



**ARDEN**  
Multi-Academy Trust

**Excellence in Education**

# OUR STRATEGIC PLAN

|                  |                                        |
|------------------|----------------------------------------|
| Duration         | September 2025 – August 2027           |
| Lead             | Martin Murphy, Chief Executive Officer |
| Trustee Approved |                                        |



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# Introduction

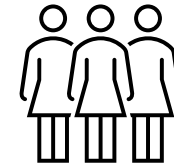
## OUR STRATEGIC PLAN

This strategy document provides an overview of the Arden Multi-Academy Trust and its vision, aims and operation. It sets out the rationale for the Trust and the key drivers for school improvement across our schools, as well as setting out the future direction of the Trust.

In addition to this document, there is an annual Trust Operational Plan which defines the tasks, targets and milestones for the seven key areas of focus for the Trust, monitors the progress of the Trust at an operational level and in our key areas of school improvement.

Linking to the Trust Operational Plan, each Trust academy also has its own School Development Plan and Self- Evaluation Document that reflect the priorities for the academy as agreed with the Local Governing Body, Associate Headteacher and the CEO/Executive Headteacher. This document is reviewed termly and updated.

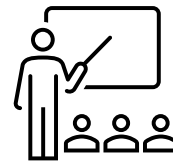
### Our seven key areas of focus are:



Priority 1: Leadership and Management



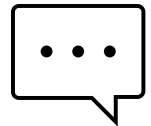
Priority 2: Outcomes for pupils - Standards of Achievement and Progress



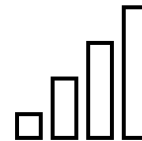
Priority 3: Teaching, Learning and Assessment



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



Priority 5: Community and Parental Engagement



Priority 6: Effective management and trust services



Priority 7: Governance and Quality Assurance

Getting to know us



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# What is the Arden MAT?

## OUR STRATEGIC PLAN

Our Trust brings schools together into one organisation so that school leaders, teachers, support staff, learners and our community can work and thrive together, gaining from and supporting each other. As a local Multi-Academy Trust operating from our base at Arden Academy in Knowle, Solihull, the Arden Multi-Academy Trust (AMAT) was incorporated in April 2015 following approvals by the DfE; we are delighted to be an academy sponsor.

Our approach is built around a clear vision of inclusive education and a relentless drive to raise standards - we keep our focus on our learners, ensuring they are supported by great teachers, outstanding leaders and excellent facilities. Our primary focus is to provide the best quality outcomes for our students. The Executive Headteacher, Director of Primary Education, Associate Headteachers and Heads of School, instil this ambition and a sense of purpose throughout all levels of leadership.

We believe in strong local management and governance. Our Trust is headed by our Members and led by our outstanding Board of Trustees; each academy has a Local Governing Body to oversee school improvement, student progress and student development in that school. The Trust Executive function is designed to be lean and focused, providing unwavering attention on getting the best outcomes for our learners, staff and the wider community.

We focus on research and evidence-led school improvement strategies; we develop our leaders and staff and ensure we have excellent and leading practice in our teaching, support and management practices.

Our Central Services functions are wholly focused on supporting our schools, with exemplary financial management, excellent human resource support and a continuous drive for value for money, efficiency and effectiveness in the schools.





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# Who we are

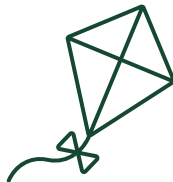
## OUR STRATEGIC PLAN

### Excellence in Education



#### **Our vision**

We strive to make our schools beacons of excellence in learning, inspiring and supporting every child to succeed in their local community.



#### **Our mission**

We exist to give every child the chance to dream big, act with honesty and pride, and achieve their full potential.



#### **Our aim**

We are committed to providing excellent education that nurtures confident, independent, and resilient young people ready to shape the future.







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# Exploring our vision

## OUR STRATEGIC PLAN

Our vision is to lead our schools to be beacons of excellence at the heart of their local community by delivering an exceptional education for local children through consistently inspirational and challenging teaching, exemplary standards, ethical governance and leadership, high quality pastoral care and aspirational goals.

