



DIOCESE OF WORCESTER

MULTI ACADEMY TRUST

TO LOVE | TO LEARN | TO SERVE



Diocese of Worcester Multi Academy Trust

Chief Executive Officer

Application Pack

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Letter from DoWMAT Chair

Dear Applicant,

Thank you for your interest in the post of Chief Executive Officer for the Diocese of Worcester Multi Academy Trust (DoWMAT).

The Trust was set up for church schools and non-church schools within the Diocese of Worcester in order to create and sustain a family of academies, to provide children with an excellent education within a distinctively caring and supportive Christian ethos.

DoWMAT is committed, through its mission statement 'to love, to learn, to serve', to enable all its academies to flourish so that all stakeholders can 'live life in all its fullness' John 10:10.

We are now looking to appoint a full-time CEO who will build upon the work of our part-time, interim CEO. The CEO will lead the DoWMAT in the next stage of growth and development. We are seeking someone who shares our vision and has the drive, ambition and energy to deliver it. We are looking for someone prepared to shape and set the direction for DoWMAT. This is a pivotal, high profile and visible role. Our CEO will maintain a balance between leading activity from the centre with the central team and in close working with academies and academy leaders.

This is an exciting opportunity for an experienced leader. Do you have the skills we seek? Do you share our vision for excellence and growth, rooted in an inclusive Christian vision for education?

We look forward to hearing from you.

Ann Mundy

Chair, DoWMAT Board

Vision and Values of the Trust

DoWMAT Vision

The Diocese of Worcester Multi Academy Trust (DoWMAT) will, through its mission statement ‘to love, to learn, to serve’, enable all its academies to flourish so that all stakeholders can ‘live life in all its fullness’. (John 10:10)

DoWMAT Aims

To Love:

- For pupils to grow and learn in schools where, as children of God, their individual qualities are nurtured, to give them fulfilment, self-worth, the skills to contribute to society and confidence in the future.
- For staff, accorded dignity and respect, to be enabled to become the very best practitioners that they can be, inspiring, sharing a joy for learning and aspiration.
- For academies to be hospitable to diversity, to become the centre of their communities as places of nurture and beacons of educational excellence.
- For all learning to be centred in relationships based upon compassion, generosity, truth-telling, forgiveness and reconciliation.

To Learn:

- For academies to be resourced and supported so that all pupils within the DoWMAT are enabled to flourish, reaching their potential whatever their starting points.
- To ensure staff and governors access high quality professional development so that standards of teaching and learning are excellent.
- For academic rigour to be set in the context of rich curricular and extra-curricular opportunities for learning.
- For academies to be places where explicit Christian values, collective worship, religious education and opportunities for reflection nurture the spiritual and moral growth of pupils and staff.

To Serve:

- To fulfil the wider vision of the Church of England, serving our communities through the work of local academies.
- To ensure academies are places of safety for pupils and staff where needs are met with dignity and respect.
- To offer help and advice to those who lead our academies at all levels so that they are well equipped to face the challenges ahead.

- To ensure that members, directors and trust staff understand the pressures and challenges of education in the 21st century ensuring that those leading and teaching in our academies are resourced and supported.

DoWMAT Strategic Objectives

In order to fulfil the aims of DoWMAT, all schools wishing to join the trust will:

- fully understand, support and live out the vision and values of the trust.
- be rigorously assessed against agreed criteria to ensure that they are operationally sound and viable in terms of budget, staffing, pupil numbers, premises, standards and leadership. ***Schools which are unable to set a balanced, surplus budget will not be able to join until this is possible. Academies within the trust must maintain a surplus budget at all times.***
- aspire to be the very best that they can be so that pupils achieve well and make good progress, whatever their starting points.
- benefit from regular, high quality school improvement which will support and challenge. Successes will be celebrated and challenges faced together with hope, wisdom, dignity and an understanding of academies as communities.
- be a community of learning across the trust so that all stakeholders are able to learn from one another.
- if in an OFSTED category have clear action plans in place to ensure that progress towards expected standards is rapid and that outcomes for pupils are good.
- work together locally, across the trust and in partnerships beyond the trust to deliver high quality outcomes for pupils.

DoWMAT Service Level Agreement

The DoWMAT has established a comprehensive range of services to support all the academies within the Trust. The services that are provided will be kept under constant review by the DOWMAT and, in discussions with the schools, will be developed and amended as required.

Diocesan Board of Education support:

The DBE currently provides services to ALL church schools and church academies at no cost, and these will continue to be provided.

