TKAT

Achieving More Together

Strategic Intent Framework

2022-2025

@TKATAcademies | 020 3740 1808 | www.tkat.org

#oneTKATfamily

Introduction

The aim of the Strategic Intent 2022 - 2025 framework is to provide Headteachers and Local Governing Bodies with an overview of our strategic aims, our key priorities and how we intend to meet our organisational goals as we begin our next phase of development.

The Strategic Intent reflects the ambition we have for our children, young people and employees and also how we intend to work more collaboratively with all stakeholders to ensure the best outcomes for our pupils.

We are committed to building a culture where our values are evident in our everyday working, where respect and care for each other underpin our aspiration as an organisation.

Moral Imperative

If the purpose of education is to empower our children to be able to take their place in society and be able to make informed choices about their own life pathway, then why is our education system not fulfilling that ambition for every child? At a time when equality of access to education is at the forefront of government policy, why is there little recognition of the need for increased equity within the system, an issue which is particularly pertinent to the success of our disadvantaged and more vulnerable children.

Our moral compass is set by the belief that a disadvantaged background should never be a barrier to children accessing and achieving in education, and, it is on that premise, that our philosophy of education and leadership journey have been governed.

Our motivation as educators within our schools, within our organisation and within the wider system has always been to ensure that all children can access the same opportunities and experiences whilst proudly celebrating their unique differences and backgrounds.

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Dr Karen Roberts
TKAT CEO
September 2022

