

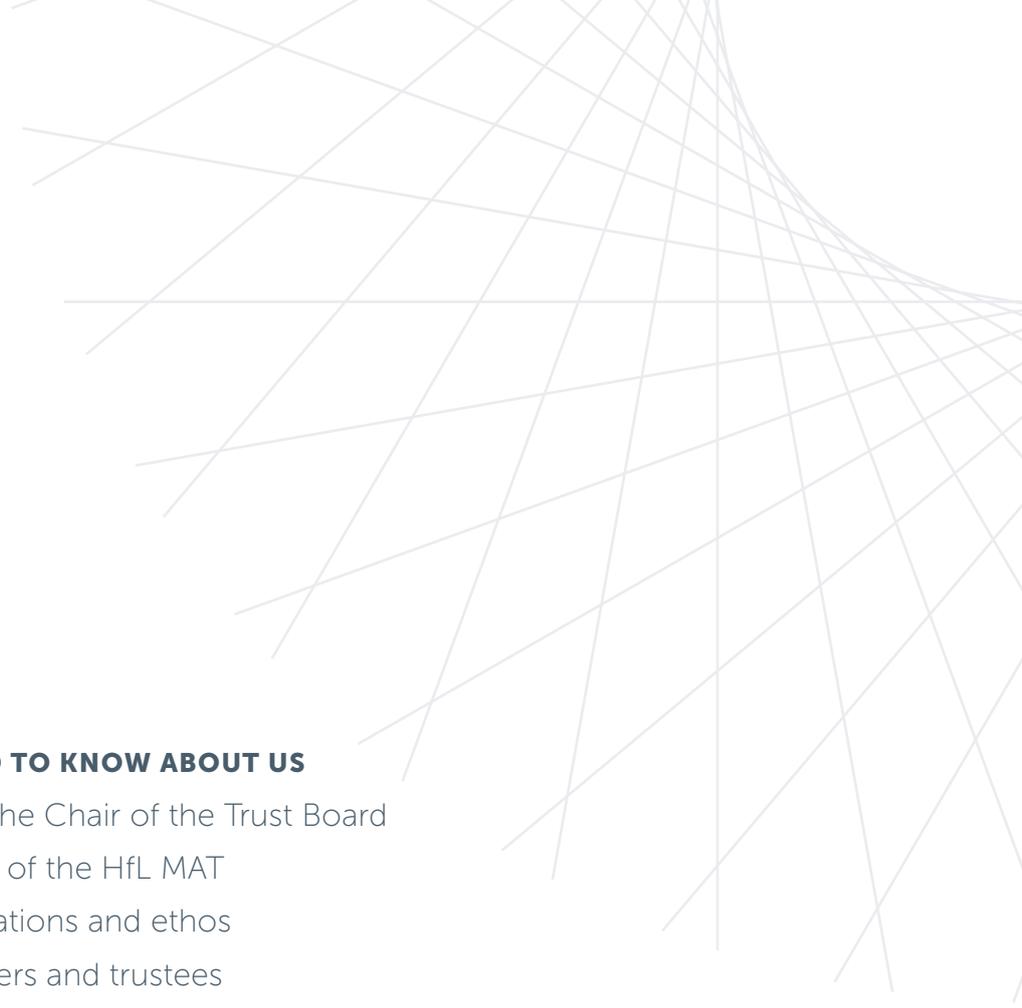
HERTS FOR
LEARNING
**MULTI
ACADEMY
TRUST**

Chief Executive Officer Recruitment Pack



March 2017

Contents



03 WHAT YOU NEED TO KNOW ABOUT US

- 03 Welcome from the Chair of the Trust Board
- 04 The foundations of the HfL MAT
- 05 Our vision, aspirations and ethos
- 08 Meet the members and trustees
- 09 What we can offer to you
- 09 Our recruitment process

10 WHAT WE WOULD LIKE YOU TO SHOW US IN YOUR APPLICATION

- Do your skills, knowledge and experience match our job outline?
- What additionality will you bring?
- Are you the right person for our team?
- What is your evidence base and track record?
- Who is providing your references?

Welcome from the Chair of Board of Trustees

Thank you for sending for our CEO recruitment pack.

All children deserve access to the very best leaders and teachers and we are no different to others in our quest to appoint an exceptional candidate.

We hope however that you will be particularly attracted to working with us in Hertfordshire and there are many reasons for that. Firstly the HfL MAT is the first of its kind. It has been described as a SIP MAT – a school improvement partner MAT because of the association with the successful founding organisation Herts for Learning – the largest schools company in the UK providing high quality school improvement services.

