



RED KITE
LEARNING TRUST



OUR
BEST
PRACTICES

**Nurturing ambition
Delivering excellence
Enriching children's lives**

Contents

Our Trust Vision.....Pages 3-4

Our SchoolsPage 5

GovernancePages 6-7

From Our CEO Page 8

Trust Leadership TeamPages 9-10

Executive Group Page 11

Central ServicesPage 12

School Improvement..... Pages 13-19

Human Resources.....Pages 20-21

FinancePages 22-23

Technology Pages 24-25

Estate Management..... Pages 26-27



Specialist Support..... Pages 28-33

- Catering
- Procurement and Contracts
- Marketing
- Data Analysis
- Admissions
- Data Protection
- Governance Support
- Administrative Support

Red Kite Education Pages 34-35

Our People.....Pages 36-40

- Trust Information Area
- Pay and Rewards
- Personal Development Opportunities
- People Board
- Mental Health and Wellbeing
- Youth Board
- Sustainability Board
- Red Award

Red Kite Foundation.....Page 41

Joining our Trust Page 42

Enriching Children's Lives Page 43



Our Trust Vision

Our Trust Mission

Nurturing ambition, delivering excellence and enriching children's lives.



Our Trust Values



Collaboration

We pull together to deliver the best outcomes for every child in every school, working with professional generosity and openness for the common good. We share joy in our achievements - personal and collective.



Integrity

We put ethical leadership and excellent governance at the heart of our Trust, serving our schools and communities with fairness, honesty and transparency and a hunger for social justice.



Respect

We champion equity, equality and diversity. We treat our children, families, staff and partners with respect and kindness - modelling our values and wanting the very best for each other.

Our Trust Goals



We champion learning

Learning together creatively with a rich and broad curriculum, where great teaching and confident reading are fundamental to enriching children's lives.



We promote wellbeing

Ensuring the wellbeing of every child and member of staff in our Trust.



We invest in our people

Supporting every member of staff throughout their career to be the best that they can be.



We innovate with technology

Enabling all learners to harness technology, ensuring all have access at home, and innovating with technology for learning.



We are our Trust

Growing together collaboratively we will strengthen our Trust for the benefit of our children, our staff, our communities and our environment.



“Red Kite Learning Trust has cultivated a family of schools where genuine and valuable collaboration takes place each and every day, which supports the continual improvement of all its schools.”

Tim Milburn, Headteacher, Rossett School



Our Trust Vision

Red Kite Learning Trust is a multi academy trust made up of 14 schools in North and West Yorkshire, serving over 9,750 children and young people, and their families. Our shared Trust mission of nurturing ambition, delivering excellence and enriching children's lives is at the heart of all we do.

As part of **Red Kite Learning Trust**, our academies benefit from shared knowledge across schools and a central team of experts for School Improvement, Human Resources, Finance, Technology, Operations and Estate Management, with specialist support in procurement, data analysis, marketing and communications.

Within the framework of this supportive structure, **Red Kite Learning Trust** works collaboratively to continually deliver the best outcomes for every child in its care.

Whilst our Trustees are ultimately responsible for all the schools in our Trust, each one is managed locally by the Headteachers/Principals and their Local Governing Body. Our schools retain their own identity but know that their future strength and success is further assured by being part of a strong, effective and successful Trust.

Read more about how our schools delivered on our goals last year by clicking the report:



“**Red Kite Learning Trust's** commitment to providing essential services such as HR, Finance, and Estates has been significantly supportive, allowing me to focus on what matters most - leading and nurturing a school community that I adore.”

Gemma Quarmby, Headteacher, Whitkirk Primary School

Overview

14 Schools across North and West Yorkshire





Our model of Governance provides an effective and robust structure that empowers schools to work ethically and effectively to achieve our shared mission for children. We draw on the expertise, experience and skills of members, Trustees and Local Governing Body members to oversee the strategic direction of our

schools and Trust. Governance, at all levels, focuses on holding leaders to account and engaging effectively with pupils, parents, colleagues, and our wider community. The relationship between our schools and Governance is set out in our **Scheme of Delegation** > and in our **Guidance for Governance** >.

Members

Trust 'Members' provide challenge to, and scrutiny of, our Trustees in relation to the Governance and operation of our Trust, meeting three times a year plus attending the Annual General Meeting (AGM).

The AGM is where the Members are able to question the Trustees and be assured that the Trust is continuing to work with our shared values to deliver on our mission for children.



Alice Deigan



Sandra Dodson
Chair of Members



Peter Hall-Jones



Tony Thornley



Jim McHugh



Trustees

Our Trust board comprises a skills-based group of 11 Trustees, selected for their expertise in school standards, Finance, Buildings/services, Legal and Human

Resources. Our Trustees meet five times a year, and attend the AGM and our annual Governance Conference.



Fi Fox



Michael Maddison



Kevin Paynes



Mark Roberts



Tricia Stowell



John Topping



Chris Tulley
Chair of Trustees



Dr Mick Walker



Ben Wood



Trust Committees

In addition to Members and Trustees there are a number of committees and board groups that help govern our Trust:

Audit and Risk Committee

Finance and Resources Committee

Quality of Education Committee

Executive Group

Reporting to the Trustees, a group of Headteachers/Principals of Trust academies plus our Chief Executive Officer and Chief Financial Officer, who play a vital role in the day-to-day running and organisation of the Trust, who meet monthly.

Education Board

An advisory body of Local Governing Chairs and Vice Chairs who meet termly.

Local Governing Boards

For each academy, who focus on the Quality of Education within their schools and provide support and challenge for school leaders, also ensuring parents, staff and our wider community have a voice within their school and our Trust.

More information about our Trust Governance can be found here:

[Click here](#)



From the CEO

Our Trust has evolved rapidly since it started out in 2015, a time when the Trust system as a whole was less mature and when we were at the start of a steep learning curve. Almost 10 years later this 'handbook' shows clearly how far we have travelled in building an organisation capable of delivering on our mission to nurture ambition, deliver excellence and enrich children's lives.

Despite all the changes we stay true to our original values and it is these that guide all of us as we lead across our Trust and in our schools and settings. Our greater maturity is apparent in the range and quality of services we offer but also in the level of collaboration across our schools. Whilst continuing to value the special things that make each of our schools unique, we also delight at being able to go further together.

This is very much 'our' Trust rather than 'The' Trust, a community of schools and colleagues who work together to make a difference for the young people we serve.

Our Trustees remain committed to ensuring that school leaders and teachers have real agency rather than being incumbered by a set of restrictive rules and a 'one size fits all' approach. We encourage innovation but we also promote and support collaboration, we want the best ideas to be shared so every child benefits.

We will continue to develop and adapt to meet the fresh challenges that come our way. New partners will bring fresh ideas and greater capacity so we can do more together to improve the lives of the children and communities we serve. We will achieve our ambitions by continuing to invest in our people, our greatest asset and what our Trust is all about.



Richard Sheriff OBE
Chief Executive Officer



Trust Leadership Team



Richard Sheriff OBE
Chief Executive
Officer



James Rant
Chief Financial
Officer



Ria Tomlinson
Director of
Human Resources



**Amanda
Thornton Jones**
Director of Primary
Education



Erica Hiorns
Director of Secondary
Education



David Burns
Director of
Technology



**Anthony
Penny-Whitworth**
Director of Operations



Sam Shuttleworth
Director of
Estates



Steve Howell
Commercial Director



Sara Davidson
Director of Red Kite
Education



Trust Leadership Team

Leadership Charter

In our Trust, how we do things is as important as what we do. Leaders at all levels are expected to live out the

expectations in our Leadership Charter, creating and nurturing great places to work and learn.

Principles

Our leaders work to nurture ambition, deliver excellence and enrich children's lives.

Our leaders demonstrate:



Selflessness:

Leaders will act solely in the interest of children and young people.



Integrity:

Leaders must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. Before acting and taking decisions, they must declare and resolve openly any perceived conflict of interest and relationships.



Objectivity:

Leaders must act and take decisions impartially and fairly, using the best evidence and without discrimination or bias. Leaders should be dispassionate, exercising judgement and analysis for the good of children and young people.



Accountability:

Leaders are accountable for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.



Openness:

Leaders should expect to act and take decisions in an open and transparent manner. Information should not be withheld from scrutiny unless there are clear and lawful reasons for doing so.



Honesty:

Leaders should be truthful.

Behaviours

Our Leaders show leadership through the following characteristics:



Trust:

Our leaders are trustworthy and reliable.

We hold trust on behalf of children, and are honest and fair in how we work with children and adults.



Wisdom:

Our leaders use experience, knowledge and insight.

We hold trust on behalf of children, and are honest and fair in how we work with children and adults.



Kindness:

Our leaders demonstrate fairness, respect, generosity of spirit, understanding and good temper.

We give difficult messages humanely where conflict is unavoidable.



Service:

Our leaders are conscientious and dutiful.

We demonstrate humility and self-control, supporting the structures, conventions and rules which safeguard quality. Our actions protect high-quality education.



Courage:

Our leaders work courageously in the best interests of children and young people.

We protect their safety and their right to a broad, effective and creative education. We hold one another to account courageously.



Optimism:

Our leaders are positive and encouraging.

Despite difficulties and pressures, we deliver on our mission to nurture ambition, deliver excellence and enrich children's lives.



Collaboration:

Our leaders should exhibit professional generosity and empathy that supports powerful collaboration.

Despite difficulties and pressures, we deliver on our mission to nurture ambition, deliver excellence and enrich children's lives.

Executive Group



Adam Daly
Principal,
Crawshaw Academy



Amanda Lightfoot
Headteacher,
Austhorpe Primary
School



Caroline Johnson
Headteacher,
Colton Primary
School



Corrine Penhale
Headteacher,
Rossett Acre Primary
School



Estelle Scarth
Headteacher,
Oatlands Junior
School



Gemma Quarmby
Headteacher,
Whitkirk Primary
School



Hannah McNamara
Headteacher,
Coppice Valley
Primary School



Helen Stout
Headteacher,
Meadowfield
Primary School



Lisa Seton
Headteacher,
Templenewsam
Halton Primary School



Matthew West
Principal,
Temple Moor High
School and Sixth Form



Neil Renton
Headteacher,
Harrogate Grammar
School



Stuart Huddleston
Principal,
Temple Learning
Academy



Tim Broad
Headteacher,
Western Primary
School



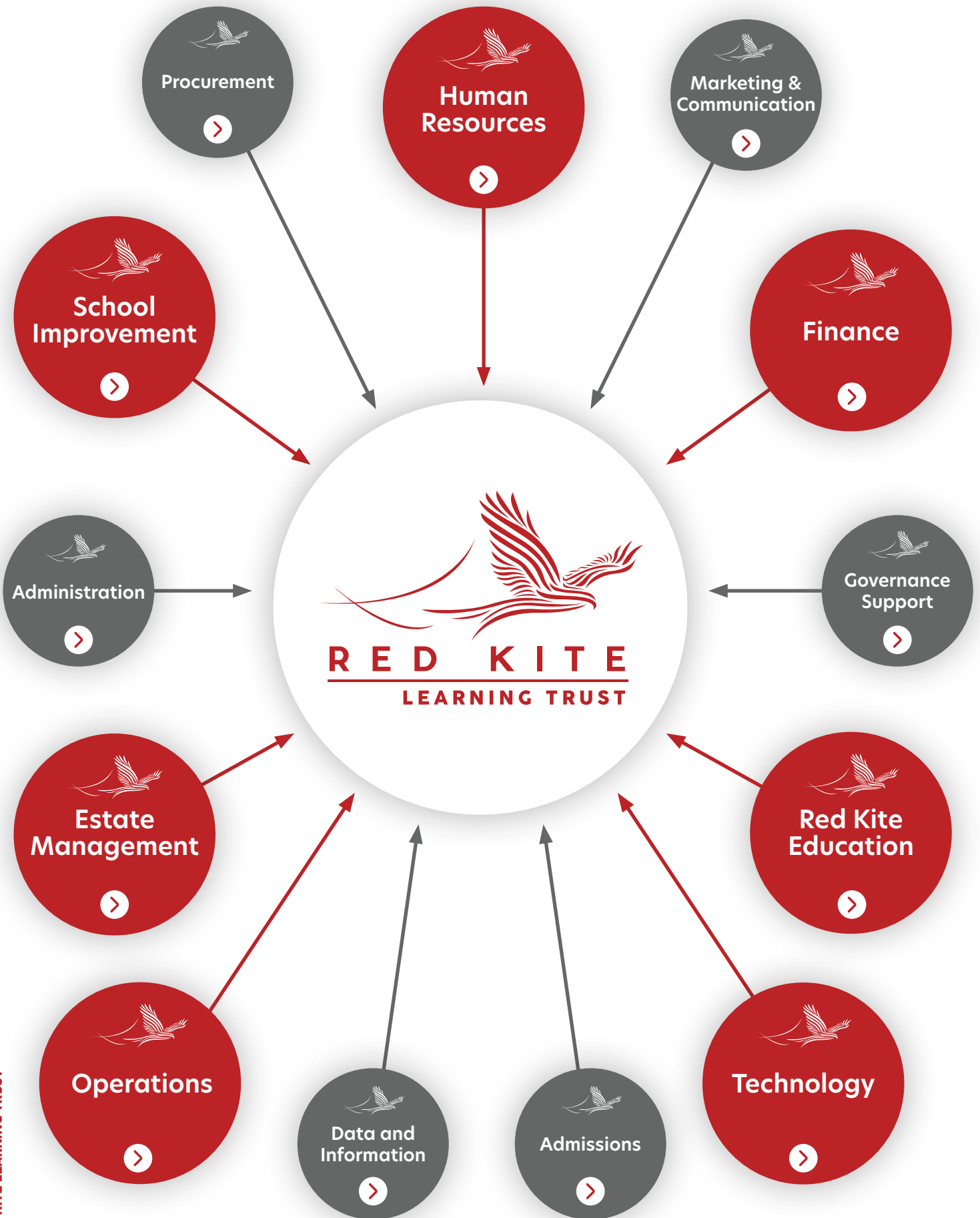
Tim Milburn
Headteacher,
Rossett School



“Working together in a professional learning community, rooted in values of integrity and respect, encourages all colleagues to be the best that they can be. I feel privileged and proud to be part of that culture, striving together to provide what children so deserve.”

Neil Renton, Headteacher, Harrogate Grammar School

Central Services



School Improvement



School Improvement is at the heart of our Trust as we continually strive to deliver the best education and outcomes to all the children in our care. The responsibility of all but ultimately

our Trust Leadership Team, Quality of Education Board and Executive Team, School Improvement is always top of the agenda and very much a marker of our success.

Our approach to school improvement is underpinned by our commitment to nurture ambition, deliver excellence and enrich children's lives.

We respect the unique nature of each school in our Trust and its place within its own community. Our leaders know their schools well and are best placed to develop and deliver their precise vision for excellence.

People within our Trust work with integrity in an open and honest way. This means that we do not adopt 'quick fix' solutions to school improvement that would have a negative impact in the longer term.

Our Headteachers ensure excellence for all through the delivery of a broad and balanced curriculum that meets the needs of all learners. Each school may take a slightly different approach based on their context and leaders are able to explain the rationale for their decisions.

Our Trust provides expert support for leaders that allows them to focus on teaching and learning, progress, and the welfare of the children in their care.

Our team includes Human Resources, Estate Management, Finance, Technology, Specialist Services and support for Governance.

School Improvement



All schools in our Trust are members of the Red Kite Alliance and benefit from the wide range of opportunities this provides. Close relationships exist between our Trust and Red Kite Education, which includes the Red Kite Teaching School Hub, Red Kite Teacher Training and Red Kite Alliance, the Computing Hub and the Maths Hub. Being a member of the Trust ensures that a school is 'plugged into' a rich network of support through these institutions.

We support and nurture our Headteachers across the Trust through regular access to continuing professional development opportunities that have impact.

We enable enquiry visits to schools in contrasting contexts that are delivering excellent outcomes for young people.

Our Primary and Secondary Directors of Education monitor performance, identify effective practice and broker support from within and beyond our Trust. Their experience as school leaders, Local Authority advisers and curriculum specialists gives them the expertise to ensure every school designs and delivers a curriculum that meets the needs and aspirations of all our children and young people.



Erica Hiorns
Director of Secondary
Education

Erica worked as a Secondary School Teacher for 25 years and as a member of a Leeds School Improvement Team for 10 years. Erica is also a practicing Ofsted inspector with an in-depth knowledge of the inspection framework and what makes a school successful.

“It is a privilege to be able to visit the diverse and interesting schools in our Trust and a joy to see children learning every day and witness the commitment and innovation of our colleagues.”

School Improvement

Our Trust also has a primary and secondary 'Executive Leader' who are practising Headteachers with significant release time that allows them to support other leaders across our Trust and beyond.

School and Trust directors of education are expected to carry out a range of evidence gathering and monitoring activity which enable support to be targeted and based on need.

This range of support available within our Trust and from our partners means that we are able to intervene swiftly should a school become vulnerable.

By working together, marshalling our resources we can enable leaders to stabilise their schools and carry on their journey of improvement.

Principal at Temple Moor High School, Matthew has considerable senior leadership and management experience, with responsibilities for curriculum design, setting standards in teaching, learning and assessment, quality assurances and leadership development. He holds a Masters Degree in Leadership and Management in Education and has achieved both the National Professional Qualifications for Headship and Executive Leadership. He has also been an Ofsted inspector since 2015.



Matthew West
Executive Headteacher
for Secondary
Education

“The joy of being in a Trust is that we can also draw on other aspects of strong practice and the professional generosity of schools as and when needed to help one another.”



Vicky Byrne
Temple Moor High
School, Trust Curriculum
Lead for English



Zara Butterfield
Crawshaw Academy,
Trust Curriculum Lead
for Maths



Nicola Fareham
Harrogate Grammar
School, Trust Curriculum
Lead for Maths



Richard Sykes
Harrogate Grammar
School, Trust Curriculum
Lead for Science

School Improvement



Amanda Thornton Jones
Director of Primary Education

Amanda has over 30 years of primary education experience and a proven track record of school improvement, working as a Headteacher and employed as a School Improvement Consultant for Leeds and Stockport advisory services. Amanda has also achieved the National Qualification for Executive Leadership. Amanda's current role also supports the Red Kite Alliance primary schools, delivering and brokering training and development opportunities for these schools and their staff.

“I'm proud to work with such a strong collaborative team of school leaders who believe passionately in making a real difference to the quality of teaching and education in our Trust.”

School Improvement



Helen Stout
Executive Headteacher
for Primary Education

Helen is a long standing Headteacher with experience over three very different schools; she has the National Professional Qualifications for Headship and Executive Leadership and is a trained and active Ofsted inspector. Helen has particular expertise in SEND, Disadvantaged Pupils and Early Years.