All diocesan church schools and academies receive a core service which is designed to support each of the Diocesan schools' and academies' Christian Distinctiveness and includes:

- Basic telephone and e-mail advice and support as required
- Administration of SIAMS support and advice pre and post inspection
- Administration and support with foundation governor appointments
- Regular mailings from the Diocesan Education Team
- Access to and information on education resources via electronic mailings and the diocesan website
- Attendance and support through headteacher appointment processes (interviews and preparation meetings) and an initial visit to a newly appointed headteacher
- Headteacher induction
- NQT induction
- Pastoral support, including in times of crisis
- Advice on legal issues related to Church school property, site ownership and trust deeds
- Invitations to all training opportunities and events, including bespoke training (staff or governors), by school or by cluster (N.B. though costs will be higher for schools which do not belong to the SLA scheme)
- Governor training
- Support with school buildings issues
- Chaplaincy advice
- Regular regional governor and headteacher meetings
- School organisation advice and support (academies, collaborations etc.)
- Attendance at Ofsted feedback

Diocesan Board of Education - Service Level Agreement.

The DBE currently provides additional services to schools by way of a SLA. These services will be provided to all academies within the DoWMAT as part of the membership fee i.e. at no additional cost to the academy.

Services provided to schools and academies:

- Annual Review meeting with Head/DDE officer or consultant
- Access to all Diocesan INSET/training for staff and governors
- INSET/TED (full day or half-day) as appropriate following assessment of needs at the Annual Review within the SDP (one TED on a three-year cycle)
- Staff meetings/twilight: one per year as appropriate
- Additional advisory support for first schools, primary schools, middle schools, secondary schools and academies by negotiation: RE; Collective Worship; Christian Distinctiveness; School Improvement
- Mid-cycle SIAMS review
- Worcester Diocesan CoFE Schools and Academies Annual HeadTeachers Conference
- Diocesan published guidance, resources: charged at cost
- Advice and support from the Diocesan Children's and Youth Officers, e.g. Breathe, Godly Play, Open the Book and Messy Church

These services will be delivered, as they are now, by the Diocesan Education Team.

Diocesan Multi Academy Trust Services

The DoWMAT will provide a range of high quality services to the schools within the Trust, in exchange for the membership fee.

General

All DOWMAT academies will benefit from:

- Provision of Trust Members for the DOWMAT
- Provision of Directors for the DOWMAT
- Negotiations with the LA on all individual academy matters
- Negotiations with the LA on academy matters at a strategic WDAT level
- Relationships with the LA, DfE, EFA and RSC at a strategic WDAT level
- Monthly briefing sheets on all relevant topics
- Annual conference or equivalent
- Facilitated school to school networks
- Succession planning
- Risk management

School Improvement

All DOWMAT academies will benefit from a school improvement service which will:

- Support and challenge through a minimum of six visits a year.
- Be bespoke
- Build capacity within individual academies and school to school
- Develop self-sustaining school improvement
- Facilitate system leadership
- Work in partnership with existing centres of educational excellence
- Share best practice, research and evidence
- Provide quality assured professionals to act as trusted partners

The DOWMAT will build on the clarity of vision and purpose of education, derived from the historic Church of England foundation of inclusive Christian Education. This vision underpins school improvement and helps to create the climate in schools to enable the whole school community to thrive.

Finance and Business

The DOWMAT finance team offers professional support to enable academies to plan and manage their budgets effectively, and to ensure compliance with good financial practice. The team will work with academies to achieve effective financial management and assurance in governance, leadership and management.

DOWMAT academies will receive support with:

- Strategic finance support from a central finance function
- Support of all financial, back office and business support functions

- Provision of financial handbook, policy setting and liaison with the EFA
- Bespoke financial package and set up of bank account
- Annual finance software licences
- Training and support
- Budget setting software
- 1 – 3 year budget preparation and management support
- Budget monitoring
- Procurement, best value and contract negotiation
- Updates on changes to national pay scales, National Insurance etc.
- Support with applications for additional grants and funding opportunities
- Management of all month end procedures and submissions e.g. VAT returns
- Preparation of monthly management accounts, if required by the school
- Regular budget meetings with the headteacher, LGB, MAT and WDAT
- LGPS and TPS support including annual certificates and audit administration
- Preparation and audit of annual accounts
- Regularity audit
- Preparation and submission of the SORP - charity accounts
- Completion and submission of all reports required by DfE and EFA
- Ensure compliance to the academies handbook and accounts direction
- School business management forum

It is recognised that schools in the Diocese of Worcester may have signed alternative Finance Service Level Agreements. In those cases, the service provided by the DoWMAT to the academy will be refined to suit the agreement and the services being provided.

