



# **Chief Executive Candidate Recruitment Pack**

September 2017

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# 1. Letter from the Chair of the Trust

Dear Applicant,

Thank you for your interest in becoming our next Chief Executive.

With our founding Chief Executive Roy Halford retiring, we are looking for an exceptional leader who shares our values and ethos, is able to build on what has been achieved so far and deliver the aspirations of the Trust in terms of growth and the quality of our educational provision.

Our next Chief Executive will need to continue to draw on the strengths of our excellent school leaders within our network, whilst building the effectiveness of our systems, processes and continuing to develop our highly committed central team.

We need you to subscribe to the aims and values of our Trust promoting them through mutual respect at all levels and leading by example. We are looking for someone with drive, energy and the ability to build effective teams drawing on the expertise of others, combined with an excellent strategic sense and the ability to spot opportunities and capitalise on them.

To help you decide if the position would suit you please find enclosed some details which we hope will give you a flavour of what the Rowan Learning Trust is about. Further details about us are available on our website at [www.rowanlearningtrust.com](http://www.rowanlearningtrust.com) where you will find links to our schools.

If you are current Headteacher or Principal from an Ofsted good/outstanding rated school or Sixth Form College and are interested in applying for the role, there will be the possibility of bringing that school or college into the Trust. In which case the Headteacher/Principal could be employed as Executive Head of the joining school/sixth form college and Chief Executive of the Trust.

If you would like to make an appointment to have an informal discussion about the post and a tour of any of our schools before applying, please contact our Human Resources Manager, Hayley Robinson on 01942 204640 or by email [h.robinson@rowanlearningtrust.com](mailto:h.robinson@rowanlearningtrust.com).

I look forward to receiving your application.

Yours sincerely,

*A. Wilson*

Andy Wilson  
Chair of the Rowan Learning Trust

## 2.About the Rowan Learning Trust

The Rowan Learning Trust was established as a Multi-Academy Trust in 2012 to maximise the potential of all children, students and adults in our schools and to support them on their journey to become outstanding.

The Multi-Academy Trust (MAT) was established following highly successful school-to-school support over a number of years and across a large number of schools in Greater Manchester and the surrounding areas. Our support is based on the belief that educational professionals should help each other to develop and further improve so that the life chances of the children and students we educate will be the best they can be.

Currently the Rowan Learning Trust (RLT) family comprises four schools: two high schools, an all-through alternative provision academy and a primary school. Together, we share a set of common values:

- ✓ Mutual respect
- ✓ Fairness
- ✓ Equality of opportunity
- ✓ Individual growth
- ✓ Kindness

The RLT has aspirations to continue to grow; not for the sake of growth, but to extend our positive influence on a wider group of young people and adults. However, we are selective in our growth plan. We wish to join with people who share our values and ethos to extend our family, share expertise and support each other on each school's journey to become outstanding. The match has to be right and the collaborative working has to be of the highest possible quality.