Arden MAT is a supportive community where young people thrive.





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# Exploring our mission

## OUR STRATEGIC PLAN

Our mission is to provide limitless opportunities and empower every child to have the confidence to fulfil their potential, and have aspirations, vision, honesty, integrity and great pride in their achievements.

We achieve this through:

- Ensuring excellent teaching, positive relationships and enjoyment of learning every day
- Enabling all students to be successful learners who feel safe and happy
- Supporting the emotional health and well-being of all members of the Trust - staff, students and families
- Encouraging all students to have the highest expectations for their education and their future careers
- Providing an environment where everybody behaves with integrity
- Encouraging self-confidence, responsibility and positive self-image
- Supporting students to be ready to leave our schools with the skills, attributes and character to be independent lifelong learners who will embrace change and enhance society
- Providing opportunities and a learning environment which encourages students and staff to be fit and healthy
- Challenging any type of prejudice-based discrimination

By achieving this mission, we are building our Trust with an outstanding local, regional and national reputation.







Our aim is for all young people to achieve the high aspirations that we have for them. Within the Trust we provide educational practice delivering distinct and unrivalled schooling to our communities which are benefiting from our unique and tailored approach. Education is at the heart of all we do - our aim is simple: “Excellence in Education”. We aim to develop brave, independent, emotionally intelligent people who will embrace and enhance tomorrow’s society.

### The Trust will:

- prepare each pupil to get the very best out of their lives
- provide a suitable environment and create an atmosphere for achievement
- enable pupils to find enjoyment in learning through doing
- engender community spirit and our place in the global world
- ensure each individual acts responsibly and is valued equally

### The Trust believes:

- all pupils have the right to learn and achieve uninterrupted by others
- all pupils have the right to be able to take risks with their learning in happy and secure academies
- all members of our community will co-operate with others and will be polite, considerate and honest
- all members of our community will accept that rights come with personal responsibilities
- all members of our community will expect high standards of behaviour and promote an understanding of the difference between right and wrong
- all pupils have the right to have their progress monitored and be provided with regular constructive feedback and the setting of challenging but realistic future targets



# Why our Trust exists

Our Trust exists because we have a commitment and passion for providing great schools for our communities. We consider that a locally-led and accountable Trust provides the best outcomes for learners and our communities, supporting schools with challenges and ensuring the best schools become even better.

Our sole aspiration is to support and improve our schools and the lives of the children who attend them. We are committed to contributing to our local education community and will consider associate arrangements with schools that meet our aims and would benefit from such an arrangement and will support other forms of provision where there are clear benefits for all parties.

Across all our schools and community, we provide strategic direction; support; specialist expertise; shared development and services focused on local needs. This is increasingly important at a time when the traditional Local Authority role has diminished.

We are convinced of the importance and value of local schools working closely together and have designed our Trust to do just that.

We have a sound model in place. Our schools' benefit from working together in a coordinated way to empower collaborative school improvement.

Our Trust also sponsors schools and has already demonstrated how effective leadership from the Trust has helped improve schools through direct challenge and support and by working closely with fellow schools.

We are proud of our successes and the impact we have. We look forward to welcoming more schools. As well as our support and services, we also look to bring in new developments and opportunities to advance our school improvement plans.



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# The scope of our Trust

OUR STRATEGIC PLAN

Our involvement currently extends across the secondary and primary age ranges where we deliver, influence and support provision at all stages. We currently directly lead and support four secondary schools and two primary schools. We have a clear growth strategy which will see Secondary, Primary and potentially Special Schools joining the Trust over the next two years.

We welcome all schools that are seeking to improve and consolidate their successes. We are skilled and comfortable to support all schools, whether they are facing specific challenges or those looking for new arrangements to improve. All are welcome to see what we offer and if we can help.

We work closely with a wide range of stakeholders at strategic and operational levels; this includes collaborative and formal partnership arrangements with key partners (e.g. the Local Authority and other local special schools).