“Working collaboratively in our Trust provides a rich variety of ways to impact positively upon the lives and outcomes of our children - there is a wealth of experience and support to hand.”



Jo Sutcliffe
Harrogate Grammar
School, Educational
Visits Coordinator

Joanne has been the EVC for our Trust for over 10 years and a science teacher at Harrogate Grammar School for over 20 years. She has led and accompanied many adventures and residential visits both locally and internationally. Joanne is also an adviser for the Outdoor Education Advisers Panel, who are the nationally recognised lead body for guidance, advice and training related to outdoor learning and educational visits.



Corrie Leach
Coppice Valley Primary
School, Early Years and
Year One Networks Lead



Andrew Smith
Meadowfield Primary
School, Trust Primary
Curriculum Lead



Claire Dodgson
Rossett Acre Primary
School, Trust Primary
Writing Lead



Laura Lightfoot
Templenewsam Halton
Primary School, Trust
Early Reading Lead



Libby Sims
Rossett Acre Primary
School, Trust Primary
Mathematics Lead



School Improvement

SEND

Our Trust is ambitious for all children and young people, including those with special educational needs and/or physical disabilities (SEND). We work hard to ensure pupils have access to high-quality adaptive teaching that meets the needs of all learners. We develop inclusive and accessible curricula, identifying and overcoming barriers to learning with reasonable adjustments, interventions and support.

Regular collaboration through SENCo networks, support organisations, families, Trust leaders and colleagues, enables us to achieve a holistic understanding of each



pupil and regularly review provision to ensure the best outcomes for every child and young person in our care.



Liz Zoccolan

Harrogate Grammar School, Trust SEND Lead

Liz joined Harrogate Grammar School as SENCo and Assistant Head in September 2020. In December 2023 Liz stepped into the role of Trust Lead for SEND to support the development of Inclusive provision across all schools. Liz has worked in primary, secondary and all through schools both as a teacher and SENCo. She holds the National Award for Special Educational Needs and is also a qualified dyslexia specialist teacher and access arrangements assessor.

Cluster Team

Our Temple Newsam and Harrogate Cluster Teams work with schools and partners to provide support for children, young people and families experiencing social, emotional and/or behavioural difficulties. The team comprises experts in Family Support, Emotional Wellbeing, Therapy and School Attendance. Our Cluster Team work with partner organisations to provide holiday

activities and community-based projects to support vulnerable children and their families over the school holidays



Lisa Oxley

Cluster and Targeted Services Leader



Gemma Sargeant

Cluster Manager

Children's Centre

Meadowfield, Templenewsam & Colton Children's Centre work to ensure all infants, young children and families are supported to have the best possible start in life.

This is achieved by promoting good health, safety, wellbeing and enhancing school readiness. 1:1 support for families is also offered alongside family learning sessions and courses.



Donna Kilvington
Centre Manager



Andy Beecroft
Co-Principal at Temple Moor High School, Trust Safeguarding Lead

Andy has considerable experience of Senior Leadership and strategically leading on safeguarding and child protection. His current role of Trust Safeguarding Leader sits alongside being Co-Principal of Temple Moor High School. He provides strategic insight for Trust Primary and Secondly schools, specifically leading on policy, advising on safeguarding case work and delivering training and development opportunities for Designated Safeguarding Leaders and their wider teams. Andy has also achieved the National Professional Qualification for Headship.

Safeguarding

Red Kite Learning Trust will, in respect of each member school, act in accordance with, and be bound by, all relevant statutory and regulatory provisions for safeguarding. The Trust safeguarding policy can be found on each individual school website, outlining the names and contacts for the Designated Safeguarding Leader(s).

Each school is committed to safeguarding and promoting the well-being of all of its children. Pupil's welfare is of paramount importance and underpins everything that we do. We recognise that some children may be vulnerable to abuse and colleagues are provided with training to recognise the indicators of harm.

When we have concerns, we will always take a considered and sensitive approach in order that we can support all of our pupils and families.

We commit to working closely with all parent(s)/carer(s) and guardian(s) to support every young person to achieve their personal best and remain safe. For any specific safeguarding concerns, we advise that contact is made to the Designated Safeguarding Lead at the relevant school. All of our schools work closely with wider extended services to enable expertise to reach those children and families that need it.

More information about our School Improvement Support:

[Click here](#) 

Human Resources



Meet the HR and Payroll team

Our Human Resources team ensure expert guidance, delivery and support of high-quality HR and Payroll services for our Trust, within a framework of best practice, policy and law.

The full range of HR & payroll services are provided by our in-house team to our schools and central teams. This means that there are no 3rd party HR arrangements and our leaders benefit from the skills, experience and passion to support school improvement through this highly regarded team.

We are a people organisation and we recognise we cannot achieve our mission together, without attracting the very best talent and being recognised as a great place to work. Our HR and Payroll Team support all aspects of this throughout the career journey of our people.

Specialist systems and software underpin our approach to many aspects of delivery and we have a comprehensive and integrated HR and Payroll system (People XD) to support colleagues and leaders throughout career stages.



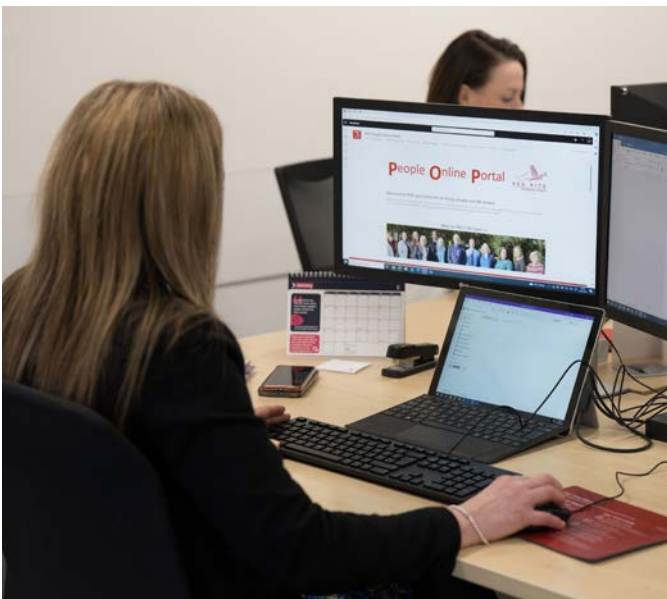
Human Resources

Our HR Service is organised in two main levels - transactional and advisory, with specialisms around, for example, employment relations, union engagement, case work, wellbeing and strategic HR. We operate on a needs basis, recognising that schools and teams go through various stages of development and how this relates to people activities.