TKAT - OUR STRATEGY

Our Culture

#oneTKATfamily
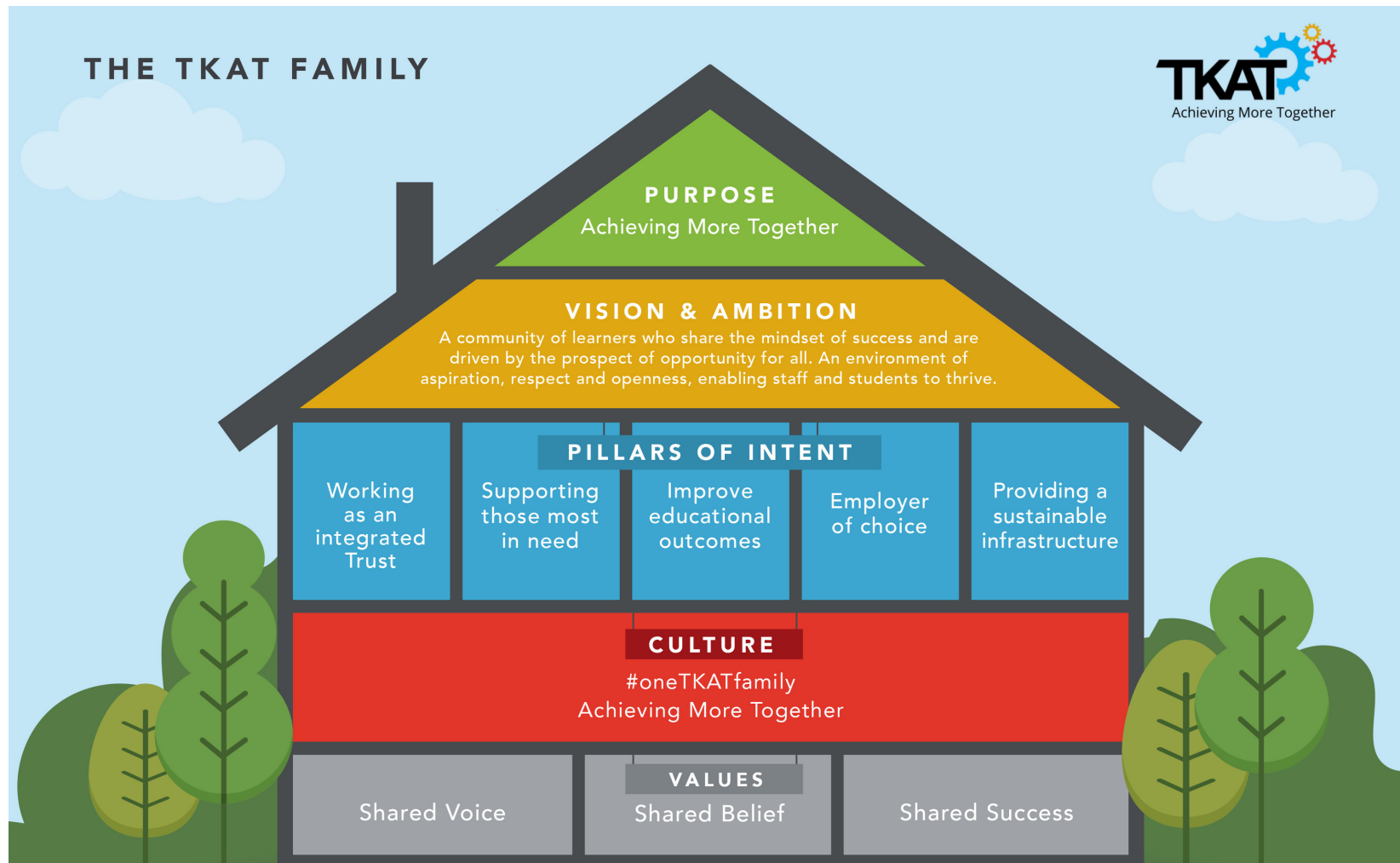Achieving More Together

Our Mission

TKAT is a Multi-Academy Trust of 45 primary, secondary and special schools in the South and East of England.

Our purpose is to work together as a community of schools to ensure that every child, whatever their background, receives a high quality education.

Our Values

Shared Voice
Shared Belief
Shared Success

THE TKAT FAMILY

TKAT
Achieving More Together

PURPOSE
Achieving More Together

VISION & AMBITION
A community of learners who share the mindset of success and are driven by the prospect of opportunity for all. An environment of aspiration, respect and openness, enabling staff and students to thrive.

PILLARS OF INTENT

| Working as an integrated Trust | Supporting those most in need | Improve educational outcomes | Employer of choice | Providing a sustainable infrastructure |

CULTURE
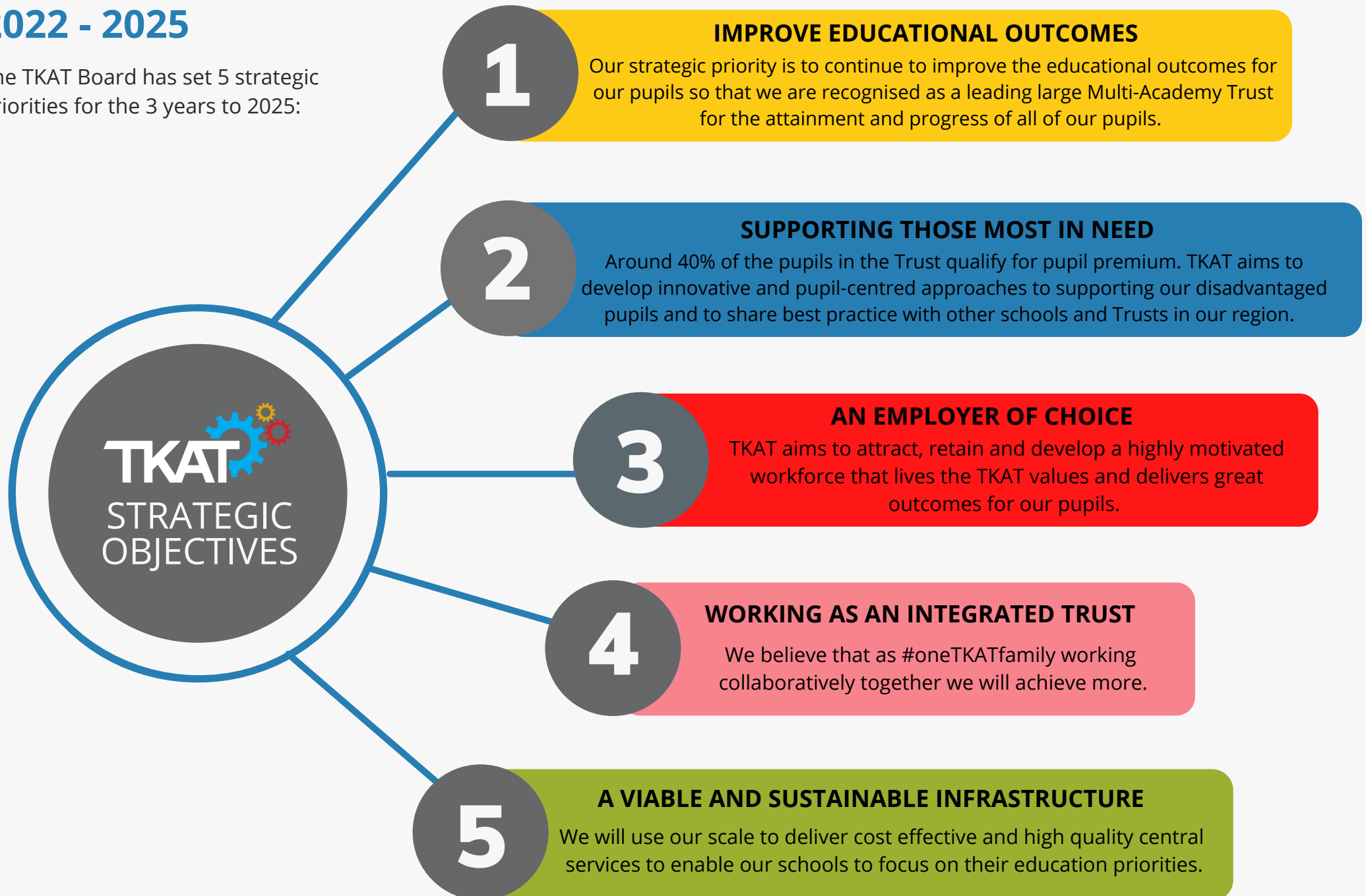#oneTKATfamily
Achieving More Together

