



SEN Trust Southend:

MAT development plan 2025/2026

OUR AIMS:

- To create an outstanding community of schools working collaboratively across Southend and South East Essex to enable pupils with Special Educational Needs to achieve their best and to enable them to move on to independence, making the most of their abilities.
- To be able to share expertise, resources and training across the schools whilst maintaining the individual ethos, status and character of the individual school.
- To provide a source of training, expertise and support for mainstream schools to enable the great majority of pupils with Special Educational Needs to remain in mainstream provision, where appropriate, with the correct support.
- To work within our community to ensure our young people are included, accepted and are part of the life of Southend/South East Essex.

OUR VALUES:

- Valuing our staff and young people - a voice for everyone.
- Ambition for our students - high aspirations - the sky is the limit.
- Accountability and transparency in our practices.
- Inclusivity - meeting the needs of the students, whatever the background.
- Rigour and challenge - leading to excellence in our practice.
- Community involvement - working with other services to meet the Special Educational Needs of our young people and their families.

It has been agreed to review and update this statement with a stakeholder event in September/October 2025

Challenges	Priorities
Funding: No basic top-up for each place from LA to increase from LA for school year 25/26. Oversubscription and demand for places at our schools above planned place numbers, including tribunal decisions. Increasing gap between funding provided by LA for pupils requiring 1 to 1 funding and the actual cost of this provision.	DfE decisions on possible re-build of Kingsdown Completion of steps to obtain Wellstead Gardens and use for the future- Waiting for information about the possible Kingsdown Re-Build. Design and provision of 16-19 provision for the future agreed to be funded by LA Budget balancing given the changes in top up funding. Recruitment of new CEO for the Trust upon retirement of current CEO at the end of school year 25/26. Clear Estates management planning and identifying priorities and funding across all schools and sites ICT development strategy for all schools to work with, including infrastructure to support the changing needs of pupils and schools.

Targets/areas for development	Focus	Responsibility	Timescales
Recruitment of new CEO upon the retirement of current CEO at the end of the school Year 2026	Leadership	All Trustees and school HT's	Initial meetings taking place Summer 2025, dates for potential interviews identified in October 2025. To be completed by December 2025.
Preparedness for new Ofsted inspection framework.	Leadership	All Trustees specifically – curriculum and standards committee + Headteachers and leadership teams of all schools. CEO to work with leadership team after training in new Ofsted framework in September/October 25.	School year 25-26- Training and information for all, Lancaster and St. Nicholas schools MAY be in the window of this coming school year.
Consolidation and preparation for the agreed age range changes in the schools affected by 'significant changes'	Leadership	All Trustees/ members/ LGBs/HTs School Headteachers - Meetings with parents/community to reassure of changes	By the end of the Autumn term
Develop funding stability over pupil funding – review of the LA formula for allocating "place value" to pupils when being asked to take over agreed place numbers	L & M	LA/Central Gov/ CEO/ Finance officers	Throughout the year as new information arises.
Regular review of pupil numbers and nature of pupil needs, including formula for 'banding'.	Leadership	Admin and HT's CEO and LA officers	Termly updates and information to LA
Prepare case for extending the 16-19 provision as requested by the LA ready for school year 2026/27 Agree increased in place numbers for 16-19 provision with LA and remit of provision	Leadership	HT's LGB's MAT trustees CEO Agree, size and remit of provision per year.	By the end of Spring term 2026 to agree places and provision for September 2026

Targets/areas for development	Focus	Responsibility	Timescales
Consolidate cross MAT staff group that impacts on more efficient working across the schools and easier understanding of responsibilities. New payroll and HR member of staff to increase efficiency and prevent CFO from having to spend time chasing and chasing payroll.	Finance and leadership development	CEO and Trustees to appoint and make use of new central staff team.	To recruit and embed new member of staff to take on these functions by October half term at the latest.
Creation of a full Estates management Strategy to enable clear prioritisation of all major works. By end of December 2025 to determine what a 'large project' is and therefore priorities of who is responsible for funding and gaining sources of external funding. Create a Trust Sustainability, Leadership and a Climate Action plan	Finance, leadership and management.	Governance Professional to lead with gathering information. Trustees and HTs to add input and information/ priority of estates projects. Appoint a Sustainability Lead Officer	Building conditions surveys to be completed in Summer holidays Set up systems for determining priorities and 'bidding' process for school projects and funding by December 2025. End of 2025 – to cover Decarbonisation Adaptation and resilience Biodiversity and improving environment Climate Education and Green Careers