



Wardle  
Trust



# Chief Executive Officer Application Pack

# Welcome Message from the Chair of the Trust: - Susan Taylor

Thank you very much for requesting the details for the post of Chief Executive Officer. The Wardle Trust consists of four schools situated in the West Pennines between Littleborough and Rochdale.

The Trust evolved from Wardle High School's conversion to an academy in September 2013, becoming a multi-academy trust through the sponsorship of Kentmere Academy Primary School in February 2015. St Andrew's CofE Primary School and St James' CofE Primary School joined the Trust in September 2017. All four schools are geographically close to each other and Wardle is the main secondary choice for the majority of the primary school children in the MAT. Two of the schools are church schools and this mixed trust has the full support of the Diocese of Manchester.

It is an exciting time to be joining the Trust. Wardle has just had a good OFSTED inspection. External quality assurance judges all of our schools to be at least good. Overall, Key Stage 2 results are significantly higher than the local authority averages and, in many cases, exceed national averages.

Capital build programmes are ongoing at both Wardle where the Trust expects to reopen the refurbished and upgraded swimming pool early 2018, and St Andrew's which is building additional capacity.

Financially the Trust is sound, with a significant surplus to support the mitigation of risk.

As a small Trust we are able to ensure that the children remain at the heart of all our activity. We are accountable to them and we take our responsibilities seriously, ensuring that all support is measured, effective and demonstrates value for money. Good teaching, strong leadership and governance coupled with robust, clear accountability have underpinned our progress to date.

With the retirement of the existing Chief Executive Officer, the Trustees are looking to appoint an ambitious and energetic replacement who will work alongside the school Chief Leadership Teams to advise, support and lead the Trust into the next stages of its development.

In appointing our next CEO, Trustees are not wedded to a single style, approach or background and they would be pleased to receive applications from anyone who feels that they have the qualities, skill sets and necessary experience to lead the Trust forward.

For an informal, confidential discussion regarding any queries, please contact: Graham Wright, CEO, on [wrightg@wardletrust.co.uk](mailto:wrightg@wardletrust.co.uk) or phone 01706 373911 Ext 1016.

# The Trust and Our Schools

## The Trust

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

The Wardle Academy Trust is a mixed trust consisting of both faith and non-faith schools. The proximity of the schools creates the potential for a localised joint curriculum. Trustees delegate a significant degree of responsibility to local governing bodies (LGB) overseen by a Governance Manager. LGBs main responsibility, supported by a Trust appointed standards quality assurer, are to ensure good academic progress and attainment within their schools. Non-teaching and learning issues are managed by the Trust, enabling the LGBs and Headteachers to focus upon standards.

## The Schools

### Kentmere Academy

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

School SEF Judgement - Outstanding

Wardle Academy sponsored Kentmere in February 2015. Prior to that, as a maintained school, it had been in special measures. As a result of stronger leadership, the school is now performing extremely well. The school has a nursery, a 1.5 form intake into KS1 and accommodates approximately 330 students. The school is full in most year groups. The grounds and buildings are in a good state. The finances are sound.

### St Andrew's C E Primary School

[www.standrewsce.rochdale.sch.uk](http://www.standrewsce.rochdale.sch.uk)

OFSTED April 2014 (Prior to conversion) – Good.

St Andrew's is a convertor academy choosing to join the Trust in September 2017. The school is well run by experienced leadership and the staffing is stable. The school has a nursery, is increasing to a two form of entry and over time it will expand to over 400 students. It is currently full in all year groups. New capital build to extend the school is currently underway and the work is scheduled for completion by August 2018. The remaining building and grounds are in a good state. The finances are sound.

## **St James' C E Primary School**

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

OFSTED January 2017 (Prior to conversion) – Requires Improvement.

St James' is a convertor academy choosing to join the Trust in September 2017. New senior leadership has been very proactive in moving the school forward, and the 2017 KS2 results were very strong. It has a one form of entry and at approximately 220 students, it is the smallest of our schools. Two CIF bids are currently under consideration by the ESFA in an attempt to improve the roof and grounds security. Having experienced a period of financial turbulence the budget is now sound.

## **Wardle Academy**

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

OFSTED December 2017 - Good

Wardle Academy is an oversubscribed secondary school of 1200 students. The current Headteacher has been in post since January 2016. Progress 8 for 2017 was average at -0.08.

The school is predominantly new build (opened in 2014) and managed by, until very recently, Carillion. Whilst this is causing some short-term concern, particularly for their staff, it is not envisaged to be a long term problem. The budget is sound.

## **Trust Core Team**

The Trust currently operates a small central team to support schools in terms of finance, HR, ICT, governance and catering. It contracts out for school improvement, H & S and some aspects of estate management. The Trust hopes to move into newly refurbished accommodation which it is hoped will be ready by the late spring of 2018.

ICT is centrally managed by the Trust as is planned replacement and procurement. The Trust employs all the catering staff. The Trust is financially secure with a surplus sufficient to cover most risk. Risk mitigation is the main responsibility of the current Senior Executive Officer (CEO). The Trust currently has two additional CIF bids lodged with the ESFA for enhancements to our swimming pool and for the roof of one of our remaining buildings that sit outside of the Carillion contract. The future management of the swimming pool will be an issue for the incoming CEO. The Trust benefitted from a £400k CIF grant in 2017 to enable it to reopen. That work should be complete by the end of March. To support the central team a 'management fee' the equivalent of 3.5% of the General Annual Grant was charged in 2017/18. Stakeholders recognise that this percentage may need to increase in future years.