VALUES

| Shared Voice | Shared Belief | Shared Success |

Strategic Objectives 2022 - 2025

The TKAT Board has set 5 strategic priorities for the 3 years to 2025:

TKAT STRATEGIC OBJECTIVES

1 — IMPROVE EDUCATIONAL OUTCOMES

Our strategic priority is to continue to improve the educational outcomes for our pupils so that we are recognised as a leading large Multi-Academy Trust for the attainment and progress of all of our pupils.

2 — SUPPORTING THOSE MOST IN NEED

Around 40% of the pupils in the Trust qualify for pupil premium. TKAT aims to develop innovative and pupil-centred approaches to supporting our disadvantaged pupils and to share best practice with other schools and Trusts in our region.

3 — AN EMPLOYER OF CHOICE

TKAT aims to attract, retain and develop a highly motivated workforce that lives the TKAT values and delivers great outcomes for our pupils.

4 — WORKING AS AN INTEGRATED TRUST

We believe that as #oneTKATfamily working collaboratively together we will achieve more.

5 — A VIABLE AND SUSTAINABLE INFRASTRUCTURE

We will use our scale to deliver cost effective and high quality central services to enable our schools to focus on their education priorities.

Strategic Objectives 2022 - 2025

Improve educational outcomes

- Focussing relentlessly on teaching and learning to drive improvements in educational outcomes in all our schools, aiming for above average attainment and progress across the Trust

- Delivering an excellent all round education in all our schools, with all our schools assessed as "green" by our own quality assurance process

- Use our scale to provide targeted improvement and curriculum support to all of our schools through the use of lead practitioners and subject leads

Supporting those most in need

- A priority for the next three years is the roll out of the innovative ACE tutor programme to all our schools

- We will develop and implement common approaches to high quality SEND provision

- We will support all of our schools with best in class safeguarding systems and training

- We will provide specialist support at central and regional levels to support children most in need

An employer of choice

- TKAT will increase its investment in the leadership and professional development of its teachers

- Launch and embed a coordinated learning and development network (LDN) that supports the professional development of all our teachers and support staff

- Continue with our leadership development programme, aiming to build a strong pipeline of senior and middle leaders

Working as an integrated Trust

- Work collegiately with schools

- Demonstrate our culture and values in all that we do

- Provide opportunities for personal and professional development for all

A viable and sustainable infrastructure

- We will move to a shared service model over time

- Whilst keeping to our reserves policy, we will pool resources to invest in the future of our schools

- We will invest in common financial and data systems to facilitate sharing and collaborating between schools

- We will take our ethical responsibilities seriously; considering the environmental impact in the decisions we make

PILLAR OF INTENT: IMPROVE EDUCATIONAL OUTCOMES		
We are going to...	**Because...**	**Approach**
Develop and embed common curriculum approaches	Every child in the TKAT family deserves an ambitious, broad and balanced curriculum that meets their needs.	- Implement common cross-phase reading strategy through LDN - Deepen understanding and standardisation of meta curriculum in all schools - Deploy Strategy Leads and Lead Pracs to to develop common curricula - Use Google classrooms of curriculum leads to develop subject knowledge
Embed a cohesive programme to support and align the improvement of T&L	Every child in the TKAT family deserves the best teaching.	- Deploy Strategy Leads and Lead Pracs to develop expertise and capacity of middle leaders to become self-sustaining - Learning and Development Network career pathways and teacher support
Develop a common Trust-wide Sixth Form offer	Every child in the TKAT family deserves a consistently high educational experience which results in progressive and positive destinations.	- Embed a standardised approach to exam preparation and use of data at phase and classroom level - Implement Trust approach to careers education and destination advice - Formalise collaborative leadership

PILLAR OF INTENT: SUPPORTING THOSE MOST IN NEED		
We are going to...	**Because...**	**Approach**
Overcome barriers of disadvantaged through TKAT ACE	Knowing our disadvantaged children well, enables us to empower them to be successful.	- Extend the roll out of TKAT ACE to have greater reach in all schools - Regional Leads share and develop best practice
Build effective teams around children most in need and support those needs	Every child with a disadvantage or additional need deserves to be fully supported to enable them to access education and be successful.	3 phase approach from central strategy to regional provision - Calibration of identification of needs including common assessment approaches - Provisions devised regionally that effectively support identified needs

