



The Sea View Trust

Strategic Plan 2021- 2026





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-focused 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.

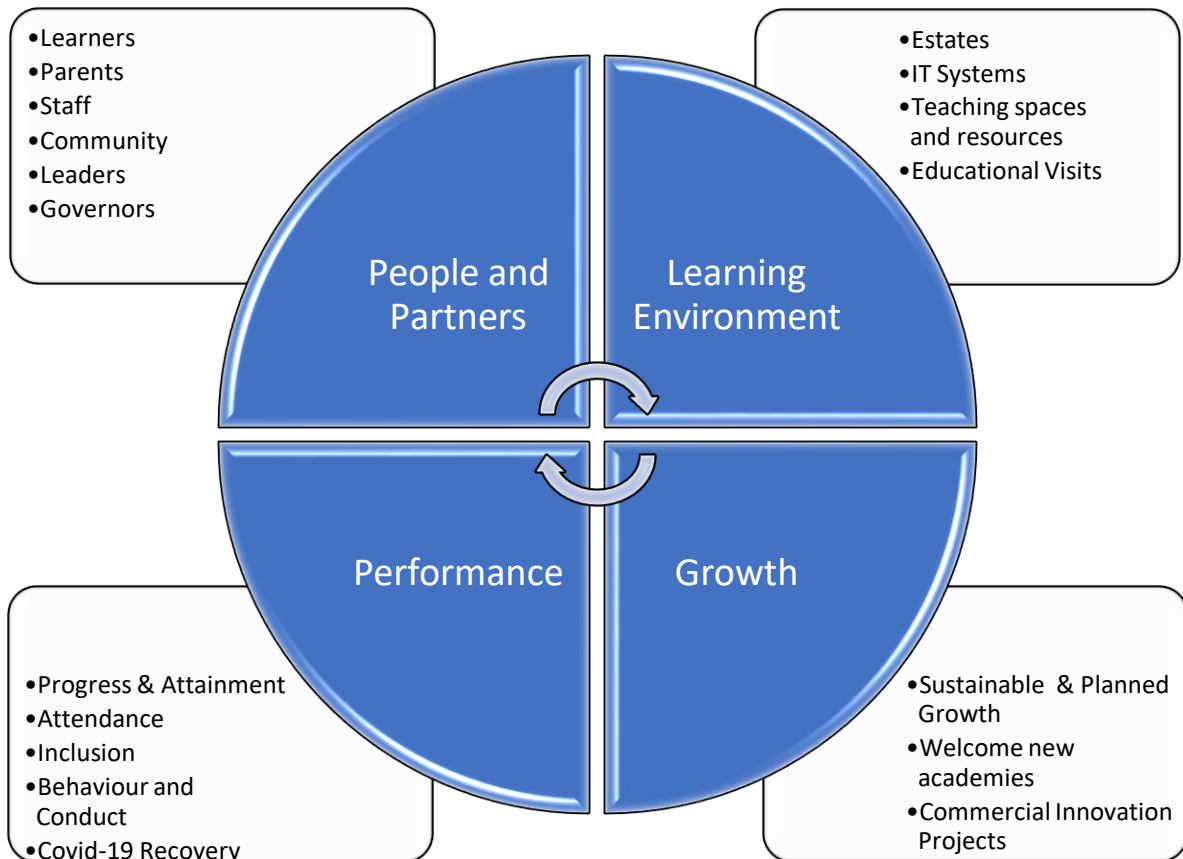
Inclusive, accessible well-equipped and resourced estates with buildings, IT and arts, sports and STEM facilities appropriate for all. Organisations that embrace new ideas and value therapeutic approaches, including therapy animals.

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.



Our five year continuous improvement strategy for 2021-2026 will take us on an exciting journey



Our People and Partners

Our **Learners** will...

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

Our **Parents** will ...

- Feel valued and be actively engaged in improving and shaping our Trust
- Participate fully in school/ College life as educational partners

Our **Community Stakeholders** will...

- See 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 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 their 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 to enhance and contextualise learning

Our IT systems will ...

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

Our 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
- Covid-19 recovery



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



High Level Strategic Plan 2021-2026

Year	People & Partners	Learning Environment	Performance	Growth
Year 1 2021-22	<p>Learners Pupil Voice Board to Audit: Learners' 'lived experience' & cultural capital opportunities.</p> <p>Parents & Community Stakeholders Audit stakeholder perception of Trust performance; Survey school community interaction – identify improvements at school and Trust level</p> <p>Staff Identify Career Aspirations; Early Career Framework (ECF); National Professional Qualifications (NPQs); Wider CPLD offer – Trust priorities – embed in Teaching School Hub</p> <p>Leaders & Governance personnel Trustee effectiveness audit – 1:1 with Chair of Trust (CoT); Streamline reporting to improve Board efficiency; Implement new Governance structure – LGBs; Central Team Clerking Service</p>	<p>Estates Audit provision; work towards centralised Estate management; collate condition surveys; Prioritise 2 CIF bids per academy</p> <p>IT Systems Audit IT; work towards centralised digital strategy</p> <p>Teaching Spaces and Resources Identify minimum guarantee for high quality Teaching and Learning provision; Enhance budget ownership in Middle leadership postholders</p>	<p>Pupil progress and attainment Collate internal school data to evaluate cross Trust performance. Set and evaluate targets for summer 2022</p> <p>Pupil Attendance Set and evaluate targets for summer 2022</p> <p>Inclusion of learners with SEND Set and evaluate targets for summer 2022</p> <p>Behaviour and Conduct Set and evaluate targets for summer 2022</p> <p>Covid-19 recovery Review effectiveness of Catch-up policies and Plans</p> <p>All Trust schools & College Ofsted Good or Outstanding. Embed Peer to Peer Review to support school improvement offer</p>	<p>Academy Growth Engage with potential like-minded academies to join the 'family of schools' aligned around ethos and shared vision and values (potential partners welcomed from primary/ secondary/ Nursery/ special sectors -including small multi-academy or single-academy Trusts)</p> <p>Trust Growth Actively seek commercial opportunities to support education remit (live projects – Institute of Teaching & nasenWSS/ DfE Career Pathways bid)</p>
Year 2 2022-23	<p>Learners Pupil Voice Board – Audit effectiveness of Cultural Capital Strategy</p>	<p>Estates Publish centralised Estate Management Plan; Management of centralised CIF allocation</p>	<p>Pupil progress and attainment; Pupil Attendance; Inclusion of learners with SEND Set and evaluate targets for summer 2023</p>	<p>Academy Growth Engage with potential like-minded academies to join the 'family of schools' aligned around ethos and shared vision and values (Engage in one Trust Partnership arrangement)</p>

	<p>Parents & Community Stakeholders Annual audit to action</p> <p>Staff Publish Career pathways</p> <p>Leaders & Governance personnel External Governance Review – Trustee Board & LGBs; Evaluate & refine sustainability of Central Team Clerking Service</p>	<p>IT Systems Audit IT; work towards centralised Digital Strategy; Identify realistic targets for virtual learning environments (VLE)</p> <p>Teaching Spaces and Resources Audit Learning Environments Identify additional Trustwide resources to support curriculum</p>	<p>Covid-19 recovery Embed effective practice</p>	<p>Trust Growth Actively seek commercial opportunities to support education remit (potential of Oracle Project development)</p>
<p>Year 3 2023-24</p>	<p>Learners Pupil Voice Board - Annual audit to action</p> <p>Parents & Community Stakeholders Annual audit to action</p> <p>Staff Evaluate and revise Career pathways</p> <p>Leaders & Governance personnel Annual Governance Review (Internal) Consider impact of Trust Growth on Governance. 1:1 Chair of Governor (CoG) meetings with CoT</p>	<p>Estates Evaluate & refine centralised Estate Management Plan;</p> <p>IT Systems Evaluate & refine Digital Strategy; Assess progress against VLE and digital device targets.</p> <p>Teaching Spaces and Resources Embed on going monitoring in Lesson Observation and Learning Walk processes</p>	<p>Pupil progress and attainment; Pupil Attendance; Inclusion of learners with SEND Set and evaluate targets for summer 2024</p>	<p>Academy Growth Engage with potential like-minded academies to join the ‘family of schools’ aligned around ethos and shared vision and values Target 1 academy to join Trust by 2024.</p> <p>Trust Growth Actively seek commercial opportunities to support education remit</p>
<p>Year 4 2024-25</p>	<p>All Annual audit to action</p> <p>Leaders & Governance personnel Succession planning for key Governance roles</p>	<p>Estates & IT Systems Evaluate & refine Estate Management Plan and Digital Strategy. Assess progress against targets.</p> <p>Teaching Spaces and Resources Embed on going monitoring in Lesson Observation and Learning</p>	<p>Pupil progress and attainment; Pupil Attendance; Inclusion of learners with SEND Set and evaluate targets for summer 2025</p>	<p>Academy Growth Engage with potential like-minded academies to join the ‘family of schools’ aligned around ethos and shared vision and values</p>

		Walk processes – ensure Institute of Teaching evidence led developments are fully incorporated		Trust Growth Actively seek commercial opportunities to support education remit
Year 5 2025-26	All Annual audit to action Leaders & Governance personnel Annual Governance Review (External)	Estates & IT Systems Evaluate & refine Estate Management Plan and Digital Strategy. Assess progress against targets. Teaching Spaces and Resources Assess effectiveness of current processes	Pupil progress and attainment; Pupil Attendance; Inclusion of learners with SEND Set and evaluate targets for summer 2026	Academy Growth Engage with potential like-minded academies to join the ‘family of schools’ aligned around ethos and shared vision and values Trust Growth Actively seek commercial opportunities to support education remit