## Our structures

We have in place a clear and accountable model of governance at all levels that meets all legal and best practice expectations and demonstrates robust and transparent arrangements for leading our Trust and schools.

## Our model:

- Ensures we have strong capability and capacity within our Governance structures and staff appointed to the Trust
- Retains a clear model of accountability and delegated governance, holding the CEO, the Executive Headteacher and key operational officers to account so the Trust runs efficiently and effectively
- Maintains knowledge and expertise on system improvement and outcomes for learners of all ages and settings, applying sound Quality Assurance practices
- Demonstrates a clear understanding of Trust Budgets and meeting responsibilities for budget controls and accounting procedures across the Trust with sound risk assessment procedures in place
- Has a commitment to continuous and appropriate self-review and training of our Members and Trustees to ensure they fulfil their key functions
- Ensures LGBs and schools within the Trust are fit for purpose with essential skill sets for Governors, which meet clear schemes of delegation and can focus on the core business of education
- Leads and develops the Trust so it grows and becomes sustainable, has due diligence processes that are effective and ensures new schools joining the Trust are well supported and challenged
- Protects the integrity and future of the Trust including through regular self-review, succession and business planning





Members and Trustees are legally and ultimately accountable to the Secretary of State for Education for the performance and operation of AMAT.

Members have 3 key roles:

1. Decide the Memorandum and Articles of Association for the company which establishes the Multi-Academy Trust and subsequently approve any changes to them.
2. Appoint and remove Trustees
3. Hold Trustees to account for Trust Performance (including all academies within the MAT)

Members meet once a year at the Annual General Meeting (AGM) to receive audited accounts for the previous year, a report from the chair of the Trust and to consider any matters requiring member action.

Members form the group of 'ultimate' resort for the Secretary of State of Education to go to if the performance of the MAT is less than good and Trust Board is failing to bring about necessary improvements.

| Our members are:      |                       |                    |         |         |
|-----------------------|-----------------------|--------------------|---------|---------|
| Dr Celia<br>O'Donovan | Geoff<br>Harley-Mason | Tony<br>Stonehewer | Vacancy | Vacancy |



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# Our Trust Board

## OUR STRATEGIC PLAN

The Arden Multi Academy Trust is governed by a board of Trustees made up of businesspeople and educational specialists. The board of Trustees is responsible for monitoring and ensuring standards and achievement across the Trust's schools; efficiency and effectiveness of executive leadership and services; and the strategic direction of the Trust as it responds to local and national demands and policy.

In accordance with the Articles of Association, the Trustees of Arden Multi Academy Trust are appointed by the Arden Multi Academy Members.

The Trust meets at least 4 times a year and has 5 members and 10 Trustees with a wealth of experience in the school system and School Improvement, Legal, HR, Finance, Accounting and Governance as well as Trustees from the world of Business and Industry.

| Trustees           | Trust Role                                 |
|--------------------|--------------------------------------------|
| Dr Celia O'Donovan | Chair of the Trust Board                   |
| Wendy Jarema       | Chair of Performance and Pay sub-committee |
| Malcolm Allsopp    | Chair of Business and Personnel Committee  |
| Martin Murphy      | CEO/Accounting Officer                     |
| Geoff Harley-Mason |                                            |
| Sue Westmacott     |                                            |
| Des Foxon          |                                            |
| Andrea Gardner     |                                            |
| Andrew Devitt      |                                            |
| Antoinette Fisher  |                                            |
| Damian Burgess     | Executive Headteacher (nonvoting)          |