# Chief Executive Officer

## Job Description

Job Title: Chief Executive Officer

Salary Range: £85k - £125k, including performance pay, and dependent upon experience.

Responsible to: The Board of Trustees.

Responsible for: The Academy Headteachers and Central Support roles.

The post is subject to:

- Annual review, being underpinned by an external Performance Management process.
- Six months' probation period.
- 35 days annual leave plus statutory holidays. Flexible opportunities for leave will be by negotiation with Trustees.

### Main Responsibility

The Chief Executive Officer (CEO) is the accountable officer of the Trust working closely with the Members, Chair, Trustees, headteachers and individual local school governors to lead on the development and ensure the implementation of the strategic vision, associated development plans and controls, risk and assurance processes. The purpose of the post is to work with the Board of Trustees in ensuring accountability and informed decision making at the appropriate levels of governance and management.

The CEO will be an outstanding strategic leader, who is able to develop and articulate the vision and ethos of our Trust and who will inspire and empower others to share it achieving it. The CEO will be accountable and take responsibility for the performance of all academies within the Trust.

### Strategic

- Develop and facilitate the Trust in accordance with the Trust Board's and Academies stated aims, objectives and values.
- Develop and implement an effective corporate environment that allows the Trust and its constituent academies to achieve and sustain excellence.
- Take responsibility for the key documents such as the Trust's long term strategic plan, self-evaluation and improvement plans of the individual Academies.
- Lead the growth and development of the Trust
- Together with the Trust Board ensure robust and appropriate proactive risk mitigation and management for the Trust and that the risk strategy is aligned to local academy risk strategies.
- Develop and maintain effective relationships with the Regional School Commissioner (RSC), Department for Education (DfE), Education and Skills Funding Agency (ESFA), Local Authority, Manchester Diocesan Board of Education, Trustees, Headteachers and Local Governing Body members in order to ensure the success of the Trust and its academies.
- Maintain an outward facing role with the local community on behalf of the Trust to further its external relationships, promote growth and development and also support the individual academies within the Trust.
- Instigate and coordinate applications for the transfer of new schools into the Trust, liaising with the Regional Schools Commissioner (RSC) as appropriate.

## **Leadership and Management**

- Be responsible for the development, implementation and review of Trust level policies to achieve the Boards stated objectives, within the agreed organisational structure.
- Ensure the effective capture and evaluation of all data to meet statutory and legislative standards
- Provide motivational and inspirational leadership at all levels of the organisation
- Ensure the Trust's management and organisational structures are fit for purpose and facilitate continuous improvement.
- Have overall accountability for the teaching and learning outcomes and performance management improvement in each individual academy.
- Support the Chair of the Trustees in his/her strategic role of leading and supporting the Local Governing Body Chairs.
- Ensure that there are clear quality assurances systems embedded across the Trust that drive consistency and improvement in performance.
- Achieve effective communication, both internally and externally to the Trust, including liaising with all stakeholders and the local and national media.
- Lead on the Trust Joint Consultative Council (JCC) meetings with the professional associations and trades unions.
- Enhance opportunities through partnerships working with stakeholders and the community.
- Build leadership capacity including succession planning throughout the Trust group of schools.
- Oversee all local governing body reports to ensure consistency with Trust policy and practice.
- Work with local governing bodies to achieve a high level of governance performance throughout the Trust schools.
- Support and advise on headteacher appraisal and school pay progression.

## **Resources/Change Management**

- Oversee the development and management of the learning environment and resources of each academy within the Trust, with emphasis on the planning and development to support the growth in pupil numbers over the next five years.
- Oversight of the people resources across the Trust.
- Accountable for large scale asset management across the estate including the oversight of major capital projects and central Trust assets.
- Liaise with the local authority and Diocese over partner school expansion plans.
- Lead the continued development of the Trust Core Team with the objective of enabling academy leaders to focus on teaching and learning and performance outcomes, increased efficiency and better value for money.
- Management of the Trust Core Team.
- Ensure the Trust effectively manages its talent through strategic and local CPD and succession planning.
- In line with the agreed Trust models of delegation - to select, train, develop, empower and motivate the senior staff of the Trust; to appoint associate consultants as appropriate; and to support academy headteachers in local academy recruitment and staff development.

## Finance and Procurement

- The CEO is the Accounting Officer for the Trust ensuring that standards set out in the Academies Financial Handbook are followed robustly.
- Ensure financial sustainability, establish and monitor financial systems. Keep Trustees well informed with accurate and timely financial reports.
- Develop and maintain a strong and effective relationship with the DfE, ESFA and relevant funding bodies to ensure the necessary funding streams are secured that support growth.
- Review and approve annual budgets of each of the academies in the Trust and ensure that all budgetary targets are met by individual academies with maximum efficiency.
- Through the most appropriate agreed roles within the Trust structure, negotiate with service providers to achieve economies of scale, within the agreed procurement process.
- Develop and implement strategies for the generation of additional revenue and resources for the Trust.

## Compliance

- 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.
- Ensure the Trust meets all legislative and statutory requirements, including Health and Safety, Safeguarding and those required by Companies House, and the Charity Commissioners, Information Commissioners Office, the Master and Supplementary Funding agreements.
- Ensure all school and Trust websites are compliant with DfE and Financial Academies Handbook.
- Oversee GDPR compliancy.

## Partnerships

- Develop and lead a partnership strategy that ensures the Trust and its academies participate in local, national and international education networks
- By identifying key agencies, promote additional skills capacity across all Trust schools, through collaborative partnerships and expertise sharing.
- Further enhance the Trust at local, national and international level by delivering their shared strategy and fostering links that will support continued development.
- