

A photograph of two young girls in a classroom. The girl in the foreground is a young boy with dark hair, wearing red-rimmed glasses and a dark blue jacket over a white shirt. He is smiling and looking towards the camera. Behind him, slightly out of focus, is a girl with long blonde hair, also wearing red-rimmed glasses and a dark blue jacket, smiling. The background is a blurred classroom with colorful posters on the wall.

ONE Spencer Plan 2025-2028

Our Trust

MISSION

Our Mission is to provide high quality education and deliver the best possible outcomes for children and young people.

VISION

The Spencer Academies Trust is an exceptional trust, which provides an outstanding education for local children.

Aspiration

Partnership

Responsibility

Curriculum, Learning & Teaching

People

Infrastructure

Governance & Compliance

Estates & Capital

Finance & Resourcing

Full Board

Audit & Risk

Quality & Standards

Finance & Resources

Safeguarding & Inclusion

Estates

Administration

Operations

IT

Estates

Finance

HR & Talent

Primary Strategy

Secondary Strategy

Data

SALT

Inclusion

Wellbeing



Our Goals 2025-28

Curriculum, Learning & Teaching

- Pupils feel safe, happy and successful enabling them to thrive emotionally, socially and academically
- The ambition, depth and sequencing of the curriculum enables pupils to accumulate the knowledge and skills to succeed
- All pupils develop secure literacy skills that enable them to access an appropriate curriculum.
- All practitioners are highly responsive, using evidence-informed pedagogical approaches to consistently meet the needs of all pupils
- A coherent and consistent approach to assessment impacts pupil progress at all levels
- Pupils use technology to develop digital literacy which enhances teaching and learning across the curriculum and prepares pupils for the future

Infrastructure

- A high-performing, agile infrastructure drives efficiency and improvement across all aspects of provision and service
- The wider introduction of smart technologies is enabling teams to provide targeted and timely support across all aspects of our Trust

People

- Our Trust is recognised as the educational employer of choice, attracting, developing and retaining talent
- Employees feel trusted, empowered, cared for, and part of the SAT family
- Organisational development and a culture of professional development are central to our employee value proposition
- Equality, diversity and inclusion are at the core of all decision making

Estates & Capital

- All Trust accommodation is well maintained and presented to the highest standard that buildings will allow
- The environment is fit for purpose and safe. It stimulates and supports learning
- Our Trust is committed to reducing carbon emissions and demonstrates a strong and responsible commitment to sustainability and conservation values of Aspiration, Partnership and Responsibility
- A culture of robust self-evaluation, allied with structures that are fit for purpose, enables accountability that drives up standards

Governance & Compliance

- Effective Governance is characterised by partnership and accountability grounded in a system-wide understanding of organisational effectiveness.
- Strong Governance empowers leaders to deliver on our Trust mission and vision
- A culture of high challenge and high support, allied with reporting structures that are fit for purpose, enables accountability that drives up standards.

Finance & Resourcing

- All aspects of our Trust are well resourced and financially sustainable, enabling sector leading financial management.
- Resources are distributed equitably across academies.
- Through strong systems and processes, efficiencies and best value are realised.



People

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- P1 Continue to create a culture where a Trust-wide sense of belonging is deeply embedded and all members of our community are fully committed to our ONE Spencer philosophy.
- P2 Design and implement a Trust-wide dashboard to capture, monitor and report progress on Diversity and Inclusion as outlined in our EDI strategy.
- P3 Design and deliver a practical leadership programme for Trust leaders on the key fundamentals of education law and practice as it applies to our Trust and our HR policies and procedures.
- P4 Develop models for professional feedback to leaders and managers to identify talent and provide a wraparound perspective on their performance and identify areas for improvement and growth.
- P5 Identify, procure and onboard a new HR ERP system to replace the current Every system.
- P6 Continue to build and enhance our wellbeing offer for all colleagues and focus on reducing workload so that health and morale is prioritised.



Curriculum, Learning & Teaching

Across all phases:

- Pupils feel safe, happy and successful enabling them to thrive emotionally, socially and academically
- The ambition, depth and sequencing of the curriculum enables pupils to accumulate the knowledge and skills to succeed
- All pupils develop secure literacy skills that enable them to access an appropriate curriculum
- All teachers are highly responsive, using evidence-informed pedagogical approaches to consistently meet the needs of all pupils
- A coherent and consistent approach to assessment impacts pupil progress at all levels
- Pupils use technology to develop digital literacy which enhances teaching and learning across the curriculum and prepares pupils for the future

- C1 Create a cohesive Personal Development network across all phases that develops a progressive curriculum supported by robust self-evaluation.
- C2 Provide a broad range of leadership and collaboration opportunities to review and refine the curriculum.
- C3 Create an effective literacy strategy that includes oracy, reading and writing.
- C4 Deliver high quality CPD, centred on evidence-based pedagogical approaches, that impacts on outcomes for all children.
- C5 Review and refine assessment systems that track cohort and pupil performance efficiently over time at a granular level to inform future teaching.
- C6 Design and deliver a Trust-wide digital strategy which is regularly reviewed and refined.



Finance & Resourcing

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- Resources are distributed equitably across academies.
- Through strong systems and processes, efficiencies and best value are realised.

- F1 Ensure financial team processes are fit-for-purpose so that all Trust and Academy level finance and controls meet Board and Academy Trust Handbook requirements and schools are sustainably well resourced for their improvement needs.
- F2 Implement a model for Trust Collective Resourcing with a clear rationale and transparent allocation processes grounded in our fundamental belief of equity for all learners and employees across our Trust.
- F3 Develop and deliver an organisational financial strategy with a clear route map which ensures financial stability and sustainability to safeguard against any changes to national funding formulas.
- F4 Implement a policy and a model for treasury management detailing the ethical investment of Trust reserves in line with risk parameters.
- F5 Ensure that Integrated Curriculum Financial Planning is fully embedded across all academies with regular benchmarking across our Trust and adherence to core Trust financial metrics.
- F6 Commission a full external review of financial processes and controls through the School Resource Management Advisor programme.



Estates & Capital

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- A culture of robust self-evaluation, allied with structures that are fit for purpose, enables accountability that drives up standards.

- E1 Continue our programme of refurbishment and development of our estates to ensure they are compliant, so far as practical, with current regulations.
- E2 Provide a safe & secure environment for all properties within our Trust, focusing on safeguarding access and egress methods, management of lockdowns and essential building security.
- E3 Introduce sustainable technologies as part of our ongoing refurbishments as well as standalone capital projects to contribute to the reduction of the use of fossil fuel energies.
- E4 Ensure that estates planning meets the tests of the condition of all buildings being fit for purpose and all internal rooms placed correctly on site with usage being based on suitability and Net capacity.
- E5 Develop in each academy at least one physical area of excellence be it an IT technology driven space, immersion room, specialist area or creative outdoor space.
- E6 In line with our structures and strategy for health & safety across our Trust, ensure all estates remain under constant review and evaluation so that we are organisationally safe and compliant.



Infrastructure

- A high-performing, agile infrastructure drives efficiency and improvement across all aspects of provision and service.
- The wider introduction of smart technologies is enabling teams to provide targeted and timely support across all aspects of our Trust.

- I1 Maintain a continued focus on AI tools and approaches, across all operational areas, adapting our current strategy as required to improve operational efficiency and agility.
- I2 Fully implement Arbor as our Trust MIS system ensuring consistency of use, including input and reporting, with an accessible programme of ongoing training and development.
- I3 Continue to build operational and technical capacity for the delivery of ICT through the development of a shared Trust ICT road map.
- I4 Review and revise models for the systematic processing of GDPR and the management of data to improve efficiency and decrease workload.
- I5 Expand our portfolio and implement a framework for the management of communications and marketing both externally and internally to our Trust.
- I6 Continue to build and implement a robust framework for the management of risk, business continuity and processes for critical incidents.



Governance & Compliance

- Effective Governance is characterised by partnership and accountability grounded in a system-wide understanding of organisational effectiveness.
- Strong Governance empowers leaders to deliver on our Trust mission and vision.
- A culture of high challenge and high support, allied with reporting structures that are fit for purpose, enables accountability that drives up standards.

- G1 Revise the current model for local governance and develop, consult upon and deliver an updated framework for local community governance to ensure that the needs of each academy are fully supported.
- G2 Review the current Scheme of Delegation with any amendments in line with the Academy Trust Handbook by June 2026.
- G3 Deliver a Governance Development Plan to reflect the changing governance landscape and align Trust-wide governance priorities.
- G4 Establish a pipeline of potential Academy Governance Committee Members and Trustees , to ensure continuity of high-quality governance and further develop the diversity of representation.
- G5 Continue to ensure that Board Members and Governors are afforded regular and frequent visits to academies so that they meet and engage with staff and students and understand their context and individuality.
- G6 Ensure our Trust policy portfolio is up-to-date, compliant and underpinned by regular review, benchmarking and testing.



