



ARDEN
Multi-Academy Trust

Excellence in Education

OUR OPERATIONAL PLAN

Duration	September 2025 to August 2026
Lead	Martin Murphy, Chief Executive Officer
Trustee Approved	

Our Strategic Priorities

OUR OPERATIONAL PLAN

The Trust has seven key areas of focus which drive the annual Trust Development Plan, inform individual School Development Plans (SDPs) in each academy and support external funding bids. This ensures consistent reporting and monitoring across the Trust.



Priority 1: Leadership and Management

We drive continuous improvement of leadership, at all levels, within our academies, with the expectation of highly effective leadership with growing evidence of a high percentage of outstanding leadership. CPD, retention, recruitment and succession planning programmes.



Priority 2: Outcomes for pupils - Standards of Achievement and Progress

We support and challenge our schools to focus on raising achievement for all our learners so that all key measures are rapidly improving to at least nationally expected standards with many schools achieving outstanding results, which are well above national standards. We also work to enhance our provision with enrichment activities and outstanding preparation for the next level of education or for the world of work.



Priority 3: Teaching, Learning and Assessment

We pay unrelenting attention to classroom practice and pedagogy to ensure teaching is strongly good with many areas of outstanding practice so that our learners can achieve and make excellent progress in our schools. The Quality of Teaching and Learning across the Trust must ensure our children overcome any barriers and access a rich well- balanced curriculum – our aim is to raise a love of learning through excellent teaching.



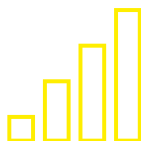
Priority 4:
Personal Development,
Pastoral Care, Behaviour
and Safeguarding

We provide high standards of pastoral care and support of children and young people in all our schools so attendance and behaviour for learning is consistently good or better with outstanding safeguarding practices. We must ensure our students will be safe, develop character and positive relationships enabling each individual to develop into strong independent adults. We demand the highest standards of behaviour across our Trust.



Priority 5:
Community and Parental
Engagement

We develop our schools so that they are very popular, often oversubscribed and the first choice for parents in our community. Parents and the community have a clear understanding of and high satisfaction levels of the Trust and the significant role it has in improving the quality of education across our area.



Priority 6:
Effective management and
trust services

We commit to ensuring the Trust is well led and managed, rigorously held to account by the Trust Board, with effective services for our schools which provide value for money. Budget targets are met each year, and the Trust has the financial capacity to support school improvement using the Trust Development Fund.



Priority 7:
Governance and Quality
Assurance

We ensure high quality Governance across the Trust which requires that leaders are accountable, challenged and supported. The Trust has effective quality assurance processes in place and an annual programme of external reviews that affirm its effectiveness.

The Key Objectives



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The Key Objectives

OUR OPERATIONAL PLAN

For each of the seven key areas of focus/ strategic priorities there are several key objectives that we will look to achieve this year.

They are summarised as follows, but more detailed objectives are provided on the key action plan.

Priority 1: Leadership and Management

- a) Strong leadership across the Trust.
- b) Effective leadership capacity.
- c) Clear communication, CPD, and succession planning.

Priority 2: Outcomes for pupils - Standards of Achievement and Progress

- a) Use 2025 results to set clear improvement priorities for 2025/26.
- b) Reliable assessment systems in every school.
- c) Effective monitoring to address underperformance.
- d) Data dashboard provides key performance insights.
- e) Risk Register aligns school and Trust-wide risks.

Priority 3: Teaching, Learning and Assessment

- a) Ensure curriculums are appropriate, challenging, and meet learners' needs.
- b) Improve teaching.
- c) Provide a Trust-wide CPD programme.
- d) Review appraisal processes.
- e) Continue ITT and ECT training.

Priority 4: Personal Development, Pastoral Care, Behaviour & Safeguarding

- a) Embed Behaviour for Learning and pastoral systems.
- b) Improve attendance and reduce Persistent Absence (PA).
- c) Reduce Fixed Term exclusions by improving behaviour management.
- d) Ensure outstanding safeguarding practices.