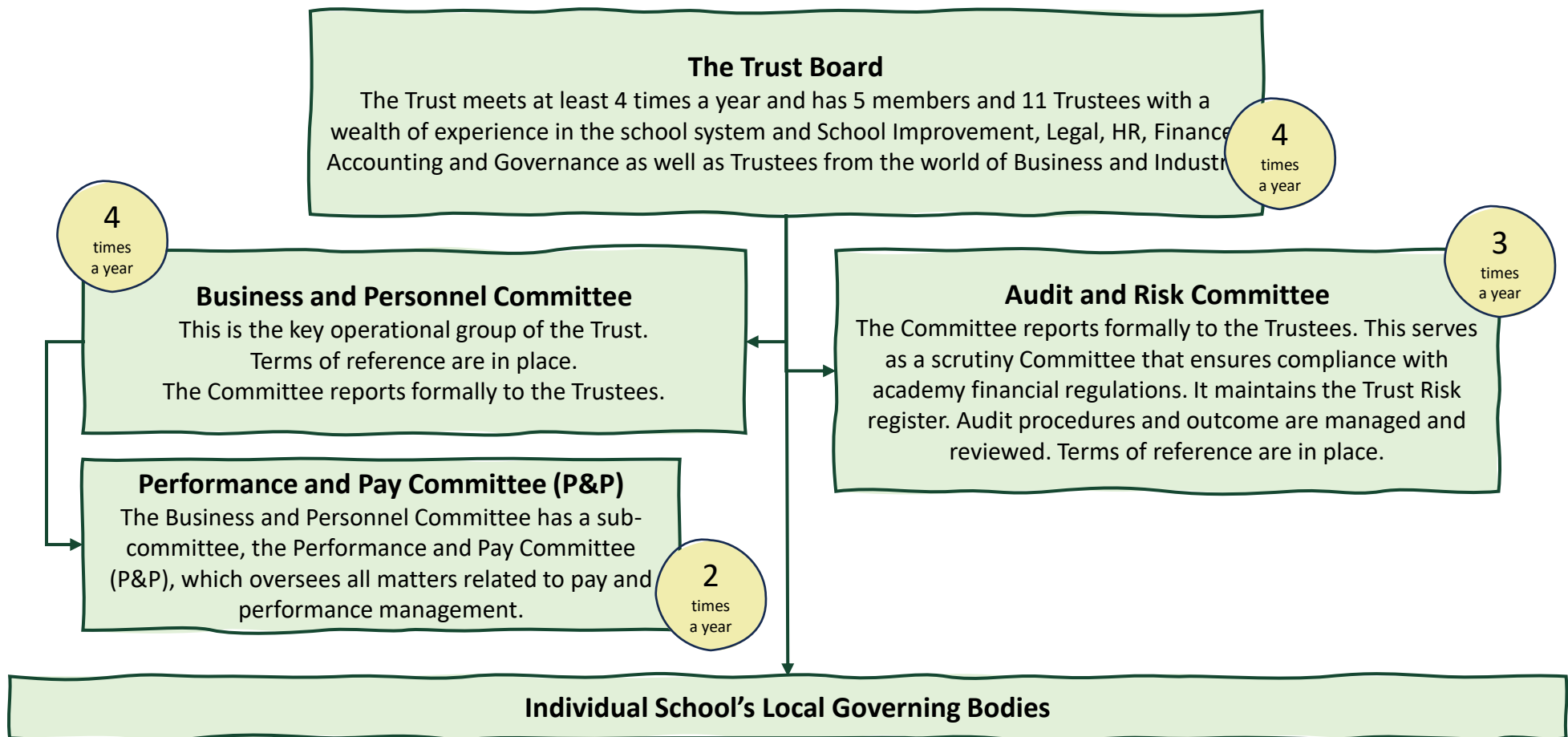


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# Our Trust Committee Structure

OUR STRATEGIC PLAN

To manage the Trust effectively, the Board has two statutory committees; each has Terms of Reference and reports into the Trust Board.





