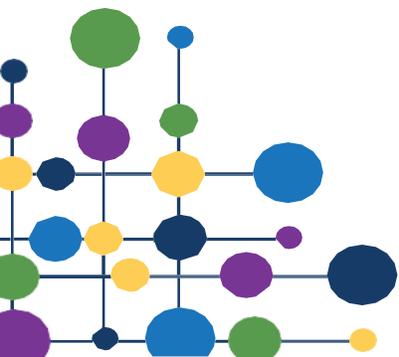
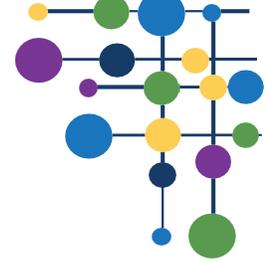


Strategic Plan

September 2022





Contents

<i>Revisions – to be removed from final version</i>	Error! Bookmark not defined.
<i>About Share Multi Academy Trust.....</i>	2
<i>What makes us distinctive?</i>	2
<i>Our guiding principles.....</i>	3
<i>Our goals.....</i>	3
<i>Goal 1: Overcome disadvantage & help all pupils achieve outstanding outcomes</i>	4
<i>Goal 2: Deliver an outstanding curriculum & pedagogy.....</i>	5
<i>Goal 3: Recruit & retain an outstanding workforce</i>	5
<i>Goal 4: Provide outstanding leadership, management & infrastructure.....</i>	6
<i>Goal 5: Build positive communities that achieve outstanding outcomes together</i>	7
<i>Summary.....</i>	8

About Share Multi Academy Trust

Share Multi Academy Trust is a charitable company. In accordance with our Articles of Association, we were formed to:

Advance for the public benefit education in the United Kingdom by establishing, maintaining, carrying on, managing and developing schools offering a broad and balanced curriculum.

We are based in West Yorkshire and our academies serve primary and secondary pupils. We welcome pupils of all abilities and backgrounds. Many of our pupils experience deprivation in their lives and a significant number need additional support to catch up. Our academies are non-selective and do not have a religious character.

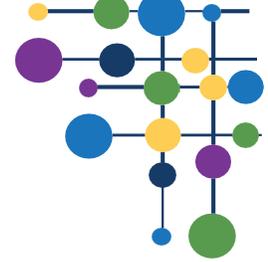
Our trustees are local people with a wealth of experience from educational and non-educational backgrounds.

What makes us distinctive?

We believe education is all about people. Our success is measured in how we help our children and young people achieve. We can only achieve this success by employing talented, committed staff and working in partnership with parents.

In doing so, we will benefit our communities.

We have a distinctive way of interpreting this belief. We summarise it as:



“Valuing People, Supporting Personal Best”

This means we seek for **every one** of our students and members of staff to **enjoy coming to our schools** and for all of us to **try our very best in everything we do**.

We help **everybody** gain the knowledge, skills and habits that can lead to a **happy and successful life**, both now and in the future.

We believe that helping **people feel valued** increases the chances of them achieving their **personal best**, which is the **highest standard we can expect anybody to achieve**.

Our guiding principles

Our guiding principles determine how we prioritise our activities, what we value and how we will conduct ourselves. In short, they describe what type of organisation we are.

Everyone can achieve

Everybody is capable of achieving success, given the right direction, support and commitment. Our job is to create these conditions.

Quality is our driving force

We will be ambitious and keep seeking ways of getting better, to give our pupils the best chance of success. We will make all decisions in the best interests of pupils.

Teams drive success

We believe people achieve more when they work well together. We will help everybody feel they are a valued member of our team.

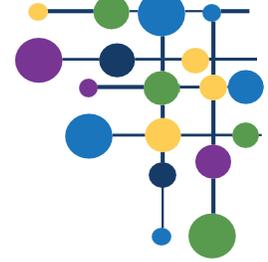
People thrive in positive communities

We think our pupils and staff will thrive where their many successes are celebrated, including their commitment and effort. We celebrate our diversity but are united by our values.

Our goals

Our overarching goal is:

To help more pupils, particularly the disadvantaged, achieve highly. Achievement includes academic success and



developing the personal qualities to lead happy, healthy and successful lives.

