



WeST 2030



WESTCOUNTRY
SCHOOLS TRUST

Every Child Achieving

A Strategic Plan for Community, Opportunity, and Sustainable Growth

Contents



WESTCOUNTRY
SCHOOLS TRUST

Executive Summary

Page 03

Our Vision

Page 04

Our Core Values

Page 05

The Four Strategic Pillars

Page 07

Strategic Enablers

Page 12

Measure of Success

Page 16

The WeST Charter

Page 17

Our Commitment to the South West

Page 21

Executive Summary



This document outlines the strategic direction for the Westcountry Schools Trust (WeST) for 2025–2030. It reflects a pivotal moment as we transition leadership and renew our commitment to our localities through additional outward-facing partnerships. Our foundation remains Stronger Together, now sharpened around achievement, civic responsibility, cyber security, and the responsible use of AI to

support staff and improve outcomes. This plan combines strong central capacity with empowered local decision-making, so that while the Trust sets strategic direction and safeguards the system, choices are made closest to the child and our impact in the South West is deepened.

FOUR PILLARS

01
Education
Excellence and
Achievement

02
Character,
Culture and
Opportunity

03
People, Talent
and Workload

04
Community,
Connection
and Place

THREE STRATEGIC ENABLERS



**Financial
Stewardship**



**Safe, Sustainable and
Digital Environments**



**Governance,
Risk and Assurance**

MEASURES OF SUCCESS (KPIS 2030):

- Achievement, Leadership, Inclusion
- Civic Duty, People, Digital, Sustainability, Governance and Assurance

CHARTERS

- The Student Charter
- The Staff Charter
- The Community Charter



Our Vision, Mission & Values

The WeST Compass

Following consultation with Trustees, Governors, Headteachers, and Executives (Oct 2025 – Feb 2026), our guiding principles have been refined to emphasise inclusivity and tangible outcomes.

Our Mission



Empowering all children and young people to impact positively on society.”

Our Vision



Every child achieving in a great school.”

Our Core Values



The WeST Way

These values guide our behaviour and decision-making.



Collaboration

We are Stronger Together, sharing expertise across the trust to lift every school.



Aspiration

We refuse to accept that geography or disadvantage dictates destiny.



Integrity

We act ethically, transparently, and with financial propriety.



