full years of growth and achievement in the Sea View Trust. Delivering on our 2025- 2028 Marketing Strategy will be a key focus of all aspects of work across all strands.				
Year 1 2025-26 Trust Year of Ambition	<p>Learners Learner Voice to evaluate learning from 'Smart Councils'. Consider key questions for debate. Review Personal Development and the Preparation for Adulthood Offer</p> <p>Parents Advocates & Carers Research & co-produce Parent Advocate Carer</p>	<p>Estates Secure new premises for Valley College in Lancashire and Blackpool Secure 3-5 year Estate Strategy to support changing needs of learners, SCA distribution and targeted use of Unallocated Funds (Reserves).</p> <p>Services</p>	<p>Pupil progress and attainment Audit ambition in the Curriculum and High Quality Teaching (HQT) for all Evaluate targets 2025 and set ambitious targets for summer 2026 Establish Trust Data Strategy Establish Primary Gifted and Talented programme in</p>	<p>Academy Growth Streamline MAT Myth Busting and School Improvement offer materials to rapidly engage with potential new partners - <i>like-minded academies to join the 'family of schools' aligned around ethos and shared vision and values</i> (potential partners welcomed from primary/</p>

	<p>(PAC) Engagement Strategy – How do parents/ advocates want our organisations and the Trust to communicate with them? Establish school/ College-level Parent Advocate Carer PAC Forum</p> <p>Community Stakeholders Establish a sense of community – who is in our community? Each school and College to audit stakeholders and capture levels of and type of engagement (consider sports, community groups, local initiatives, employers, professionals.)</p> <p>Staff Launch Embrace apprenticeships: Postgraduate Teaching Apprenticeship (PGTA) & Specialist Teaching Assistant routes. Build positive relationship with Unions. Publish Trust wide CPD offer (including Induction materials) Market wider staff Training Offer – SVT Behaviour Hub; Makaton; Elklan Review Recruitment and Retention systems – re-establish positive messages about being part of the education workforce Improve cross-trust information sharing and accessibility of information</p>	<p>Renew Catering contract reviewing all available options including an inhouse solution. Continue to review all SLAs to ensure services are secured as efficiently as possible</p> <p>IT Secure strategic direction and deliver personnel re-structure. Deliver Year 1 2025-26 of the 3 year action plan based on External Audit recommendations</p> <p>Teaching Spaces and Resources Consider aesthetics of teaching and non - teaching spaces, develop Quality Assurance (QA) practices to maintain high standards. Revisit minimum guarantee for high quality Teaching and Learning provision</p> <p>Classroom culture Embed Trauma informed approach Ensure classrooms are fully inclusive and relational approaches support inclusion Consider options for securing Inclusion Marks for Trust provision</p>	<p>partnership with University of Cumbria</p> <p>Pupil Attendance Embed collated Good Practice outcomes from the Trust 2025 Attendance Symposium. Evaluate targets 2025 and set ambitious targets for summer 2026 Celebrate parents</p> <p>Inclusion of learners with SEND Inclusion Symposium engaging with partner organisations Set up Inclusion Hub Evaluate targets 2025 and set ambitious targets for summer 2026</p> <p>Behaviour and Conduct Establish SVT Behaviour Hub building on reputation as a Lead Trust in the Behaviour Hub programme. Evaluate targets 2025 and set ambitious targets for summer 2026</p> <p>Curriculum Develop curriculum Review model Identify Named Trust subject specialists for NC subjects (SLE style process) Consider the findings of the Curriculum and Assessment Review</p> <p>Accountability Revise Peer to Peer Review to support school improvement</p>	<p>secondary/ Nursery/ special sectors - including small multi-academy or single-academy Trusts) Actively seek sponsorship of schools requiring 'structural change'</p> <p>Free Schools Secure performance in line with DfE KPIs for the Mansfield Health Academy and Thrive Learning Academy Free Schools. Consider all new local Free School opportunities</p> <p>Wider Trust Growth Revisit Growth Strategy Actively seek commercial opportunities to support education remit</p> <p>Improve marketing of existing Trust packages and Services: Steps SEND Reviews PPG Reviews Peer to Peer Review Experts (SLEs) Audits etc</p>
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	<p>Complete Test and Learn for artificial Intelligence (AI) workload reduction strategy -Collect and collate staff voice around the future use of AI</p> <p>Collect Staff Voice with regard to staff absence approach</p> <p>Leaders Revisit structure of the Central Team considering efficiency and affordability, consider re-structure of existing roles to achieve strategic aims</p> <p>Governance personnel Strengthen Local Governance. Review Membership. Review training materials and induction processes.</p>		<p>offer in line with Ofsted Report Cards</p> <p>Work with external partners to ensure Embrace SCITT is well prepared for ITT Ofsted Inspection</p>	
Key Performance Indicators Year 1	<p>PAC Forum in each setting</p> <p>2 more organisations engaged per setting</p> <p>5 SVT staff complete apprenticeship</p>	<p><i>LW - Could we target a % saving across all services??</i></p> <p><i>NC – Any IT KPIs from Review??</i></p> <p>90% of classrooms are clutter free and purposeful</p>	<p><i>KPIs set on annual basis in line with National Age Related expectations</i></p>	<p><i>Any thoughts on KPIs welcomed??</i></p>
2025-26 will be the Trust Year of Community as we reach out further into our community and redefine our sense of what is community for the Sea View Trust.				
