



**CHIEF EXECUTIVE OFFICER**  
**RECRUITMENT PACK**  
DECEMBER 2020



# WELCOME

## Message from the Board of Trustees

Thank you for your interest in this important opportunity to become the new Chief Executive Officer for the Falcon Education Academies Trust. The Board of Trustees is looking to welcome a new CEO and if you feel that you could become the new executive leader of this multi academy trust then we would be delighted to hear from you.

Falcon is a multi-academy trust based in the North of England. We have been established since 2019 and we are single-minded in our ambition to improve education and outcomes for children in schools who, for whatever reason, have underperformed for many years. Falcon's unique mission is to provide a successful future for such schools as high performing academies which deliver the best possible education to the communities they serve.

Schools should be happy, secure, dynamic and engaging places in which to learn and work, where all young people can develop a genuine love of learning within a creative environment alongside the traditional values of hard work, integrity, responsibility and respect. As a Trust we are, therefore, determined to ensure that all young people are inspired to build a bright future for themselves, their families and communities, and to progress to further education, higher education, apprenticeships or directly into work. Encouraging curiosity and equipping young people with the confidence, ambition and skills to contribute positively to society in the future is essential to our work and purpose.

Our long term goals are to create schools with strong leadership and governance who can then sustain high levels of performance so that they remain successful organisations throughout their time with the Trust and long into the future.

We support our Academy Leadership Teams to build strong and purposeful relationships with their communities to help facilitate continuous improvement in both teaching and learning. By working together, we are building positive and collaborative environments in which children can thrive.

Applicants will have a track record of improving attainment and transforming outcomes in their field of work, a clear understanding of the current education landscape and experience of working closely with key government departments and local communities alike. They will bring a mix of financial literacy, a grasp of complex governance arrangements, and a credibility with staff, parents/carers, children and external partners, as well as other stakeholders and regulators. Most of all they will have an unswerving determination to deliver the very best for children.

### **David Earnshaw**

Chair of Trustees

Falcon Education Academies Trust

# FALCON EDUCATION ACADEMIES TRUST

Falcon Education Academies Trust is a new academy trust established to take on and turn around schools and academies in the north of England with a history of underperformance.

Our purpose is to secure immediate, sustainable improvement in these schools and academies by tackling their long-term problems with targeted, effective, practical plans.

## **Our Goals are:**

- To transform lives in some of the most challenging circumstances in the country.
- To raise standards in schools where there is no other support available.
- To support communities which have an acute need for the quality educational provision their children have the right to experience.

We recognise that there will be different issues in each school or academy, ranging from academic standards, pupil outcomes or quality of teaching through to school leadership, staff recruitment and retention or financial management.

We are confident we will achieve immediate, sustainable improvement because the Trust has been established with a strong team of trustees and senior leaders with proven track records in improving schools in very challenging circumstances. The Trust can also draw upon support from a network of partner multi academy trusts to provide additional capability and capacity.

Falcon Education Academies Trust is a Department for Education (DfE) approved sponsor multi academy trust. Our member academies will either be maintained schools that convert under a Directed Academy Order or existing academies that the DfE believes would benefit from being part of our trust. We will work closely with the DfE National Schools Commissioner and Regional Schools Commissioners to identify such schools and academies.

In the future, once the sustainability and viability of an academy is secure, and only if it is in its best interests to do so, the appropriate Schools Commissioner's Office will seek to support that academy on its journey to becoming an integral part of another successful multi-academy trust. This unique feature of our trust is designed to enable us to take on and turn around more underperforming schools and academies, to enable them to be integrated into the wider academies' system, whilst always retaining a consistent number of academies within Falcon to ensure its continuity and viability.



## THE JOURNEY SO FAR

Falcon Education Academies Trust was established in August 2019 as a multi-academy trust. Working directly with the DfE to identify appropriate schools, we have been supporting Thornaby Academy in Stockton on Tees since January 2020 and became its full sponsor on 1st September 2020. Moderated Centre Assessed Grades in 2020 GCSE subjects demonstrated significant progress and are a reflection of the changes implemented since January. Such dramatic increases in student performance are driven by improvements in teaching and learning, setting the basis for the future success of the school and its community. Such progress is also mirrored in terms of more robust financial security and improvements to the physical environment.