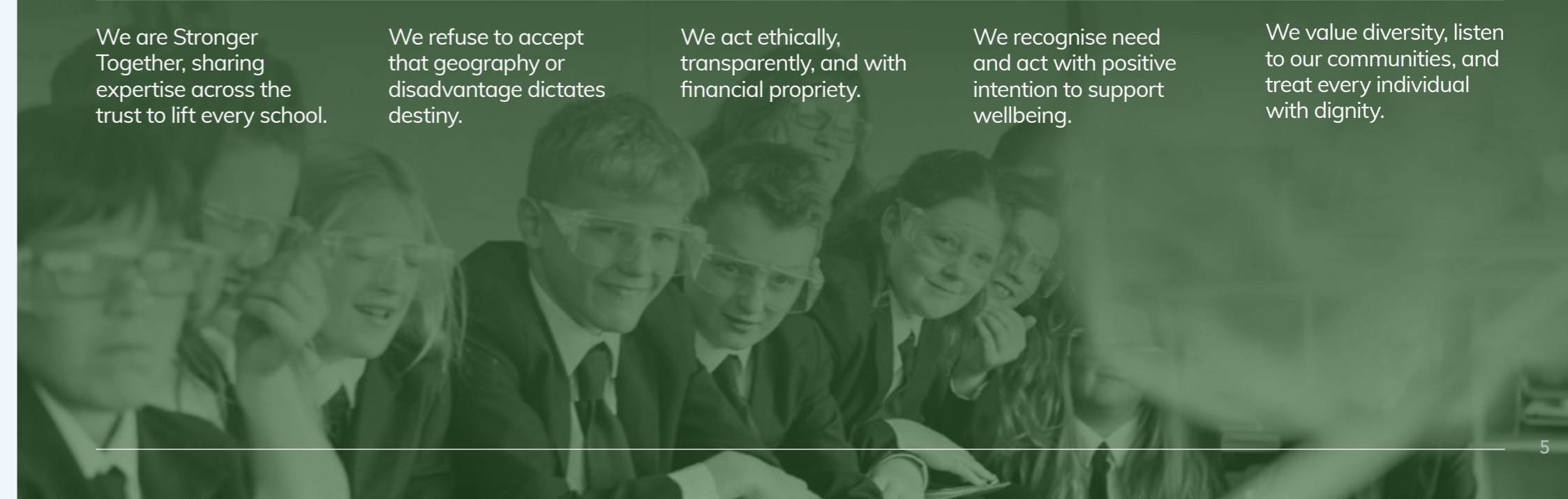
Compassion

We recognise need and act with positive intention to support wellbeing.



Respect

We value diversity, listen to our communities, and treat every individual with dignity.





Strategic Framework:

The Four Strategic Pillars 2025–2030

These pillars represent the outcomes we promise to our students, staff and communities. The four strategic pillars provide the framework through which our mission and vision are achieved.



Educational
Excellence and
Achievement



Character,
Culture and
Opportunity



People,
Talent and
Workload



Community,
Connection
and Place



Pillar 1

Educational Excellence & Achievement

GOAL: To ensure every WeST school is in the top 20% nationally for progress and attainment.

01. The Achievement Commitment

Focus on student success beyond school improvement. We will relentlessly close achievement gaps for vulnerable students, ensuring they keep up, not just catch up.

02. Inclusion & Special Provision

Expand internal capacity for Alternative and Special Educational Needs. Utilise trust assets (e.g. South Dartmoor) to create inclusive pathways, supporting the most vulnerable learners within the WeST family.

03. Primary-Secondary-Tertiary Cohesion

Strengthen the Cradle to Career transition. Ensure the primary curriculum dovetails coherently into secondary, preventing the KS3 performance dip. Develop meaningful pathways to work for all.

04. Data-Informed Intervention

Leverage AI and data visualisation to identify real-time learning gaps. This allows for rapid, targeted intervention at classroom level.



Pillar 2

Character, Culture & Opportunity

GOAL: To develop young people who are ready to lead and serve.



The WeST Experience

A guarantee that every child, regardless of their school's location, has access to trust-wide cultural, sporting, and residential opportunities (e.g., the netball academy, trust orchestras).



Belonging & Purpose

Framing attendance not as compliance, but as **belonging**. We will create school cultures where every child feels seen, valued, and known, where **every child understands their purpose and can articulate their aspirations**. When students feel they matter and see a future for themselves, showing up becomes meaningful.



Respect & Behaviour

Implementing a trust-wide behaviour framework rooted in our value of **Respect**, with an explicit behaviour curriculum that teaches what respect looks like in practice, creating safe, calm, scholarly environments.

Pillar 3

People, Talent & Workload

GOAL: To be the education employer of choice in the South West, shaping the next generation of the workforce and its leaders.



The Workload Charter (AI-Enabled)

We commit to using technology (including Generative AI tools) to strip away low-value administrative tasks (e.g., minute taking, resource generation), allowing staff to focus on being excellent for the students.



Grow Our Own Leadership

With clear pathways, we will develop the next generation of leaders from within, mitigating recruitment challenges in the South West. Provide pathways for our own students to strengthen our WeST workforce as young adults.



Staff Wellbeing

Recognising that high performance requires high support. We will maintain a social contract that protects staff time and prioritises professional autonomy within a supportive framework, maximising the opportunities offered by flexibly working.



Pillar 4

Community, Connection & Place

GOAL: Schools as Anchor Institutions that strengthen their localities, deepening WeST impact across the South West so that families actively seek a WeST school.

01.