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# Our Trust Committees

**OUR STRATEGIC PLAN**

The membership of the committees are as follows:

| Audit and Risk Committee |                 |
|--------------------------|-----------------|
| Membership:              |                 |
| Martin Murphy            | CEO             |
| Andrew Devitt            | Trustee         |
| Andrea Gardner           | Trustee (Chair) |
| Aftab Ahmed              | LGB – PAR       |
| Antoinette Fisher        | Trustee         |
| Des Foxon                | Trustee         |

| Business and Personnel Committee |                  |
|----------------------------------|------------------|
| Membership:                      |                  |
| Dr Celia O'Donovan               | Trustee & Member |
| Geoff Harley-Mason               | Trustee & Member |
| Wendy Jarema                     | Trustee          |
| Malcolm Allsopp                  | Trustee          |
| Martin Murphy                    | CEO              |
| Sue Westmacott                   | Trustee          |
| Damian Burgess                   | Executive Head   |

| Performance and Pay Committee (P&P) |                  |
|-------------------------------------|------------------|
| Membership:                         |                  |
| Dr Celia O'Donovan                  | Trustee & Member |
| Geoff Harley-Mason                  | Trustee & Member |
| Wendy Jarema                        | Trustee (Chair)  |
| Malcolm Allsopp                     | Trustee          |
| Martin Murphy                       | CEO              |
| Sue Westmacott                      | LGB – HEN        |



We believe in excellent leadership. Martin Murphy was appointed as CEO in September 2018 and was Executive Principal of the Trust since September 2013. Martin was previously the Principal of Arden Secondary School and was a key driver in establishing the local Multi-Academy Trust (MAT). Damian Burgess was appointed Executive Headteacher in September 2018 and was previously Headteacher at Park Hall Academy. Our new Director of Primary Education took up post in September 2024 and was previously Headteacher of Dorridge Junior School. The Trust is committed to ensuring that there is only a small core team of staff responsible for the day-to-day operation of the Trust. The demands upon and capacity of this core team will be monitored as the Trust expands and we review Trust services.



**Martin Murphy**  
**Chief Executive Officer**

Martin leads the strategic development of the Trust. He develops and implements the Trust's strategic business and operational plans, oversees financial compliance as Accounting Officer, and manages risk, resources, and facilities. Martin ensures the upkeep of Trust buildings and infrastructure, researches national developments, and monitors governance. He works to grow and enhance the Trust's reputation both locally and nationally, liaising with organisations like the DfE, ESFA, and RSC, while maintaining strong links with the local community and reporting to the Trust Board.



**Damian Burgess**  
**Executive Headteacher**

Damian provides strategic educational leadership across the Trust and is responsible for educational outcomes. He leads teaching and learning, monitoring progress against key targets. Working with school leaders, he identifies underperforming student groups and implements interventions. He ensures all academies are inclusive and fully compliant with safeguarding and statutory regulations. Damian oversees staffing, recruitment, and performance management while ensuring staff welfare, supporting the Trust's growth and conducting due diligence for new schools. He drives collaboration and quality assurance, ensuring schools operate effectively, aligning resources with improvement goals to maintain excellence across the Trust.



**Nick Halligan**  
**Deputy Executive Headteacher**

Nick supports the Executive Headteacher in addressing challenges to enhance educational standards across the Trust. He works closely with Associate Headteachers and school leaders to align Trust priorities with individual school improvement goals, particularly in the secondary division. Nick oversees quality assurance, leads strategies to improve outcomes for SEND and disadvantaged pupils, and ensures the accuracy of data and reports to the MAT Board. He organises Trust CPD, Inset days, student workshops, and meetings, chairing them in the Executive Headteacher's absence. Additionally, Nick provides leadership and guidance to staff and senior leaders, ensuring smooth operations and progress across the Trust.



**Ros Ashe**  
**Director of Primary Education**

Ros ensures the effective operation and continuous improvement of the Trust's primary schools. She supports the Executive Headteacher achieve high educational standards and operational efficiency across all primary academies by conducting learning walks, reviewing student work, and providing feedback to improve teaching quality, curriculum implementation, and outcomes for all pupils, particularly, SEND and disadvantaged. She oversees safeguarding, staff performance, and professional development, ensuring all primary schools meet statutory obligations. Ros monitors school improvement plans, analyses performance data, and addresses operational needs such as staffing and resources. She supports Trust growth and supports the CEO and EH in due diligence for new primary schools.