Priority 5: Community and Parental Engagement

- a) Raise the Trust's profile locally, regionally, and nationally.
- b) Strengthen partnerships to create more opportunities for schools.
- c) Engage parents and communities.
- d) Expand enrichment programmes.
- e) Explore high-quality Alternative Provision.

Priority 6: Effective management and trust services

- a) Maintain high-performing executive leadership.
- b) Ensure full compliance with financial, policy, and reporting standards.
- c) Secure high-quality, cost-effective services.
- d) Establish a Trust Development Fund.
- e) Create a Capital Fund.
- f) Support the Arden Triangle Development project.

Priority 7: Governance and Quality Assurance

- a) Trust Board ensures compliance and strategic development of AMAT.
- b) Strengthen Local Governing Bodies.
- c) Conduct internal and external school reviews.

The Key Actions

Priority 1: Leadership and Management



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Key Objectives	Key Actions	Lead	Date	Evaluation
a) Leadership and management of the Trust are highly effective as delivered through the central leadership and executive teams.	CEO drives forward the strategic and operational priorities of the Trust as defined in the Trust's Strategic and Operational Plans.	CEO	September 2025 and ongoing	
	Executive Headteacher (EH) develops and drives forward the strategic and operational priorities for all schools, in all schools which relate to performance standards. Responsible for the quality of education and Performance Management across all schools in the MAT.	EH	September 2025 and ongoing	
	The Director of Primary Education (DPE) will drive the strategic and operational priorities relating to performance standards across the primary division.	DPE	September 2025 and ongoing	
	The Central Services Team continues to provide highly valued, cost-effective services across Trust schools	CEO	September 2025 and ongoing	
b) Leadership capacity and capability for our schools and prospective schools is highly effective.	School SLTs are kept under review, to ensure structures are appropriate and there is capacity to achieve success.	EH	Autumn 2025 and ongoing	
	Effective working between SLTs, Heads and LGBs is monitored to ensure effective governance is delivered in line with the Trust's Schedule of Delegations, Terms of Reference and best practice.	CEO/EH	Autumn 2025 and ongoing	
	Leadership forums (CEO/EH/DPE), (EH/DPE), (EH/Heads), (DPE/Heads) continue to meet regularly to review progress and ensure the delivery of the Trust's strategic and operational priorities across the secondary and primary divisions.	CEO/EH/DPE	Autumn 2025 and ongoing	
	The DPE continues to review leadership capacity with the Executive Headteacher, across the Primary schools and ensure a succession plan is in place to support her role.	DPE	Autumn 2025 and ongoing	

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Priority 1: Leadership and Management



OUR OPERATIONAL PLAN

Key Objectives	Key Actions	Lead	Date	Evaluation
c) Leadership within the Trust is supported through effective communication, CPD and succession planning.	Research based projects for leaders to work across the Trust to widen their knowledge, skills and experience continue to be provided to the highest standard, with tangible outcomes.	CEO/EH	September 2025 and ongoing	
	The mentoring programme for newly appointed Heads and senior leaders continues to be delivered sustaining those leaders in their roles.	EH	September 2025 and ongoing	
	CEO/EH/DPE continue to implement a strategic succession plan for the Trust which will develop and retain our leaders.	CEO/EH/DPE	September 2025 and ongoing	
	Trust CPD programmes are designed/ identified to support staff at each stage of their career, so they develop into strong practitioners and future leaders. This includes ECT Summer Induction, ECT Training, SSAT Middle Leadership, National Professional Qualifications.	EH/DPE	September 2025 and ongoing	

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Priority 2: Outcomes for pupils - Standards of Achievement and Progress



