Strategic Plan
2018-2023

‘We are stronger working together in partnership’
Primary Schools 4
Secondary Schools 2
All through schools 1
Primary Staff 186
Secondary Staff 488
Primary Students 1278
Secondary Students 3350
Bev Mabey, Chief Executive Officer of Washwood Heath Multi Academy Trust

We are currently a family of seven academies (two secondary, four primary and one all through school) serving a discrete, diverse and multicultural community. Our underlying moral purpose is that “we are stronger working together in partnership”. However, we continue to respect the unique identity of each academy whilst encouraging a collaborative approach to all that we do. At the heart of WHMAT is a focus on developing all staff so that they remain happy and motivated to provide the best possible teaching and support to our pupils. This, in turn, gives our young people the best possible chances of developing into well-rounded individuals. WHMAT hopes to grow over the next five years, by attracting local establishments who share our values. As it grows, I am confident that we will continue to have a positive impact on our local community stakeholders. Please do not hesitate to contact me if you would like to find out more.

Pete Anstey, Chair of Trustees - Washwood Heath Multi Academy Trust

At Washwood Heath Multi Academy Trust (WHMAT) we are focused on providing the best possible learning opportunities for the young people that we serve. This five-year strategic plan explains how we expect to achieve this on behalf of a diverse community of cultures and faiths, against a backdrop of economic and political change. As trustees, we are collectively committed to ensuring the Trust is a success. We want all our stakeholders to feel proud of our academies’ achievements, inspired by our leaders, and reassured by our high-quality teaching and learning.

Executive Summary
Mission
Learning to succeed is what Washwood Heath Multi Academy Trust is about: a passion for, and love of learning, with the drive and motivation to succeed.

Our aim is for students to fulfil their limitless potential through perseverance and effort; to recognise that excellence is a habit not an act (Aristotle).

Staff are highly trained and here to support, guide and inspire students to continue their learning lifelong. When they do leave our schools, they will do so with the confidence to see the world as an opportunity.

Our aim is to provide the best opportunities for learning within a climate where a sense of moral responsibility is clear. Each child will recognise that humanity and the common good is a key aim for all

Vision
By the time our students leave Washwood Heath Multi Academy Trust they will be literate, numerate confident young people with high aspirations, independent learning skills and a sense of moral responsibility.

Values
Excellence.........in everything we do
Equality.........of opportunity for all
Integrity.........in all our practices
Engagement......with our wider community
Collaboration.....to improve student outcomes
Why WHMAT?

• Family of schools serving a discrete locality, each maintaining its unique identity;
• Shared moral purpose and set of principles;
• Value for money through economic, efficient and effective use of resources in order to achieve objectives;
• High quality provision;
• Excellence in Teaching and Learning;
• Innovative and enriched curricula with the breadth to meet the needs of, and provide an enhanced experience, for all;
• Development of independent, resilient young learners;
• Supportive, collaborative behaviour management;
• Support leaders to develop and deliver their School Improvement Plan, Self Evaluation, and Monitoring and Evaluation Process;
• Commitment to employee well-being;
• Collaborative, shared expertise across WHMAT at all levels;
• Excellent Head Office provision;
• Ongoing, career and leadership development;
• Celebrating diversity and equality of opportunity for all;
• Nurture creative, innovative solutions to build capacity and future sustainability across WHMAT;
• A school improvement framework that is based on mental well-being of all stakeholders;
• A multi-disciplinary approach to support student outcomes;
• Collaborative approach - drawing on strengths across the trust to improve outcomes;
• Effective use of the apprentice levy to train and develop all staff
Brownmead Primary Academy is a popular school in the heart of Shard End. We stand by a set of Brownmead Values that were written by all stakeholders and these values will promote the education that our children deserve. We offer our families a caring and supportive environment, where children are allowed to grow and develop, to become the best citizens they can be. We offer a broad curriculum with an emphasis on enjoyment and provide children with many opportunities for enriching life experiences. We have strong partnerships throughout WHMAT and these provide the bedrock of our continued development.

Firs Primary School

Firs Primary School is a large, friendly school serving a vibrant and diverse community on the edge of Castle Bromwich. At Firs, the rights of all children to make a positive future contribution to society are respected by prioritising learning. We challenge pupils to attain high academic and personal outcomes—setting and achieving ambitious goals in all they do. Our five keys to emotional well-being ensure conditions for learning are right. Our curriculum is broad, balanced, and flexible—meeting individual needs and interests, building on children’s natural curiosity. Our expectations and values encourage pupils to work and play together positively, developing mutual respect by understanding each other’s cultures, faiths and opinions. When visiting, you immediately notice the positive learning behaviour of our children and the enthusiasm and warmth of our staff. The Firs family is built on successful relationships—with parents, the community, other schools in Washwood Heath Multi Academy Trust, and beyond. A good education comes from a partnership between home and school—your children are on a lifelong journey of learning; we are privileged Firs Primary School is where the journey begins.
Gossey Lane Academy is a popular and friendly school in the heart of Kitts Green. Our mission "Together we Aspire" encapsulates the values which underpin our ethos and motivate our children to reach their full potential. We provide our children and their families a safe supportive environment in which they thrive. Our education offers a rich and varied curriculum, involving a range of opportunities to learn in different ways. We have formed effective partnerships within WHMAT, and also with other local schools, which has included work related to the Arts. These firm foundations allow our children to holistically grow from strength to strength.