The Cluster Model

Structuring growth around geographic clusters (Plymouth, Devon, Cornwall) to ensure schools are interconnected, financially sustainable, and locally responsive.

02.

WeST Community Councils (WCCs)

WCCs will restore the link between schools and their communities, providing meaningful stakeholder engagement and lived experience feedback to the Board.

03.

Civic Duty

Our schools will act as hubs for community services, recognising our role in supporting the wider family unit and fostering partnerships with local services (e.g. family support, food banks, NHS, emergency services, CAB, local businesses and CoC, mental health charities)



The Strategic Enablers

Foundations for Delivering Our Pillars

To deliver these pillars, our operations must be robust, compliant with the Academy Trust Handbook, and focused on the protection and development of our schools.



**Financial Stewardship,
Due Diligence
& Autonomy**



**Safe, Sustainable
& Digital Environments**



**Governance,
Risk & Assurance**

Enabler A:

Financial Stewardship, Due Diligence & Autonomy



Financial Stewardship

We act as careful stewards of public funds, adhering to the Academy Trust Handbook principles of regularity, propriety and value for money, while using our collective strength to support schools through financial volatility and protect the classroom.



Rigorous Due Diligence

Whether in procurement or trust growth, we apply a safety-first due diligence framework. We will not expand the Trust or enter contracts without a robust evidence base that proves it adds value for learners and communities and strengthens the WeST family.



Earned Autonomy

While we pool Capital (SCA) and Reserves to provide a safety net, we do not apply full GAG pooling. We empower Headteachers to act as local stewards of their budget, guided by central expertise to ensure long-term viability.



Enabler B: Safe, Sustainable & Digital Environments

01. Cyber Protection

We will aggressively protect our schools from digital threats. A dedicated Digital Lead will ensure 100% compliance with the ATH 2025 cyber standards and enforce the No Ransom policy, safeguarding our data and assets.

02. Sustainability as Stewardship

We will implement a Climate Action Plan as a duty to future generations, moving the Trust toward Net Zero by 2050 and reducing energy waste to redirect funds back into education.

03. Strategic Estate Management

Our 5-year capital plan is not just maintenance; it is asset protection. We align fully with the School Estate Management Standards to ensure every building is safe, compliant, and inspiring.

04. Technology, AI and Workforce Capability

We will invest in secure digital infrastructure and responsible AI, building the technical capability of our workforce and students so innovation strengthens teaching, learning, operations and decision-making.

Enabler C: Governance, Risk & Assurance



Protective Governance

Our trustee and local governance model is designed to protect the Trust's reputation and standards. We will augment our professionalised 'internal scrutiny' model, including periodic external benchmarking and peer review with high-performing trusts, that goes beyond compliance checking to provide rigorous strategic assurance on risk.

Guidance over Compliance

We provide the frameworks and guardrails that allow schools to operate safely, intervening only when those guardrails are breached, informed by internal scrutiny findings and external trust comparators.

Local Accountability

The WeST Community Councils provide a vital listening ear on the ground, ensuring the Board is alerted to community risks and safeguarding culture issues early.

Workforce Data

We will use sophisticated analytics to track and build retention, representation and equity.

Measures of Success

KPIs 2030

Priority	Success Indicator (2030)
Achievement	Students in all WeST schools in the top 20% nationally for KS2, KS4 and KS5 progress and attainment.
Leadership	100% young people have had a meaningful leadership opportunity when they leave the phase. 100% move successfully on to the next stage (school, college, university or work).
Inclusion	The attainment gap between Disadvantaged/SEND and Non-Disadvantaged/SEND students is removed.
Civic Duty	Every school has an active WeST Community Council and a documented Anchor Institution plan.
Finance	Reduce the central services contribution to 3.5% without any reduction in service quality.
People	Staff turnover is below national average; 70% of leadership appointments are internal. Staff survey >80% return. eNPS >+20. SRA reduced by 50% on 2025 metric.
Digital	100% compliance with DfE Cyber Standards; AI tools fully integrated into admin workflows.
Sustainability	Carbon footprint reduced by 30%; Climate Action Plan fully operational.
Governance and Assurance	Internal scrutiny provides robust strategic assurance, with findings periodically validated through external benchmarking and peer review with high-performing trusts. 100% Estates Compliance.



