



# Welcome to TKAT 2020/21

Inspiring Learners, Changing Lives.

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## WELCOME



Thank you for your interest in our TKAT family of schools.

Kemnal Technology College was the first academy in our Trust. In 2020, the year that we proudly celebrate our 10th birthday, we have grown to 45 schools across the South and East of England. In this unprecedented year and at all times, we are determined that our pupils and staff stay safe and healthy.

Our shared and common purpose is to ensure that all pupils, regardless of the traditional barriers to success, have the opportunities and resources to achieve their academic and career aspirations within a safe, inclusive and ambitious organisation.

By working together inclusively, by respecting and caring for each other, and by being ambitious and aspirational for all, we achieve more together.

That is the essence of our TKAT family of schools. All our Headteachers and staff, all our executive and corporate teams, and all our trustees and governors, are focussed, committed and determined to achieve the best we can for every pupil in every TKAT school.

We hope that you enjoy reading more about our TKAT family. We always enjoy hearing from educators and organisations who are also driven by the prospect of opportunity for all. Please contact us at [enquiries@tkat.org](mailto:enquiries@tkat.org)



Dr Karen Roberts  
TKAT CEO

# OUR JOURNEY SO FAR



Sept 2010

Kemnal Technology College is in the first wave of academy converters



Nov 2010

Orchards School and King Harold Academy are the first schools to join TKAT



April 2011

East Wickham is our first Primary Academy



Sept 2011

TKAT becomes a Teaching School Alliance



April 2012

Pluckley School joins TKAT as its first faith school



Sept 2013

TKAT founder John Atkins retires and becomes Chair of Trustees. Dr Karen Roberts becomes CEO



Sept 2017

Shenstone School becomes the first special school to join the TKAT family



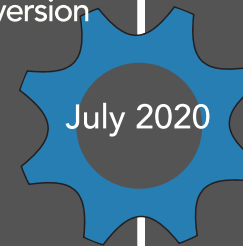
Sept 2019

Cleeve Meadow School, TKAT's first free school, opens.



Sept 2020

With 45 schools, TKAT celebrates its 10th birthday as one of the largest Multi Academy Trusts in the UK



July 2020

83% of our academies inspected since joining TKAT are Good or Outstanding, compared to only 27% pre-conversion

# OUR VISION AND VALUES

## Strategic Overview 2020 - 2023

### PURPOSE

Within our TKAT family of schools the shared and common purpose is to ensure that all pupils, regardless of the traditional barriers to success, have the opportunities and resources to achieve their academic and career aspirations within a safe, inclusive and ambitious organisation.