Saltley Academy is a comprehensive school of 1032 students, expanding to 1150 in the next four years. Ofsted described the school as 'good', 'improving' and 'a thriving school community' and quoted a student's description: the school is 'outstanding, resilient, loving.' Since WHMAT's involvement, we have achieved excellent examination results. The Academy has a reputation for creative and effective strategies, including our approach to British Values. We were the first Birmingham secondary to be recognised by UNICEF UK as a 'Rights Respecting School'. Our supportive team ethos and distributed leadership have also contributed to a very successful retention and recruitment programme, with the Academy fully staffed with a healthy mixture of experience and colleagues at the early stages of their career.
Tile Cross Academy is a small, caring 11-16 mixed comprehensive school. WHMAT partnerships and collaborative working are at the heart of everything we do. We have high expectations for our students and we aim to provide a high quality education in an atmosphere of mutual respect where each individual is valued as an important member of our school community. With the wide range of backgrounds and cultures in our school population we celebrate diversity and difference, whilst recognising that we are all equal. We strive to develop and nurture the values, skills and attributes which create good citizens and lifelong learners, so that every student can discover, develop and achieve their full potential and be successful in whatever path they choose. Our broad and balanced curriculum prepares our students to meet the challenges of a rapidly changing society, ready and willing to grasp the opportunities available to them and be positive about their futures.

Topcliffe Primary School is a popular school within Castle Vale. We cater for 266 pupils, which is made up of a one form entry mainstream and a highly successful large resource base. The resource base consists of 20 places for children with speech and language needs and an additional 36 places for children with ASD. At the heart of our school is inclusion and ensuring that we cater effectively for the varied needs we have to give the best possible life chances for all. Our resource base is fully inclusive with the mainstream with shared curriculums, assemblies and recreational times. We are driven by our school values of everyone being responsible for being healthy, aspirational, respectful, resilient and independent and these are represented through everything we do. We work closely with our strong partnerships within the WHMAT to ensure our whole school community can achieve their best.
Our Family of Schools

Secondary Phase
Washwood Heath Academy is a large 11-18 academy with 1400 students, 140 in the Sixth Form. The majority of our students are from minority ethnic backgrounds and a high proportion of students speak English as an additional language. We are passionate about supporting and challenging our students and staff to be creative, resilient, team players and pride ourselves on being open-minded and respectful of all cultures and backgrounds that make up our diverse learning community. We have dedicated ourselves to understanding and meeting the individual needs, wants and ambitions of every student we teach. At Washwood Heath Academy, growing future leaders is one of our key priorities. At all key stages, our wider curriculum offers opportunities and experiences beyond that of the classroom. We are all proud of our school; staff, students and their families, work together to make it the caring and vibrant community it is.

Primary Phase
Washwood Heath Primary - an exciting new chapter in the development of Washwood Heath Multi Academy Trust. WHP presents a wonderful opportunity for us to develop and inspire children from the age of 4 onwards to post 16. Our aim is to instil the values and ethos that are at the very heart of the MAT ensuring that we provide our pupils with experiences that are rich and diverse equipping them with skills for life as an adult. WHP is set to be a vibrant school where our children are enthusiastic and motivated to achieve endless possibilities. Our children will be at the heart of every decision we make to ensure that they are happy, confident and the opportunities that are provided for them are relevant to their needs both now and in the future. The school has a dedicated team that works hard to reach high standards in everything we do and this is further embedded through our successful relationships with parents, the local community and the other schools in the WHMAT. We firmly believe that education is a partnership between home and school and regard you as an active partner in your child's education and value your interest and support.
Head Office Team

Mrs Bev Mabey
CEO

Mr Ian Lowe
Deputy CEO

Mrs Angela Sutheran
Company Secretary

Mr Mark Phillips
Director of Finance

Mr Delroy Bramwell
Director of Estates

Mrs Michelle Gabriel
Director of HR

Mr James Wigley
Director of ICT

Mr Cathal Lynch
Director of SIP and Leadership
Supporting Governance documentation available on the WHMAT website - [http://mat.washwood.academy/governance/](http://mat.washwood.academy/governance/) or by contacting Angela Sutheran (Company Secretary) asutheran@washwoodconnect.com
The Members are responsible for:

- Appointing and removing members/trustees
- Amending the Articles of Association
- Issuing special resolution to the trustees to take a specific action
- Receiving the trust’s annual audited accounts
- Changing the name of WHMAT and ultimately wind up the trust

The Trustees are responsible and accountable for:

- Setting and monitoring the strategic priorities of WHMAT
- Agreeing targets for student and pupil achievement
- Agreeing the budgets for schools in the WHMAT
- Receiving KPI data from the Academy Advisory Board
- Ensuring each school curriculum is relevant and broadly based
- Appointing all teaching staff on Leadership Scale and Support Staff on Grade 6

The Trustees delegate the following to the AABs of each school in the trust:-

- Preparing, monitoring and securing targets for pupil and school achievement
- Reviewing expenditure and ensuring compliance with the annual budget
- Monitoring and reviewing the curriculum for pupils and students
- Monitoring and reviewing the quality of teaching and learning
- Reviewing the pupil/student experience
- Appointing all staff except Head Teachers, teaching staff on Leadership Scale and Support Staff on Grade 6 or above
- Implementing, the Pay Policy in line with that agreed by the Trustees
Our aim is to support all of our schools to be judged by Ofsted as at least good, with the capacity to become outstanding. Analysis, will be undertaken of all data.

Reviews of each school’s progress towards agreed targets are presented to the respective AAB of each school on a regular basis, and received by WHMAT Board at least three times per year.

Governors from each of the AABs within WHMAT will play an active role in monitoring the quality of teaching and learning and outcomes for learners. Through regular training across all of the schools within WHMAT, governors will be supported to question and challenge information presented to them; gaining the level of awareness and understanding that will enable them to accurately judge their school’s capacity for further improvement. Our monitoring processes will continuously inform self-evaluation and planning within each of our schools.

Monitoring processes include:

- Tracking of learner progress and planned interventions to support each learner’s success;
- Analysis of student attendance and punctuality (with a consistent strategy agreed across all of our schools to reduce persistent absence);
- Analysis of data relating to learners’ behaviour and safety;
- Scrutiny of learners’ work;
- Analysis of standards of teaching and learning;
- Learning walks;
- Evidence that professional development programmes are directly linked to the outcomes of lesson analysis and performance management objectives;
- Detailed analysis of outcomes for learners;
- Consultation with students, staff and parents across our schools along with partners across our wider community.
Our Mission

Learning to succeed is what Washwood Heath Multi Academy Trust is about: a passion for, and love of learning, with the drive and motivation to succeed.

Our Vision

By the time our students leave Washwood Heath Multi Academy Trust they will be literate, numerate, confident young people with high aspirations, independent learning skills and a sense of moral responsibility.
## Strategic Objectives

### Attainment and Achievement

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<th>Strategic Goals</th>
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<tr>
<td><strong>Ensure progress and attainment of all learners is above average</strong></td>
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<td><strong>Development of students into independent confident learners</strong></td>
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### Leadership and Management

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<td><strong>Recruit &amp; retain high quality staff &amp; empower them to excel at their jobs</strong></td>
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<tr>
<td><strong>Ensure all staff aspire to be outstanding &amp; continuously improve</strong></td>
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### Key Performance Indicators

#### Attainment and Achievement
- Student attainment
- Student progress
- Enriched curriculum
- Inspection Reports
- School improvement model
- Robust evidence base

#### Leadership and Management
- Fully staffed MAT
- Minimal staff turnover
- Employee engagement levels
- Number of staff meeting their PM objectives
- School improvement model

### Strategic Initiatives

#### Assessment Systems
Quality assurance, procedures and moderation,

#### SIP/SEF
SIP and SEF teaching and learning audits and regular monitoring

#### Performance Management
Training for leaders in quality assurance, challenge and making judgements

#### Reviews
Department and subject based reviews and audits, Stakeholder questionnaires

#### Safer Recruitment (SR) Procedure
Staff confident in SR practices & training

#### CPD Programme
Quality CPD opportunities for all staff

#### Employee wellbeing
Access to employee benefits programme Emotional well-being School improvement model

#### Performance Management
Training for managers on effective use of PM systems Personalised career plans linked to strategic CPD
# Strategic Objectives

## Safeguarding and Welfare

### Strategic Goals

| Commitment to Safeguarding and promoting the welfare of all our students and staff | Maintain high standards of behaviour and support |

### Key Performance Indicators

- Emphasis on structure, routine, consistency and attention to detail
- Student attendance levels
- Capturing student and parent voice
- Supporting parents
- Inclusive provision

### Strategic Initiatives

- **Consistency of policy into practice**
  - High quality CPD delivered to all staff

- **Attendance and behaviour**
  - Removing barriers to high attendance and behaviour standards, engagement with multi-disciplinary teams

- **Voice of the child**
  - Students empowered to inform practice

- **Support**
  - Empowering and informing parents

## Finance and Resources

### Strategic Goals

| Ensure that our schools are resourced to secure the best outcomes for students and staff | Maintain and enhance a safe environment, conducive to student and staff learning and performance |

### Key Performance Indicators

- Balanced budget
- Sustained financial position
- Planned and completed projects
- Level of reportable Health and Safety incidents

### Strategic Initiatives

- **Financial sustainability**
  - Effective controls to ensure costs and income are aligned

- **Effective financial planning**
  - Align budgets to WHMAT’s priorities to fund operations and investment

- **Rolling programme of investment**
  - A programme of works to maintain and enhance the estate

- **Health & Safety assessments**
  - Effective H&S practice updated in line with relevant legislation