



## **JOINING AMAT PRIMARY BRANCH**

### **Vision and Mission**

**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.

**Our mission is** to provide opportunities that enable every child to have aspirations, vision, honesty, integrity and great pride in their achievement.

### **We achieve this through**

- Ensuring excellent teaching, positive relationships and enjoyment every day
- Enabling all students can be successful learners who feel safe and happy
- Supporting the emotional health and well-being of all members of the Trust - including staff, students and parents
- 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

### **Primary Vision**

Arden Multi Academy Trust Primary Branch (AMAT-Primary) has a strong leadership team with skills to inspire, innovate and communicate, providing the critical tools to grow a successful Primary Branch. This is our growth plan, highlighting a clear vision and strategic plan.

### **Trust Strength**

- High quality and inclusive education: delivering high-quality education, including for disadvantaged children and children with SEND
- School improvement, particularly in transforming previously underperforming schools
- Strategic governance: operate effective and robust governance and effectively hold school leaders to account
- Financial management: strong resource prioritisation to deliver the best educational experience

### **Why?**

#### **Join the Arden Multi-Academy Trust: A Partnership for Excellence**

At the Arden Multi-Academy Trust (AMAT), we believe in the power of collaboration to transform educational experiences and outcomes. Our success stories speak for themselves, and we invite other schools to join us in our mission to provide outstanding education to every student.

#### **Why Join AMAT?**

1. **Proven Track Record:** Our schools, including Lode Heath School and Park Hall Academy, have demonstrated remarkable improvements in student achievement and community trust. Together, we can replicate this success for your school.
2. **Outstanding Leadership:** Benefit from our exceptional leadership model, which combines best practices in school management, teaching, and learning. Our experienced team is dedicated to fostering a culture of excellence that empowers every educator and student.
3. **Innovative Practices:** We embrace a blend of traditional educational methods and cutting-edge techniques tailored to meet the needs of your students. Our approach ensures that every child can thrive and achieve their best.
4. **Supportive Community:** As part of AMAT, you will join a network of like-minded schools committed to continuous improvement and collaboration. Share insights, resources, and strategies to enhance your school's performance.
5. **Tailored Professional Development:** Access ongoing professional development opportunities for your staff, designed to enhance teaching practices and drive student success.
6. **Shared Vision:** Together, we can work towards a shared vision of educational excellence, where every student is equipped to take on meaningful roles in society.

By joining AMAT, your school will not only benefit from our proven strategies and support but also contribute to a dynamic and inspiring educational community. Let's work together to shape the future of education and empower the next generation.

## How?

### Process

This is our approach to new schools joining our trust. The diligence process, how we assess our capacity to grow and how we induct a new school over the first year.

#### Stage 1

##### Initial due diligence and capacity check

We will begin by completing an 'expression of interest' exercise with the school looking to join. This is a one-page summary of the school's position, looking at:

- Why they want to join the trust
- Their staffing summary
- Their 3-year financial forecast
- Their site condition

This is assessed by the relevant teams within AMAT.

We ensure that there is no significant risks or liabilities that stand out – for example, finances showing significant debts/forecasting large deficits or significant building disrepair.

Additionally, the school must be within a 30-minute journey of the AMAT head office. This ensures timely support and for schools to be able to access key meetings, CPD, events and networks

Once all of the above is satisfied, the team members get approval from the board of trustees to move on to the next stage.

#### Stage 2

##### Due diligence

We would now arrange a 2-day on-site due diligence visit. The CEO or Executive Head Teacher/Deputy Executive Head Teacher, Director of Primary Education, External SIP and Primary School Business Manager attend.

Together, we assess in more detail the school's strengths and what your school will bring to the partnership. We also look at areas for development and any risks or liabilities across the school.