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Key Objectives	Key Actions	Lead	Date	Evaluation
a) 2025 outcomes are reviewed to determine robust and realistic individual academy priorities for 2025/26 that will drive SDPs, and the Trust's overall strategy.	EH with DPE/AH's lead detailed analysis of 2025 results to identify areas of strength and provide focus for SDP priorities (2025/26)	EH	December 2025	
	EH with DPE/AH's lead rigorous target setting with LGBs linked to appraisal outcomes for AHs and SLT	EH	December 2025	
	EH implements a programme of Trust –wide collaboration based on key successes from each academy which support improvements in identified weaker areas	EH	December 2025	
	EH ensures all school leaders and staff are trained and confident in the Ofsted Framework	EH	Autumn 2025 and ongoing	
	In an academy where student outcomes are a significant concern the CEO and the EH/DPE will implement robust half- termly review meetings with Head/SLT/Governors/external support to monitor progress against KPIs.	EH	Autumn 2025 and ongoing	
	EH/DPE hold Trust wide termly AH meetings to review SDP's and review KPI's, Risk Register and Targets	EH	Autumn 2025 and ongoing	
	EH reviews and further develops KPI's, as appropriate, in the light of the Ofsted framework and Covid requirements	EH	Autumn 2025 and ongoing	
	EH continues to support DPE in developing Primary systems to align with the wider Trust	EH	Autumn 2025 and ongoing	

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Priority 2: Outcomes for pupils - Standards of Achievement and Progress



OUR OPERATIONAL PLAN

Key Objectives	Key Actions	Lead	Date	Evaluation
b) Assessment systems are established in each school which provide accurate and reliable data, at least termly, on student progress and attainment.	EH ensures the reporting of Trust data teams is accurate and comparable across schools, so that reporting to SLTs, Trust Board and LGBs is secure.	EH/DPE	September 2025 and ongoing	
	Detailed analysis of data by EH, with each AH in their half term review ensures each academy addresses underachievement and implements strategies for improvement. Termly reports to CEO and Trust Board.	EH/DPE	September 2025 and ongoing	
	EH working with the DEHT ensures all academies are aligned with MIS systems and software to manage data efficiently.	EH/DPE	September 2025 and ongoing	
c) Trust-wide arrangements for monitoring outcomes for children and students ensure effective strategies are implemented through RAP/SDPs to address underperformance and areas of concern.	EH ensures each academy has a Trust aligned SDP focused on raising achievement and key areas for improvement/ development, approved by LGBs and CEO. This SDP is reviewed and updated termly. The DPE focuses on this for the primary division.	EH/DPE	December 2025 and ongoing	
	EH ensures each academy has a Trust aligned SEF with agreed judgements with the LGBs and CEO, to be reviewed during the academic year and reported to the Board termly. The DPE focuses on this for the primary division.	EH/DPE	December 2025 and ongoing	

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Priority 2: Outcomes for pupils - Standards of Achievement and Progress



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Key Objectives	Key Actions	Lead	Date	Evaluation
d) Trust data dashboard is established on key measures and KPI's which provide accurate data on school performance for the Trust Board.	Trust Data dashboard maintained by Deputy EH to provide accurate and comparable data on school performance to LGBs and Board	EH	December 2025 and ongoing	
	Deputy EH ensure Data dashboard updated following each assessment window (minimum of three per year) to track performance across schools.	EH	December 2025 and ongoing	
e) Trust Risk Register is aligned to individual school risk registers in order clearly understand cross Trust risks	Risk Register produced by CEO for Trust and AHs produce school-based risk register. Agenda item on cross Trust CEO/EH termly meetings with AHs	CEO/EH	December 2025 and ongoing	
	The Central Services Team supports schools in developing risk registers and risk assessments	CEO	December 2025 and ongoing	

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Priority 3: Teaching, Learning and Assessment



OUR OPERATIONAL PLAN

Key Objectives	Key Actions	Lead	Date	Evaluation
a) To review the curriculum in each academy to ensure it is appropriate, challenging and meets the needs of our learners	AHs embed curriculum changes for September 2025.	EH/DPE	Summer 2025	
	AHs continue to review curricula based on the 3 I's of intent, implementation and impact for September 2025.	EH/DPE	Summer 2025	
	Staffing models are reviewed and approved by CEO/EH.	EH/DPE	Summer 2025	
	EH/DPE and LGBs approve curriculum model and understand the implications of the curriculum on learners in each setting. Changes are reported to CEO and Trust Board.	EH/DPE	Summer 2025	
	New curriculum documents and revised schemes of learning are in place which reflect the agreed curriculum in each academy.	EH/DPE	Summer 2025	
	Effective CPD prepares teachers, curriculum leaders and senior leaders to confidently articulate the rationale for the curriculum in their context	EH/DPE	Summer 2025	
	SLTs implement curriculum reviews in each academy and identify strengths and key actions	EH/DPE	Summer 2025	

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Priority 3: Teaching, Learning and Assessment



OUR OPERATIONAL PLAN

Key Objectives	Key Actions	Lead	Date	Evaluation
b) The Trust Teaching and Learning Team continues to focus on improving practice and pedagogy.	EH will continue to develop the team of excellent T&L leads in the schools, to improve practice and pedagogy and develop innovative and creative strategies. At a secondary level, this will be driven through the fortnightly Teaching and Learning meeting. At primary level, the DPE will drive this.	EH/ DPE	Autumn 2025 and ongoing	
	T&L leads will monitor the impact of teachers on student outcomes over the academic year, building a knowledge of teacher's strengths and areas for further development. They will take action to address these areas for development either through coaching or centralized training. Consideration is given to staff workload too.	EH/ DPE	Autumn 2025 and ongoing	
	Each secondary school will participate in peer-to-peer reviews focusing on both Teaching and Learning and Pastoral to identify strengths and areas for development in Autumn Term and Spring Term. This is supported by the School Improvement Partner visits each term. Reports are shared with the AH and EH, who in turn will report to the CEO and Trust Board.	EH/ DPE	Autumn 2025 and ongoing	
	All secondary school Teaching and Learning leads will develop and lead on Trust CPD through joint projects such as ECT Training, Middle Leader Training, Inset Days.	EH/ DPE	Autumn 2025 and ongoing	
	The DPE will continue to develop the work of school leaders across all the areas of school improvement in primary.	EH/ DPE	Autumn 2025 and ongoing	

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Priority 3: Teaching, Learning and Assessment



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Key Objectives	Key Actions	Lead	Date	Evaluation
c) A Trust- wide CPD programme for staff is provided.	The EH will review each school's CPD provision for teachers. Secondary schools will share their plans with colleagues across the MAT. The EH will ensure that the CPD programme aligns with the MAT Teaching and Learning Shared Priorities. The DPE is responsible for this in Primary schools.	EH/DPE	December 2025	
	School INSET Days are common across an academic year where applicable in each division (secondary division and primary division). Trust wide INSET days where applicable are determined by need in each division. The DPE is responsible for this and drives CPD in Primary schools.	EH/DPE	December 2025	
d) Appraisal processes to support improvements in teaching across the Trust are reviewed.	EH reviews appraisal process and targets for Associate Heads/senior leaders/ teachers that specifically link to improvements in teaching and learning, recognising the Ofsted framework and overall, Trust priorities. EH quality assures the Heads of School in Primary. The DPE is responsible for target setting and appraisal in Primary.	EH/DPE	December 2025 and ongoing	
e) The Trust continues to benefit from the recruitment and training programme for ITTs and ECTs delivered through the Teaching Alliance	Recruitment processes for new trainees are reviewed and advertised.	EH/DPE	December 2025 and ongoing	
	Trainees are placed and mentored through their training programme to successfully join the profession.	EH/DPE	December 2025 and ongoing	

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Priority 4: Personal Development, Pastoral Care, Behaviour and Safeguarding