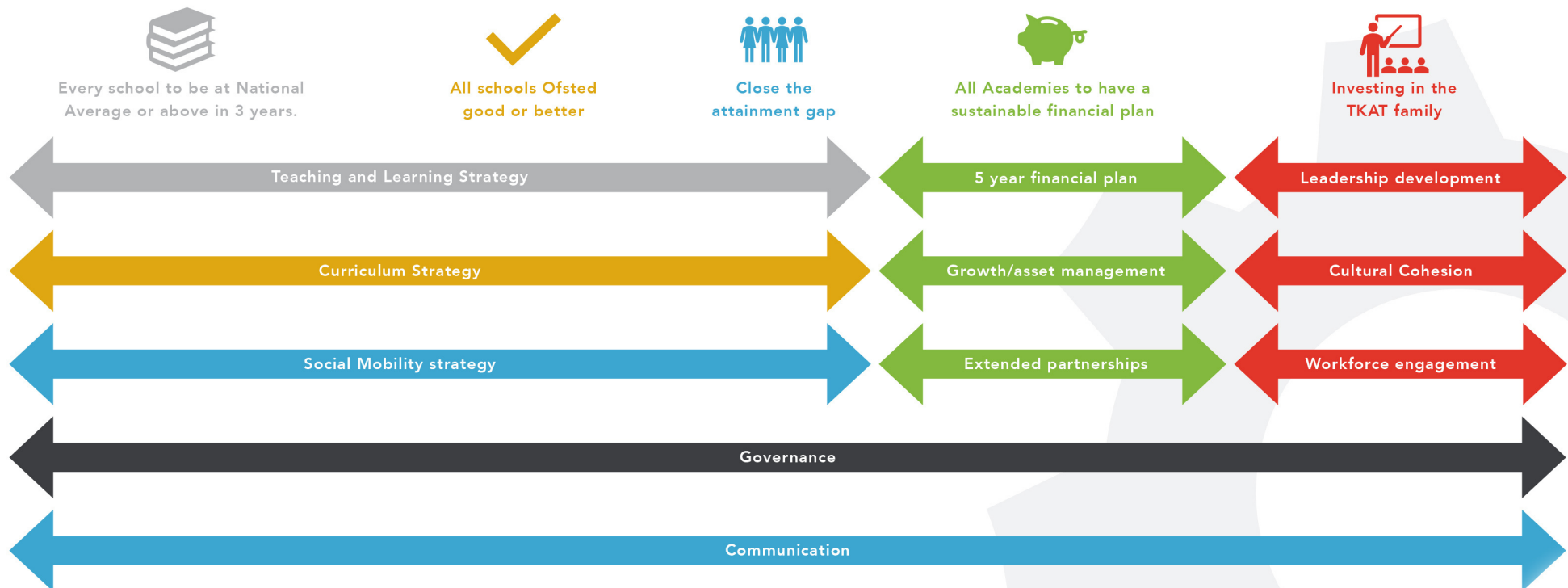
### VISION

A community of learners who share the mind set 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.

### VALUES

#### The TKAT family:

- Works together inclusively
- Respects and cares for each other
- Has ambition and is aspirational for all



# DEVELOPING OUR PEOPLE

TKAT has a proven track record of improving schools and raising student attainment, through developing our people, through their leadership and through their knowledge of teaching and learning.

## TRAINING NEW TEACHERS

We are delighted that over 100 trainees every year learn, develop and qualify to become teachers in our primary and secondary schools.

Many of these trainees are part of our own school-centred initial teacher training (SCITT) programme. We work with other initial teacher training providers such as Teach First and others to provide the best possible support for newly qualified teachers through the Early Careers Framework (ECF).

## CONTINUAL PROFESSIONAL DEVELOPMENT (CPD) FOR ALL

From the newest member of staff to our senior team, everyone at TKAT, at all career stages, has excellent CPD opportunities delivered both internally and externally. Non-TKAT colleagues can also attend a number of our events, such as our reading conference with Michael Rosen.

There is strong and consistent support for our newly and recently qualified teachers. Building on our NQT Induction and RQT programmes, there are a range of teaching and learning programmes, exciting chances to get involved in evidence-based classroom practice and research, and opportunities for Trust-wide dissemination.

## EFFECTIVE LEADERS FOR TODAY AND TOMORROW

Together with quality teaching, exciting and challenging curriculum choices, and high aspirations for all, we believe that effective leadership is essential for sustainable school improvement.

We are determined to recruit, develop and retain the best school leaders from all backgrounds.

School experiences, supporting and collaborating with other schools and colleagues, and training programmes all help develop the leaders of today and tomorrow.

For subject leads, middle leaders, deputy headteachers, headteachers, education directors, senior executives and more, we offer a fantastic range of training and development opportunities to individuals and to teams. As well as continuing to develop our own people, we are always very interested to hear from outstanding and potential future school leaders.



# OUR GOVERNANCE

## THE MEMBERS

The Members protect our Charitable and Educational objectives, including the ethos of the Trust. They appoint the Trustees to the TKAT Board, and hold annual and extraordinary general meetings.

## THE BOARD

The legal powers and responsibilities of the Trust are held with the TKAT Board Trustees, who are accountable to the Department for Education. We have a strong Board, with a healthy balance of corporate and educational professionals, who are each able to bring different perspectives and ideas to the table. As a group, the Board sets the overall strategic direction of the Trust. They scrutinise, challenge and support our educational and operational performance data, stability and emerging risks and opportunities. The Board delegates certain powers and duties to our Local Governing Bodies. This delegation is explained in our Scheme of Delegation (SoD).