Despite the inevitable delays caused by the Covid-19 pandemic, we are in the advanced stages of sponsoring two more schools, both situated in West Yorkshire, one of which will move from support to sponsorship imminently, followed by the second as soon thereafter as possible. Further schools will be added at a speed commensurate with success and affordability, so that Falcon reaches an optimum size as quickly as is feasible.

## THE FUTURE

Our new Chief Executive will work with us to build on the success of our journey so far. In the next chapter, we aim to:

- continue to raise the standards of educational attainment across our schools, ensuring all students achieve their potential across the full range of performance measures;
- establish a clear approach to rapid school improvement and demonstrate our ability to translate this into improved outcomes for children;
- develop outstanding leadership and governance within each of our schools ensuring that they can develop and sustain improvements;
- continue to build a strong infrastructure within the central Trust to support our schools on their journeys with us;
- Develop our model to provide rapid support to any chosen school which finds itself in difficult circumstances and in need of sponsorship.
- Develop our relationships with key stakeholders to ensure the effective development of Falcon and its ongoing success in terms of school improvement.

# LEADERSHIP, MANAGEMENT AND GOVERNANCE

Falcon Education Academies Trust has been established with a governance and leadership structure based on the Department for Education (DfE) model for multi academy trusts.

We have a Board of Trustees, which is accountable to the Department for Education (DfE) for:

- Ensuring clarity of vision, ethos and strategic direction;
- Holding executive leaders to account for the educational and wider performance of the organisation and its pupils, and the effective and efficient performance management of staff; and
- Overseeing the financial performance of the organisation and making sure its money is well spent.
- Continuing to grow the Trust by adding more schools and academies successfully and at speed.

Our Trustees have been chosen for their individual and combined skills and expertise across education, school standards, pupil support and safeguarding, finance, HR, strategy, compliance and asset management.

The new Chief Executive will work in partnership with our Academy Principals and lead a high performing Executive Leadership Team that currently includes:

- Director of Education
- Chief Financial Officer
- Chief Operating Officer



# CEO: JOB ADVERT

## CHIEF EXECUTIVE OFFICER

**Salary: circa £125,000, negotiable for the right candidate**

Falcon Education Academies Trust is a relatively newly established Multi-Academy Trust working across the North of England. The Trust is committed to excellence in education and to an uncompromising professionalism in everything we do. Our students and staff are at the heart of our organisation and we are committed to delivering high-quality outcomes.

We are seeking an exceptional candidate to take forward and develop our Trust in its next stages of development and growth. Working closely with our knowledgeable and committed Board of Trustees and in partnership and collaboration with our range of stakeholders you will lead our schools on the next stage of the Trusts journey towards being an outstanding organisation.

The successful candidate will be an outstanding leader by both precept and example; one who can wholeheartedly embrace the Vision and Values of the Trust and will empower others to do the same. The Trust has invested in strong leaders within the central structure and, along with the leaders in the schools, they will look to you to galvanise their efforts and give them clear and fair leadership. You will be highly accomplished at developing professional networks and partnerships; you understand that financial probity and strong governance are at the heart of a secure organisation; and you will be someone who never loses sight of our young people being at the heart of every decision we make.

If you have the determination to make a positive difference, have a track record of strong leadership, and the desire to move our Trust forward, then we would like to hear from you. It may be that you are a professional from an education background at Executive Head, CEO, or sector leadership level and are looking to take on a bigger challenge and make a difference to the life-chances of young people. Alternatively, you may come from a quality- assured, service- focussed and multi-site environment and be knowledgeable and ambitious to improve the life challenges of young people. Wherever you come from, you will possess the strategic vision that will take people with you.

This is a unique position for a unique individual who will thrive on the challenge of continuous change. The bespoke operation of the trust will require expert understanding of rapid intervention to secure school improvement, but will also benefit from a level of business acumen to support the due-diligence process, and the consequent planning and completion projects, to ensure delivery with regard to all areas beyond school improvement.

Falcon Education Trust is committed to safeguarding and promoting the welfare of children. All appointments will be subject to a satisfactory DBS check.

We hope to appoint our new CEO to commence work as early in 2021 as possible. Whilst the administrative Head Office of Falcon Education Trust is based in West Yorkshire, this role will benefit from flexible working location arrangements.