We will achieve this goal by focusing on 5 goals:

- 1. Overcome disadvantage & help all pupils achieve outstanding outcomes*
- 2. Deliver an outstanding curriculum & pedagogy*
- 3. Recruit & retain an outstanding workforce*
- 4. Provide outstanding leadership, management & infrastructure*
- 5. Build positive communities that achieve outstanding outcomes together*

Goal 1: Overcome disadvantage & help all pupils achieve outstanding outcomes

We will create the conditions where all our pupils, particularly the most disadvantaged, achieve highly.

We will:

1. Help pupils stay safe, happy and healthy

We will keep our pupils safe and in welcoming, supportive academies. We will educate pupils about the opportunities and risks they will face in life. We will encourage them to contribute to activities that benefit others.

2. Secure the highest standards of behaviour

Every academy will be a positive learning environment where all pupils can thrive. We will create positive learning environments with clear boundaries and encourage pupils to be caring and responsible citizens. We will support pupils who need extra help with managing their behaviour.

3. Offer first class support to overcome any disadvantage

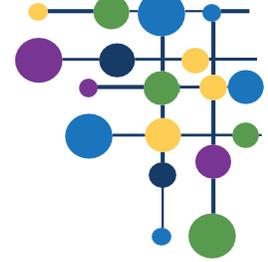
Many children need extra help to succeed. We will provide excellent support for all our pupils who need additional help. Pupils who want to succeed will do so, whatever their starting points.

4. Provide a wide range of enriching experiences

School is more than studying for qualifications. We want to stimulate and engage our pupils with a rich range of stimulating activities. We will offer trips, clubs and other experiences, to help pupils to thrive physically, spiritually, morally, socially and culturally.

Our trust's common approaches are described in our:

- "Outstanding Behaviour, Attendance and Safeguarding" handbook*
- "Outstanding Curriculum & Pedagogy" handbook*
- "(Pupil) Personal Development" pledge*



Goal 2: Deliver an outstanding curriculum & pedagogy

We will teach our pupils the knowledge they need to be successful in life, provide stimulating experiences, create joy in learning and help them appreciate the best of our culture. We will build the knowledge they need to live happy, successful & rewarding lives. Our teachers and teaching assistants will be experts in curriculum design & delivery.

We will:

1. Deliver a 'showcase' curriculum

We will teach a broad curriculum in each of our academies, exceeding the breadth and ambition of the national curriculum. We will inspire pupils to learn more. We will help them become happy, safe, healthy and well-rounded citizens

2. Be experts in curriculum planning & delivery

We will ensure all our teachers know their subject well and know how to break learning down into manageable steps for learners.

3. Be experts in the science of learning

Our teachers and teaching assistants will use the best strategies, to help pupils remember a rich and deep schema, i.e. a body of interconnected knowledge.

4. Deliver full access for all pupils

Our teachers will set ambitious goals for every pupil, including those with special needs and/or disabilities. Expert support will be available where needed.

Our trust's common approaches are described in our:

- *"Outstanding Curriculum & Pedagogy" handbook*
- *"Professional & Career Development" handbook*

Goal 3: Recruit & retain an outstanding workforce

Our success depends on our colleagues. We want them to feel happy, supported and valued. We want to help them achieve the highest professional standards. We want to prepare the leaders we need for the future.

We will:

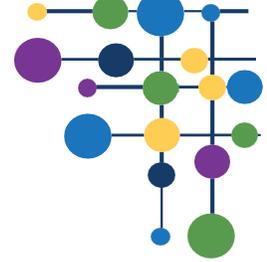
1. Offer working conditions that staff value

We do not have unlimited resources but we will make our pay and conditions competitive. We will ask staff what we can do to be a great employer and try our best to make them a reality.

2. Provide outstanding professional development opportunities

We believe staff feel happier at work when they are clear about their responsibilities, feel part of a team, can contribute to decisions and believe they are valued experts in their field. We will provide an excellent induction, offer ongoing training and help our colleagues build first-class expertise.

3. Identify and prepare the leaders of the future



We will create career progression pathways and give staff opportunities to trial more responsibilities before they commit to a promotion. We will provide excellent training and coaching for staff with the potential to take on leadership roles.

4. Welcome people who share our values

We will spread the message that SHARE is a great place to work. We will invest in suitable people who want to train to be teachers or take on a support staff role.