Human Resources / Staffing

The DoWMAT HR team will coordinate HR services from the central team. DOWMAT academies will receive support with:

- Strategic HR advice
- Headteacher recruitment
- Support with head teacher's performance management
- Recruitment at all levels utilising the discounts of a larger company, including contract negotiation, and ensuring the corporate image of the DOWMAT is protected
- Negotiations with Unions at a national level
- CPD/training opportunities for governors and staff
- Review of HR practice and disseminating best practice
- Advice and support to head teachers and local governing bodies so they can carry out their responsibilities
- Access to specialist HR legal advisers
- Support with day to day HR queries
- Payroll

It is recognised that schools in the Diocese of Worcester may have signed alternative HR Service Level Agreements. In those cases, the service provided by the DOWMAT to the academy will be refined to suit the agreement and the services being provided.

Health and Safety

The DOWMAT works with an external consultant to provide strategic health and safety advice to the DOWMAT and academies. All DOWMAT academies will benefit from:

- Up to date policy documentation through the development and coordination of common policy and share best practice
- Advice on occupational health
- Advice on welfare and security
- Educational visit training
- Policies and Procedures

All DoWMAT academies will benefit from:

- Up to date policy documentation through the development and coordination of common policy and share best practice.

Governance

- All DOWMAT academies will benefit from:
- Support and advice for local governing bodies
- Training and continued support of the LGB
- Governance support when establishing committees etc.
- CPD/training opportunities for governors and staff
- NGA membership
- Processing LGB appointments
- Chair of Governors reference group
- Provision of the Scheme of Delegation
- Recruiting developing and training for effective governance
- Telephone support and advice
- Maintenance of governor database
- Support with skills audits
- Attendance at LGB meetings as required, and at least once a year

Premises and Insurance

All DOWMAT academies will benefit from:

- Support for a strategic approach to estates management and premises development
- Negotiation and set-up of insurance premiums, including land and buildings
- Advice on insurances and insurance liaison
- Procurement of all legally required insurance covers

- Emergency planning and implementation
- Annual audit of H&S and legal compliance
- Advice on catering and cleaning contracts
- Cross DOWMAT procurement of utilities
- Advice on community use of facilities

The DOWMAT will also oversee any capital projects and provide advice on:

- Writing, submission and tendering of all condition improvements fund bids and other capital projects
- Tendering for capital projects
- Management of capital projects

I.T. Services

All DOWMAT academies will, in time, benefit from:

- Website support
- IT support
- Broadband support

PR Marketing and Communications

The MAT team will offer a range of support tailored to meet the needs of individual academies including advice on communication reviews, strategy and policy in areas of:

- Stakeholder engagement
- Recruiting and retention
- Advertising and marketing
- Crisis communication

Admissions

All DOWMAT academies will benefit from:

- Production of a model admissions policy
- Advice on admissions consultations
- Advice and support for admissions
- Liaison with LA admissions teams
- Strategic response to changing admissions needs
- Attendance at meetings
- Access to an Admissions Appeals Panel (charged at cost)

Safeguarding

All DoWMAT academies will benefit from:

- A model policy which is updated at least annually in line with current legislation

- An initial safeguarding audit
- Advice and guidance on the single central register
- Support in dealing with allegations against staff etc
- Guidance on mandatory training
- Legal

The DoWMAT has a working relationship with a nationally recognised law firm who provide a telephone helpline service, giving academies access to initial advice. Should further support be required, this is paid for by the academies but at preferential rates.

OBLIGATIONS OF INDIVIDUAL ACADEMIES TO DoWMAT

Any school or academy joining DoWMAT will have to accept the Scheme of Delegation as drafted and the services provided through the membership fee. These are non-negotiable.

Termly data returns must be submitted to the DoWMAT in the required timescales, containing key data using a standard template. This will be used to inform school improvement and how this will be best achieved.

The standard template will be kept as short and simple as possible to minimise the administrative burden, whilst still presenting all of the required data. There will be sections for the Academy to self-evaluate and RAG rate:

- Leadership and Management
- Personal development, behaviour and welfare
- Quality of teaching, learning and assessment
- Outcomes for pupils
- Self-Evaluation against SIAMs Framework

There will also be a data return section which will be based on the current DfE / Ofsted criteria.

The termly reports will be circulated to the DoWMAT board in advance of any meeting and, if appropriate, individual academies will be asked to attend the board meetings to present their reports. Attendance will be mandatory if so requested.

WHAT IS NOT COVERED BY THE SERVICE LEVEL AGREEMENT:

The membership fee will cover all central services but will not cover all management and support services necessary to run a successful academy. For example, learning support and IT support, although it is hoped that as the trust grows, these services will be able to be brought in house. The distinctions will be discussed with the school during the conversion process.

