

Growth Strategy for Trinity MAT
2016-2020

The Trinity MAT has the following vision:

As a Diocesan Multi-Academy Trust, Trinity MAT is committed to working within a respectful and compassionate environment. It is open to schools of all faiths and none, all educational phases and all Ofsted judgements.

The trust exists to serve the students in its care. It has a small number of core principles:

- We expect all our schools to actively support each other and to share best practice for the benefit of all.
- We encourage each of our schools to celebrate its distinctive identity within our trust community.
- We are committed to providing quality-assured services to keep our schools legal, financially robust and continually improving.

2015-16

By the end of the AY2016-17, Trinity MAT is expected to include the following institutions:

Institution	NoR	Ofsted rating	Phase	Date of entry
Trinity Academy Halifax	1700	1	11-18	Founding member
The Maltings College	140	3	16-19	01/10/2016
Akroydon Primary Academy	340	2	3-11	01/02/2017
Sowerby Bridge High School	900	n/a	11-18	01/09/2017
Cathedral Academy	730	3	11-18	tbc
Totals	3810			

It is anticipated that in order to be in a position to benefit from economies of scale and to continue to have a significant educational impact over a number of educational institutions, the MAT needs to work towards having an overall total student number of approximately 10,000 (likely to be between 15 and 20 institutions, of all phases and sizes). It must also be measured growth, incorporating schools with significant school improvement capacity as well as those which are vulnerable at the point of entry into the trust.

Directors agreed the following growth principles in AY2015-16:

1. *To maintain the 'moral imperative' we have fostered in the early part of Trinity's existence*
2. *To partner with good/outstanding schools to add capacity to school improvement services (with a particular focus on the primary phase)*
3. *For central services to be developed in a timely manner to ensure the MAT remains sustainable and effective.*

2016-2020

The strategic plan for growth over the next 3-5 years is based on the following five guidelines:

- There is a recognition that the educational landscape can change suddenly. We would look to respond positively if the right opportunity for growth presented itself, or to accommodate a request from a relevant body e.g. the RSC, Diocese of Leeds etc.
- As we grow we will consider geographical clusters within the trust e.g. Calderdale, Wakefield, Bradford etc. However, we will also endeavour to maintain a boundary on the geographical range of growth i.e. one hours' drive from the founding school (Trinity Academy Halifax).
- We will grow by approximately 3-5 institutions per academic year, unless there is a strategic reason to consider more e.g. a strong, established cluster of schools requests entry.
- We will maintain an effective balance between school improvement capacity (good/outstanding schools) and vulnerable schools. As an Ofsted grade can sometimes not give an entirely accurate picture of a school, this will be assessed on a case-by-case basis.
- We will explore the possibilities offered through both expansion and the free school programme, wherever it fits within our educational vision of excellence. This will be in partnership with the Diocese of Leeds.

This growth strategy document is reviewed annually by the Board of Directors.