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# Our Executive Team Overview

**OUR STRATEGIC PLAN**

| <b>Martin Murphy</b><br><b>Chief Executive Officer</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <b>Damian Burgess</b><br><b>Executive Headteacher</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>Nick Halligan</b><br><b>Deputy Executive Headteacher</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>Ros Ashe</b><br><b>Director of Primary Education</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    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| <ul style="list-style-type: none"> <li>Leads the Trust (Trust Accounting Officer) and its strategic business and operations development.</li> <li>Drives the growth of the Trust, ensuring national visibility and presence.</li> <li>Accountable for the overall performance of primary and secondary schools.</li> <li>Develops and maintains partnerships with external organisations to support Trust expansion and innovation.</li> <li>Identifies opportunities for the Trust to expand its influence through policy engagement and sector collaboration.</li> <li>Oversees and monitors governance across the Trust.</li> <li>Liaises with the DfE and ESFA, representing the Trust.</li> <li>Liaises with the Regional Schools Commissioner (RSC) and represents the Trust.</li> <li>Ensures compliance with all statutory regulations, including safeguarding, curriculum, and financial policies.</li> <li>Supports and advises Local Governing Bodies to strengthen governance across individual academies.</li> <li>Develops and delivers the Trust's business strategy and Operational Development Plan.</li> <li>Leads the financial development and compliance of the Trust.</li> <li>Leads on risk mitigation, resource allocation, and estate management across the Trust.</li> <li>Oversees Trust buildings, facilities, and physical infrastructure.</li> <li>Develops and implements sustainability initiatives to enhance the efficiency and environmental impact of Trust operations.</li> <li>Plans for the succession of the Executive Team within the MAT.</li> </ul> | <ul style="list-style-type: none"> <li>Provides strategic leadership for schools within the Trust and leads the educational strategy.</li> <li>Leads school improvement, teaching, and learning across the Trust.</li> <li>Ensures school improvement by monitoring progress against the School Development Plan (SDP) and Key Performance Indicators (KPIs).</li> <li>Works with school leaders to identify underperforming student groups and implement targeted interventions.</li> <li>Supports the Trust's growth strategy by conducting due diligence for new schools.</li> <li>Holds individual schools accountable for performance and outcomes.</li> <li>Develops succession plans within schools.</li> <li>Ensures all academies are inclusive and fully compliant with statutory requirements, particularly safeguarding.</li> <li>Supports school leaders in accurate self-evaluation and compliance with statutory regulations and Trust policies.</li> <li>Ensures high standards through quality assurance processes.</li> <li>Monitors safeguarding practices, statutory training, and health and safety standards.</li> <li>Oversees staffing, staff welfare, and disciplinary matters in each school.</li> <li>Leads the performance management and appraisal system.</li> <li>Oversees staffing appointments and recruitment.</li> <li>Ensures the operational success of all schools.</li> <li>Oversees staffing, budgeting, and resources to align with school improvement goals.</li> <li>Coordinates collaboration and teaching and learning initiatives across the Trust.</li> </ul> | <ul style="list-style-type: none"> <li>Supports the Executive Headteacher in identifying and resolving persistent challenges to enhance educational standards across the Trust.</li> <li>Works with Associate Headteachers and school leaders to align Trust-wide priorities with individual school improvement objectives in the secondary division.</li> <li>Supports the Executive Headteacher by overseeing and ensuring the quality assurance of the secondary division and primary school division.</li> <li>Leads strategies to improve outcomes for SEND and disadvantaged pupils across the secondary division.</li> <li>Coordinates and verifies the accuracy of information from external providers and alternative provisions within the secondary division.</li> <li>Organises Trust CPD/ Inset days and student conferences.</li> <li>Leads in ensuring the accuracy of school data and keeping the Executive Headteacher informed on relevant KPIs.</li> <li>Ensures school reports to the MAT Board and sub committees, and strategic documentation, are accurate and high-quality.</li> <li>Organises Trust meetings and chair them in the Executive Headteacher's absence.</li> <li>Provides leadership and guidance in the absence of the Executive Headteacher, supporting staff and senior leaders as needed.</li> </ul> | <ul style="list-style-type: none"> <li>Working with the Executive Headteacher, provides leadership to the primary division, and ensuring quality assurance is completed to ensure a high quality of education is provided.</li> <li>Ensures that our primary division is inclusive and remains statutory compliant.</li> <li>Works with school leaders to identify underperforming student groups and implement appropriate interventions.</li> <li>Leads on school improvement within the primary division, ensuring progress is made against the SDP and KPIs.</li> <li>Ensures school leaders have an accurate self-evaluation of their school and are compliant with statutory regulations/ Trust policies.</li> <li>Provides coaching, mentoring and CPD to school leaders to improve standards and leadership within the primary division.</li> <li>Facilitates cross primary school collaboration and professional development.</li> <li>Oversees staffing, budgeting, and resourcing to ensure primary schools operate effectively and align with school improvement.</li> <li>Monitors safeguarding practices, statutory training, and health and safety standards across primary schools.</li> <li>Supports the Trust growth plans, by conduct due diligence for new primary schools, and oversee leadership appointments in conjunction with the Executive Headteacher.</li> </ul> |