**To discover more about this exciting opportunity and for an information pack, please visit <https://falcontrust.co.uk>**

# CEO: JOB DESCRIPTION

## Overall purpose of the 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.
- Work closely with the Chair, Trustees, DfE and wider stakeholders to build on and deliver a steady pipeline of new schools for the Trust to ensure the healthy sustainability of the Trust at any one time, including successful negotiation with the DfE on the funding requirements of each provision.
- 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 Accounting Officer for the Trust, ensuring that all requirements of the Academies Financial Handbook and ESFA are met.
- Lead and manage the Trust 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 Chair of the Board of Trustees.

## Main duties and responsibilities

### Managing the Organisation and Securing Accountability:

- 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, including:
  - Taking personal responsibility for the propriety and regularity for which they are answerable
  - Keeping of proper accounts
  - Prudent and economical administration
  - Avoiding waste and extravagance
  - Ensuring value for money
  - The efficient and effective use of all resources in their charge
- To lead the Trust's education work enthusiastically, setting high professional standards and ensuring that the education vision is understood and embraced by the wider Trust



- To ensure the Trust's management and organisational structures are fit for purpose and facilitate continuous improvement.
- To delegate deployment of resources, including staff and financial resources, in such a way that the Trust's education vision is delivered.
- 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.
- Ensure that the organisational values are consistently applied and drive business planning processes.
- Be responsible to the Board for the overall outcomes of the organisation.
- Ensure the Trust discharges its constitutional and legal obligations.
- Provide leadership to the Trust, keep under review and appraise the work of direct reports.
- Ensure that the organisation has the resources to operate as effectively and efficiently as possible both in the short and long term.
- To develop a highly effective internal and external communications structure.
- To work with the highest regard for ethical standards and to adhere to the Nolan Principles at all times.

### **Leading teaching and learning:**

- Improve educational outcomes; in particular the progress made and the attainment achieved so that these compare favourably with agreed improvement standards and benchmarks.
- Ensure that each academy delivers a curriculum that is relevant and interesting, broad and balanced and meets the needs of the community and the individual students.
- Work with academies to lead the drive for outstanding teaching and learning based on collaborative working and inclusive principles. To this end, deliver effective arrangements for school-to-school support and cross-trust ways of working.

### **Shaping the future:**

- Agreeing the growth strategy and capacity of the trust with the Board of Trustees to ensure that the organisation remains agile and responsive.
- Instigate and co-ordinate applications for the transfer of new schools into the Trust. Ensure full and appropriate Due Diligence and Risk Assessment is carried out and present such applications to the Board for consideration.
- Direct and manage transfers of schools into the Trust, ensuring that appropriate and timely project management is in place to achieve a smooth transition, complying with all appropriate protocols.

### **Developing self and working with others:**

- Practising interpersonal skills to support change management. Facilitating change through effective communication, encouragement, persuasion and negotiation.



- Develop resilience and sustained commitment in challenging environments: empowering, supporting, encouraging and challenging teams.
- Making time for critical reflection and personal development. Ensuring that sufficient time and resources are allocated for organisational and professional development.

## **Strengthening Community:**

- Create and maintain effective networks with key stakeholders, corporate partners, relevant educational and government bodies and organisations, education and training partners and decision-makers.
- 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.
- 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.
- Ensure that the organisation engages with and represents the communities in which it works, securing a local voice in governance and through community engagement.

## **Working with Trust Board:**

- Establish and maintain an appropriate working relationship with the Chair and the Board.
- 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.
- As agreed with the Chair and Board, develop strategy and policy proposals for Board discussion and decision.
- Support the Chair in ensuring the continued engagement and involvement of all members of the Board.
- As appropriate, monitor and advise on the governance and organisational structures of the Trust to best meet its strategic and educational objectives.

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

## **Special Features**

The postholder is expected to work the hours required to ensure that the role is fulfilled to the highest possible standard and in any locations as directed by the Trust Board.

## **Personal Contacts**

Overall responsibility for all external bodies including parents, external agency professionals, other government and local authority staff, other staff from academies and schools, Department for Education, Education & Skills Funding Agency, politicians, staff, Board members, contractors, suppliers and media outlets.