We do this for all elements of the school, meeting the relevant members of the senior leadership team and other staff where necessary, to cover:

- Leadership and management
- Educational performance
- Finance
- Safeguarding
- Premises and estates condition
- ICT
- Governance
- Health and safety

This is also an opportunity for you to conduct your due diligence on the trust and ask questions. This helps us to be transparent about the processes to everyone in the school community.

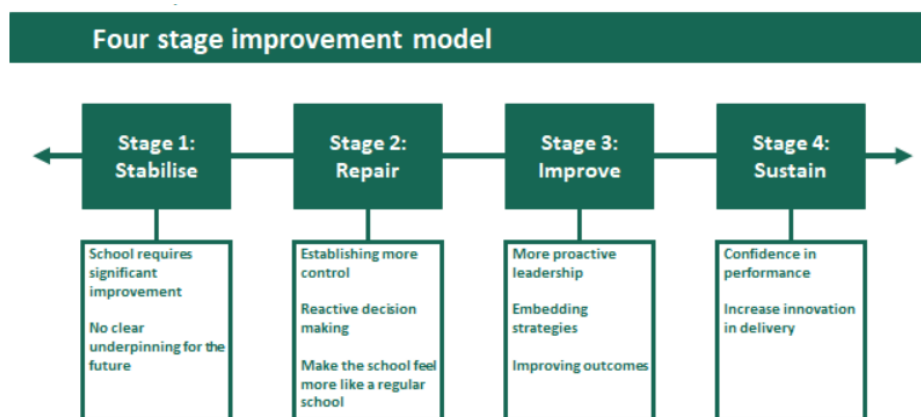
It also helps avoid any "surprises" for the school further down the line – for example, the central financing arrangements or HR processes and procedures (which are standardised across the MAT). Being up front early on lessens the risk of issues once your school has joined.

## **Capacity**

The Executive Head Teacher and or Deputy Head Teacher, External SIP and Director of Primary Education will determine the frequency of support the school will need.

Using the David Carter model of school improvement to assess the school's 'stage'. There are 4: 'stabilise', 'repair', 'improve' or 'sustain' see below:

For example, schools in the 'stabilise' stage may need weekly visits. For schools in the 'improve' stage, it might be every half term. We will then assess whether the trust can deliver on your level of need.



As well as school improvement capacity, the team from the AMAT look at business and finance capacity. When we've assessed the financial outlook and liabilities of the school, we can model this into our budget to see how this will affect the Trust's 5-year growth forecast.

## **Going back to the board**

At the end of the in-depth due diligence visit, the team type up a report, which we would go through with your school. We then take this to our Board of Trustees.

The board will give approval if they're satisfied with the report on the school and the capacity of the trust. This would then trigger stage 3 for your school joining AMAT.

## **Stage 3**

### **The consultation phase (for maintained schools joining the trust)**

Following the approval from the AMAT Board of Trustees, we submit the academy order. The legal proceedings then begin, subject to the regional school's commissioner approving the conversion.

'Partnership' is a key part of AMAT's ethos; we ensure all staff, families, and pupils understand what is happening.

The consultation stage enables staff to:

- Ask questions
- Visit other trust schools to hear from staff about their experience
- Feel reassured about the TUPE process and how this impacts them

Additionally, there is a formal TUPE meeting attended by the LA and trade union colleagues. The Trust also invites parents and families to a consultation meeting. This enables the school and trust to share our vision for the future, answer questions, address any concerns raised and take feedback on board.

#### **Stage 4** **Onboarding and inducting a school**

The conversion process for maintained schools means you have a 6-month lead-in time. During this time, we invite relevant staff members to join our Senior team network (including Heads of School and Associate Heads, Deputies and Assistant Head Teachers) and Central Team meetings.

You can ask questions and get used to how the trust works, so by the time the school officially joins, you will be fully aware of the trust's processes and shared good practices.

When a school is smaller, communication and transition are relatively straightforward, as there are fewer central staff and members of the Senior Team.

As our trust has developed, we have a wealth of resources, strategies, networks and general information that is shared with our new schools so that you can make the most of the partnership.

