



Summary Improvement and Development Strategy 2023-2025

December 2022

Who we are who we serve

- We are a small specialist Trust in the South West serving some 600 pupils through 500+ school places all with SEND, and 500+ staff, almost all pupil facing
- We have 4 schools operating across 13 sites
- In **Plymouth** we provide all the AP and Medical provision for the City, WRAP provision, and two schools serving SEMH pupils
- In **Devon** we provide a secondary SEMH school and WRAP places
- In **Cornwall** we provide WRAP places
- Each of these educational communities faces its own needs and challenges. We aim to contribute at this 'system' level alongside our focus on our schools and pupils.

Our Aim

We provide for children and young people with social, emotional and mental health needs. We also provide for children and young people with autistic spectrum conditions.

Many of our pupils have complex educational, social and behavioural needs. We serve them all through a personalised curriculum and a Trauma Informed Approach.

Our aim is to enable them to develop to their maximum potential educationally, emotionally and behaviourally to take their place as resilient young learners and adults.

How well we serve pupils

- Most of the Trust's provision is at least of a 'good' standard. We know this from external inspection judgements, and from a rigorous programme of internal inspections. Our focus across the Trust is on School Improvement, with a particular focus on designing and delivering the best possible curriculum.
- At the request of the DfE, we have taken on an additional school, Mount Tamar, which requires major improvement. We are deploying our specialist capacity, expertise and leadership to enable that improvement to be as fast as possible.

How we are governed and led

We Have one overall team responsible for leadership at the Trust. It has three parts:

- The **Trust Board** of Chair and Trustees has wide experience and skills to govern the Trust to a very high standard. They are responsible for making sure the Trust and its schools are effective.
- The **Executive Team** implements the Trust's strategy and policies, and make the schools run smoothly and efficiently. Our new executive team is improving both quality and VFM.
- The **School Senior Leadership Teams** ensure that every student has the best possible experience at school. This includes learning, personal development and skills for life to equip them.

These three teams work together to achieve the best possible outcomes.

Building a strong MAT

We measure our strengths against the 5 Pillars of a Strong Trust.

High Quality and Inclusive Education – deliver high quality education across all academies.

School Improvement – work quickly to improve standards within all their schools

Strategic Governance – effective and robust governance that involves schools and exemplifies ethical standards.

Financial Management – effective financial management,, to deliver the best educational experience for children.

Workforce – train, recruit, develop, deploy and retain great teachers and leaders, supporting staff development and wellbeing, and deploying staff where they are needed most

The improvements we seek and the
priorities we have

We know we have work to do on each
of the 5 Pillars.

We have developed focused plans to
strengthen all of them further.

A willingness to grow

We recognise the Government's policy to grow successful MATs. This perhaps applies less to specialist provision and we regard the Trust as viable and effective at its current scale.

We are also currently focused on strengthening the Trust, its provision, and the outcomes for pupils.

We do see value in the Trust growing so it can serve more pupils with SEND through its specialist expertise, leadership, and capacity. We do not have a 'growth strategy' as such. We are willing to grow if that will benefit the pupils and the educational communities we serve, but only under certain conditions.

Criteria for growth

The Trust is willing to grow if:

- We are strong across all 5 Pillars of a Strong MAT, and if our major stakeholders regard us as ready to grow
- Growth will benefit both our existing and new pupils
- The character, size, location and designation of potential additional schools is consistent with the Trust as it is at present and in its preferred direction of travel
- The additional schools will enable us to serve the wider educational community and systems well



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