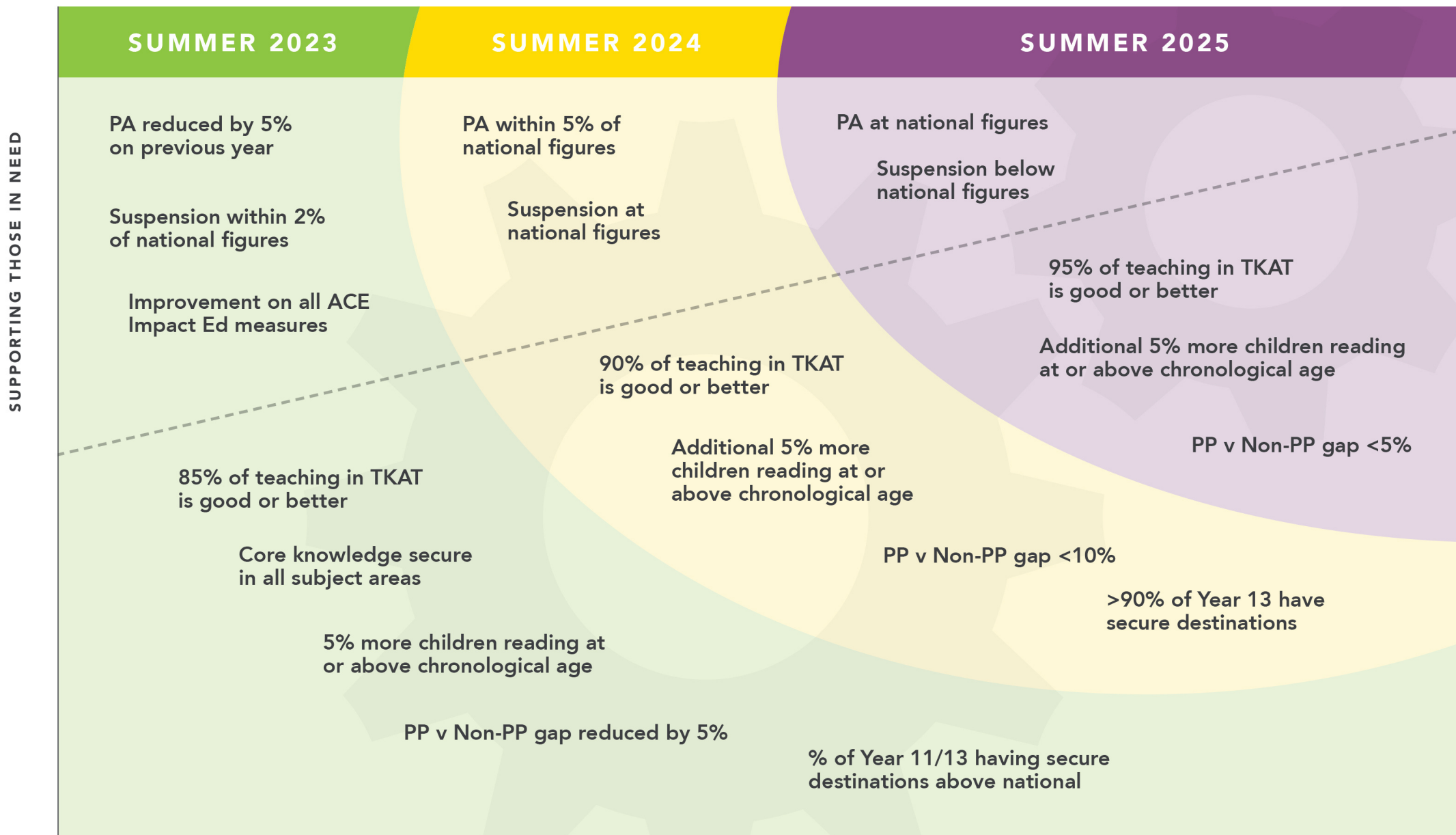| PILLAR OF INTENT: AN EMPLOYER OF CHOICE		
We are going to...	**Because...**	**Approach**
Recruit and retain exceptional and highly motivated colleagues	They provide the best outcomes and opportunities for the children and young people in our family.	- We enable development, purpose, flexibility, agency and authenticity for ourselves and each other - We ensure our 'message to market' is consistent, honest and values-based
Through the LDN, provide high quality professional development for all TKAT staff as a core entitlement	We want to recruit, develop, and retain staff by investing in our TKAT family through an entitlement of high quality learning and development.	- Production of easy to access information on high quality professional learning opportunities for every TKAT role / development pathways - Strategic facilitation of high quality professional learning for all staff across the Trust in collaboration with Directors and Headteachers - Defining common Trust wide CPD time - Developing a research branch to focus on education innovation - Delivering high quality SCITT and ECF provision; leading on to career support and development from ECT to excellence and/or Leadership
Articulate our purpose	We want to attract, develop and retain like-minded colleagues.	- Developing operational and advisory HR services to schools - Connecting in-school HR to the TKAT HR team (Secondaries) - Creation of a central HR Operations team (Primaries)
Promote flexible working practices and opportunities	We want to promote healthy ways of working to support and value wellbeing.	- Promotion and support of whole-school flexibility - Use internal (Heads group) and external (Timewise) 2021-22 research to promote whole-school flexibility across TKAT schools - Support an integrated approach to staff wellbeing
Develop a sense of agency for all colleagues to feel truly empowered	We want people to feel involved and valued as part of the TKAT journey. Healthy and motivated staff perform at their best.	- Enabling and responding to employee voice - Commence regular surveys, pulse surveys and focus groups to enable and encourage employee voice
Promote and support all employees in feeling comfortable and proud to be their authentic selves at work	We actively and purposefully demonstrate that all should be true to themselves whilst being part of our family. We recognise that true diversity adds value to our family.	- Support of WIN initiatives to enable genuine authenticity at work - To work with WIN groups and project teams to continuously improve diversity and inclusion across the Trust