Including:

- The central team and governance structures
- Finance and HR procedures
- Network overviews
- Staff performance management strategy
- Links to policies

#### **Growth Plan**

There is 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 Regional Schools Commissioner (RSC), Solihull Metropolitan Borough Council (SMBC).

We aim that our family of schools fit within our ethos and that they are within a 30-minute drive from AMAT Head Office. This will ensure that support can be offered in a logistically manageable way, both in person and remotely. We will maintain an effective balance between school improvement capacity (good/outstanding schools) and requires improvement/inadequate schools.

#### **Alternative Partnerships**

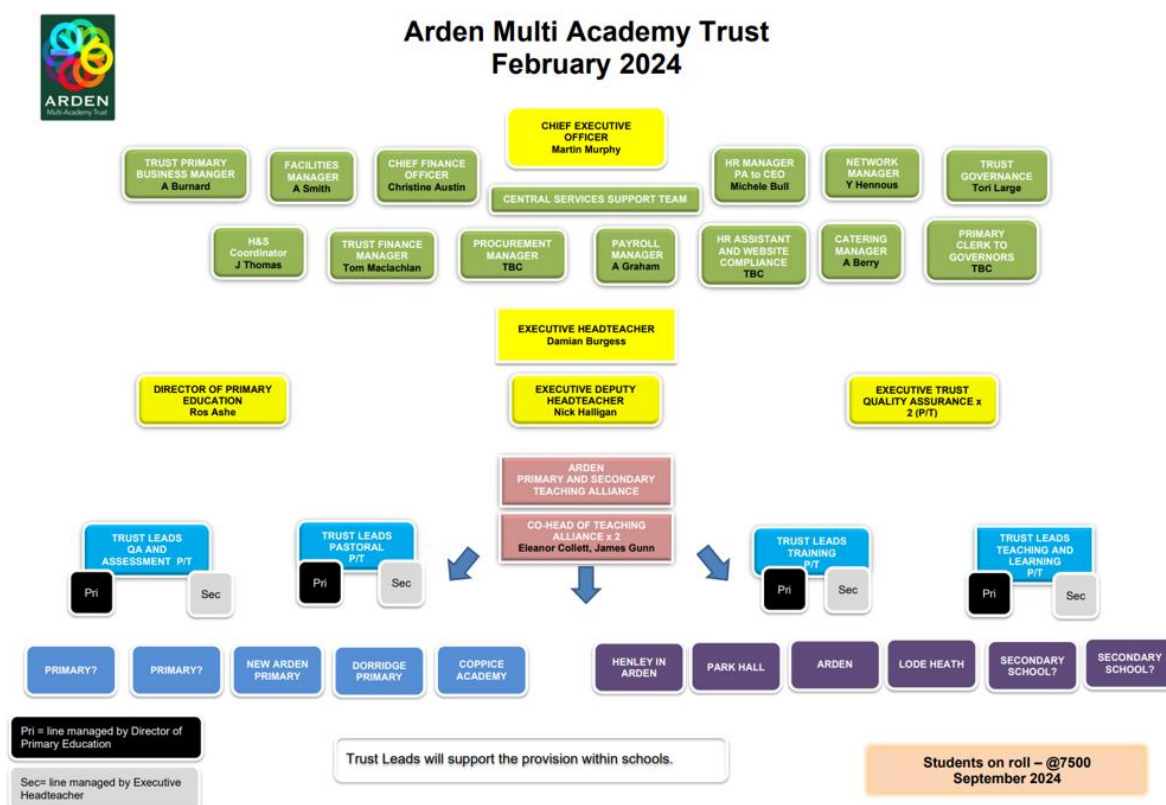
AMAT Primary would also be open and receptive to working with other schools, either as partners or as sponsored academies. AMAT Primary would define each of these partners as the following:

**Partner:** This school/academy is either good or outstanding with sustained capacity for improvement. It has demonstrated secure financial measures for at least 2 years and is likely to retain financial

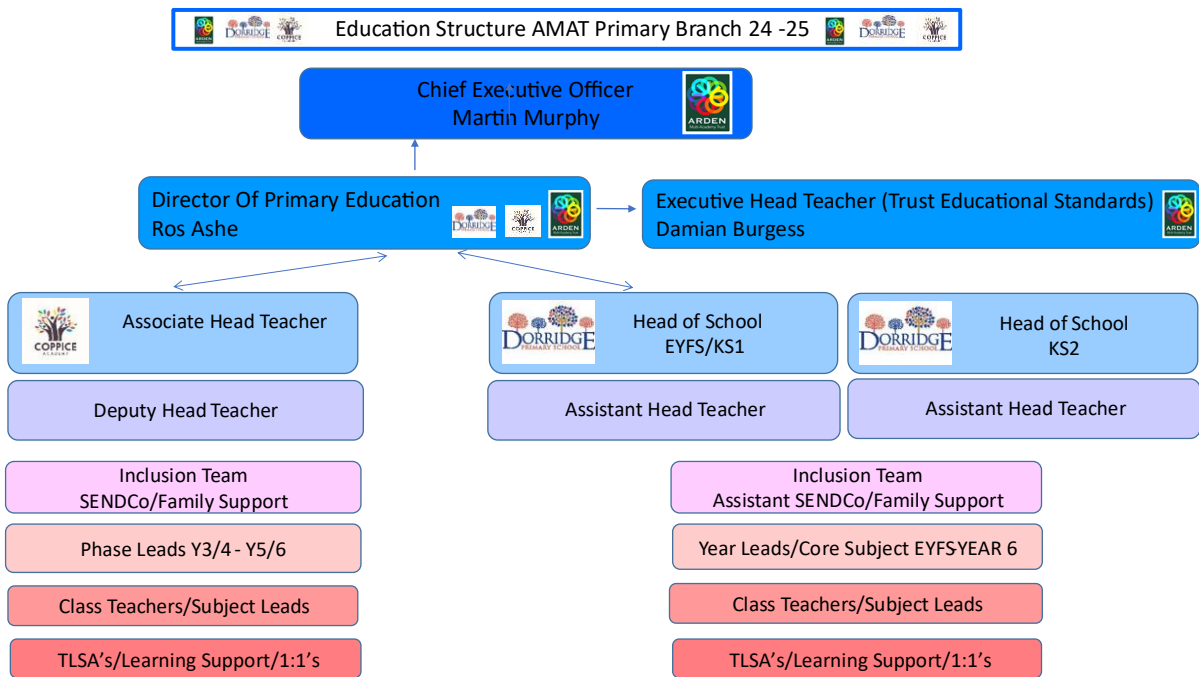
sustainability for the next 3 years. Safeguarding and Child Protection systems are strong within the school. Members of the school's / academies' Governing Body may become members of AMAT board of trustees.

**Sponsored Academy:** This school/academy is either requiring improvement or inadequate and deemed as needing additional support to secure a good judgement at its next Ofsted inspection. Whilst a sponsored academy, members of the Governing Body would not be part of the AMAT trustees. However, once securing an outstanding judgement by Ofsted, the school/academy may become a partner, and members of the Governing Body would join the AMAT board of trustees.

