ONE SPENCER

ONE SPENCER PLAN 2025-2028



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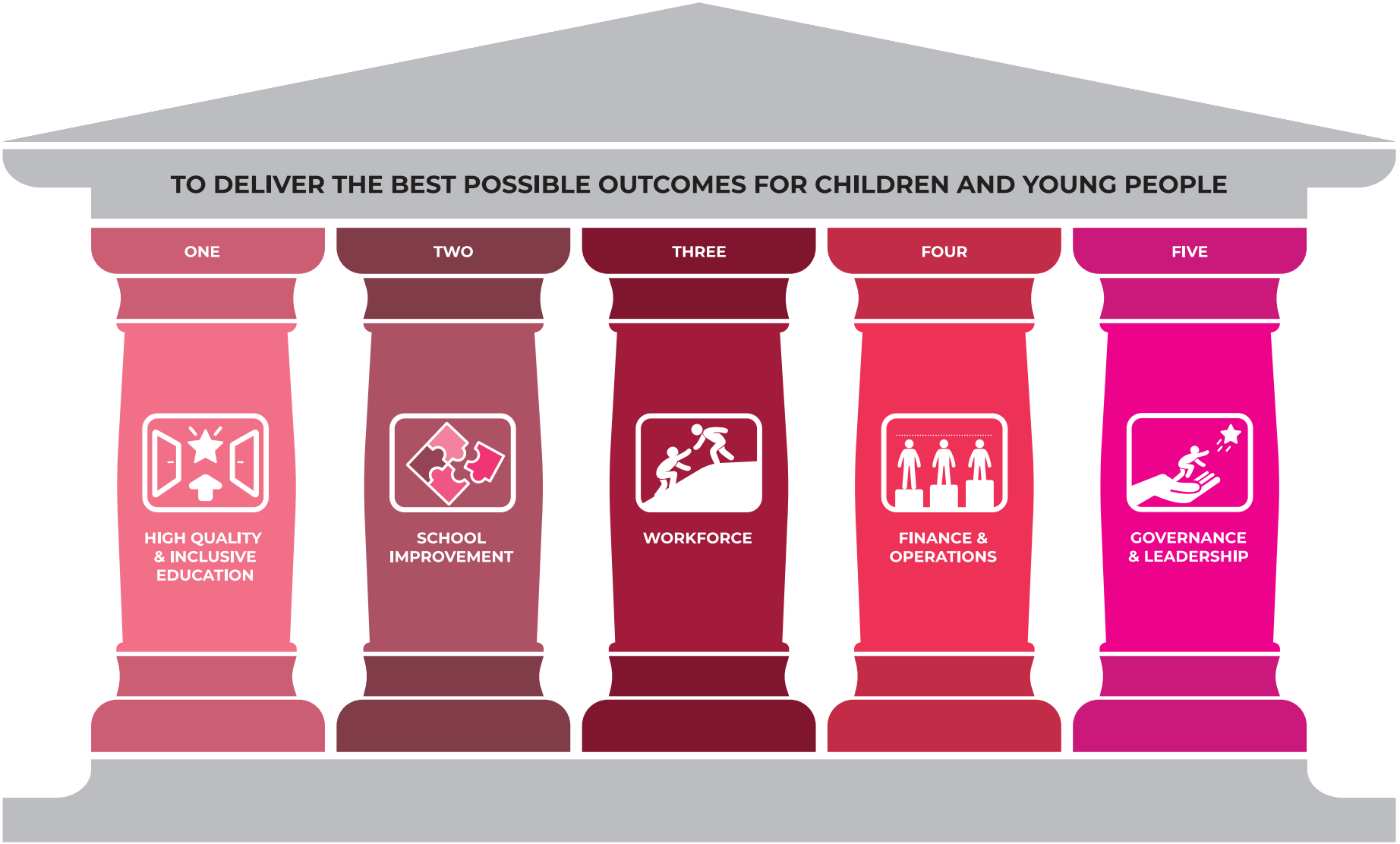
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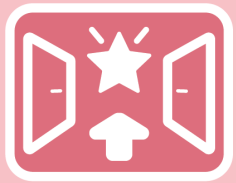
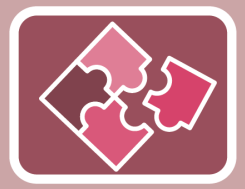
INTRODUCTION

The ONE Spencer Plan 2025-2028 outlines our vision and priorities for the next three years. It reflects our commitment to excellence, collaboration and continual improvement, providing a clear direction for how we will support our pupils, staff and communities to thrive. As you explore opportunities with Spencer Academies Trust, we hope this gives you a sense of who we are, what we stand for, and where we are heading together.

