

WEST Trust Aims, Visions & Values

Vision

The Trust will take responsibility for **all** children and young people in our schools. By strengthening our current partnership, the Trust will improve every opportunity and enable every learner to achieve the best they can.

We will achieve this by:

- developing the Trust to provide clear, strong, effective leadership to support the schools;
- providing the highest quality teaching and learning for everyone;
- sharing and implementing examples of outstanding practice and resources;
- employing effective governance and principles of best value in the procurement and management of resources;
- rigorously monitoring and evaluating everything we do;
- working in partnership with our local community.

The key aims of our trust will impact on the lives and experiences of our children. We aim to:

- further enhance the educational experiences for every child in our care, therefore raising standards in all areas.
- raise children's aspirations by working alongside our partners and the local community.
- share best practice across our schools, increase leadership capacity and continuing professional development opportunities, to ensure our children are provided with the highest quality educational experiences.
- strengthen and enhance the already effective relationships with parents, carers, partners and the wider community.
- retain and further promote the unique identities of our individual schools, providing our children, staff and parents and carers with a secure identity and sense of belonging.
- provide a strong local voice in response to national changes, making sure the impact on our children is always at the forefront of our beliefs.
- formalise the current partnership to protect and promote collaborative working to improve the quality of teaching and learning.
- seek opportunities for additional funding streams and financial efficiencies.
- provide our partners with the opportunity to become part of our school and local communities and to inspire a future workforce and generation.
- provide further opportunities for our local communities to flourish and ensure our children grow up to be active members of society.
- ensure every member of the Trust Board and governing bodies have a clear vision, drive and enthusiasm for positive change.

To support these aims we will establish and develop partnerships with local organisations which are mutually beneficial.

WEST Trust Key Priorities & Working Groups

Key Priorities

1. The pursuit of excellence in teaching and learning.
2. Support for and pastoral care of all pupils and their families.
3. Community projects and development.
4. Raise aspirations by identifying and the engaging partners who will bring energy and experience to enhance our learning community.
5. Robust governance, business and financial management.

Working Groups

1. The pursuit of excellence in teaching and learning.

Group Members: Heads & Deputy Heads initially, then teachers

Actions:

- 1.1 Identify the priorities and the group will set up the appropriate networks.
- 1.2 Deputy Head teachers to visit each school
- 1.3 The group will set up meetings for school staff across the Trust to 'get to know' fellow Trust members. This will lead to opportunities for professional dialogue and collaboration. A timetable of events will be created.

2. Support for and Pastoral Care of All Pupils and their Families.

Group Members: Family Support Worker – Bridgewater, Parent Support Advisor – Broadwood, Family Support Advisor – Canning Street, Family Support Coordinator – Hawthorn, Parent Support Advisor – St John's, Family Support Officer – Wingrove, Head – Ashfield, Family Support Officer – St Paul's

Actions:

- 2.1 In the first year the group will collate information regarding the services utilised across the Inner West to support pupils with particular needs and their pastoral care. The group will attempt to clarify for school support workers the myriad of professional services available; what they are entitled to and those that are most effective.
This will include health; social care and LA services. The information published will include both educational support services including guidance for specific learning difficulties and for more general emotional or behavioural support. Guidance on the services and providers may include the following (examples): attendance officers; charities; behavioural support, community services – Fire; Police; Educational Psychologists; EYFS additional support; FSO; Health Visitors; Speech and Language Specialists; Counselling; Specific Learning Difficulty Specialists; Looked After Children (LAC) Organisations and Fostering Agencies; Occupational Therapists; Parenting Partnership providers; School Health Visitors; SENTASS; Social care; Sure Start as well as independent private companies such as THRIVE.

3. Community Projects and Development

Group Members: A middle leader from each school.

Actions:

- 3.1 The group will engage with staff across the Trust members to initiate greater inter-school activities. The group will publish timetables and opportunities across the school year.
- 3.2 The group will explore the exchange of ideas, learning and information across the Trust through a range of media - websites for example and in pupils' work.

4. Raise aspirations by identifying and then engaging partners who will bring energy and experience to enhance our learning community

Group Members: Steering group

Actions:

- 4.1 Identify partners.
- 4.2 The group will audit the current partners working within schools. They will identify successful practice and identify issues. Identified partners will be asked how they might develop their work further.

