

# Growth Strategy



June 2024

## Introduction

Our relentless focus on addressing inequities, through high quality education, underpins our growth strategy. Our strategy is driven by the Trust's mission and values and the capacity of the Trust to transform children and young people's lives. It is not driven by any arbitrary target number.

Investment in our people is one of the key pillars of a growth strategy. We recognise that the success of our schools depends on our people, their wellbeing and their entitlement to a high quality professional development and coaching offer. As outlined in our people strategy, the Trust is committed to investing in our people in ways which:

- Value the expertise of individuals and enable them to contribute to their maximum potential
- Distribute leadership across our Trust schools
- Promote peer to peer collaborative working and partnership opportunities
- Seeks the views of all to support continual improvement

A handwritten signature in black ink, appearing to read 'K Jordan-Daus'.

Dr Kerry Jordan-Daus  
CEO Veritas MAT

A handwritten signature in black ink, appearing to read 'S Haseltine'.

Simon Haseltine  
Chair of the Board of Trustees Veritas MAT



## Veritas mission

The collaboration of schools, forming the Veritas Multi Academy Trust, is built on a shared belief in the value of working in partnership. Together we are stronger, and better empowered to face the challenges of education today. Whilst those challenges are many, opportunities afforded from working together, sharing and problem solving, mean we are stronger. All voices are valued, and giving agency to our schools to do what works in their contexts is important to us.

Our mission is to provide **'irresistible learning for all'** across our Trust schools, to deliver the best outcomes for our children and young people.

# Growth Strategy

## What do we mean by growth?

Growth can come in many forms. It can come from:

- a prospective school joining the Trust
- a free-school bid to open a new school
- the expansion of an existing school (the addition of an age range or special resource base provision) or
- the dissolving of another Trust to join Veritas



## Growth principles

The Trust does not under-estimate the importance of getting growth 'right'. With that in mind, the following principles have been written to frame the Trust's decision making process when considering potential opportunities for growth:

1. We will only pursue discussions with prospective partner schools where there is commitment to the alignment of values between the school and the Trust, predicated on inclusive practice and addressing disadvantage and inequity
2. We will not pursue growth if the Trust does not have capacity to support a prospective school on its journey of improvement
3. We will not compromise the success of any of our existing schools through our growth strategy
4. We will always strive to firstly enter into a 'school to Trust partnership' with any prospective partner school for a time limited period prior to that school formally joining the Trust
5. For the central Trust team to be developed in a timely manner, so that it remains sustainable, effective and provides the necessary capacity to support the work of the Trust and its schools

## Key considerations

As Trust, we are not bound by the limits of geography. We see, for example, the potential in the establishment of geographic 'hubs' of schools working under the Veritas umbrella. In addition to the growth principles, the following considerations will inform any potential growth opportunity discussion:

- Phase (Primary / Secondary)
- Designation (Special school / Alternative provision / SEN resource provision)
- Religious designation
- Ofsted inspection rating
- Mergers with other Trusts

The following **research and evidence** have been used to inform the development of this strategy:

- Arbor: Creating a Cohesive Trust (September 2022)
- Confederation of School Trusts: Growing and Merging: Guidance for Trusts (October 2021)
- Department for Education: Trust Partnerships (October 2021)