Year 2 2026-27 Trust Year of Community	<p>Learners Learner Voice to expand reach to capture all pupils in all SVT organisations. Review curriculum design.</p> <p>Parents Advocates & Carers Publish PAC (Parent Advocate Carer) Engagement strategy. Establish Trust PAC Forum</p>	<p>Estates Deliver Y2 of Estates Strategy. Consider Trust wide Estates Lead role. Work with LAs to secure positive approach to shared resources. Extend use of estates for income generation and community benefit.</p> <p>Services Renew Energy Contracts</p>	<p>Pupil progress and attainment Evaluate targets 2026 and set ambitious targets for summer 2027 Deliver Trust Data Strategy Review and strengthen Gifted and Talented programme Identify enrichment opportunities for pupils from PCA and TVS to work with University of Cumbria</p>	<p>Academy Growth Actively seek sponsorship of schools requiring 'structural change' Continue to market Trust to <i>like-minded academies to join the 'family of schools'</i> aligned around ethos and shared vision and values</p> <p>Free Schools Secure KPIs for the pre-opening of Mansfield Health</p>

	<p>Community Stakeholders Work with stakeholders to develop setting specific action plans to widen scope of engagement. Ensure intergenerational opportunities are valued. Consider how deepening stakeholder engagement can further enrich Personal Development curricula. Consider Trust partnerships with other local and national Trusts.</p> <p>Staff Launch additional Embrace apprenticeships Review staff CPD Strategy Increase secondment opportunities Publish clear progression pathways for key roles across the Trust Revisit school level workload reduction strategies Revisit flexible working opportunities</p> <p>Leaders & Governance Personnel Consult on succession planning for CEO and Chair of Trust roles. Review Central Team capacity to support Trust growth Informal Governance Review - Central Team Exec to engage with all Local Governing Committees</p>	<p>Continue to review all SLAs to ensure services are secured as efficiently as possible</p> <p>IT Embed personnel re-structure. Deliver Year 2 2026-27 of the 3 year action plan based on External Audit recommendations Ensure Cyber Prevention and awareness remains robust Review Computing curriculum</p> <p>Teaching Spaces and Resources Secure Outdoor Learning spaces/ Forest School in all Trust provisions. Ensure curriculum is designed to make best use of outdoor learning opportunities. Devise 5 year plan for transforming teaching spaces Using the local community as a resource</p> <p>Educational Visits Focus – develop EV Strategy considering: Accessibility, affordability, curriculum links, cultural capital, diversity, Preparation for Adulthood</p> <p>Classroom culture Focus on Environment as an educator: effective use of display; cognitive overload; promote</p>	<p>Pupil Attendance Evaluate targets 2026 and set ambitious targets for summer 2027</p> <p>Inclusion of learners with SEND Evaluate impact of the Inclusion Hub Evaluate targets 2026 and set ambitious targets for summer 2027</p> <p>Behaviour and Conduct Evaluate impact of the Behaviour Hub Roll out ACE (Adulthood Citizenship Employment) behaviours across all secondary provision Evaluate targets 2026 and set ambitious targets for summer 2027</p> <p>Curriculum Deliver curriculum and subject Reviews Ensure the outcomes of the Curriculum and Assessment Review are embedded in practice</p> <p>Accountability Revise Peer to Peer Review to support school improvement offer in line with Ofsted Report Cards Ensure RLA and PCA are well prepared for potential Ofsted Inspection</p>	<p>Academy and Thrive Learning Academy Free Schools. Consider all local Free School opportunities</p> <p>Wider Trust Growth Review impact of Trust Sales and Marketing Establish a Traded Services Offer and External CPD Strategy Market Traded Services – In Reach and Outreach</p>
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		independence; Twinkle free planning! (Support workload: establish cross trust information sharing to secure higher quality age-appropriate resources.)		