## CEO: PERSON SPECIFICATION

Knowledge	Essential	Desirable
Successful experience in, and a proven track record of, rapidly turning around failing/struggling schools or similar organisations, and delivering high-quality outcomes	✓	
Successful experience and a proven track record as an executive or senior leader of a school, academy or trust, or the equivalent	✓	
An excellent understanding of the schools sector and education more broadly, with a strong grasp of contemporary educational issues including the inspection agenda and able to respond quickly to the political direction of travel	✓	
Knowledge of the strategies for raising students' achievement and advancing effective teaching and learning set within communities where there are higher-than-average levels of deprivation	✓	
Proven experience of strategic financial management, including budget formulation, medium-term financial planning, monitoring and control and strong business acumen	✓	
Sound track record of performance managing professional staff; driving morale, raising standards and promoting a team ethos, particularly with regard to a multi-site organisation	✓	
Proven success in building effective partnerships and links including with central government, schools, local authorities, to maximise networks and opportunities	✓	
Experience of working effectively with a Board/ Governing body to create a vision and form the direction for an organisation	✓	
Experience of identifying, managing and mitigating risk including diverse areas such as finance, reputation and safeguarding as well as managing change in a fast moving environment	✓	
Experience of working effectively with regard to statutory frameworks and compliance frameworks	✓	
Successful experience of promoting equality and diversity in relation to employment and service delivery	✓	

# CEO: PERSON SPECIFICATION

Qualifications	Essential	Desirable
Educated to least degree level, with evidence of continuing professional development.	✓	
Completion of N.P.Q.H.		✓
Skills	Essential	Desirable
A strategic thinker who can work with the leaders, the Board and others to develop a compelling vision for the organisation, underpinned by a strong moral purpose.	✓	
Committed to the highest standards in all areas of school life, including behaviour, academic, and enrichment	✓	
Committed to maintaining the unique ethos of Falcon	✓	
Well-developed presentation skills and comfortable with public speaking; the analytical ability to communicate effectively with a variety of audiences, acting as an effective ambassador for the Trust	✓	
Experience of dealing with and influencing Government officials and policy makers	✓	
An effective leader who can build a positive organisational culture, encourage reflection, delegate responsibility, build teams, strive for continuous improvement and inspire staff to achieve their full potential	✓	
A leader who can analyse and process complex information and data quickly and rigorously in order to make the best of opportunities	✓	
The ability to provide presence and gravitas, in line with the Trust's vision and values and influencing at the highest levels of the education sector	✓	
Able to demonstrate empathy, humility and pragmatism as well as determination, tenacity and resolve, to ensure that the best possible outcomes are achieved from every situation	✓	



## HOW TO APPLY

Falcon Education Academies Trust seeks to identify the widest possible field of suitable candidates and to assist the candidates in understanding the requirements of the role. An executive search exercise is being undertaken alongside the public advertisement of the post. Applicants should fully complete an application form which addresses the competencies outlined in the job description and person specification and outlines their interest in our Trust.

If you have any queries, concerns or require support with the completion of your application form due to a disability, or if you would like to discuss the role in more detail, please contact Anne-Marie Holdsworth who will be very happy to help: **[a.holdsworth@falcontrust.co.uk](mailto:a.holdsworth@falcontrust.co.uk)** or **07783 880 953**.

Completed applications should be submitted to:  
**[c.westbury-knowles@falcontrust.co.uk](mailto:c.westbury-knowles@falcontrust.co.uk)**

# **CLOSING DATE FOR APPLICATIONS:**

**Monday, 18 January 2021 at noon**

Potential candidates will be invited for interview during the weeks commencing 25 January 2021. There will be a two-stage interview process.



# SAFER RECRUITMENT IN EDUCATION

References will be requested at the selection stage directly from the referee. Falcon Education Academies Trust is committed to equality, safeguarding and promoting the welfare of children and young people and expects all staff and volunteers to share this commitment. The recruitment process will follow all requirements of Keeping Children Safe in Education and Safer Recruitment good practice. An enhanced DBS check is required for all staff. We are an equal opportunities employer that recruits on merit and we welcome applications from all members of the community.

Protecting your personal data is of the utmost importance and we take this responsibility very seriously. Any information obtained during this recruitment process is held and processed in accordance with the relevant data protection legislation. As defined under the General Data Protection Regulation (GDPR) Falcon Education Academies Trust act as both a Data Controller and a Data Processor, and the legal basis for processing your personal data is 'Legitimate Interests'. You have the right to object to us processing your data in this way. For more information about this, your rights, and the approach to Data Protection and Privacy, please visit: Falcon Education website: <http://www.falconeducation.org/privacy-policy/>

# REFERENCES

References will be requested prior to interview.

***Thank you for your interest in Falcon Education Academies Trust.***



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[www.falcontrust.co.uk](http://www.falcontrust.co.uk)