Ria is CIPD HRM qualified and, prior to joining our Trust, worked in senior HR and Operational leadership roles in the private sector. Having developed her career through various development programmes, she is passionate about developing others, nurturing talent and wellbeing. She has a high level of experience in change management, employee relations and leading large complex teams.

Ria Tomlinson, Director of Human Resources



More information about our HR and Payroll Service:

[Click here](#) >

Trust colleagues can access HR guidance, policies and support:

[Click here](#) >

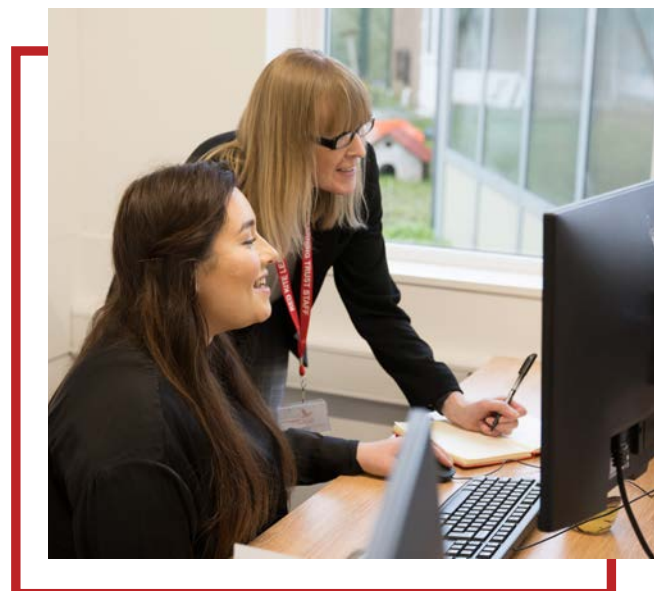


Our Trust has a team of qualified finance professionals with significant experience in working with both primary and secondary schools.

Our Central Finance Team offers a transactional financial service to Trust schools and liaises with schools to prepare budgets and regular financial monitoring reports. Our team work with schools to offer commercial, operational and procurement support to maximise budgets.

Our team ensure that our Trust remains compliant with the demands of our regulators and assists schools with assessing the financial implications of proposals, this includes statutory compliance such as annual audit, VAT returns and any grant audits required.

At RKLTL we run a centralised purchase ledger, so that all invoices, queries, staff expenses and payments are dealt with by the central finance team. We can also offer assistance with generating sales invoices and credit control if required.



Our Finance team are experienced in offering advice, training and consultancy in a number of areas to schools within the Trust and in our wider region:

- ▶ Training for both finance colleagues, teaching colleagues and Governors
- ▶ Financial health checks including budget and systems reviews
- ▶ Reviews of revenue streams and identification of commercial opportunities
- ▶ Benchmarking curriculum and other spending
- ▶ Regular reporting and budget monitoring
- ▶ Advice and support around costings for potential staffing decisions and recruitment
- ▶ Integrated Curriculum Financial Planning
- ▶ Assistance and advice with the process of becoming an academy or a Multi Academy Trust
- ▶ Implementation advice re 1:1 technology schemes
- ▶ Interim financial leadership



More information about our Finance Service:

[Click here](#) >

Trust colleagues can find out more about our Finance team and access finance policies, guidance, links and forms:

[Click here](#) >



James is a Chartered Accountant with over 12 years of experience working with Charities and Academies before joining our Trust in 2019.

James Rant, Chief Financial Officer



Driven by our goal to innovate with technology, we aim to deliver cutting edge solutions to the classroom making them more manageable and productive, alleviating the daily stress and strains of technical issues and supporting the best possible outcomes for the young people in our care.

This is all possible through a Trust-wide IT system which is used in each school, allowing schools to collaborate and share resources while being safe in the knowledge that their files and information are stored securely and monitored by a central team of specialists. With every school in our Trust part of the same IT infrastructure and using centralised

systems, like the MIS, filtering telephony and printing, we are also able to reduce management overheads and take advantage of our centralised procurement to reduce costs as much as possible. This system is highly scalable and simplifies the onboarding of new schools to our Trust.

Our Technology team provides support for a wide variety of schools and equipment, from schools with over 2,000 iPads in a 1:1 environment to smaller schools with a class set of laptops. Our team has a great deal of expertise in supporting iPads and are well versed in advising on the best way to introduce and manage 1:1 devices in a school environment.

Day to day support is provided through a highly-rated, centralised service, with requests for assistance able to be dealt with remotely by any of the team across our Trust or fixed onsite by colleagues based at local schools. Each school also has a senior member of the team who is responsible for managing the service provided to that setting. Meeting regularly with Senior Leadership, they ensure the service is meeting expectations and help advise on any upcoming requirements and plans or projects that the school may have that involve the use of technology.



David Burns has over two decades of experience supporting and developing technology in Education. David leads our talented team of IT service colleagues who together have over 100 years of experience in providing support and advice for technology in education.

David Burns, Director of Technology



In addition the team can also advise and assist in the procurement of a range of IT systems and services to ensure the school and Trust receive Best Value and future proof their investment. These include:

- ▶ Desktops, laptops and tablet computers, including iPads
- ▶ Classroom and office equipment, including interactive and non-interactive displays
- ▶ Software and other licensing

More information about our Technology Service:

[Click here](#) 

Estate Management



Sam Shuttleworth is a Chartered Quantity Surveyor by trade and prior to joining our Trust in 2019 worked in the construction industry for eight years delivering projects for education clients.

Sam Shuttleworth, Director of Estates

As Director of Estates, Sam is responsible for management of the property and land portfolio of the Trust, ensuring our Trust complies with requirements of the Department of Education's Good Estates Management standards and meeting its moral and legal duties in respect of our Health and Safety Policy.

Sam is supported by two estates compliances officers, Andy Topp and Andrew Morrisroe as well as a Health and Safety Officer, Puja Moore.