PILLAR OF INTENT: WORKING AS AN INTEGRATED TRUST		
We are going to…	**Because…**	**Approach**
Work collegiately with Heads and others to establish and determine the TKAT culture and values	We want everyone to know, to feel part of, understand and embody the TKAT culture and values.	- To agree through active consultation with TKAT leaders and then explain and deliver on a coherent culture and values that all can aspire to - Gain commitment to #oneTKATfamily and values through targeted conferences - Communication with all sections of the TKAT family
Embed the #oneTKATfamily culture throughout the Trust and to wider stakeholders	It is essential that the #oneTKATfamily culture permeates the whole Trust so that the ambitious outcomes for all TKAT children can be attained. We want everyone to understand the relationship between the culture and achieving the high ambitions of the Trust. We want to meet our moral imperative.	- Work with leaders at all levels to plan how we will bring the #oneTKATfamily culture and values to life and live them - To ensure #oneTKATfamily and the values are communicated throughout the Trust - To ensure that #oneTKATfamily and values go out on all messaging and are evident in school environments - To evaluate the impact of the new culture and values on outcomes for children
Ensure that all Headteachers and senior leaders will have the opportunity to attend the TKAT/Complete Leadership Programme	Headteachers and senior leaders need to be equipped to lead schools successfully into the future, whilst enjoying and feeling fulfilled in their role.	- Design, and then adapt to changing needs the TKAT/Complete leadership development programme - For those who have been through TKAT/Complete programmes to become self sustaining, development groups - Evaluate impact of programme
Provide Complete leadership training for all TKAT teams including school SLTs and corporate teams	All TKAT leadership teams need to be equipped to lead successfully into the future, whilst enjoying and feeling fulfilled in their role.	All school and corporate teams to take part in the TKAT/Complete programme by self selection

PILLAR OF INTENT: VIABLE AND SUSTAINABLE INFRASTRUCTURE		
We are going to...	**Because...**	**Approach**
Procure and implement a data solution to ensure real time access to educational and corporate information	We need to ensure our data is both secure and accessible for all staff to support improving outcomes.	- Employ a consultant to support TKAT in writing the specification of requirements and to project manage (PM) the roll out - Implement a Data Warehouse with auto-syncing features - Implement a single, central Trust SMS (MIS)
Support the whole TKAT family in accessing a professional, cohesive, customer focussed Corporate Service	We need every employee to be able to fulfil and sustain their job role and responsibilities.	- Alignment of corporate services regional structure - Review of regional school based provision - Commit to professional/team development and succession planning for all corporate staff
Create a sustainable culture that is financially and environmentally ambitious	We are committed to the future of the children in our TKAT family and the future organisation.	- Consideration and assessment of sustainable options as part of the TKAT supply chain - Rationalise the existing supply base to encompass a TKAT ordering catalogue - Develop Trust-wide sustainability strategy and update existing policy
Adopt a GAG pooling model	There should be no barriers to ensuring children can access a high quality educational provision.	- Review all existing policies, handbooks and procedures to reflect GAG Pooling - Inform ESFA and others as required of the move to GAG Pooling and commence implementation plan - Form a working group representing all key stakeholders from within the Trust