The WeST Charter: Our Trust Dividend



Our Promise

Stronger Together is not just a slogan; it is a measurable advantage. The WeST Charter sets out the tangible guarantees we make to our three core constituencies, acting as both a safeguard and a catalyst for our schools.



The Student Charter



The Staff Charter



The Community Charter

The Student Charter

COMMITMENT: Every child in a WeST school receives more than they would in a standalone school.



Enriched Opportunity

Access to Trust-wide events, competitions, and elite pathways (e.g., The netball academy, trust orchestras, international trips) that no single school could access alone.

Educational Quality

You will be taught by staff who are part of subject communities, constantly refining their expertise through the WeST Institute.

Continuity of Care

A seamless Cradle to Career educational journey. Our clustering model ensures that transition from Primary to Secondary is a bridge, not a cliff-edge, with shared data and pastoral handover.

Equity of Access

Whether you attend a small rural primary or a large urban secondary, you have equal access to high-quality digital learning tools and safe, compliant facilities funded by our pooled capital reserves.



The Staff Charter

COMMITMENT: WeST is a place where you can grow your career without moving house.



Professional Growth

Access to the WeST Institute, offering bespoke CPD, NPQs, and leadership coaching. We leverage our scale to bring in world-class training that individual schools could not afford.

Talent Mobility

We encourage internal promotion. With 31 schools, your next career step, whether into leadership, subject mastery, or trust-wide roles, is likely within the WeST family.

Fair, Inclusive & Flexible

We treat colleagues fairly and inclusively, expanding flexible work where roles allow and applying consistent, transparent processes and reward principles.

Wellbeing & Workload

We use our collective power to reduce your burden:

- **Centralised Operations:** HR, Finance, IT and Estates are managed centrally, freeing school leaders and teachers to focus on teaching.
- **Digital Innovation:** We invest in AI tools trust-wide to automate administrative tasks and reduce working hours.

Peer Support

You are never isolated. Every Teacher, Leader, Support Staff and Headteacher belongs to a professional cluster, providing peer challenge, support, and shared planning.

The Community Charter

COMMITMENT: A WeST school is an enduring anchor institution in your locality, protected by the strength of the whole community.



Financial Stewardship

We act as careful stewards of your school's future. By pooling reserves and sharing resources, we protect individual schools from financial shocks and demographic dips. We ensure that every school remains viable, solvent, and safe for the long term.

Civic Responsibility

Our schools are not islands. We commit to using our facilities and resources to support the wider community: hosting adult learning, family services, and community groups.

Local Voice

Through our WeST Community Councils, we guarantee that local voices are heard. We respect the unique identity of each school and its history, ensuring it serves your specific community needs while benefiting from Trust strength.

Collective Influence

As a large Trust, we advocate for the South West region at a national level, attracting investment and influencing policy to benefit your children.