Our Estate Service offer includes:

- ▶ Commissioning of condition surveys as required to inform plans for future works across the trust
- ▶ Annual Premises Inspections
- ▶ Annual Paperwork Evaluations
- ▶ Commissioning Annual Fire Assessments by an external certified consultant
- ▶ Production of management reports on health and safety and premises compliance
- ▶ Access to the Total Risk Manager system which is used by all our Trust schools to manage their compliance activities as well as record accidents and incidents
- ▶ Support for site teams in the implementation of compliance systems and routines
- ▶ Health and safety documentation and templates
- ▶ Support for queries regarding the completion of risk assessment templates
- ▶ Drafts the school condition allocation plan taking into consideration the condition of the buildings and the strategic plan priorities of the trust
- ▶ Management of capital projects at the schools utilising the trusts school allocation
- ▶ Updates on latest health and safety guidance



- ▶ Access to a portal which tracks use of gas and electricity across the school and makes suggestions regarding ways to reduce consumption
- ▶ Support with rolling out sustainability initiatives within the school
- ▶ Support re the procurement of facilities management services
- ▶ Experience of managing external contractors and taking appropriate action when issues arise
- ▶ Monitors the delivery of compliance, inspection, and maintenance services across planned and reactive works in line with regulatory, statutory and site security requirements

More information about our Estate Management Service:

[Click here](#) >

Specialist Support



Anthony Penny-Whitworth has over 20 years' experience in the construction, manufacturing and engineering sectors, with a focus on leading emerging technologies divisions of large international businesses. Anthony oversees all things related to operations for our Trust, providing strategic insight and direction for our Technology, Estates and Specialist Services.

Anthony Penny-Whitworth, Director of Operations

In addition to our core pillars of support, our schools benefit from further specialist business and operations expertise at a central level for a number of areas.

Catering

Our Trust has both in-house and outsourced catering services. Our Secondary Schools all have in-house catering services and our Primary Schools have outsourced catering services with Hutchison Catering Limited.

We also work in partnership with Red Box Consultancy Services Limited to monitor catering compliance at our Secondary schools and to review the standard and quality of provision within our Primary schools.



Procurement and Contracts

With in-house Procurement expertise we support all our schools with any tendering of spend which is above the threshold of the Public Contracts Regulations (2015) soon to be replaced by the Procurement Act. We engage schools and guide them through the tender process. As a Trust team we also support with the contract

and supplier management of the Trust-wide suppliers e.g. Primary catering, Grounds Maintenance, Cleaning, MIS, Recruitment Agencies, IT and Telephony. We proactively seek to engage with the supplier market to secure Multi-Academy Trust discount and identify new suppliers for Trust schools.



Amy joined our Trust in January 2024 and has over 10 years experience in supplier management and procurement. Amy is a member of the Chartered Institute of Purchasing and Supply (CIPS) and is qualified at CIPS Level 5.

Amy Punter, Contracts and Procurement Officer

Anne works across multiple Trusts and Schools and is an expert in Education Sector Procurement. Anne is part of the Department for Education (DfE) Multi-Academy Trust network which provides insight to the DfE on the Procurement support needed by MATs and also shares best practices across the network. Anne runs goods and services tenders for our Trust, providing expertise, guidance and support for our Supplier and Contract Management.

Anne Giliker, Procurement Consultant



Marketing and Communications

With in-house marketing and communication skills, we are able to raise awareness of our Trust schools, offering support with reputation management, internal communications,

engagement marketing and promotional collateral, including branding, prospectuses, website management, social media and press releases.



Emma brings a wealth of marketing, branding and communications knowledge gained working within customer insight and digital marketing agencies for over 30 years, before spending time working in both primary and secondary schools. Emma is responsible for our central communications strategy, implementing our brand guidelines Trust-wide and raising the profile of our Trust, schools and organisations.

Emma Sharman, Marketing and Communications Manager



Specialist Support

Data Analysis

Our approach to Data Analysis is centred on employing data analytics to significantly enhance both educational outcomes and operational efficiencies across our Trust and its schools. This commitment is reflected in the comprehensive services we offer including:

Data Collection and Management:

Implementing state-of-the-art data collection systems to ensure the utmost accuracy and security of educational and operational data.

Data Analysis and Insights: Conducting thorough analyses of attendance, pupil performance, staffing, finance, and other educational aspects data to unearth key trends and insights. Offering strategic, data-driven recommendations tailored to bolster school improvement and inform decision-making processes.

Reporting: Crafting and distributing reports that are both clear and impactful, tailored to meet the needs of diverse stakeholders. Diligently preparing statutory and regulatory data submissions, ensuring accuracy and timeliness.



Support and Training: Providing robust training and support to staff throughout our Trust, enhancing their proficiency in data-related tasks.

Innovation: Actively seeking out and integrating cutting-edge data analysis technologies and methodologies. Fostering a Trust-wide ethos of innovation and evidence-based practices.

Compliance and Data Protection: Vigilantly overseeing data privacy and compliance, adhering to the highest legal and ethical standards.



Thi has over four years' experience working in market research and data analysis, complemented by two years of specialised experience in the education sector. Thi's proficiency in transforming complex datasets into actionable insights is augmented by a mastery of tools such as Microsoft Power BI, SQL, and Python. This skill set, combined with a rigorous commitment to data protection standards, propels our Trust towards a culture of continuous improvement informed by data.

Thi Nguyen, Senior Data Analyst



Admissions

'Admissions' cover the policies and processes by which children are allocated places at our schools.

In compliance with the School Admissions Code 2021, each school has its own admissions policy which must be updated annually. In developing our admissions policies and processes we collaborate with our School Leadership Teams, Local Governing Boards, Executive Leaders, Trustees and local authorities; managing public consultation on proposed policy changes where necessary. The final policies for the next calendar year of admission are then approved and determined by the Trust Board by 28 February each year, for publication on school websites by 15 March.

Our Trust school admissions policies drive the process and criteria for handling school applications fairly and consistently.



We work closely with our local authorities, who have a legal duty to co-ordinate the process of allocating school places to all children within the communities we serve. If families do not receive an offer for their preferred setting, we are on hand to help our schools in presenting their case for any independent admission appeal hearings.

Specialist Support

Data Protection

'Data Protection' is about how to ensure we keep personal data safe. On a daily basis, we handle information regarding our staff, volunteers, families and most importantly the children and young people we serve. Protecting personal and sensitive data is an integral part of safeguarding, IT and Cyber security.

Our data protection processes are co-ordinated between our schools, operational teams, Trust appointed Data Protection Officer (DPO); Judicium and where necessary the Information Commissioner's Office (ICO).

In compliance with the Data Protection Act 2018 and the Freedom of Information Act 2000, our Trust sets out the associated policies, schemes and privacy notices on our websites, to inform individuals as to how we process their data across our Trust and to advise on data rights.

