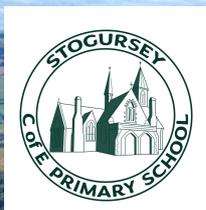


Building Character, Shaping Futures



# Growth Strategy 2025



[www.quantockedtrust.co.uk](http://www.quantockedtrust.co.uk)

## Strategic Direction

Quantock Education Trust is currently a small but ambitious Trust committed to championing the needs of all children in our school communities, with a clear focus on achievement and character. Close relationships, a focus on standards, and meaningful collaboration provide our member schools with a tangible sense of belonging, where mutual support and high expectations helps us to maintain a 'family' and 'one team' culture.

QET was founded in 2019 and in just two years grew to be a Trust of four schools. At QET we value and celebrate the diversity and distinctiveness of our schools, given the different age range from early years to sixth form; church and non-church status, which also includes state boarding provision.

2024 saw the Trust grow from four to eight schools with St Bartholomew's Primary, Ashlands Primary and Merriott & Haselbury Plucknett Primary schools joining to form our 'Crewkerne Hub'.

Our growth strategy is predicated on the ambition that we have for every child in each of our schools to achieve success. It is also shaped by our ambition for all children in Somerset to benefit from a world class education; as well as by the ambitions set out recently in the Schools White Paper 'Opportunity for all: strong schools with great teachers for your child'.



## Mission

To improve outcomes for all pupils across the Trust and ensure that every child fulfils their potential and makes excellent progress.

## Vision

Our schools will provide the very best educational experiences for our children and enable them to achieve academic success - as well as developing a high-quality character education so that our children are responsible, confident, and compassionate young people.

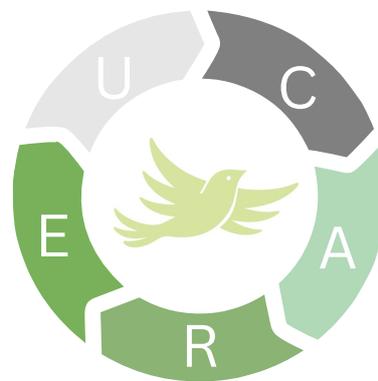
We will do this by developing expert teachers and great leaders; by delivering a high-quality curriculum; by building excellent relationships and deploying evidence informed pedagogies and improvement practices.

## Aim

The QET is defined by its values and ethos which prioritises academic achievement but is also committed to the development of children's attributes and personal qualities. Our aim is to foster a love of learning in our children and support the development of civic and moral character from early childhood through to young adulthood.

# Our Values

1. **Uniqueness**: we commit to respecting and protecting the diverse and unique qualities of each individual and of each school in our Trust community.
2. **Community**: we listen to, influence, and play an active role in our communities.
3. **Aspiration**; we raise standards and provide opportunity for developing talents in all areas of life.
4. **Respect**; we respect and celebrate the value and preciousness of each individual.
5. **Equity**; we aim to enrich the unique life opportunities of all, overcoming barriers and achieving goals.



## QUANTOCK EDUCATION TRUST

Uniqueness ● Community ● Aspiration  
Respect ● Equity

# Strategic Priorities

1. To improve achievement for all groups of learners, eliminating gaps and meeting ambitious standards, whilst enriching life opportunities for all.
2. Providing excellent governance, executive and school leadership with developmental opportunities and clear succession planning.
3. Recruiting, developing, and retaining the best professionals to work in QET.
4. Growing our partnerships and promoting and delivering the benefits of our cross-phase, mixed Trust.
5. Ensuring a financially viable and sustainable QET that can deliver high quality and cost-effective services to schools to maximise the quality of their provision.

# Growth Strategy

As well as being underpinned by QET's commitment to ensuring bright futures for its young people, this strategy document is also rooted in a shared understanding among Trust leaders that 'What got us here, won't get us there,' (Marshall Goldsmith).

We are aware that our future growth needs to be intentional, well executed and supported by efficient and effective central services as well as by an impactful school improvement model, and an expert workforce.

## Growth Intent

We currently operate in three geographically distinct areas: in Bridgwater serving the Haygrove, Spaxton and Stogursey school communities, in Bruton where we serve the Sexey's school community and our new Crewkerne Hub serves St Bartholomews, Ashlands and Merriott & Haselbury Plucknett schools.