Chief Executive Officer – Job Description

Job Title: Chief Executive Officer

Reporting to: Chair of Board of Directors

Accountable to: The Academy Trust Board

Salary: £70-80,000 (depending upon experience)

Located: Diocese of Worcester

The Chief Executive Officer will be an outstanding strategic leader who is able to articulate the Christian vision, values and ethos for the Diocese of Worcester Multi Academy Trust (DoWMAT) and will inspire and empower others in achieving them. The CEO will take responsibility for the performance of all academies within the Trust.

Key Purposes:

- To deliver the strategic business plan and DoWMAT growth plan
- To be responsible for successfully delivering the DoWMAT School Improvement strategy
- To work closely with the Chair, Directors and DoWMAT central Leadership Team to ensure the strategic Christian vision and ethos are understood and acted upon by all academies and key stakeholders
- To actively facilitate effective partnerships with the Diocesan Department for Education and the wider Diocesan and school communities
- To work with the Chair of the Board to ensure informed decision making and accountability at the appropriate level of management or governance, in all DoWMAT academies
- To act as Accounting Officer for the Trust and exercise financial and management controls to manage expenditure, income levels and legal compliance at all levels
- To act as an advocate and public face for the DoWMAT, using influencing skills to maximise the profile of the organisation and promote the organisation's core purpose and values

Responsibilities:

1. Strategic

1.1 Provide strategic leadership and direction of the Trust and its academies within the vision and strategy agreed by the Trust Board, to ensure that children and young people consistently achieve good or better outcomes.

1.2 Support the Trust Board in the formulation and development of strategy and ensure that all decisions made by the Board are recorded and implemented.

1.3 Ensure that the Trust's financial viability is secure, firmly based on accurate analysis and is able to meet the Trust's and its academies' needs.

1.4 Ensure effective strategies for building educational and leadership capacity.

1.5 Hold Local Governing Boards (LGBs) and school leaders to account for maintaining and further developing, within the academies, the vision and values of the Trust to sustain inclusive, aspirational and innovative achievement and attainment.

1.6 Take responsibility for the annual business plan and key documents such as the Trust's long-term strategic plan, self-evaluation and improvement plans of the academies.

1.7 Lead the growth and development of the Trust, including effective operating due diligence and preparation of schools for conversion.

1.8 Together with the Trust Board and operations team, ensure proactive, robust and appropriate risk mitigation and management and ensure that the risk strategy is aligned to local academy risk strategies.

1.9 Maintain an outward facing role on behalf of the Trust to strengthen its future growth and relationships with all partners and stakeholders, including but not limited to, the Diocese of Worcester, the Regional School Commissioner (RSC), Department for Education (DfE), Education and Skills Funding Agency (ESFA), academy headteachers, LGBs, local authorities, pupils, parents, staff and their local communities.

2. Leadership and Management

2.1 Provide motivational and inspirational leadership at all levels of the organisation, committed to the highest achievement in all areas of the Trust's work, and develop an ethos of continuous improvement

2.2 To actively drive the Strategy priorities, ensuring that the Trust's strategic plan is fully aligned and fits with the local academy plans.

2.3 Lead and manage all operations through the agreed organisational structure and accountability matrix, and through the development, implementation and review of Trust-level policies to ensure life in all its fullness for all involved with the Trust.

2.4 Ensure that the Trust's management and organisational structures are fit for purpose.

2.5 Lead the Head Teacher and Chair of LGBs' Forums to ensure effective communication is developed and maintained.

2.6 Ensure effective internal and external communication, including liaising with all stakeholders and local and national media

3. Teaching and Learning/School Improvement

3.1 Be accountable for all aspects of teaching and learning and standards across the Trust, setting high professional standards and ensuring the Trust's education vision is understood and embraced.

3.2 Be accountable for developing and leading the framework and systems for school improvement across the Trust, providing quality assurance and accountability.

3.3 To build a team to provide strategic direction and leadership for teaching and learning across the academies, ensuring these enable individual academies to be supported on their own improvement journeys.

3.4 Develop and lead a Trust-wide improvement service committed to working with individual School leaders and support them in ensuring that the requirements of each academy's performance are identified and analysed, appropriately costed, prioritised and that actions are developed and secured. Negotiating, as required, the commissioning of external support from a range of providers through academy to academy support and/or external support from a range of quality assured sources.

3.6 Develop a positive culture of challenge, support and high expectations for all children that ensures a continuous and consistent focus on pupil's whole child and academic achievement and development.

4. Resources/Change Management

4.1 Hold the Trust's local academies to account to ensure that the learning environment, resources and facilities are best used to enable children and young people to experience life in all its fullness.