UK General Data Protection Regulation (UK GDPR) grants people the right to access. This means we may receive Subject Access Requests (SARs) from families and colleagues to view the data records we hold about them.



Under Freedom of Information legislation, third parties also have the right to request specific information from a Trust, as a public authority. If personal information is ever unintentionally shared, lost, destroyed or corrupted, this constitutes a data breach and must be reported. We work with our Trust-wide Data Protection Leads to support with the administration of these processes and the redaction of disclosable data sets, as required. We will also happily provide an impartial ear to discuss data protection conundrums when they arise. To oversee the legal compliance of our processes, Judicium as our DPO carries out an annual data audit across all of our Trust schools.



Jo has experience in centralised service, working for multi-national retailers in both the UK and overseas. Jo has a love of European languages, with her communication skills now being applied to help interpret data protection regulations for our Trust. Jo is also our Trust Governance and Compliance Lead.

Jo Thompson, Trust Governance and Compliance Lead



Governance Support

The role of the Governance Lead is to provide strategic leadership and delivery of high-quality governance across our Trust, oversee all aspects of governance organisation within our Trust and in accordance with the Academy Trust Handbook.

We continue to improve and streamline our policies and processes, facilitate the communication flow between our layers of governance, and implement new technology to ensure governance in our Trust is consistent and meets all statutory and regulatory requirements.

Administrative Support

Running a successful and collaborative Multi Academy Trust involves a significant amount of organisation and administration. Our Trust Administrative Support Team are the glue that binds us all, making sure everything runs smoothly and the rest of us are in the right place, at the right time, with all we need to do our jobs well. Lynne is our Trust Executive Officer who looks after our CEO and liaises across our Trust teams. Helen provides invaluable support to our School Improvement team. Nicola is incredibly efficient and the very welcoming face that greets our colleagues and guests as they come into our Trust Central Office.



Lynne Niddrie
Trust Executive
Officer



Helen Brady
Trust Administration
Officer for School
Improvement



Nicola Briggs
Trust Reception
Administrator



Red Kite Education (RKE) are a team of experienced and talented colleagues who lead and support **Red Kite Teacher Training, Red Kite Teaching School Hub and Red Kite Alliance**, serving the community of schools who work with us across all of these strands.

The Red Kite Education team consists of former school leaders and teachers in all phases, and members of staff with specialisms in research, marketing, business management and finance; all of whom are committed to our vision of collaborating powerfully with schools to provide excellent training and continual professional development.

From nurturing the very first steps of beginning teachers, through to leadership development, the Red Kite Education team deliver programmes to participants across all phases from early years to post-16. Our team works in partnership with schools to support and learn from each other, harness talent and build sustainable and responsive professional networks. Our programmes and collaborative work would not be possible without the support of the schools and strategic partners within the Red Kite Education community who host initial teacher training placements, provide facilitators for all our courses and help us with our quality assurance.



Sara has a wide range of experience as a teacher, middle and senior leader, acting Headteacher and local authority Strategic Lead for Education. Sara has an interest in teacher-led research, completing an MEd in Practitioner Enquiry in 2019 and winning the Marie Butterworth Prize for practitioner enquiry from Newcastle University. She has also been a Principal Lecturer for teacher training at a university in the North East, and brings this knowledge and experience of educational research to her role in Red Kite Education.

Sara Davidson, Director of Red Kite Education

In **Red Kite Teacher Training** we train 160 new teachers on average each year, many of whom progress to be Early Career Teachers (ECTs) in our partnership.

In **Red Kite Teaching School Hub**, we are supporting over 500 ECTs to complete their Early Career Framework programme, and over 600 Early Career Teachers (ECTs) to complete their induction through the Appropriate Body.

Over 300 teachers and leaders are following our National Professional Qualification (NPQ) programmes. We also provide training and support for mentors, Induction Tutors and Initial Teacher Training Co-ordinators.

The **Red Kite Alliance** provides further support, training and collaborative opportunities for its 55 schools and beyond.



Across the broad remit of the Red Kite Education team, in 2023 we worked with approximately 300 early years settings, schools and colleges. The professional generosity of our partners enables us to tap into the very best educational practice and expertise across North Yorkshire and beyond.



Victoria Lickley
Director of
SCITT

Meet the Red Kite
Teacher Training
Team:

[Click here](#)



Sue Lewis
Director of
Red Kite Alliance

Meet the Red Kite
Alliance Team:

[Click here](#)



Pauline Brown
Programme and
Research Lead

Meet the Red Kite Teaching
School Hub Team:

[Click here](#)



Jen Berry
Director of
Appropriate Body

Our People



Trust Information Area

As a Red Kite Learning Trust colleague, you will have access to our **Trust Information Area (TINA)** ▶ where you can find the latest Trust news and support, resources and guidance in relation to our central services. Within TINA sits our **People Online Portal** ▶, an area where you can access HR guidance and policies, information about pay and rewards, details of growth and development opportunities, plus mental health and wellbeing support.

Pay and Rewards

We develop and nurture colleagues to be the best they can be; we are competitive and fair in our pay and reward offer, complemented with a range of benefits and approaches. We have continued to follow the Teachers' and Support Staff (NJC) pay scales and we are also committed to organising grading and pay in a competitive and fair way.



Flexible Working

Red Kite Learning Trust is a Flexible Working Ambassador Multi-Academy Trusts and Schools (FWAMS), appointed by the DfE to support school leaders to implement and embed flexible working in schools. We know that flexible working can support the recruitment and retention of quality teachers and support colleagues, and have a positive impact on wellbeing, as well as promoting equality in the workforce.

Pension Schemes

With both the Local Government and Teachers' Pension Schemes in place, this ensures our people have the very best provision, with our employer contribution rates being at an incredible 19.5% and 23.68% for each scheme.

MyLifestyle Benefits

We are delighted to be able to offer our Trust colleagues some fantastic benefits, rewards and discounts. From private medical insurance, dental plans and a cycle 2 work scheme to supermarket and retailer discounts, gym membership savings plus charitable contributions. There is something for everyone!

More detail about MyLifestyle Benefits is available to Trust colleagues:

[Click here](#)



Refer a Friend Scheme

Our Trust Friends and Family referral scheme is available to all colleagues and can be applied to any vacancy. There is no limit to the number of referrals you can make, with each successful appointment earning you RAF (refer a friend) bonus of £200.

