



ST BEDE C OF E PRIMARY
MULTI ACADEMY TRUST

Growth Strategy

All plans for future growth are linked to our Christian Vision of:

Enlightening, Enriching, Empowering and Evolving generations through education

Why Grow?

Our Mission is to **inspire our growing St. Bede family, allowing them to thrive and celebrate their full potential; providing an innovative, bespoke education for enquiring minds.**

As a Diocesan Multi Academy Trust, St. Bede C.E. MAT is committed to working within a respectful and compassionate environment. It is open to schools of all faiths and no faith, Primary and Secondary phases and all Ofsted judgements.

The rationale behind our growth strategy is that the Trust should always adhere to our six core values of:

Excellence
Leadership
Evolution
Family
Love
Resilience

Education

Growth would increase our capacity to deliver our strategy for improvement across the Trust and with schools beyond the Trust including:

- More opportunities for our children to participate in a wider range of Trust activities;
- More chances for children to fulfil their complete education in the Trust;
- A wider range of Teacher Learning Communities;
- More coaching capacity;
- More expert Mentors;
- All through view by all teaching staff;
- More Trust SLEs who know our expectations and systems;
- More Trust specialists in Music, Art, Computing, P.E. and Modern Foreign Languages;
- A larger Pastoral, Safeguarding and SEND team that can provide the bespoke support packages for individuals;
- A shared workload through collaborative planning at all levels;
- Trust led subject networks;
- Extra Leadership capacity;

- Secondments to enrich people's awareness of roles and professional development;
- Greater collaboration with experts within the Trust;
- Subject leaders working together;
- Retention of expertise – if one expert leaves, we retain some of their knowledge within the team.

People

- The key to school improvement is collaboration. We ensure that every member of staff has the opportunity to be part of a team that will offer both support and development across the MAT;
- Mirroring teams across the MAT (e.g. English curriculum teams at both sites);
- Pairing staff across the MAT with a 'buddy' who has the same responsibility (e.g. pastoral);
- The development of the number of key roles, bringing expertise across the Trust e.g. SEND consultant;
- Secondment opportunities within the Trust;
- Greater retention of talented staff by providing a full career pathway;
- Greater investment in our staff;
- Creating opportunities for staff members to train to become teachers/senior leaders from TAs;
- Career spanning opportunities within the Trust.

Finance

Growth should secure financial stability by:

- Attracting, training and retaining expert financial staff;
- Ensuring that decision making is not limited by financial factors;
- Providing access to a school condition allocation (five academies and 3,000 pupils), replacing the need to bid for funding through the Condition Improvement Fund;
- Benefiting from economies of scale when negotiating contracts.

Central Services Support

Growth further enhances the positive financial and non-financial benefits of a bespoke centralised Trust Team. The purpose of this team is to ensure the well-being of the staff and children with a personal touch, thus enabling the MAT to deliver a world class education to all pupils. All staff within the Trust have access to a centralised team of professionals including:

- Human Resources
- I.T.
- Finance
- Payroll
- Health & Safety
- Caretaking
- Catering

Strategy for growth

The following growth principles will be applied throughout:

- Maintain our Christian distinctiveness of our MAT with our mission and values driving all growth strategies within the Trust;
- We will partner good or outstanding schools where possible to add capacity to school improvement services (with a particular focus on the Primary phase);
- Accept OFSTED graded 'Inadequate' or 'Requires Improvement' schools, if there is sufficient capacity within the MAT to offer support without dilution of quality overall within the Trust.
- Grow the Trust in a way that is not financially detrimental.

Within 5 Years

- Welcome three further primaries to the Trust unless there is a strong strategic reason for more (e.g. if a strong cluster or small MAT request entry);
- The first addition ideally being either good or outstanding to further strengthen capacity (an Ofsted grade doesn't always give an accurate picture of the current position of a school, so this will be assessed on a case by case basis);
- Schools in financial difficulty would be considered due to our strong track record of sound financial stability;
- Creation of an internal monitoring team.

Within 10 years

- Grow the Trust to ten Academies including a secondary school cluster to ensure our children have access to both phases of education within our Trust, and strengthen the transition from Year 6 to 7;
- All Academies in the Trust would benefit from the centralised services of support and it would be transitioned in a controlled manner ensuring no loss of quality;
- Explore the options of expansion through schools/other MATs joining or the free school programme wherever it fits within our educational vision of excellence, in partnership with Manchester Diocese.

This Growth strategy is reviewed annually by the Board of Directors.