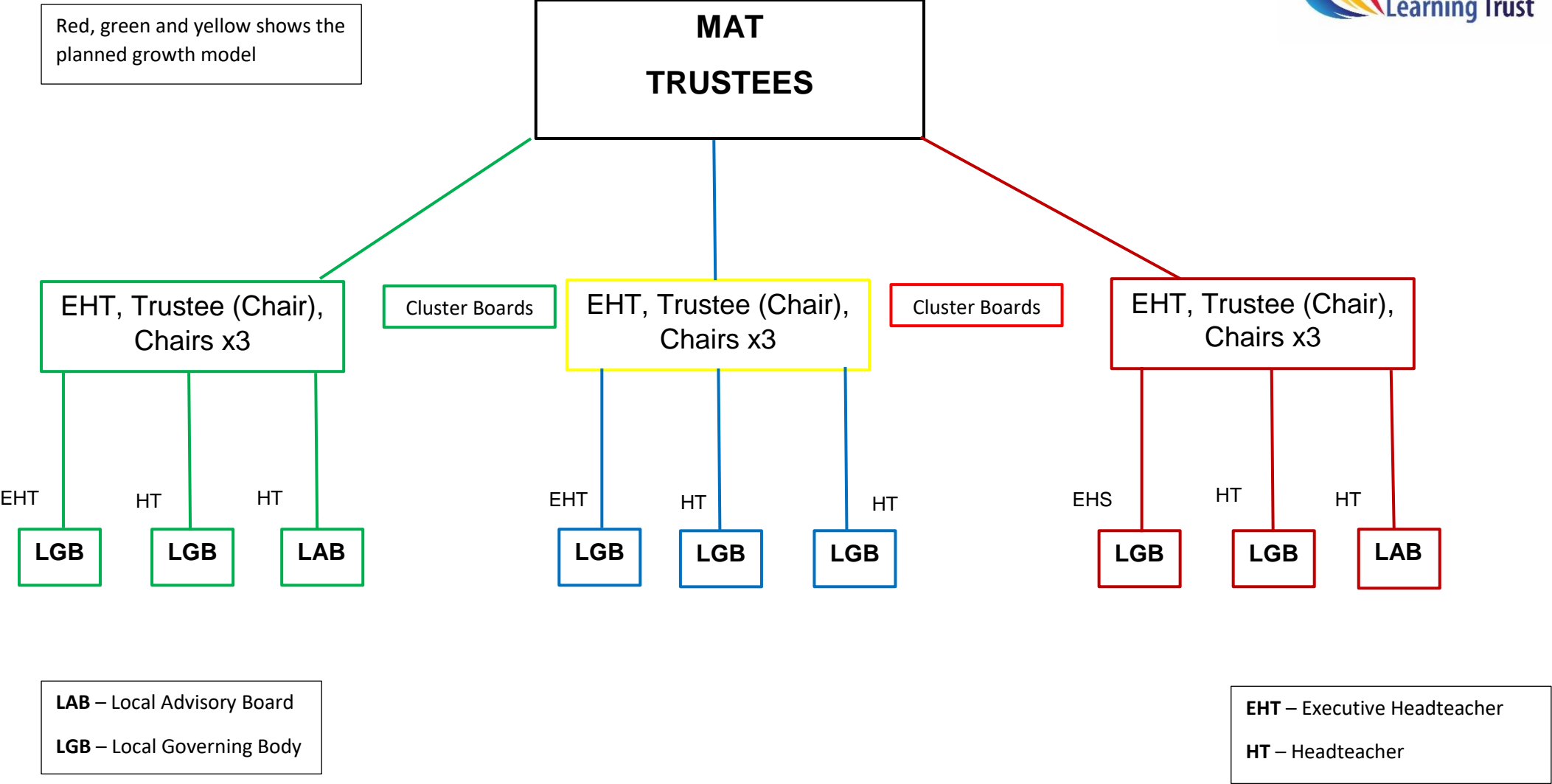
The services we offer schools also includes:

- ✓ Diagnostics: full school, departments, SEND, Pupil Premium
- ✓ School to school support
- ✓ Teaching & Learning development
- ✓ Senior leadership training/coaching
- ✓ Middle leadership training/coaching
- ✓ Safeguarding, SEND and Pastoral
- ✓ Curriculum, data and assessment
- ✓ Information Technology to underpin Teaching & Learning
- ✓ Quality assurance
- ✓ Finance
- ✓ Human Resources
- ✓ Governance
- ✓ Teaching school

Please see our website [www.rowanlearningtrust.com](http://www.rowanlearningtrust.com) for more details about us



### 3. Organisational Chart for growth



## The Rowan Learning Trust Executive Leadership Responsibilities

Chief Executive Officer	Executive Headteacher	Head of School Improvement	Executive Head of Faculty	Trust Finance Officer
Ensuring high quality outcomes for all students	Ensuring high quality outcomes for all students	Ensuring high quality outcomes for all students	Ensuring high quality outcomes for all students	Ensuring corporate statutory financial compliance
Trust Development Plan	Line management of Headteachers in the cluster	Line management of RLT SIT: Exec HoFs, Safeguarding/SEN	Ensuring high quality teaching to promote excellent learning through rigorous assessment	Overview of Trust establishment finances
Line management of RLT SIT: Head of Improvement, Finance, HR, Information Systems, Governance, CPD	Senior leadership support and development	Senior/Middle leadership support and development	Ensuring rigorous faculty QA	Overview of the Trust and schools risk registers
Senior Leadership support and development	Implementing the RLT EHT checklist	Ensuring a high-quality curriculum to promote excellent learning	Ensuring high standards of progress in the subject	Delivery of financial management training
HT performance management	Ensuring rigorous school self-evaluation and strategic planning	Ensuring target setting is aspirational and assessment is rigorous and accurate	Ensuring an expert level of understanding of the language of exams	Providing support and challenge to school business managers
Budgeting/financial management	Buildings and site	T&L diagnostics and improvement strategy	Ensuring high quality subject specific provision	Planning and implementation of financial systems due diligence
Staffing structure support	Ensuring consistent implementation of Trust key procedures and strategies	Implementation of Trust QA systems and procedures	Support the development of T&L	Overview of premises
HR/Unions Governance		Middle leadership and subject networks	Ensuring literacy /numeracy are delivered effectively	Business continuity
Headteacher network	Succession planning			Succession planning
Succession planning		Succession planning		