## LOCAL GOVERNING BODIES

Our Local Governing Bodies know their schools well, and provide Trustees with an independent local voice. They combine a passion to make a difference, with common sense, and a unique perspective. This means their challenge and support compliments how the Board holds schools to account. They have the flexibility to structure and organise themselves in ways that best benefit their community and stakeholders.

## Our Board Trustees:



Gaenor Bagley  
(Chair)



John Harrison



Aruna Mehta



Dr Karen Roberts



Peter Baines



Elaine Thomas

The TKAT Board has delegated 3 key responsibilities to Local Governing Bodies:

- ✓ Represent the Academy's local community and stakeholders by ensuring that the Academy's policies and practice meet the community's needs. This includes ensuring appropriate and effective parent engagement and communication.
- ✓ Support Directors of Education to improve Academy outcomes.
- ✓ Support the school's Senior Leadership Team to ensure staffing is efficient and effective.



# OUR EXECUTIVE TEAM



Dr Karen Roberts  
CEO



Elizabeth Harrison  
Deputy CEO

## SENIOR LEADERSHIP TEAM:



Steve Dickman  
Director of Finance  
and Operations



Simon Rose  
Director of HR



Neil Small  
Senior Director  
of Education  
Primaries



Matt Batchelor  
Senior Director  
of Education  
Secondaries



Sarah Jacobs  
Senior Director  
of Education/TSA



David Churchill  
Director of  
Education/Enterprise

## DIRECTORS OF EDUCATION:

### Primary:



Gianni Bianchi  
City



Neil Small  
Central



James Munt  
Coast and  
Weald



David Churchill  
Essex



Nicola Furneaux  
East

### Secondary:



Natalie Willbourn  
Teaching School  
Alliance



Matt Batchelor  
City



Mike Garlick  
Coast



Christian Cavanagh  
Kemnal Technology  
College



Sarah Jacobs  
Essex

### Governance:



David Linsell  
Governance/PR

Teaching and Learning Coaches

Teaching and Learning Leads

Safeguarding Leads

SEN Lead

Strategy Co-ordinators Primary & Secondary

Lead Practitioners Primary & Secondary

Sixth Form Lead

# OUR PRIMARY STRATEGY



Neil Small, Senior Director for Primaries:

Our ambition is that all TKAT primary schools are Ofsted Good or Better, that outcomes for pupils are at least at national average or better, and that every year we are closing attainment gaps for disadvantaged and underachieving children.

We value the wider curriculum and value the sense of community a school's curriculum can bring. We want every child in every TKAT school to feel safe and enjoy learning. We want them to have a sense of themselves, to be part of their community, and to grasp every opportunity out there.

Great teaching and learning is at the heart of everything we do. We are passionate about recruiting, developing and retaining the best primary practitioners. We are committed to delivering the best teaching we can through development, training and ongoing coaching and support. We have TKAT teaching and learning coaches that work together with schools and teachers to continuously improve our classroom practice.

We want children to have the core skills and knowledge that will enable them to enjoy a broad curriculum. We use programmes such as Read Write Inc to help children develop their phonics and early reading. We want children to have a lifelong love of reading, and we use Accelerated Reader to complement our teaching of reading and help assess children's progress.

We enable our children to practise, learn and apply models of writing in a structured way. In maths, programmes such as Mathematics Mastery help to ensure that all children understand number and principles, and have grasped the key concepts.

We challenge and support our primary schools to offer a broad, balanced and exciting curriculum. We use each other to share and encourage innovation, great resources, planning and ideas. We use the power of the group to access high quality development, data analysis and proven methodology. We believe that schools need some flexibility to make curriculum choices that best meet the needs of their local community. We also have a trust team of primary lead practitioners who help our schools continue to develop their teaching, curriculum and assessment.

A key principle in our approach to assessment is that we have the data that can help us see where children's learning is now and where they could make further progress. We use termly standardised assessments to help see where we are as a trust, and which schools and which children might benefit from further support.

Like our pupils, we are always excited to learn and always looking to find and share the best from within the trust. We know that also means looking outside the trust, being open to new ideas and open to challenge from colleagues in the education world, and we are always very keen to hear from and work with excellent practitioners.