## AMAT Organigram



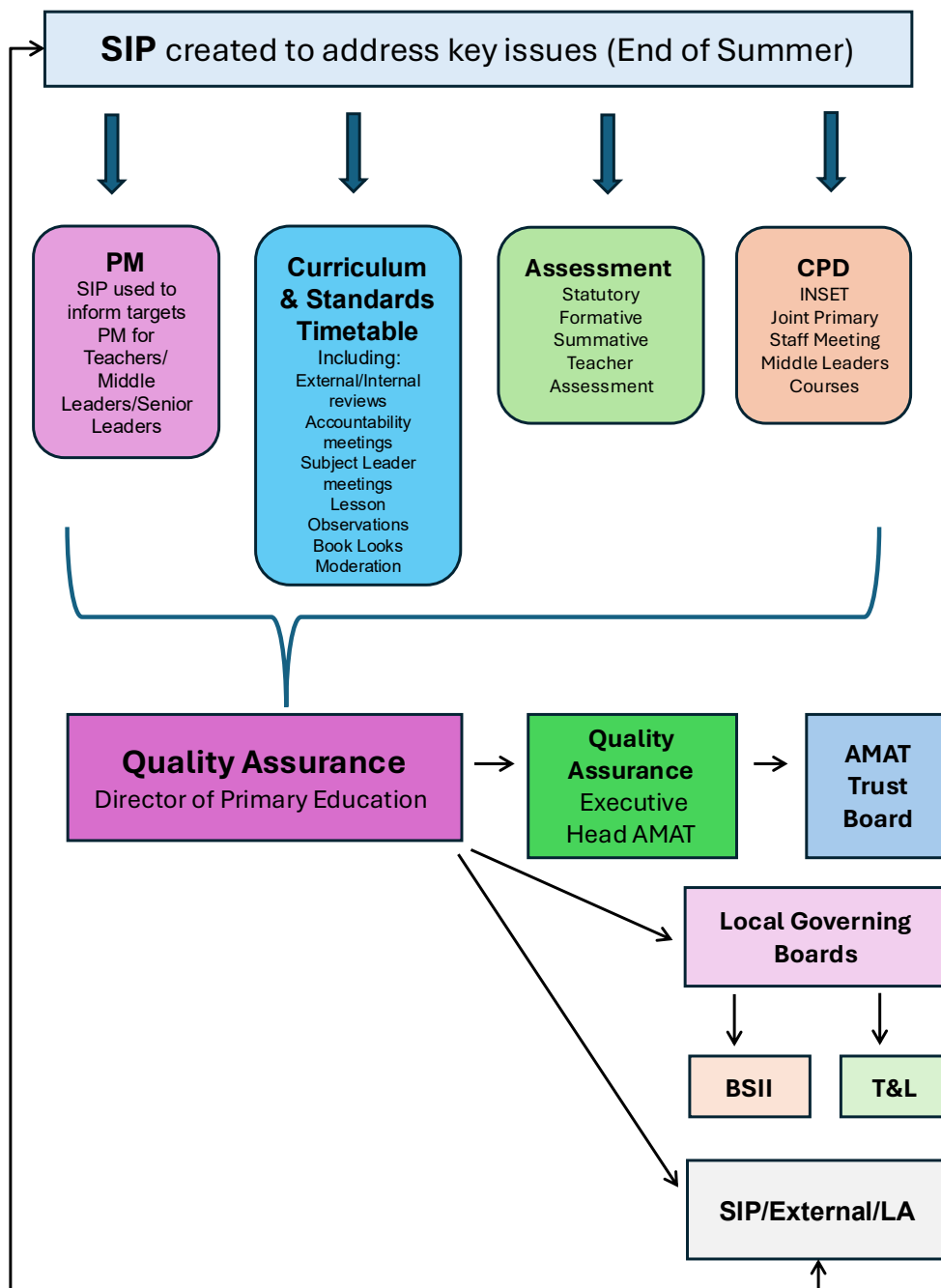
# Current Primary Branch Accountability Structure



## Primaries School Improvement Cycle



Senior Teams identify Key priorities throughout the year via Curriculum & Standards monitoring plus external/internal reviews/Ofsted/SATs/other statutory assessments/ Formative and summative assessments.



# Example of Associate Staff Accountability

Associate Staff Structure AMAT Primary Branch 2024-2025

Chief Executive Officer - Martin Murphy



Director Of Primary Education - Ros Ashe



Associate Head Teacher