## The Rowan Learning Trust School Improvement Team

### Teaching & Learning/Leadership

EHT	Head of SI	EHoF	EHoF	AHT	Head of CPD	CEO
Leadership	Curriculum & Assessment	Teaching & Learning	Teaching & Learning	Safeguarding and SEN	Leadership & Training	Leadership & Finance
<p>Ensuring high quality outcomes for all students</p> <p>Providing support and challenge to cluster HTs</p> <p>Ensuring rigorous school self-evaluation and strategic planning</p> <p>Ensuring consistent implementation of Trust key procedures and strategies</p> <p>Building strong leadership capacity across the Trust</p> <p>Talent spotting and succession planning within the Trust</p>	<p>Ensuring a high-quality curriculum to promote excellent learning</p> <p>Ensuring target setting is aspirational and assessment is rigorous and accurate</p> <p>T&amp;L diagnostics and improvement strategy</p> <p>Implementation of Trust QA systems and procedures</p> <p>Building strong leadership capacity across the Trust</p> <p>Talent spotting and succession planning within the Trust</p>	<p>Ensuring high quality teaching to promote excellent learning</p> <p>Ensuring rigorous faculty QA</p> <p>Ensuring high standards of progress in English</p> <p>Ensuring an expert level of understanding of the language of exams</p> <p>Ensuring high quality literacy &amp; oracy provision</p> <p>Support the development of T&amp;L</p> <p>Talent spotting and succession planning within the Trust</p>	<p>Ensuring high quality teaching to promote excellent learning</p> <p>Ensuring rigorous faculty QA</p> <p>Ensuring high standards of progress in maths</p> <p>Ensuring an expert level of understanding of the language of exams</p> <p>Ensuring high quality numeracy provision</p> <p>Support the development of T&amp;L</p> <p>Talent spotting and succession planning within the Trust</p>	<p>Statutory compliance for safeguarding</p> <p>Ensuring effective safeguarding systems and practice including curriculum e-safety</p> <p>Ensuring the SEN Code of Practice is applied correctly</p> <p>Ensuring high quality SEN provision</p> <p>Delivery of Safeguarding training</p> <p>Planning and implementation of Safeguarding &amp; SEN due diligence</p> <p>Talent spotting and succession planning within the Trust</p>	<p>Ensuring provision of high quality training for all staff &amp; governors</p> <p>Provision of internal &amp; external training courses</p> <p>Leadership development</p> <p>Teaching &amp; Learning development</p> <p>Leadership coaching</p> <p>Talent spotting and succession planning within the Trust</p>	<p>Trust accounting officer</p> <p>Ensuring high quality outcomes for all students</p> <p>Oversight of school to school support</p> <p>Planning and implementation of leadership &amp; management</p> <p>Leadership coaching</p> <p>Budget due diligence</p> <p>Talent spotting and succession planning within the Trust</p>
<b>1 day</b>	<b>FT</b>	<b>Up to 1 day</b>	<b>Up to 1 day</b>	<b>1 day</b>	<b>3 days</b>	<b>FT</b>