4.2 Be accountable for large-scale asset management across the estates of schools, including overseeing major capital projects.

4.3 Be responsible for meeting the demands of changing legislation and practice and new initiatives.

4.4 Lead, oversee and advise on the allocation of resources across the Trust.

4.5 In line with the agreed Trust Models of Delegation, select, train, develop, empower and motivate the senior staff of the Trust. Appoint associate consultants as appropriate and support local academy Head Teachers in recruitment and staff development.

5. Finance and Procurement

5.1 As Accounting Officer for the Trust, ensure that it works to the standards set out in the Academies Financial Handbook.

5.2 Ensure long-term financial sustainability, by establishing and confirming the effective monitoring of proper financial systems, ensuring that appropriate action is recommended to address problems identified, and to ensure that the Board receives accurate and timely financial reports.

5.3 Support and review annual budgets of each of the academies in the Trust to ensure that all budgetary targets are met by individual academies and efficiencies are maximised.

5.4 Through the most appropriate agreed roles within the Trust structure, negotiate and agree optimum costs/prices with service providers in order to achieve economies of scale, adopting the appropriate procurement processes.

5.5 Develop and implement strategies for the generation of additional revenue and resources for the Trust.

6. Safeguarding and Compliance

6.1 Ensure that the Trust and all schools within the Trust meet their safeguarding responsibilities in line with current legislation.

6.2 Be the Designated Safeguarding Lead for the Trust.

6.3 Ensure that the Trust meets all legislative and statutory requirements, including Health and Safety and those required by Companies House, the Charity Commissioners, Data Protection, and funding agreements.

6.4 Ensure the effective capture of all data to meet statutory and legislative requirements.

6.5 Embed across the Trust clear quality assurance systems that drive consistency and improvement in performance.

Chief Executive Officer – Person Specification

Essential	
Experience	<p>At least 5 years proven track record of successful leadership in business or education</p> <p>Demonstrable success in leading and inspiring a management team</p> <p>Experience of successful working with governance structures</p> <p>Evidence of strategic planning and budgetary management</p> <p>Successful track record of human and financial resource management</p> <p>Proven experience of working with partner agencies/organisations to achieve collaborative results</p>
Skills, Knowledge and Understanding	<p>Clear understanding of current educational landscape</p> <p>Awareness of the statutory educational framework, policies and legislation</p> <p>Strategic planning, monitoring and review of progress against plans in terms of standards, performance and finances, taking decisive action as necessary</p> <p>Financial project costing and budgetary management</p> <p>Resource Management: estimating securing and monitoring resources</p>
Personal Qualities	<p>Belief and commitment to the Christian values of the Trust and ability to articulate vision to a wide range of audiences</p> <p>Ability to communicate a vision of outstanding practice through inspiration and empowerment</p> <p>Ability and commitment to working flexibly and collaboratively</p> <p>Highly effective and credible leader, who inspires the respect and support of others and has an open and approachable interpersonal style</p> <p>Commitment to the Nolan seven principles of public life</p> <p>Strong leadership skills including adaptable communication skills</p> <p>The ability to build a positive organisational culture, encourage reflection, delegate responsibility, build teams, strive for continuous improvements and inspire staff.</p> <p>Excellent relationship management, able to build effective working relationships at all levels, reinforcing partnerships.</p>

	<p>A strategic thinker who can establish and develop systems and processes to grow and mature the Trust.</p> <p>The ability to remain calm under pressure and be self-motivated.</p> <p>Reliable and trustworthy.</p> <p>Emotionally intelligent and perceptive.</p> <p>Intellectually versatile, resilient and innovative.</p>
Qualifications	<p>Degree and recognised educational or professional qualification relevant to the role</p> <p>A record of recent and relevant continuing professional development</p>
Other	<p>Committed to safeguarding and promoting the welfare of children and young people</p> <p>Willing to work flexible hours, including evenings and weekends where necessary</p>

How to Apply

Please send a completed application form and covering letter, with a supporting CV if you wish, to recruitment@dowmat.education

Closing date for applications: 12 noon on Friday 2nd June 2017

Interviews

Applicants will be contacted week commencing 12th June 2017 with the outcome of their application.

Interviews will take place at Worcester Old Palace on, Friday 30th June 2017. Please ensure you are available on this date.

References and eligibility

All appointments are subject to satisfactory references, eligibility to work in the UK and satisfactory DBS check.

The Diocese of Worcester Multi Academy Trust is a company registered in England and Wales with company number 10390487.

Registered Office: The Old Palace, Deansway, Worcester, WR1 2JE

<http://dowmat.education/>