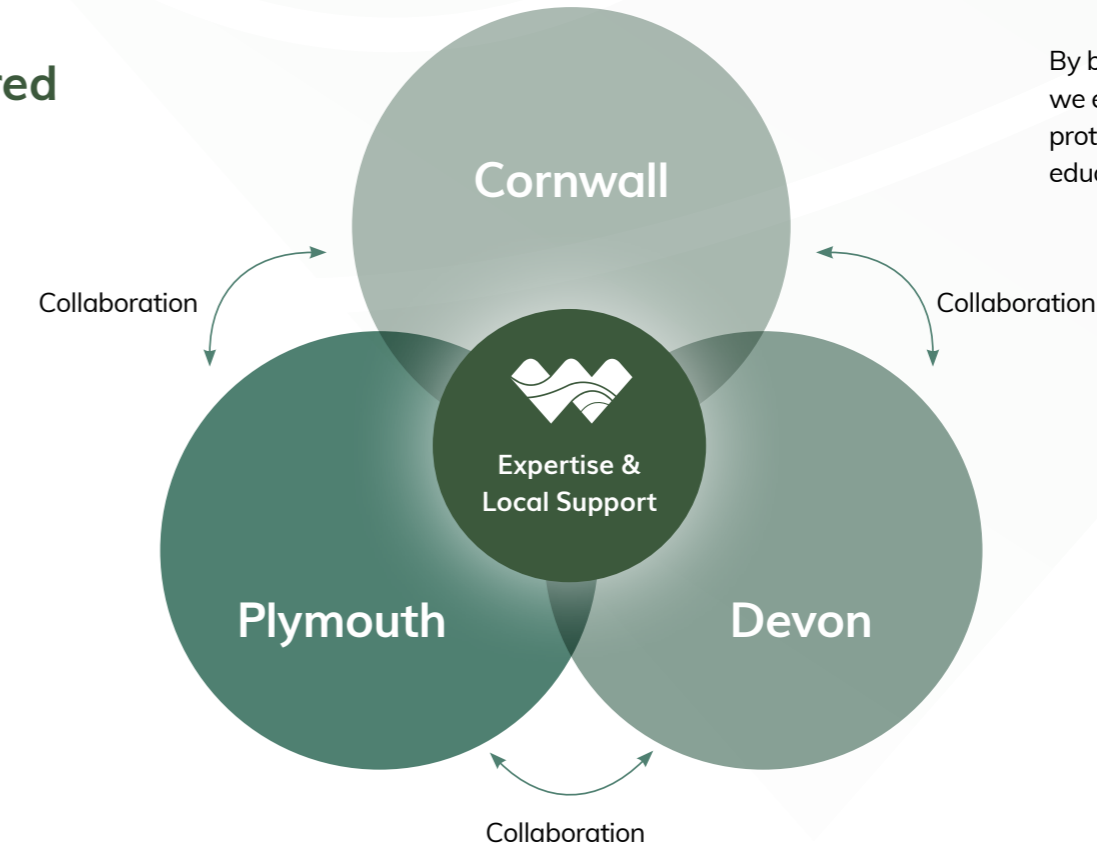


Our Commitment to the South West



The WeST Family of Schools is structured around geographic clusters, serving as anchor institutions. This model ensures schools are interconnected, financially sustainable, and locally responsive, benefiting from the Trust's collective strength and resources.

Trust-Wide Shared Resources



By balancing central strength with local autonomy, we ensure child-centric decisions. The Trust acts as a protective steward, creating a sustainable model for educational excellence across the South West.

Every Child Achieving

WeST 2030: Stronger Together

A unified Family of Schools committed to educational excellence, community connection, and sustainable growth across Plymouth, Devon, and Cornwall.

Glossary

An **anchor institution** in UK education is a school or group of schools (such as a multi-academy trust) that is firmly rooted in its local community and plays a crucial, long-term role in supporting that community. In other words, beyond its primary educational mission, it contributes strategically to the community's social and economic well-being – often prioritising help for those who need it most. The term “anchor” highlights that such an institution is anchored in place: it is a stable, lasting presence in the area and invested in the future of its locality.

AI	Artificial Intelligence	KPIs	Key Performance Indicators
ATH	Academy Trust Handbook	KS#	Key Stage # (2, 3, 4, 5)
CAB	Citizens Advice Bureau	NHS	National Health Service
CoC	Chamber of Commerce	NPQs	National Professional Qualifications
CPD	Continuing Professional Development	SBM	School Business Manager
DfE	Department for Education	SCA	School Condition Allocation
eNPS	Employee Net Promoter Score	SEND	Special Educational Needs and Disabilities
GAG	General Annual Grant	SRA	Staff Related Absence
HR	Human Resources	TLA	Teaching and Learning Assistant (TA)
IT	Information Technology		





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