OUR OPERATIONAL PLAN

Key Objectives	Key Actions	Lead	Date	Evaluation
a) Continue to implement Behaviour for Learning Policy and Pastoral Systems to ensure effective use of resources	EH with the DPE/ Heads are responsible for behaviour policies and staffing requirements being reviewed to provide the highest standard of pastoral care.	EH/ DPE	September 2025 and ongoing	
	Policies and structures are approved by LGBs which are effective and in line with Trust priorities.	EH/ DPE	September 2025 and ongoing	
	Effective tracking of behaviour systems is established to report on patterns of behaviour to SLTs, LGBs and MAT Board.	EH/ DPE	September 2025 and ongoing	
b) Improve attendance, where it is a concern and reduce Persistent Absence (PA) across the Trust.	Continue to support the work of the school EWOs and external EWO agencies, to work across schools and with attendance officers to reduce PA and work with key families requiring additional support.	EH/ DPE	September 2025 and ongoing	
	School Attendance Leads works with other agencies and partners to provide effective support for identified families.	EH/ DPE	September 2025 and ongoing	
	School Attendance Leads continues to ensure consistent systems in place for monitoring attendance/absence across schools.	EH/ DPE	September 2025 and ongoing	
	School Attendance Leads ensures legal processes are implemented where required to address poor attendance when other strategies have failed.	EH/ DPE	September 2025 and ongoing	

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Priority 4: Personal Development, Pastoral Care, Behaviour and Safeguarding



OUR OPERATIONAL PLAN

Key Objectives	Key Actions	Lead	Date	Evaluation
c) Reduce Fixed Term exclusions, where it is a concern, through continued improvements in behaviour.	EH with the DPE/ Heads are responsible for reviewing strategies that successfully reduce fixed term exclusions in trust schools.	EH/ DPE	September 2025 and ongoing	
	Provide detailed analysis of exclusions to determine pattern and type of for exclusions and reports to LGB/Trust Board.	EH/ DPE	September 2025 and ongoing	
	Develop strategies that provide alternatives to exclusions.	EH/ DPE	September 2025 and ongoing	
	Develop sustainable links with high quality AP provider.	EH/ DPE	September 2025 and ongoing	
	Continue to liaise with and access places at high quality AP providers.	EH/ DPE	September 2025 and ongoing	
d) Ensure there are outstanding practices, in our schools, to support Safeguarding and address concerns in respect of KCSIE guidance.	Review and update policies to ensure all staff training is up to date and recorded.	EH/ DPE	December 2025	
	Trust wide safeguarding training and succession planning is in place and delivered without fail.	EH/ DPE	September 2025 and ongoing	
	Safeguarding leads meet fortnightly at secondary and termly at Primary to discuss strategy and ways of working to ensure consistency and high standards across the Trust and ensuring the development of key partnerships to access external agency support linked to safeguarding and KCSIE.	EH/ DPE	September 2025 and ongoing	

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Priority 5: Community and Parental Engagement



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Key Objectives	Key Actions	Lead	Date	Evaluation
a) Promote the work of the Trust locally, regionally and nationally.	The Trust website is kept under review to ensure it is compliant but engaging and professional.	CEO	September 2025 and ongoing	
	CEO and Trustees represent the Trust in key forums to ensure the Trust and its vision is well presented.	CEO	September 2025 and ongoing	
	Each academy has Trust branding to identify it as part of the Trust.	CEO	September 2025 and ongoing	
	The use of social media promotes successes in our schools and develops the reputation of the Trust.	CEO	September 2025 and ongoing	
	The Trust wide Communication Strategy is kept under review, to maximise the profile of the trust with all audiences.	CEO	September 2025 and ongoing	
b) Further develop key Trust partnerships to create increased opportunities for our schools, staff and learners.	Work with the LA at a strategic level over admissions, school places and education strategy so that the Trust has a key role in decision making that impacts on our schools.	CEO	September 2025 and ongoing	
	Extend networking with local/regional MATs and TSAs to develop strong links which support the development of the Trust.	CEO	September 2025 and ongoing	
	Continue to work with MATs locally and regionally.	CEO	September 2025 and ongoing	
	Build on the partnerships with FE providers to ensure improved outcomes for learners at post-16.	CEO	September 2025 and ongoing	