## The Rowan Learning Trust School Improvement Team

### Administration/Leadership

CEO				
Leadership & Finance	Information Systems	Trust Finance Officer	Human Resources	Governance organisation
Trust accounting officer	Ensuring (technical) e-safety	Ensuring corporate statutory financial compliance	Ensuring corporate employment law compliance	Updating Companies House
Ensuring high quality outcomes for all students	Data control	Overview of Trust establishment finances	Overview of Trust establishment HR	Ensuring Governance compliance
Oversight of school to school support	Corporate hardware and software strategy planning and delivery	Overview of the Trust and schools risk registers	Provision of HR advice for Trust establishments	Organisation of clerks to governors
Planning and implementation of leadership & management	Ensuring high quality ICT provision to support learning	Delivery of financial management training	Delivery of HR training	Organisation of RLT/statutory items for LGB meetings
Leadership coaching	ICT business development external to the Trust	Providing support and challenge to business managers	Planning and implementation of employment contract due diligence	JCNC meeting organisation and clerking
Budget due diligence	Planning and implementation of IT due diligence	Planning and implementation of financial systems due diligence	Talent spotting and succession planning within the Trust	RLT policies co-ordination and distribution to establishments
Talent spotting and succession planning within the Trust	Talent spotting and succession planning within the Trust	Talent spotting and succession planning within the Trust		
<b>FT</b>	<b>FT</b>	<b>FT</b>	<b>FT</b>	<b>2.5 days</b>



## Glossary

CPD	Continued Professional Development
EHOF	Executive Head of Faculty
EHT	Executive Headteacher
HOF	Head of Faculty
HT	Headteacher
JCNC	Joint Consultative and Negotiating Committee
LGB	Local Governing Body
SEN	Special Educational Needs
SIT	School Improvement Team
T & L	Teaching and Learning
QA	Quality Assurance



## 4. Job Description



### **THE ROWAN LEARNING TRUST** **JOB DESCRIPTION**

#### **1. INTRODUCTION**

**1.1 Name of Postholder:**

**1.2 Post Title:** Chief Executive Officer

**1.3 Location:** The Rowan Learning Trust

**1.4 Overall Purpose of Post:** Secure the realisation of the education vision of the Trust as determined by the Trust Board.

Work closely with the Chair and Trustees to develop and implement a strategic vision, associated business plans and controls, risk and assurance processes.

Ensure accountability and informed decision making at the appropriate level of management or governance, exercising financial and management controls to manage expenditure, income flows and legal compliance at all times.

Act as the Chief Executive and Accounting Officer of the Trust

Lead and manage the executive team and ensure that the corporate governance arrangements of the Trust are effective and in line with the requirements of Companies House, including the Annual Report and other statutory returns.

Act as an advocate and public face of the Trust, using influencing skills to maximise the profile of the organisation and promote the organisation's core purpose, values and ethos.

Ensure that effective stakeholder networks and partnership arrangements are developed and maintained.

This role reports to the Trust Chair, and sits on the Management Board as legal Director of the company.

**1.5 Reporting to:** The Trust Board

**1.6 Salary:** Competitive, dependent on experience and expertise

**1.7 Hours:** This is a full-time post with a 37-hour working week. However, the postholder is expected to work the hours required to ensure that the role is fulfilled to the highest possible standard.

**Date:** October 2017

## **2. RESPONSIBILITY FOR RESOURCES**

- 2.1 People – Line management of the Executive Team and Senior Managers
- 2.2 Budgets – As specified within the Scheme of Delegation and as Accounting Officer for the Trust

## **3. RESPONSIBILITIES AND ACCOUNTABILITIES**

### **3.1 Leading and Managing the Organisation:**

- 3.1.1 Execute all the functions and responsibilities of the Chief Executive and Accounting Officer of the Trust (a Company Limited by Guarantee with charitable status) including those of financial planning and budget setting and managing a wide range of services
- 3.1.2 To lead enthusiastically the RLT's education work setting high professional standards and ensuring that the education vision is understood and embraced by staff, students, parents/carers and the wider community
- 3.1.3 To ensure the RLT schools' management and organisational structures are fit for purpose and facilitate continuous sustained improvement
- 3.1.4 Providing direction, guidance and support (including Coaching and Mentoring) to all the Headteachers in the RLT Schools to enable them to become World-class Leaders.
- 3.1.5 Overall responsibility for ensuring that all students within the RLT receive a first-class education appropriate to their need.
- 3.1.6 To deploy all resources, including staff and financial resources, in such a way that the RLT's education vision is delivered
- 3.1.7 Ensure that a long-term strategy is in place, which will guide the organisation in achieving its objectives, setting its budget and measuring outcomes and impact.
- 3.1.8 Ensure that the organisational values are consistently applied and drive business-planning processes.
- 3.1.9 Be responsible to the Management Board for the overall outcomes of the organisation.
- 3.1.10 Provide leadership to the executive team, keep under review and appraise the work of direct reports.
- 3.1.11 Ensure that the organisation has the resources to operate as effectively and efficiently as possible both in the short and long term.
- 3.1.12 To maintain a robust but flexible and commercial organisational structure which is responsive to the changing needs of the company.