More details about our Refer a Friend scheme is available to Trust colleagues:

[Click here](#)



Long Service Recognition

In recognition of the loyalty and commitment shown by so many of our colleagues, in 2023 we launched our Long Service Awards, an initiative instigated by our Red Kite People Board. This award celebrates the milestones of 5, 10, 20 and 30 years continuous service to our Trust, acknowledging and rewarding the hard work and dedication of circa 600 colleagues to date.



Personal Development Opportunities

We want to ensure all our colleagues are happy in work, thrive and remain within our Trust. We know that providing quality learning opportunities really does make a difference to job satisfaction and progression, whatever the role in our Trust. We are continually looking at ways to develop and reward our colleagues.

We want to recognise and support talent; we provide career aspiration discussions and have the willingness and ability across our schools to support development. For example through hosting visits right through to longer-term secondments, many of which have turned into permanent promotion opportunities. Sharing and managing our talent in this way means we can offer colleagues long and varied careers with many progression opportunities.

“Working within **Red Kite Learning Trust** really solidifies team values and never missing out on the opportunity to learn and work with a wide range of people”



**Joe Green,
Electrician
Apprentice,
RKLT Central Team**

Our People

Sharing knowledge and learning across our Trust is so important and leaders are encouraged to take advantage of learning opportunities for their own development and that of their team members.

Our Trust HR Team have created a Programme of Learning and Development, offering colleagues the opportunity to learn about fundamental people management skills, including coaching, absence management, flexible working, policy updates and promoting wellbeing.

Furthermore, in line with our **'We Invest in People'** goal, we have been developing an Internal Coaching Programme for our Trust. We have developed around 50 colleagues across our Trust. These coaches comprise of colleagues in a variety of job roles who have volunteered and have the capacity to coach others across our Trust. We are also in partnership with Yorkshire Accord which complements the internal programme and particularly helps colleagues who would benefit from a Coaching relationship from outside our Trust.



“Red Kite Learning Trust's commitment to my professional growth has allowed me to flourish, including the opportunity to be seconded to other schools within our Trust. Inspiring leaders have offered excellent support, empowering me every step of the way.”

Hannah McNamara, Headteacher, Coppice Valley Primary School

People Board

Our Red Kite People Board is a group made up of around 20 colleagues representing each school and team across our Trust.

Ensuring a further 'VOICE', the group have initially focused on Wellbeing. This collaborative work is identifying ideas and actions designed to improve the health and wellbeing of our teams, helping us achieve our 'We Promote Wellbeing' goal.

Our Trust's commitment to wellbeing has been formalised by making a declaration through the DfE wellbeing charter and using this to frame some of the initial work for the board.

Focus on general wellbeing, mental health awareness, supervision and the culture in our schools will be continued and any relevant actions implemented across our Trust.



Mental Health and Wellbeing Support

Red Kite Learning Trust is committed to supporting the mental health and wellbeing of our colleagues. We are working hard to provide an environment where everyone can talk freely about mental health and seek support when they need it.

As part of this commitment, colleagues across our Trust are encouraged to undertake Mental Health First Aider training. We have a team of around 100 Mental Health First Aiders currently trained, who assess, assist, listen to, advise and support anyone struggling with their mental health.

A full list of our Mental Health First Aiders is available to Trust Colleagues:

[Click here](#)



Youth Board

Keen to learn from our young people, to give them a voice and an opportunity to help shape the future of our Trust, we have set up our Red Kite Youth Board. This board comprises two representatives from each of our schools, with a Chair of Primaries and a Chair of Secondaries. The Youth Board meets once every half term and ideas and views are shared with the Trustees and Leaders in our Trust, influencing what we do and how we work together as a community.





Sustainability Board

Our Trust Sustainability Board brings together colleagues from each of our schools to discuss our environmental impact and how we can improve this. Solar panels have been installed across our schools, where feasible, and we have introduced LED lighting throughout our estate. Pupils who make up the School Councils, Eco-Committees and Eco-Clubs in our schools work together to implement

climate friendly initiatives, and now, with the launch of our Youth Board, these ideas can be shared more readily. Great strides have been made this year and we will continue to prioritise sustainability into the next, with recycling initiatives already planned to be rolled out across all our schools.



Red Award

The Red Kite Alliance RED Award has been developed to support schools to review, strengthen and celebrate their provision in terms of equality, diversity, respect for individuals and community cohesion. We are ambitious for all our schools to complete the RED award and continue to promote and deliver on these values across our Trust.



Red Kite Foundation



As a Trust we are committed to nurturing ambition and enriching the lives of all children within our school communities and strive to bridge the gap for those who are socially or economically challenged.

Red Kite Foundation has been set up to enhance the life experiences and opportunities of those children in our care who face challenging circumstances, to overcome barriers to them, maximising their full potential.

Administered by the Trustees of Red Kite Learning Trust, the Red Kite Foundation aims to raise funds in partnership with Governors and Trustees, parents and pupils, staff, suppliers and others with an interest in our schools and our children.

Funds raised are stewarded carefully and allocated according to a set of principles

and purposes overseen by our Red Kite Learning Trust Board of Trustees.

We would love to hear from companies and individuals and any organisations who would like to partner with us in our mission to help the children in our care who are most in need. The hope is that our Red Kite Foundation will provide wonderful opportunities for children to develop their talents and enjoy life-enriching experiences giving them memories for life! Our Headteachers and our Trustees will ensure that your contribution to our Red Kite Foundation will directly benefit the children that need it most.

More information about our Red Kite Foundation:

[Click here](#) 



“We put ethical leadership and excellent governance at the heart of our Trust, serving our schools and communities with fairness, honesty and a hunger for social justice”

Steve Howell, Commercial Director, Red Kite Learning Trust

Joining our Trust



Our Trust is very open to the idea of careful growth and welcomes discussions with schools or MATs that would like to explore the possibility of joining forces. We are always careful to really get to know each other before beginning a more formal process of Due Diligence and legal matters. At every step we are very pleased to answer any questions that arise whether from staff, governors, parents or other stakeholders.

More information about joining Red Kite Learning Trust can be found here:

Click here



Enriching Children's Lives





Red Kite Learning Trust

Red Kite Office, Pannal Ash Road
Harrogate, HG2 9PH



01423 574410



info@rkl.co.uk



www.rkl.co.uk

Connect with us



Learning Trust

Alliance

Teacher Training

Teaching School Hub