Schools and academies in Hertfordshire have a long and strong history of working together and shaping the landscape to create an environment in which schools support each other and children thrive. HfL Ltd was co-produced with schools to develop into a company that serves their needs and the HfL MAT has also been designed with many schools interested in joining. There is therefore a strong sense of ownership and belonging to the HfL MAT which provides a good foundation for its success.

Hertfordshire is a great place to live and bring up families. It was recently voted the best place to live and bring up children and its schools are recognised as amongst the best in the region and nationally. It is a county with much to commend it; on the fringe of London with easy and fast access to the capital but also with a rural feel and many traditions. Yes, accommodation is quite expensive in some parts of the county, but because it is a great place to live, property holds and increases in value here and is worth the investment.

On a personal level we are looking for an exceptional candidate with ambition to grow our MAT into one of the largest and most successful nationally and the remuneration and benefits package will be scaled to match that journey. If you are confident that you have the skills, drive and vision to make that a reality, we sincerely hope that you will apply.

Jan Paine

Chair of Board of Trustees HfL MAT

The foundations of the Herts for Learning Multi Academy Trust

The decision to set up the HfL MAT arose at the request of schools. Following numerous consultation events with headteachers and chairs of governing bodies, the HfL Ltd Board agreed that there was sufficient interest to proceed in June 2016. Since then work has been ongoing with schools to shape the model and to develop the values and vision and scheme of delegation. During this time there have been discussions with the Regional Schools Commissioner (RSC) and the DfE to ensure the HfL MAT would be compliant with requirements for approval to become a sponsor and for schools to apply to convert into the HfL MAT.

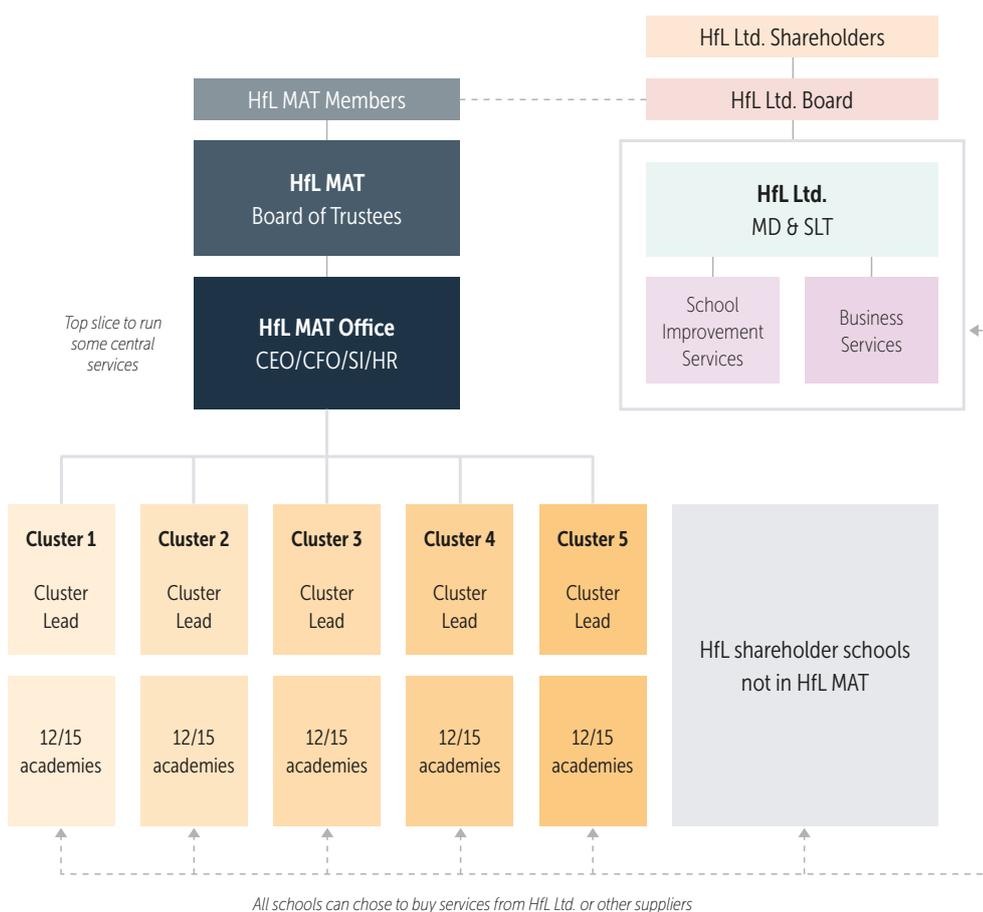
The MAT received approval to be a sponsor on 21st December 2016. We anticipate taking in the first wave of schools ready for September 2017, with further waves following in the next two academic years. We currently have over 30 schools expressing an interest in being included in wave 1 and many more for later waves. Many of these schools are good and are financially stable. We have built a model that is designed to be able to expand using a cluster model and our scheme of delegation takes that into account.