Milestones

Educational and Supporting Those in Need

SUPPORTING THOSE IN NEED

| SUMMER 2023 | SUMMER 2024 | SUMMER 2025 |

SUMMER 2023

PA reduced by 5% on previous year

Suspension within 2% of national figures

Improvement on all ACE Impact Ed measures

85% of teaching in TKAT is good or better

Core knowledge secure in all subject areas

5% more children reading at or above chronological age

PP v Non-PP gap reduced by 5%

SUMMER 2024

PA within 5% of national figures

Suspension at national figures

90% of teaching in TKAT is good or better

Additional 5% more children reading at or above chronological age

PP v Non-PP gap <10%

% of Year 11/13 having secure destinations above national

SUMMER 2025

PA at national figures

Suspension below national figures

95% of teaching in TKAT is good or better

Additional 5% more children reading at or above chronological age

PP v Non-PP gap <5%

>90% of Year 13 have secure destinations

IMPROVE EDUCATIONAL OUTCOMES

10

Milestones

Integrated Trust, Employer of Choice, Sustainable Infrastructure

INTEGRATED TRUST

EMPLOYER OF CHOICE

SUMMER 2023	SUMMER 2024	SUMMER 2025

SUMMER 2023

#oneTKATfamily and values established

75% of TKAT school and dept leaders, and 20% of SLTs attend TKAT/Complete programme. 2 LDP groups meet regularly

Design staff inclusion strategy

Delivery against HR elements of the DfE Staff Wellbeing Charter

Run second all-staff survey

Delivery against Staff Survey Action Plan

Four Secondaries' in-school HR connected to the Central team

Single bank mandate across the Trust

HR Operations service pilot complete

SUMMER 2024

#oneTKATfamily and values brought to life as per plan devised with all TKAT leaders

95% of TKAT school and dept leaders and 50% of school SLTs attend TKAT/Complete programme. 4 LDP groups meet regularly

Run pulse surveys throughout the year

Procurement of single OH and DBS providers

Whole school flexibility small group training delivered to all Heads & nominated Managers

Regional Finance & Estates model implemented in 4 primary regions

HR Operations service providing support to 50% Primaries

Have set energy efficiency targets for all Academies

Single online cashless provider

100% schools' IT managed centrally

SUMMER 2025

All TKAT school & dept leaders, and 75% of school SLTs, and 3 corp teams attend TKAT/Complete programme. 6 LDP groups meet regularly

#oneTKATfamily and values are evident in all areas of TKAT

All Secondary in-school HR services connected to the Central team

Run third all-staff survey

HR Operations service providing support to 100% Primaries

Regional Finance & Estates model for Primaries fully implemented

GAG pooling across the Trust

Key supplier purchasing catalogues

Single bank account

100% schools on TKAT MIS

Trust Data Warehouse set-up with all data readily available and synced between software

Regional Finance & Estates model implemented in 2 Primary regions

VIABLE & SUSTAINABLE INFRASTRUCTURE

Key Priorities 2022-2023

IMPROVE EDUCATIONAL OUTCOMES

TRUE NORTH: TKAT Family is at or above national expectations in key measures

Priority	Actions	Success Criteria
Develop and embed common curriculum approaches	- Implement common cross-phase reading strategy through LDN - Deepen understanding and standardisation of meta curriculum in all schools - Deploy Strategy Leads and Lead Practitioners to work with leads to develop common curricula - Use Google classrooms of curriculum leads to develop subject knowledge	- Core knowledge secure in all subject areas 5% more children reading at or above chronological age - Graded Inspections (S5) achieve 80% of schools Good or better - Ungraded Inspections (S8) show schools are making adequate progress (RI/Inad schools) or at least maintain Good (Good schools)
Embed a cohesive programme to support and align the improvement of T&L	- Deploy Strategy Leads and Lead Practitioners to develop expertise and capacity of middle leaders to become self-sustaining - LDN to develop career pathways and support for all teachers	85% of teaching in TKAT is good or better 3 schools move Red to Amber 3 schools move Amber to Green 3 schools awarded Beyond Green
Develop a common Trust-wide Sixth Form offer	- To develop a comprehensive programme of destination and careers advice - To further empower greater collaboration and monitoring of standards across 6th form provision - To improve breadth and accessibility of curriculum offer - wider than the academic curriculum - To plan common processes and keys to success - To explore shared and remote offer through hubs and school to school partnerships	- Secure destinations accessed by Sixth Form students above national - All Sixth Forms have entered a cohort for the EPQ with positive outcomes - TKAT6 award has been completed by at least 90% of students at bronze level or above - Sixth Form Hub is developed and utilised by a minimum of 10 subjects

SUPPORTING THOSE MOST IN NEED:

TRUE NORTH: Children who are most in need will have barriers removed and needs fully supported

Priority	Actions	Success Criteria
Overcome barriers through TKAT ACE	• Extend the roll out of TKAT ACE to have greater reach in all schools • Regional leads share and develop best practice	• Every PP child has an ACE Tutor • PP v Non-PP gap reduced by 5%
Build effective teams around those children most in need and successfully support those needs	• Complete phases 1 and 2, establishing a central and regional inclusion teams with shared policy and protocols • Central team to provide clarity to enable the calibration of identification of needs including common assessment approaches • Provisions devised regionally that effectively support identified needs, based on central policy and protocols	• Attendance in special, primary and secondary settings across the Trust is within 1% of National Averages or better • PA is at least 5% better when compared to 2021/22 • Suspensions and permanent exclusions reduce by at least 5% when compared to 2021/22 • At least 65% pupils can read at or above their chronological age

AN EMPLOYER OF CHOICE:

TRUE NORTH: To become and remain an Employer of Choice by demonstrating and enabling development, purpose, flexibility, agency and authenticity.