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# Our Headteachers

OUR STRATEGIC PLAN

## Our Headteachers/ Associate Headteachers:



**Mr D Warwood**

Associate Headteacher-Arden Academy



**Mr T Close**

Associate Headteacher-Park Hall Academy



**Ms L Suddon**

Associate Headteacher-Lode Heath School



**Mr J Roper**

Associate Headteacher-Henley in Arden School



**Mrs M Green**

Associate Headteacher-Coppice Academy



**Mrs G Thelwell**

Head of School (EYFS & KS1)-Dorridge Primary School



**Mrs J Hales**

Head of School (KS2)-Dorridge Primary School



## Other central team leaders include:



**Mr M Wilson**  
Director of Community & Inclusion



**Mrs R Ashe**  
Director of Primary Education



**Mrs C Austin**  
Chief Finance Officer



**Mrs M Bull**  
HR Manager and PA to CEO



**Mr Y Hennous**  
Network & Infrastructure Manager



**Mr A Smith**  
Facilities Manager



**Mrs V Large**  
Governance Professional



**Mrs A Graham**  
Payroll Manager



**Mrs A Berry**  
Area Catering Manager



**Mrs J Thomas**  
Health & Safety Co-ordinator



Our schools



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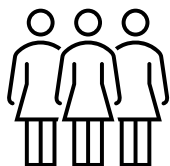
# Our academies

## OUR STRATEGIC PLAN

| School                                                                              |                         | Type of Academy               | Age Range | Ofsted Category                                                                           | Number on roll |
|-------------------------------------------------------------------------------------|-------------------------|-------------------------------|-----------|-------------------------------------------------------------------------------------------|----------------|
|    | Arden                   | Convertor<br>1 September 2010 | 11-18     | June 2022<br>Good                                                                         | 1817           |
|    | Coppice Academy         | Converter<br>1 September 2023 | 7-11      | June 2023<br>Good                                                                         | 226            |
|     | Dorridge Primary School | Converter<br>1 September 2023 | 3-11      | October 2024<br>QoE: Good<br>B&A: Outstanding<br>PD: Outstanding<br>L&M: Good<br>EY: Good | 672            |
|   | Henley-in-Arden School  | Converter<br>1 April 2019     | 11-16     | December 2022<br>Good                                                                     | 681            |
|  | Lode Heath School       | Converter<br>1 January 2018   | 11-16     | November 2024<br>Good                                                                     | 1155           |
|  | Park Hall Academy       | Sponsored<br>5 December 2013  | 11-18     | May 2023<br>Good                                                                          | 1270           |

Our strategic priorities and development

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.