2027-28 marks the mid-point of the Strategic Plan and provides an opportunity to look back to consider what we have achieved and look forward to reposition ourselves in light of any external factors which may impact on our proposed strategic direction. This will therefore be our Trust Year of Reflection .				
Year 3 2027-28 Trust Year of Reflection	<p>Learners Evaluate impact of Learner Voice systems and develop action plan to secure 'Trust of Choice status'</p> <p>Parents, Advocates and Carers Review PAC Engagement Strategy. Review the effectiveness and impact of Pastoral Teams across the Trust Review parental training offer</p> <p>Community Stakeholders Aggregate school level work around stakeholder engagement to capture best practice trust wide.</p> <p>Staff Launch additional Embrace apprenticeships Review staff focussed initiatives: CPD Strategy; secondment opportunities; progression pathways; workload reduction strategies and flexible working opportunities</p> <p>Leaders & Governance Personnel Central Team 360</p>	<p>Estates Deliver Y3 of Estates Strategy. Open 2 free schools: Mansfield Health Academy & Thrive Learning Academy Establish Trust Central Team Base inline with geography of the Trust</p> <p>Services Continue to review all SLAs to ensure services are secured as efficiently as possible</p> <p>IT Deliver Year 3 2027-28 of the 3 year action plan based on External Audit Recommendations. Ensure future actions are embedded in the Trust Improvement Plan</p> <p>Teaching Spaces and Resources Deliver Year 1 of the 5 year plan for transforming teaching spaces</p> <p>Monitor attendance and increase uptake of Educational Visits</p> <p>Classroom culture</p>	<p>Pupil progress and attainment Evaluate targets 2027 and set ambitious targets for summer 2028</p> <p>Engage class teachers in reflection on barriers and accelerators to progress and attainment</p> <p>Pupil Attendance Review best practice in respect of attendance. Evaluate targets 2027 and set ambitious targets for summer 2028</p> <p>Inclusion of learners with SEND Review best practice in respect of inclusion. Evaluate targets 2027 and set ambitious targets for summer 2028</p> <p>Behaviour and Conduct Review best practice in respect of Behaviour and Conduct. Evaluate targets 2027 and set ambitious targets for summer 2028</p> <p>Curriculum</p>	<p>Academy Growth Actively seek sponsorship of schools requiring 'structural change' Continue to market Trust to <i>like-minded academies to join the 'family of schools' aligned around ethos and shared vision and values</i></p> <p>Free Schools Open Mansfield Health Academy and Thrive Learning Academy Free Schools. Consider all local Free School opportunities</p> <p>Wider Trust Growth Consider Social Enterprise opportunities – e.g. Craft Shop and café in town centre; cleaning/ gardening business</p> <p>Widen parental training offer beyond the Trust</p> <p>Re-accredit Teaching School Hub status</p>

	External Review of Governance	Review classroom culture, identify and share best practice across the Trust.	Review best practice in respect of Curriculum design. Accountability Ensure DPA and AA are well prepared for potential Ofsted Inspection	
2028-29 will be the Trust Year of Inclusion and will be an opportunity to reflect on 10 years of inclusive education in the Sea View Trust.				