### **3.2 Promotion of the Organisation:**

- 3.2.1 Create and maintain effective networks with key stakeholders, corporate partners, relevant educational and government bodies and organisations, education and training partners and decision makers.
- 3.2.2 Seek opportunities to expand and promote the role, vision and ethos of the Trust and work closely with new national, regional and local professional leaders of education.
- 3.2.3 Ensure the organisation is presented in an appropriate and professional manner to all its stakeholders and maximises opportunities to contribute to the development and implementation of education policy

### **3.3.1 Working with Trust Board:**

- 3.3.1 Establish and maintain an appropriate working relationship with the Chair and the Board.
- 3.3.2 Ensure appropriate presentation and reporting to the Board (and its sub committees and advisory groups) on the progress of the organisation and on all matters relevant to the discharge of the Board's responsibilities.
- 3.3.3 As agreed with the Chair and Board, develop strategy and policy proposals for Board discussion and decision.
- 3.3.4 Support the Chair in ensuring the continued engagement/ involvement of all members of the Board.
- 3.3.5 As appropriate, monitor and advise on the governance and organisational structures of the Trust to best meet its strategic and educational objectives.
- 3.3.6 Keep under review the company's mission, strategy and business plan.

Any other roles as agreed with the Board and commensurate to the position.

## **4. SIGNATURES**

The Trust will make any necessary reasonable adjustments to the job and the working environment to enable access to employment opportunities for disabled job applicants or continued employment for any employee who develops a disabling condition.

This job description is current at the date below but will be reviewed on an annual basis and, following consultation with you, may be changed to reflect or anticipate changes in the job requirements which are commensurate with the job title and grade.

Signed .....

CEO

Signed .....

Chair of Trust

Dated .....

Dated .....

## 5. Person Specification

Person Specification	Desirable	Essential
Educated to Master's Degree level or equivalent		√
Able to develop high quality business plans and deliver commercial success.		√
A proven track record of achieving and managing cultural and organisational change and of leading improvement and efficiency within and across schools or organisations.		√
Successful strategic leadership in an educational or similar environment.		√
Experience implementing innovative practice		√
Experience of building and maintaining positive and commercial relationships and partnerships, delivering services, which lead to improved outcomes.		√
Financial governance experience balanced with commercial nous and entrepreneurial flair.		√
Determination to succeed and a willingness to share and celebrate success.		√
An effective approach to managing people, demonstrating an appropriate balance between empowerment, support and assertiveness.		√
Excellent communication skills		√
Resilient and able to work under pressure.		√
Excellent grasp of national and local agenda and policy for education and services for children and young people.		√
An inspiring leader, who demonstrates their commitment to the Trust's vision, mission and overall direction.		√
Personal drive and tenacity to motivate, empower and support individuals and teams to achieve the Trust's objectives.		√
Enthusiastic, energetic and resilient with a high level of self-determination to meet the stakeholder's needs.		√
Politically aware and sensitive, with an ability to make progress in complex policy areas.		√
Committed to the development of self and others.		√

## 6.How to Apply

**Closing Date:** Friday 13<sup>th</sup> October 2017 12 noon

**Interview Date:** Tuesday 17<sup>th</sup> October 2017 and Wednesday 18<sup>th</sup> October 2017

Shortlisted candidates will be advised by close of business on Friday 13<sup>th</sup> October 2017.

Interviews for short-listed candidates will be held over two days at Hawkley Hall High School, Carr Lane, Wigan, WN3 5NY.

Please submit the enclosed application form, which includes your detailed CV and a supporting statement of no more than two sides outlining why you are interested in the opportunity and how your application addresses the requirements for the role.

Applications should be returned electronically to:

[h.robinson@rowanlearningtrust.com](mailto:h.robinson@rowanlearningtrust.com)

Alternatively, send a hard copy, marked "Strictly Confidential" to:

Hayley Robinson  
Human Resources Manager  
The Rowan Learning Trust  
Carr Lane  
Wigan  
WN3 5NY

*All appointments are subject to satisfactory references and eligibility to work in the UK.*

*The Trust is committed to safeguarding and promoting the welfare of all children and young people and expects all staff to share this commitment. An enhanced DBS will be required.*



# 7.Application Form



## The Rowan Learning Trust

### JOB APPLICATION FORM

*The Board of Directors are committed to equal opportunities in employment and welcome applications from all sections of the community.*