# OUR SECONDARY STRATEGY

Matt Batchelor, Senior Director for Secondaries:



Our ambition is that all TKAT secondary schools are Ofsted Good or Better, that outcomes for pupils are at least at national average or better, and that every year we are closing attainment gaps for disadvantaged and underachieving children.

Most of all, we want every student in every TKAT school to feel safe and have fun. We want them to have a sense of themselves, to be part of their community, and to have outstanding opportunities and choices for the next stage of their lives at 16 and at 18.

Great teaching and learning is at the heart of everything we do. We are passionate about recruiting, developing and retaining the best secondary teachers. We are committed to delivering the best teaching we can through development, training and ongoing coaching and support.

We have TKAT teaching and learning coaches that work together with schools and teachers to continuously improve our classroom practice. We want students to have the core skills and knowledge that will enable them to access and enjoy a broad curriculum. We want young people to have a lifelong love of reading, and like in our primaries, we use Accelerated Reader to complement our teaching of reading and help assess children's progress.

We challenge and support our secondary schools to offer a broad, balanced and exciting curriculum in Key Stage 3, and to then offer an exciting range of options for Years 10 and 11 and sixth form.

We believe that schools need some flexibility to make curriculum choices that best meet the needs of their local community. We provide lots of opportunities for our schools and teachers to share good practice and resources, and our move to an increased number of common programmes of study and common exam boards underpins that. We also have a trust team of secondary lead practitioners who help our schools continue to develop their teaching, curriculum and assessment.

A key principle in our approach to assessment is that we have the data that can help us see where children's learning is now and where they could make further progress. As well as GCSE and A level mocks, we use termly standardised assessments in all year groups to help see where we are as a trust, and which schools and which children might benefit from further support.

Like our students, we are always excited to learn and always looking to find and share the best from within the trust. We know that also means looking outside the trust, being open to new ideas and to challenge from colleagues in the education world, and we are always very keen to hear from and work with excellent practitioners.

# SUPPORTING OUR ACADEMIES

We are very proud of the wider corporate support we offer all our academies. Below is a brief overview; our full offer is detailed on our corporate website at [www.tkat.org](http://www.tkat.org)

## HUMAN RESOURCES

- Workforce Planning and Structuring.
- Managing formal and informal employee relations casework.
- Supporting positive and productive Union relations.
- Safer Recruitment training.
- People Management training.
- Effective performance management.
- Cultural development. Promoting diversity and inclusion.

## ICT AND DATA

- Hosted Gsuite tools and wider cloud services.
- Online backup, shared areas across services and academies.
- Strategic ICT infrastructure and investment programme.
- Centralised contract management for broadband and other services.
- Centralised analysis of submitted data, which allows targeted support.
- Regular reports for each academy to view positions and progress.

## MARKETING AND PR

- PR guidance and support, including crisis management.
- Assistance with planned and reactionary press releases and announcements.
- Support to showcase academy 'good news' to external audiences and stakeholders.
- Support to develop and reinforce the identity of academies.
- Communication on TKAT news.

## FINANCE AND OPERATIONS

### FINANCE

- Annual external audit and preparation of year-end financial statements.
- Comprehensive academy-based internal audit programme.
- Annual budget setting and monitoring review processes.
- Support with ongoing financial viability checks.
- Day to day training and support to all academy finance staff.

### PROCUREMENT AND CONTRACTS

- Procurement of goods, supplies and services for individual schools and Trust-wide to maximise value for money.
- Contract management service with dedicated support for Catering Contracts to maximise value for academies.

### ASSET DEVELOPMENT

- Advice, support and project management of changes in land and building use, including liaison with local authorities and EFA/DfE as required.
- Individual support to academies to maximise use of assets and increase income.
- Project management of significant changes.