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Priority 5: Community and Parental Engagement



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Key Objectives	Key Actions	Lead	Date	Evaluation
c) Engage positively with our parents and wider community so they are aware of the role of the Trust in their schools.	All publicity for our schools refers to the Trust and its role as a MAT in the local area.	CEO	September 2025 and ongoing	
	CEO and/or EH attends key events in our schools to promote the Trust e.g. Open evening/ Showcases/LGB meetings/parent forums.	CEO	September 2025 and ongoing	
	Trust continues to promote annual achievement/special awards for students.	CEO	September 2025 and ongoing	
	CEO attends Community Events across the Trust.	CEO	September 2025 and ongoing	
d) Enhance Trust programmes across our schools that enrich our learners and provide opportunities for students to collaborate and learn together.	EH with AH's review curriculum and school day times so staff and students can work across the Trust.	CEO	September 2025 and ongoing	
	The curriculum offer is broadened to provide students with increased opportunity beyond individual academies.	CEO	September 2025 and ongoing	
	Cross Trust opportunities for students which are value for money and provide greater experiences e.g. skiing, expeditions, residential, Chamber of Commerce, PSW are developed.	CEO	September 2025 and ongoing	

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Priority 5: Community and Parental Engagement



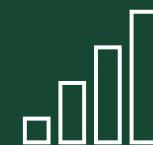
OUR OPERATIONAL PLAN

Key Objectives	Key Actions	Lead	Date	Evaluation
e) Investigate and propose high-quality Trust Alternative Provision to meet the needs of our most vulnerable learners	Investigate full time and part time alternative provision.	EH/ DPE	September 2025 and ongoing	
	Work closely with AP providers to ensure student needs are met.	EH/ DPE	September 2025 and ongoing	
	Reviewing AP to ensure it provides value for money, that the curriculum, assessment and safeguarding is appropriate.	EH/ DPE	September 2025 and ongoing	

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Priority 6: Effective management and trust services



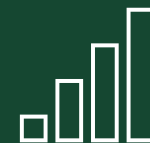
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Key Objectives	Key Actions	Lead	Date	Evaluation
a) Demonstrate the Trust's executive team is of the highest standard to support the leadership of the Trust and to undertake key Trust functions.	Keep the Central Operations Team under review to ensure fitness for purpose, including staffing requirements to manage the central budgets and financial procedures	CEO	September 2025 and ongoing	
	Continue to support the establishment of the in-house payroll function	CEO	September 2025 and ongoing	
b) Ensure the Trust is compliant with all policies, ESFA required financial and reporting regulations, is financially viable and meets its annual budget target	CEO to ensure all reporting to Members/Trustees and ESFA is fully compliant with the Trust scheme of delegation and ESFA requirements.	CEO	September 2025 and ongoing	
	CEO to review back-office function of schools joining the Trust to ensure skill set and training needs as schools join the Trust.	CEO	September 2025 and ongoing	
	CEO to ensure that Trust and academy budgets are agreed and signed off by Trustees and LGBs.	CEO	September 2025 and ongoing	
	Budget monitoring systems and reports enable CEO and CFO to ensure academies operate within their agreed budget plans.	CEO	September 2025 and ongoing	
	CEO to ensure all Trust policies are updated and compliant.	CEO	September 2025 and ongoing	
	CEO to ensure the Trust and its schools are fully GDPR compliant.	CEO	September 2025 and ongoing	

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Priority 6: Effective management and trust services