THE ROWAN LEARNING TRUST, CARR LANE  
WIGAN, WN3 5NY

**TELEPHONE:** 01942204640

**FACSIMILE:** 01942 403570

#### 1. POST APPLIED FOR

<b>Post Applied For:</b>		<b>Ref No:</b>	RLT031017
<b>Organisation:</b>	The Rowan Learning Trust		
<b>As advertised in:</b>		<b>On date:</b>	

#### 2. PERSONAL DETAILS

<b>SURNAME:</b>		<b>FORENAME:</b>	
<b>TITLE:</b> (Optional)		<b>Date of Birth:</b> (Optional)	
<b>Address:</b>			
<b>POSTCODE:</b>		<b>Email:</b>	
<b>Telephone No:</b>		<b>Work No:</b>	

#### 3. CURRENT POST

<b>CURRENT EMPLOYER AND JOB TITLE:</b>			
<b>DATE OF APPOINTMENT:</b>		<b>SALARY:</b>	
<b>NOTICE PERIOD:</b>			
<b>MAIN DUTIES AND RESPONSIBILITIES</b>			

4. PREVIOUS WORK EXPERIENCE

Name of Employer	Dates of employment		Post(s) held	Reasons for leaving
	From	To		

5. OTHER RELEVANT WORK EXPERIENCE

Post	Dates		Employer	Grade/Salary	Reason for Leaving
	From	To			



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6. GENERAL EDUCATION

School	From	To	Qualifications – Grades, awarding bodies and dates

7. FURTHER AND HIGHER EDUCATION

Name of College/ University	From	To	Qualifications – Grades, awarding bodies & dates

## 8. ANY OTHER RELEVANT QUALIFICATIONS

Please give details of any other relevant qualifications you have for this post.

## 9. ADDITIONAL INFORMATION

(i)	Are you related to, or a close friend of, any member of the Trust or of the Governing Body of the school? If yes, please state relationship.
(ii)	Have you left any previous job for the reason of redundancy or are you in receipt of an occupational pension? YES/NO. If yes, please give details, including dates, post held and employer.
(iii)	Have you ever been dismissed from any previous employment on the grounds of misconduct or incapability? YES/NO If yes, please give details of dates and resources.
(i)	Do you hold a current and valid driving licence? YES/NO Please state category.....
(ii)	Do you require any reasonable adjustments in order to attend an interview? YES/NO

## 10. STATEMENT IN SUPPORT OF APPLICATION

Please attach a supporting statement, indicating any matters which you feel may be relevant to this application. Please head additional documentation with your name and post applied for.

## 11. REFERENCES

Please state the names and addresses and telephone numbers of two persons from whom references may be obtained. **One must be your current or most recent employer.** In the absence of previous employment experience, a reference from your last place of full-time education will be a suitable alternative.

REFEREE 1		REFEREE 2	
TELEPHONE NO:		TELEPHONE NO:	
EMAIL:		EMAIL:	
Can this reference be taken up immediately? <b>YES/NO</b>		Can this reference be taken up immediately? <b>YES/NO</b>	

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## 12. FURTHER INFORMATION FOR CANDIDATES

- i) In the interests of the protection of children, all posts are subject to enhanced criminal record and other relevant disclosures through the Disclosure & Barring Service (DBS). A criminal record will not necessarily prevent you from obtaining a position.
- ii) You will receive no further communication unless selected for interview. If you have therefore not been contacted within three weeks of the closing date for applications, you should conclude that, unfortunately, you have been unsuccessful on this occasion.
- iii) Under the Data Protection Act, the Trust and the Governing Body will use the information given for the purpose of recruitment and selection. Strict confidentiality will be observed and if you become an employee, the information will be used for personnel, pay and pensions administrative purposes only.

**THANK YOU FOR YOUR INTEREST SHOWN IN THIS APPOINTMENT**

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## 13. DECLARATION

To the best of my knowledge and belief all the particulars I have given are true. I understand that any false statements may disqualify me from employment or render me liable for dismissal. I also understand that no offer of employment made to me will be binding unless confirmed in writing.

I also understand that this post is subject to a satisfactory enhanced Disclosure & Barring Service Disclosure, to satisfactory medical clearance and the provision of documentary evidence (e.g. NI Number) that shows I am entitled to work in the U.K.

Signature:.....Date:.....