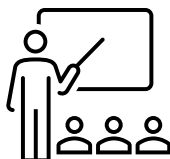
**Priority 1:**  
Leadership and  
Management

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.



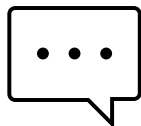
**Priority 3:**  
Teaching, Learning and  
Assessment

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.



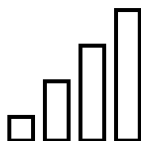
**Priority 4:**  
Personal Development,  
Pastoral Care, Behaviour  
and Safeguarding

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.





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# Our Strategic Priorities

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These priorities are the core pillars of our development work, evaluation and accountability systems. Our development plans drive these priorities, and each school is evaluated and scrutinised by the Trust wide systems of Governance.

Accountability and empowerment to drive teaching standards and the highest outcomes are the AMAT's drivers. All quality assurance, self-evaluation through Associate Headteacher reports and scrutiny is focused on our central priorities. This relentless focus enables the Trust Executive, Trust Governance and LGBs to evaluate systematically the work and outcomes of leaders, all staff and pupils. Our aim is to empower relentless improvement through careful planning, decisive action and an overall drive to provide the best education and opportunity for all pupils in our care across the Trust.

## Integrity

We demand the highest standards from our staff and students. Our ethos is based on relationships. We build relationships on every level based on integrity, honesty and these are the backbone of our Trust. When any of these fail, we are quick to act and rectify the situation.



### **Growth**

Our vision is to grow the Trust, over the next two years. We are very clear that any growth needs to be carefully planned to ensure our systems and processes are well embedded and there is sufficient capacity within the Trust to support all our schools. While we will consider schools from beyond our immediate locality, our priority is to build a strong, local Trust in the first instance. Any consideration of schools joining the Trust will be carefully managed with appropriate, manageable timescales and robust due diligence processes, as set out in our Growth Strategy.

Dorridge Primary School, a main feeder into Arden Academy, joined the Trust in September 2023 along with Coppice Academy, a main feeder school for Lode Heath. In order to support excellence in the primary phase, the Trust has established a Primary Department led by the Director of Primary Education, with phase specific leads across all the areas of school improvement in primary.

The recently published Solihull Local Plan has seen the adoption of the Arden 2020 vision: with the Arden Triangle establishing a new Arden secondary school, a co-located primary school and some 600 housing units established within the Arden Triangle – a place for Learning, Living and Leisure. This exciting development will see Arden school relocated in state-of-the-art new premises.

### **Partnerships**

The Trust already has significant partnerships in place with local and regional MATS; Teaching Schools; RSC; DfE, and the LA. We will continue to develop these and new partnerships to ensure we are an outward facing organisation with an outstanding network locally, regionally and nationally.

### **Leadership development and succession**

We are committed to growing the leaders of tomorrow in our schools and providing the mechanism for staff to work creatively and innovatively. Recruitment and retention of staff is critical and we will work hard to ensure our Trust is seen as a high-performing employer known also for identifying and developing potential leaders.

### Alternative provision

There is a significant need across our Trust to work with local providers for young people who struggle to engage in school because their behaviour means they are at risk of permanent exclusion or those who have significant mental health issues which makes it almost impossible for them to engage in the school system. Both these groups are at risk of leaving school with poor qualifications; as potential NEETS, the Trust looks carefully at planning and securing high quality alternatives for these students.

### Funding

We are determined to ensure our schools, and the Executive apply robust financial processes to get the best from available funds. We will also seek to support schools with additional funding to support new and innovative projects which enhance learning and drive-up standards. We will make every effort to successfully attract further investment in our schools.

### Community and culture

We believe that our schools and the Trust have a critical role to play in our communities. We will continue to explore new and innovative opportunities for staff and learners to work together across the Trust and develop existing opportunities for students to take leadership roles and be involved in performances, sport, trips and curriculum enrichment across our schools over the next two years.

### Contact details

If you would like further information on the Arden Multi-Academy Trust please contact Martin Murphy, CEO by email or telephone:  
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