Our trust's common approaches are described in our:

- *"Professional & Career Development" handbook*
- *"Valued Colleague" pledge to staff*
- *Staff handbook, including pay & conditions policies*
- *Mentoring handbooks*

Goal 4: Provide outstanding leadership, management & infrastructure

We believe pupils and colleagues can achieve more in a supportive trust. Collectively, we can achieve more with our resources and expertise. We want to make a valuable contribution to our communities and, in turn, be valued by our communities.

We will:

1. Build expert governance

Our trustees will intelligently hold leaders to account on behalf of our parents and pupils. They will support leaders in achieving our strategic goals & the terms of our funding agreement. Our local governors will provide the essential link between local community and the trust, helping us to build a sense of common purpose. We will recruit, train and support trustees and governors, to help them make a positive contribution to our trust.

2. Be valued partners in our communities

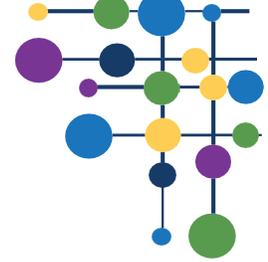
We will work constructively with partners, including parents, the local authority, local schools and other organisations, such as health professionals and the police. We recognise the important role we can play in making our communities better places to live.

3. Secure value for money

We are a publicly-funded, charitable trust, founded to advance education. We have a responsibility to spend this money wisely, to secure the maximum benefits for our pupils. A medium to large size trust can achieve this and our goal is to grow to a size where we can offer the best services to our pupils, without losing a sense of family.

4. Be the best trust, not the biggest

We will always focus on quality over size. However, we want more schools to join our trust, so we can extend our services and support more pupils better. We want to be a network of around six secondary schools and twelve primary schools. We want the



schools to be close enough to share best practice and build supportive relationships. We believe all our schools can improve within this network.

5. Provide a supportive infrastructure

We will provide a range of services and support structures that help all leaders work efficiently and pupils achieve more. This will include specialist support school improvement services. We will aim to give schools access to services that would be beyond a single institution.

Our trust's common approaches are described in our:

- *Governance handbook*
- *Financial handbook*
- *Growth and infrastructure plan*

Goal 5: Build positive communities that achieve outstanding outcomes together

Our staff and pupils will feel they belong, as valued members of our team. They will contribute to our success and feel well supported by colleagues and peers.

We will celebrate our successes, our diversity and our values along the way. We will help our pupils, staff, parents and communities feel welcome.

We accept and welcome our responsibility to contribute to a fairer, more sustainable society.

We will:

1. Act ethically

We want our pupils to be good citizens and to grow up in a safe, sustainable environment. We will play our part in contributing to the society we want our children to inherit. We will set an example in the way we act and educate our pupils about the shared values that matter. We will do all we can to contribute to a more sustainable, environmentally friendly society.

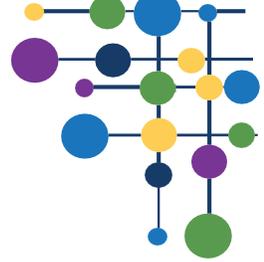
2. Help everyone feel valued

We think a sense of belonging is essential for human beings to achieve their best in an organisation. We will make everyone feel welcomed. We will establish values and traditions that unite us. We will ask people to contribute to this common story.

3. Celebrate our diversity and common values

We are a diverse community of many people of different backgrounds and talents. We want to celebrate this diversity and the many ways in which people can achieve. We also want pupils to recognise how our common values unite us. We will deliver activities to build this sense of community through our curriculum and communal activities.

4. Celebrate our successes along the way



We will remember to say thank-you and celebrate our many successes as often as possible.

Our trust's common approaches are described in our:

- ***Sustainability plan***
- ***"(Pupil) Personal Development" pledge***
- ***"Valued Colleague" pledge to staff***
- ***"Equality & diversity" policies and plans***
- ***'Trust Story' – our unifying purpose and aims***

Summary

We will be the best trust, not the biggest. We will measure 'best' by our success in helping more pupils, particularly the disadvantaged, achieve highly. We believe we can achieve this by 'Valuing People, Supporting Personal Best'.

Find out more at www.sharemat.co.uk