Year 4 2028-29	<p>Learners Identify explicit roles for Learner Voice in delivering 'Trust of Choice action plan' at School/ College level and apply Trust wide</p> <p>Parents, Advocates and Carers Consider review outcomes from Year of Reflection. Enhance Engagement Strategy, parental training and role of pastoral teams accordingly</p> <p>Community Stakeholders Implement best practice identified in Trust Year of Reflection.</p> <p>Staff Launch additional Embrace apprenticeships in accordance with Trust and community need Enhance staff focussed initiatives: CPD Strategy; secondment opportunities; progression pathways; workload reduction strategies and flexible working opportunities</p> <p>Leaders & Governance personnel</p>	<p>Estates Develop new 3 year Estates Strategy. In depth operational post opening review of the two free schools: Mansfield Health Academy and Thrive Learning Academy</p> <p>Services Continue to review all SLAs to ensure services are secured as efficiently as possible</p> <p>IT Develop new 3 year IT action plan</p> <p>Teaching Spaces and Resources Deliver Year 2 of the 5 year plan for transforming teaching spaces</p> <p>Monitor attendance and increase uptake of Educational Visits</p> <p>Classroom culture Quality assure classroom culture.</p>	<p>Pupil progress and attainment Evaluate targets 2028 and set ambitious targets for summer 2029</p> <p>QA impact of CPD around quality of teaching and learning.</p> <p>Pupil Attendance Evaluate targets 2028 and set ambitious targets for summer 2029</p> <p>Inclusion of learners with SEND Publish article reflecting on Inclusion at SVT. Evaluate targets 2028 and set ambitious targets for summer 2029</p> <p>Behaviour and Conduct Publish article reflecting on Inclusion at SVT. Consider how behaviour culture has supported the effectiveness of inclusion. Evaluate targets 2028 and set ambitious targets for summer 2029</p> <p>Curriculum Review inclusivity of Curriculum design.</p>	<p>Academy Growth Actively seek sponsorship of schools requiring 'structural change' Continue to market Trust to <i>like-minded academies to join the 'family of schools'</i> aligned around ethos and shared vision and values</p> <p>Free Schools Consider all local Free School opportunities</p> <p>Wider Trust Growth Consider further Social Enterprise opportunities – e.g. Craft Shop and café in town centre; cleaning/ gardening business</p>

	Succession planning for key leadership and Governance roles Implement actions in line with the Central Team 360 and External Review of Governance		Accountability Ensure TVS and VC are well prepared for potential Ofsted Inspection	
2029-30 marks the end-point of the Strategic Plan and will be the Trust Year of Vision when stakeholders will engage in developing the next 5 year plan.				
Year 5 2029-30 Year of Vision	<p>Learners Embed actions to secure 'Trust of Choice status'</p> <p>Parents Advocates and Carers Rewrite PAC Engagement strategy to respond to emerging needs from Parents Advocates and Carers</p> <p>Community Stakeholders Engage with all Stakeholders ahead of developing new Strategic Plan</p> <p>Staff Launch additional Embrace apprenticeships in accordance with Trust and community need Engage with all staff ahead of developing new Strategic Plan</p> <p>Leaders & Governance personnel Governance Review (Internal)</p>	<p>Estates Deliver Year 1 of new 3 year Estates Strategy. In depth operational post opening review of Year 2 of the two free schools: Mansfield Health Academy and Thrive Learning Academy</p> <p>Services Continue to review all SLAs to ensure services are secured as efficiently as possible</p> <p>IT Deliver Year 1 of new 3 year IT action plan</p> <p>Teaching Spaces and Resources Deliver Year 3 of the 5 year plan for transforming teaching spaces</p> <p>Classroom culture Review overall impact of classroom culture across the Trust</p>	<p>Pupil progress and attainment Evaluate targets 2028 and set ambitious targets for summer 2029</p> <p>QA impact of CPD around quality of teaching and learning.</p> <p>Pupil Attendance Evaluate targets 2029 and set ambitious targets for summer 2030</p> <p>Inclusion of learners with SEND Evaluate targets 2029 and set ambitious targets for summer 2030</p> <p>Behaviour and Conduct Evaluate targets 2029 and set ambitious targets for summer 2030</p> <p>Curriculum Implement full curriculum review ahead of developing new Strategic Plan</p> <p>Accountability Ensure any provision in Ofsted 'window' is well prepared for potential Ofsted Inspection</p>	<p>Academy Growth Actively seek sponsorship of schools requiring 'structural change' Continue to market Trust to <i>like-minded academies to join the 'family of schools'</i> aligned around ethos and shared vision and values</p> <p>Free Schools Consider all local Free School opportunities</p> <p>Wider Trust Growth Consider further Social Enterprise opportunities – e.g. Craft Shop and café in town centre; cleaning/ gardening business</p>

WELCOMING