The HfL MAT will be inclusive, it is intended to be made up of a healthy mix of primary secondary and special schools which will mainly be converter academies plus a smaller number of sponsored academies within a one hour radius of Stevenage. We do not intend to turn schools away that are not yet good or have financial pressures, but in order to manage growth in a sustainable way, our growth strategy will ensure that at least 80% of our academies are good or better and financially secure before adding more.

Sound financial modelling has taken place and in the transitional start up phase it is anticipated that the MAT will benefit from using some experienced staff from HfL Ltd, seconded part time at an early stage in order to avoid large overheads until the critical number of schools in the MAT has been achieved and until the MAT can go out to recruit its own permanent central team

Access to the detailed financial modelling will be provided for shortlisted candidates in order for them to prepare effectively for the interview process.

Herts for Learning MAT model – start up



Our vision, aspirations and ethos

OUR VISION

Our vision is to be one of the one of the largest, highest performing and constantly improving Trusts in the country with capacity and capability to support others for the benefit of all children.

OUR AIM

We aim to achieve our vision by bringing together a range of unique schools, each with their own ethos, strengths and areas for development to work together, learn together and succeed together in achieving the very best outcomes for every single child in every single academy.

OUR OBJECTIVES

Work together, learn together and succeed together

To benefit and add value for every child, member of staff and our wider community

EVERY CHILD

All children access and enjoy learning through a stimulating, creative and stretching curriculum, taught by high quality, well trained teachers

Every single child is enabled to achieve their best and gains the qualifications, experiences and skills they need to be successful now and in their future

Provide for every child to engage in at least one significant extra-curricular, special and memorable event every term; widening their life experiences and enhancing social mobility

Support robust physical and mental health and wellbeing for all children including aspiring to zero exclusions. The MAT will collaborate to look after its own children, whatever their background, disadvantages or challenges

EVERY MEMBER OF STAFF

Prioritise professional development opportunities and career progression pathways to attract high quality applicants and retain the best staff

Staff and pupils are equipped with technologies that support and transform learning

'Incubate innovation.' Encourage creative teachers to thrive through working collaboratively; sharing ideas and expertise, encouraging and nurturing new developments and embedding practice that works

Create the conditions that support robust physical and mental health and wellbeing for all staff across the Trust including work life balance

OUR WIDER COMMUNITY

Every academy in the Trust is at least good and is constantly aspiring to be even better; supporting each other on that journey

Respect each school's individuality, ethos and autonomy so that local decision making is at the heart of school improvement

Ensure every school in the Trust is financially viable and is using resources effectively to maximise learning. Provide extensive support to academies not yet good or financially secure, to move them quickly to improvement

Accountable to communities we serve, work closely with the wider community and families to educate and inspire the global citizens of the present and future

OUR ETHOS

Celebrating and rewarding success together across the Trust

We are an inclusive Trust and value diversity. All types of schools are welcome to join our Trust and all children are welcome to learn in our Trust.

We aspire to zero exclusions. No child will be permanently excluded from a school in our Trust and we will work together to create the conditions for support or will make high quality provision locally. If we are unable to make the specialist long term provision required, we will provide quality short term provision and will work hard with others to manage a longer- term solution.

We are a learning organisation, we all learn from each other and we are stronger together. Teachers are our most important resource and we invest in their learning and professional development. Being a constantly learning organisation, we grow and develop talents within our entire workforce and have established a strong performance culture with clear accountabilities.

Our wider community is part of our Trust and plays an important part in every child's learning and future success in contributing as a local, national and global citizen. We work closely with parents, families, employers and community groups to enrich lives, encourage entrepreneurial thinking with integrity, be technologically current and improve outcomes and social mobility.

We employ and support the development of highly skilled professionals. Therefore decision making is delegated as much as possible and we respect the contributions that every member of the Trust community can bring. We value upward mentoring and facilitate peer to peer learning. We believe in proportionate intervention; intervention by the Trust Board will be proportionate to each academy's performance.