BUILDING ON STRENGTH: ONE SPENCER PILLARS



ONE SPENCER PLAN

PILLAR 1	PILLAR 2	PILLAR 3	PILLAR 4	PILLAR 5
High Quality and Inclusive Education	School Improvement	Workforce	Finance and Operations	Governance and Leadership
 HIGH QUALITY & INCLUSIVE EDUCATION	 SCHOOL IMPROVEMENT	 WORKFORCE	 FINANCE & OPERATIONS	 GOVERNANCE & LEADERSHIP
Advancing education to turn aspirations into opportunities	Working in partnership to mobilise powerful knowledge	Building belonging to become the best we can be	Working with responsibility to provide equity for all	Striving for excellence within and beyond education

> *"Change is more likely to happen if both partners have a common language"*

MEASURE WHAT MATTERS

HIGH QUALITY & INCLUSIVE EDUCATION	SCHOOL IMPROVEMENT	WORKFORCE	FINANCE & OPERATIONS	GOVERNANCE & LEADERSHIP
Advancing education to turn **aspirations** into opportunities	Working in **partnership** to mobilise powerful knowledge	Building belonging to become the best we can be	Working with **responsibility** to provide equity for all	Striving for excellence within and beyond education
All pupils feel safe and supported to attend school every day and learn	**Schools self evaluate accurately**	**Staff feel supported to fulfil their role**	**Secure financial sustainability and efficiency**	**Strong parental confidence**
Above national attendance for all groups	100% of schools' self evaluate themselves at least at improve and this is triangulated by relevant evidence.	100% of staff who complete the annual survey state they are supported.	Collective balanced budgets and reserves for 8% or more	95% of parents recommend Spencer schools in annual or Ofsted questionnaires.
All pupils achieve strong outcomes	**Schools perform securely against Ofsted Framework**	**Spencer is an employer of choice**	**Strong pupil recruitment and retention**	**Governance is effective**
85% KS1 phonics, KS2 RWM, KS3 Reading, KS4 E and M, KS5 av B+	100% expected or better in all areas	95% of staff recommend SAT as a employer of choice in the annual survey	98% PAN filled	90% attend meetings and report adding value
Disadvantaged pupils achieve well	**Collaboration leads to school improvement**	**The workforce is healthy**	**Improved learning environments which support effective learning for all.**	**Change is well managed**
Narrow the gap so disadvantaged pupils achieve in line with above national all	100% of leaders say trust wide collaboration has directly improved their school improvement journey	Staff attendance improves year on year with more staff aware of benefits available	Year of year improvement of estate condition with a decreasing % of category D sites.	95% of leaders report confidence in implementation of new national guidance
All pupils have pathways to next stage of independence	**Strong Leadership Pipeline**	**Professional Development is impactful**	**Digital Transformation supports progress in work across our trust**	**Leadership behaviours are values driven**
KS4 – Below national NETTs	85% leadership vacancies are filled internally	All staff value the opportunities for professional learning and growth in the annual survey	90% users report that digital systems improve	All staff report wanting to stay at their place of work.
Quality and Standards **Safeguarding and Inclusion**	**Quality and Standards** **Risk and Audit**	**Finance and Resources** **Risk and Audit**	**Finance and Resources** **Risk and Audit** **Estates**	**Full Board**

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.

VALUES: Aspiration, Partnership and Responsibility

PRIORITY 1	PRIORITY 2	PRIORITY 3	PRIORITY 4	PRIORITY 5
High Quality and Inclusive Education	**School Improvement**	**Workforce**	**Finance and Operations**	**Governance and Leadership**
Curriculum, Learning & Teaching	Primary School Improvement Strategy	People	Estates & Capital	Governance & Compliance
Inclusion strategy	Secondary School Improvement Strategy	People Strategy	Infrastructure	Leadership Strategy
Digital Strategy		SALT Strategy	Finance & Resources	Growth Strategy

Blue outline = One Spencer Plan

No outline = Strategic Plan outside One Spencer Plan



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.

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

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.

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.

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

- 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.

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.


clump together.
falling back into the atmosphere.
AV.SURFACE TEMPERATURE
480°
.SURFACE MPERATURE
C TO 427°C
ERCURY
V
AV.SURFACE TEMPERATURE
-63°C
14°C
AV.SURFACE TEMPERATURE
EARTH
MARS
SPACEX ALCON HEAVY
Heavy is one of the owerful operational in the world with o lift into orbit netric tons.
NTERNATIONAL PACE STATION
nternational Space Station biggest object ever flown ce. It travels around the
PEAKE
tish man to
JU



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ASPIRATION
PARTNERSHIP
RESPONSIBILITY