Our driver for growth is to strengthen the Trust for the benefit of the children we educate. Growth will bring us the opportunity to expand our offer beyond the 2,400 pupils we currently serve; enable us to access a larger workforce and therefore greater expertise; and bring economies of scale that will enable us to build a Trust that is operationally efficient and effective.

Growth will also allow us to further strengthen our already coherent and impactful School Improvement offer, enabling new and existing schools to accelerate their performance. To this end we have recently reviewed our central business and school improvement offer to signal a new operational approach to help us achieve this goal.

The Trust is also looking to develop our post 16 provision and expertise so that greater numbers of students in Somerset in rural areas have access to a high quality post 16 offer that enables them to go on to further and higher education destinations of their choice.

## Target Locations

Our intention in the long term would be to continue to grow the number of schools in the Bridgwater area forming a 'Sedgemoor Hub' of primary and secondary schools plus also grow the number of schools in our new Crewkerne Hub. A hub model will enable us to create collaborative opportunities easily and efficiently for our stakeholders as well as begin to develop a local footprint and serve our communities better.

We are also keen to see a further hub develop in the Mendips - enabling Sexey's School to benefit from partnership working with single academy trust primary and secondary schools looking to join a MAT that can bring access to a wide professional network to help support their school improvement agendas.

# Types of School

As a mixed MAT, we believe that there is strength in our diversity of school types, because of the range of opportunities for learning and professional development it brings for our children, our staff and wider communities. We aim to find collaborative convergence around key areas such as pedagogy, curriculum and a commitment to character education and will seek out schools that explicitly share our mission and values. We are developing a common model of school improvement that works across phases, and are clear that joining schools, as well as being recipients of support, should also expect to provide capacity to QET and help strengthen provision in our existing schools.

There are many small rural primary schools in Somerset that would benefit from being a part of a medium size Trust and QET has seen first-hand in its work with Spaxton and Stogursey schools how it can add value to the quality of education and the opportunities that children in rural communities have access to. We have confidence in the dividend we can articulate to schools interested in joining our Trust and in the growing capacity of our central team, and in particular look to onboard small rural primaries where they have already formed federations or clusters. We would also like to develop additional secondary expertise to strengthen the opportunities that Sexey's and Haygrove schools can provide to their young people and are keen to onboard secondary schools in Somerset who may now be looking to join a Trust.



# Continuous Improvement

We are currently a Trust of six 'Good' schools and two schools that 'Require Improvement'.

We therefore recognise the need to continue to operate within a model that allows for a healthy balance between schools requiring support and those that are self-sustaining and will aim to work to a ratio of 1:3 with three 'Good' or better schools for any that are in a category.

Improving the quality of education in every school is our 'main thing' and advancing education for public benefit is our core purpose as a charitable trust and must drive any growth-related decision making.

## Mergers and Acquisitions

There may be some strengths and opportunities to be found in merging with another Trust, and whilst QET Trustees believe that this must form part of a wide strategic direction of travel endorsed by Department of Education and the Diocese, it is critical that any proposed merger for consideration takes into account our status as a mixed MAT and aligns clearly with our values. This will allow us to ensure that the Trust's culture, driven from our strong focus on our Mission and Values, is maintained as we believe this is how we will get the best from our schools and the pupils that we serve.

Several schools and clusters of schools are currently engaged in discussions with QET and are keen to join us. We believe that we are in a good position to consolidate our current provision whilst also growing at a manageable pace to strengthen our performance and local reputation.

## Timelines

Onboarding new schools into any Trust is a lengthy process and depends greatly on the various contexts of joining schools. Ordinarily the typical length of time to accept a school into a Trust is around nine to twelve months. We have excellent relationships with the Regional Director's office and remain receptive to and proactive in growth conversations with schools in Somerset that are a good 'fit' for our Trust. Our intention over the next 3 to 5 years is to continue to build our Trust to achieve a minimum number of "7500 pupils over at least 10 Schools" identified as the level at which Trusts start to develop central capacity.

As an enabler for this Growth Strategy we have created a plan for strengthening our central team that we are actioning both proactively and reactively as natural employee changes create opportunities. This strengthens our position to respond to and embed new growth opportunities.

**Last updated - September 2025**