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Key Objectives	Key Actions	Lead	Date	Evaluation
c) Procure Trust services that are of high quality and provide value for money for our Trust and academies	CEO to review services procured for the Trust in terms of quality and value for money.	CEO	September 2025 and ongoing	
	Relevant services are procured as necessary for 2024/25 and beyond.	CEO	September 2025 and ongoing	
	The Trust Central Operations Team review all FM/ estate services in our academies and new schools joining the Trust to provide economies of scale and value for money.	CEO	September 2025 and ongoing	
d) Establish a Trust Development Fund to drive school improvement and provide essential resources across our academies	CEO develops a £50K AMAT Development Improvement Fund to deliver the key KPIs.	CEO	To be reviewed Spring 2026	
	CEO establishes a support programme which will administer, and review AMAT Development Fund spending linked to support critical SDP priorities.	CEO	To be reviewed Spring 2026	
e) Establish a Capital Fund to support site investment in non PFI schools.	Establish a Capital Fund to support capital expenditure within our schools over the next 2-3 years e.g. ICT replacement, building developments.	CEO	Spring 2026	
f) Ensure Trust involvement in Arden Triangle Development.	CEO to liaise with all community partners and consultants to realise Arden triangle project, in particular the new Arden and a co-located primary school s set out in the Solihull Local Plan.	CEO	September 2025 and ongoing	

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Priority 7: Governance and Quality Assurance



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Key Objectives	Key Actions	Lead	Date	Evaluation
a) Ensure the Trust Board is focused on its core purpose to ensure the Trust is compliant, challenging and drives the development of AMAT locally, regionally and nationally.	CEO to ensure Members and Trustees have the skills and knowledge to challenge and hold the executive team to account for the progress and outcomes of the Trust.	CEO	September 2025 and ongoing	
	Trust continues to offer high quality governor training across our schools and, as appropriate, beyond, ensuring that all governors have up to date knowledge of relevant developments, including safeguarding and the Ofsted framework.	CEO	September 2025 and ongoing	
	New Members and Trustees are considered as required.	CEO	September 2025 and ongoing	
	Trustees have key areas of responsibility as part of their role.	CEO	September 2025 and ongoing	
	Trustees have a good understanding of our schools/academies and the key areas of strength and required improvement.	CEO	September 2025 and ongoing	
	The two key committees (Business and Personnel and Audit and Risk) function effectively, are well supported by the executive team and report regularly to the Board on progress and outcomes linked to their remit.	CEO	September 2025 and ongoing	

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Priority 7: Governance and Quality Assurance



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Key Objectives	Key Actions	Lead	Date	Evaluation
b) Develop Local Governing Bodies in all our schools to help them challenge and support school leaders.	CEO to ensure Governors have the key skills and knowledge to undertake their role on LGBs.	CEO	Autumn 2025 and ongoing	
	New schools LGBs are reviewed under Due Diligence and new LGBs appointed that meet the Trust requirements.	CEO	Autumn 2025 and ongoing	
	There is an annual information sharing event, each summer to bring all LGBs together with key Trustees to share vision, developments and challenges.	CEO	Summer term 2026	
	The Trust Chair and CEO meet termly with Chairs of LGBs to ensure the LGBs are part of Trust Governance and relationships are strong.	CEO	Autumn 2025 and ongoing	
	CEO to prepare a Trust Governance Training Programme for 2024-2025.	CEO	Autumn 2025 and ongoing	
c) Implement a programme of self-review and external review of schools within the Trust.	The Trust annually reviews its Governance in terms of the Scheme of Delegation and quality assures its working practices.	CEO	Summer 2026	
	The Executive team have robust appraisal processes to hold them to account and ensures their training and development needs are met.	CEO	Autumn 2025 and ongoing	
	The Trust commissions an external review of the Trust and the leadership of the academies so that Trustees have the evidence that the Trust is highly effective and addresses areas for improvement.	CEO	Summer 2026	

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