5. Robust governance, business and financial management

(Preliminary discussions identified two strands within this group – 'governance' and 'business'. Within the governance group there is also the need to consider governance at two levels: the Trust and the individual schools' governing bodies).

5a Robust Governance Group Members: A Governor from each school.

Actions:

- 5.1 To form a network of governor representatives from each school to further develop the understanding of the key 'governance' actions within the Trust and in becoming foundation schools.
- 5.2 At Trust level: Through the Board of Directors we will develop effective governor practice, procedures and structures to enable the Trust to operate successfully and add value to the work of the schools.
- 5.3 At school level: We will seek to identify ways in which we can share and strengthen practice in governance including further enhancing recruitment opportunities.
- 5.4 We will investigate ways of setting up effective communication between the Trust and school governing bodies.

5b Robust Business & Financial Management Group Members:

Business Managers from each school. Head from Broadwood.

Actions:

- 5.5 The formation of a network of SBM/Admin working alongside the city-wide SBM/Admin network. The group will compile a skills matrix in order to audit and develop the skills base across the cluster.
- 5.6 Look at how the Trust could utilise a range of digital media e.g. websites, social networking etc.

WEST Trust Business Plan 2014 – 2015

Aspects of Business Development

1. Trust Identity
2. Strategic Planning & Funding
3. Trust Operations
4. Stakeholders & Partnership
5. The Pupil Community

Aspects of Development	Year 1 Actions (2014-2015)
Trust Identity	<p>The WEST Prospectus will be available to all schools and partners from the day of launch. It will identify the vision, values of the Trust, key personnel, agreed operations and future operational and business plans. This will be published for all schools and potential partners.</p> <p>The WEST logo/motto will be selected for use upon all WEST documents etc. WEST stationery will be printed and utilised for all WEST business. Schools will receive WEST banners to represent membership of the Trust and assemblies will be held in schools – they will be displayed within school entrances. This will be publicised as part of the launch operation.</p> <p>WEST intends to develop a website which all stakeholders can access. The website design will link all current websites across the Trust and will celebrate work by professionals and pupils alike. It will outline all of the WEST Trust work.</p> <p>The WEST Trust will launch operations with a celebratory event to mark collaboration across the Trust. This event will be publicised within the press and across all schools.</p>
Strategic Planning & Funding	<p>The 'Trust Business Plan for 2015' will be developed into a longer term, 3 year plan for the business of the Trust.</p> <p>The Trust will appoint a leader of Trust operations. The title of the role and job description will be defined. A handbook of operations will be published to identify the roles and responsibilities of the WEST leadership. Additional key roles will be defined including the operational relationship between the board, the chair, the company secretary and the leader of operations. The handbook will also identify times and dates of meetings and events.</p> <p>Administrative support for Trust business will be outlined to support the role of the operations lead and the board.</p> <p>The start-up funding formulae and arrangements will be outlined and all members will contribute to the WEST Trust fund. The initial contribution for each school will be agreed and administered by the board through the work of the operational leader.</p> <p>Charitable status will be explored and a plan to maximise the designation will be developed and clearly defined.</p>
Trust Operations	<p>The operational work of the Priority Working Groups will continue and a 'longer term' plan will be developed for each group:</p> <ol style="list-style-type: none"> 1. The pursuit of excellence in teaching and learning 2. Support for and pastoral care of all pupils 3. Community projects and development 4. Engaging partners who will bring energy and experience to enhance our learning community 5. Robust governance, business and financial management <p>The group leads and contributors will be clearly defined as will the short and longer term aims of each group. The outcomes will be publicised across the Trust and monitored by the board through the work of the operational leader. Key professionals from across the Trust schools will be invited to join the on-going work.</p>
Stakeholders & Partnership	<p>The relationship and role of formal partners will be developed and defined through liaison with individual named representatives from the partnership group. Beneficial partnership with the myriad of other agencies external to the Trust will be on-going.</p> <p>Liaison with associates will continue and the contribution of associate members will be developed and monitored through the operational work. Their role will be clearly defined and developed for the benefit of the Trust. The operational lead will outline key contributions and potential benefits to liaison.</p> <p>The parent group will be engaged initially through opportunities to attend Trust events for pupils but also the instigation of specific parent activity programs will be investigated and initiated.</p>
The Pupil Community	<p>Pupils across the Trust will be aware that they are part of a wider formal community. Pupil launch events in school will publicise the work of the Trust and the contribution pupils can make. An official pupil launch event will be undertaken.</p>