We believe in collaboration, working flexibly to adapt to changing circumstances and working together for the good of the children educated across the wider Trust to provide consistent high value for money services.

OUR APPROACH TO TEACHING AND LEARNING

We believe that the Trust's role is to create the climate for possibility, investing in a broad and balanced curriculum and assessment framework and associated professional development that will bring about the best teaching and facilitate the greatest learning.

The key to learning is an exciting, broad and relevant curriculum that acknowledges that all children are different and need access to a range of experiences; where skilled teaching is about provoking curiosity, engaging interest, encouraging creativity and stimulating learning not just delivery of content. The responsibility for getting this important job done will be devolved to individual academies.

Meet the members and trustees

Name and role	Skill set
Robin Barrett Member	Senior executive role in blue chip financial services (multi-site operations), organisational development, change management, coaching, commercial board experience (audit and risk chair)
Sal Jarvis Member	Pro Vice Chancellor, University of Hertfordshire, strategic leadership (education, policy, learning, teaching and quality assurance), teacher training, wider children's work force, school governance
HfL Ltd representative Member	Nominated by the HfL Ltd Board
Graham Lane Member, Trustee Vice Chair of Board of Trustees, Chair of Finance, Audit and Risk Committee	Local community board membership, (HE, FE, LEP, Chamber of Commerce), IT strategic consultancy and service delivery, school governance (vice chair)
Andrew Simmons, OBE Member, Trustee	Education, skills, children's support services, preparation for adulthood, national and local policy development, management of multi million pound budgets, working with politicians (local and national), board chair (National Connexions Network)
Timothy Bailey Trustee	Senior executive role in blue chip organisation (multi-site operations), strategy for growth, efficiency improvements, financial controls, organisational design, CPD/people development, understanding data, school governance (chair of governing body)
Jonathan Foy Trustee	Legal – estates/property (management team), mergers and acquisitions, accountancy, audit, charity trust experience (finance committee chair)
Stephen Hall Trustee	Professor of Economics – econometrics, forecasting and policy analysis (academic), academic/commercial consultancy, research, education and training, university estate, governance (GB vice chair, chair of finance committee), understanding data
Peter Martin Trustee	Senior executive role in blue chip financial organisations (executive director/chairman – P&L accountability, multi-site operations), risk management, sales performance, people management, operational effectiveness, school governance (GB chair, chair of facilities and buildings committee, curriculum committee)
Patrick McAteer Trustee	Primary school improvement (strategic lead), headteacher, leading significant improvement in the quality of primary education across a local authority, people management, understanding data, charity trustee
Jan Paine Trustee Chair of Board of Trustees	Education commercial director and not for profit MD and director, new company establishment, senior roles in a large local authority, cross phase school improvement, school executive headship with multi site operations
Julia Shepard Trustee	Successful secondary headship, secondary/special school improvement, leadership, strategic development and partnerships, education finance and governance, PFI school build

What we can offer you

We recognise that successful people place value on a range of benefits associated with their careers including receiving professional recognition, commensurate financial reward, job satisfaction, opportunity to innovate and a balanced approach to work and personal time. As your future employer we place importance on all of these aspects too.

- Basic salary £125,000 to £150,000
- Plus bonus linked to performance criteria; including pace and quality of improvement and financial stability
- Competitive pension scheme
- Access to continuous professional development opportunities
- Support from HfL Ltd and knowledge of the landscape and schools
- Strong existing partnerships and networks
- Access to the many benefits associated with living and working in Hertfordshire

The recruitment process

Closing date Midnight on Sunday 9th April 2017

Shortlisting Tuesday 11th April 2017

Interviews Monday 24th April 2017

What we would like to know about you

Please read the attached job outline and person specification and then complete the online application template and return by the closing date of **9th April 2017**

www.hflmat.co.uk/about-us/working-for-us

What skills, knowledge and experience do you have?

This is the job outline for the post. How well do you match what we are looking for in terms of your skills, knowledge and experience?

What additionality will you bring?

There may be skills, knowledge and experience that you have which don't fit neatly into our job outline. Are there ways in which you think you can bring additionality? Please include information we might find useful.

Are you the right person for our organisation and team?

Please look at the list of personal attributes included in the person specification which we think would be valuable for the postholder. Tell us why you think you would be a good match for our organisation.

What is your evidence base and track record?

What would you like to tell us that demonstrates measurable impact of your work that you are most proud of?

Who is providing your references?

Please supply at least two professional references, one to be your current or most recent employer.