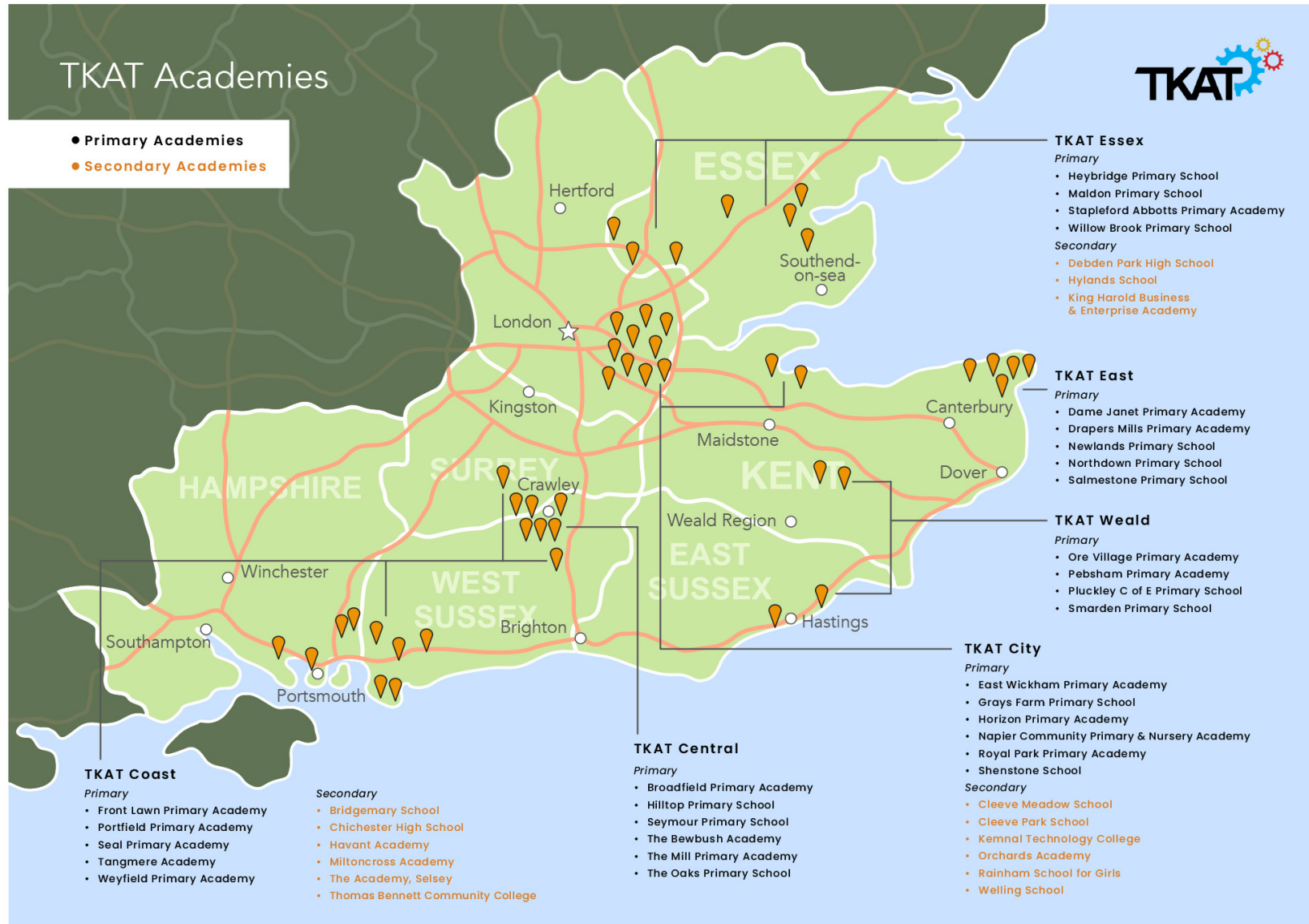
### ASSET MANAGEMENT

- Advice on reactive maintenance, emergency repairs, minor works plus planned improvements.
- Accident and incident investigation and prevention strategies.
- Online H&S management system, training and document templates.
- 'Competent person' guidance.

# OUR ACADEMIES


In 2020, we celebrate ten years of TKAT. From our Headquarters based at The Atkins Centre in Sidcup, our Trust has grown to one of the largest Multi-Academy Trusts in the UK, with 45 schools in the TKAT family.

Here is a look at all our primary, secondary and special schools and their locations across six TKAT regions in the South and East of England:





The Kemnal Academies Trust  
The Atkins Centre  
Kemnal Technology College  
Sevenoaks Way  
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[www.tkat.org](http://www.tkat.org)