Priority	Actions	Success Criteria
Developing operational and advisory HR services to schools	• Connecting in-school HR to the TKAT HR team (Secondaries) • Creation of a central HR Operations team (Primaries)	• Four Secondaries' in-school HR connected with the Central Team • HR Operations service established and providing full support to six Primaries
Develop a sense of agency for all colleagues to be empowered	• Support integrated approach to staff wellbeing • Create and deliver against Staff Survey Action Plan • Create Staff Inclusion Strategy	• Support of WIN initiatives to enable genuine authenticity at work • To work with WIN groups and project teams to continuously improve diversity and inclusion across the Trust

WORKING AS AN INTEGRATED TRUST:

TRUE NORTH: The culture, behaviours and ambition of everyone in the Trust reflect **#oneTKATfamily**

Priority	Actions	Success Criteria
Agree and gain commitment to the #oneTKATfamily	• Through conferences and regional meetings to work alongside Heads and school SLT teams to agree Trust values as well as culture and how these integrate at school level in everyday life	• There is a straightforward understanding and commitment to the #one TKAT family which is evident when school visits at all levels take place
Equip Headteachers and senior teams to lead schools successfully into the future, whilst enjoying and feeling fulfilled in their role	• All Heads and senior leaders in schools will have the opportunity to take part in the TKAT/Complete programme and the follow on development opportunities	• Clear evidence of leadership growth and impact including: • School outcomes in line with targets • Individual Complete values profiles show growth, school team development Indexes show growth, less than 5% regretted turnover of senior leaders

VIABLE AND SUSTAINABLE INFRASTRUCTURE:

TRUE NORTH: All academies will have equitable access to the Trust's resources

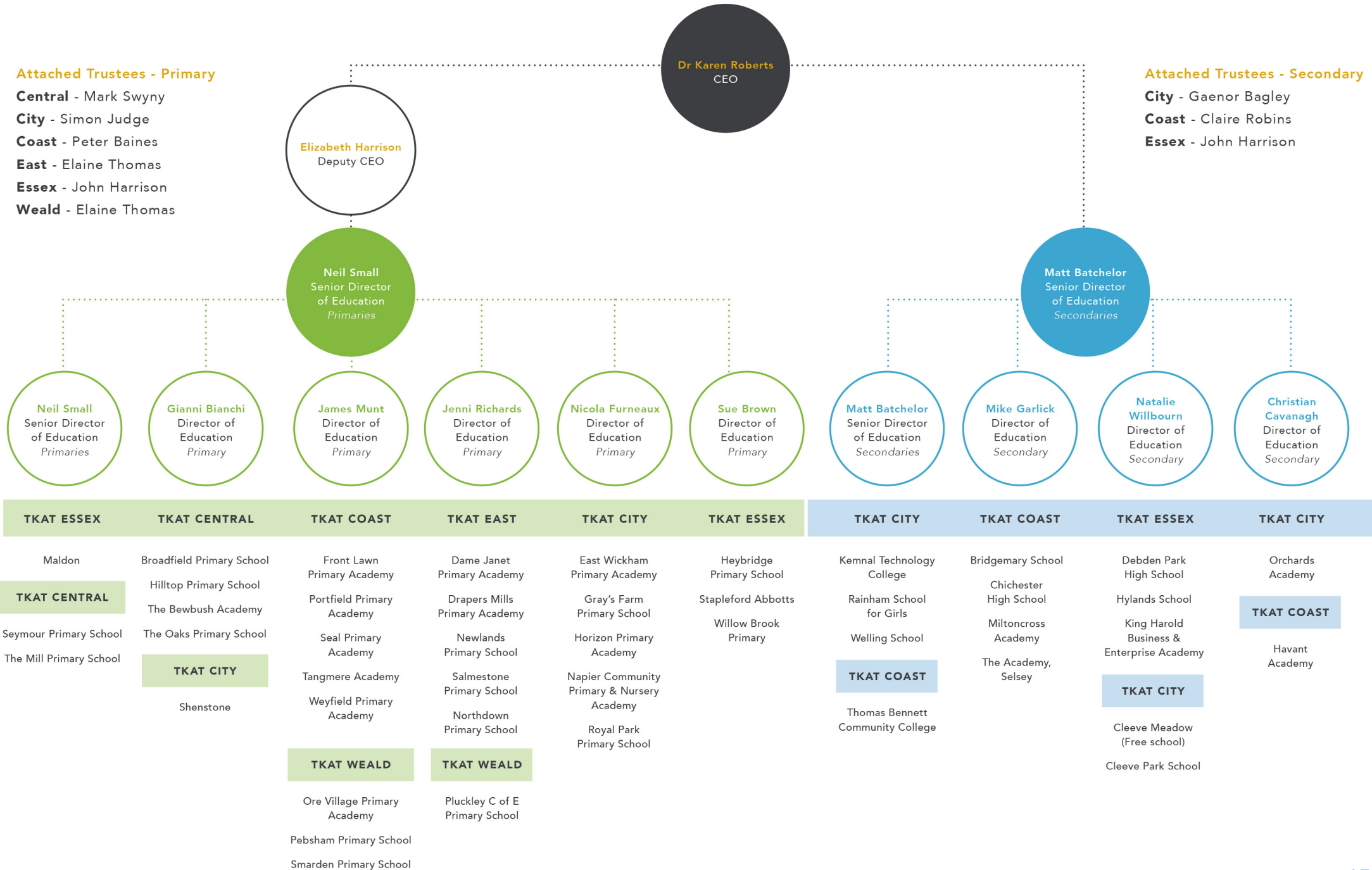| Priority	Actions	Success Criteria
Develop and pilot two Primary regional finance and estates teams, reporting to TKAT Finance and Operations Team	• Consult with Trades Unions • Revise existing and create new job descriptions • Complete recruitment process	• Standardise job descriptions and remuneration packages • Streamlined academy based finance and estates staff • Academy senior leaders have additional time to focus on educational delivery
Migration of academies to a single School Management System (SMS), Single Online Payment system, alongside the Trust's Data Warehouse (DW)	• Meet key stakeholders to agree scope • Write specification of requirements • Seek two pathfinder and pilot schools	• 50% of schools migrated to a single Trust School Management System • Single central data source for all data held within the Trust • Eliminate cash throughout the Trust supported by the adoption of a single bank mandate
Develop and embed a Sustainability Strategy and roadmap for the Trust	• Create key stakeholder group • Update existing policy and develop strategic plan • Seek Board approval	• Sustainability Policy and Strategy approved • Individual academy plans in place • Financial targets for 2022-23, 2023-24 & 2024-25 approved

Academy Structure

Dr Karen Roberts
CEO

Elizabeth Harrison
Deputy CEO

Neil Small
Senior Director of Education
Primaries

Matt Batchelor
Senior Director of Education
Secondaries

Neil Small
Senior Director of Education
Primaries

Gianni Bianchi
Director of Education
Primary

James Munt
Director of Education
Primary

Jenni Richards
Director of Education
Primary

Nicola Furneaux
Director of Education
Primary

Sue Brown
Director of Education
Primary

Matt Batchelor
Senior Director of Education
Secondaries

Mike Garlick
Director of Education
Secondary

Natalie Willbourn
Director of Education
Secondary

Christian Cavanagh
Director of Education
Secondary

TKAT ESSEX	TKAT CENTRAL	TKAT COAST	TKAT EAST	TKAT CITY	TKAT ESSEX	TKAT CITY	TKAT COAST	TKAT ESSEX	TKAT CITY
Maldon	Broadfield Primary School	Front Lawn Primary Academy	Dame Janet Primary Academy	East Wickham Primary Academy	Heybridge Primary School	Kemnal Technology College	Bridgemary School	Debden Park High School	Orchards Academy
TKAT CENTRAL	Hilltop Primary School	Portfield Primary Academy	Drapers Mills Primary Academy	Gray's Farm Primary School	Stapleford Abbotts	Rainham School for Girls	Chichester High School	Hylands School	**TKAT COAST**
Seymour Primary School	The Bewbush Academy	Seal Primary Academy	Newlands Primary School	Horizon Primary Academy	Willow Brook Primary	Welling School	Miltoncross Academy	King Harold Business & Enterprise Academy	Havant Academy
The Mill Primary School	The Oaks Primary School	Tangmere Academy	Salmestone Primary School	Napier Community Primary & Nursery Academy		**TKAT COAST**	The Academy, Selsey	**TKAT CITY**	
	TKAT CITY	Weyfield Primary Academy	Northdown Primary School	Royal Park Primary School		Thomas Bennett Community College		Cleeve Meadow (Free school)	
	Shenstone	**TKAT WEALD**	**TKAT WEALD**					Cleeve Park School	
		Ore Village Primary Academy	Pluckley C of E Primary School						
		Pebsham Primary School							
		Smarden Primary School							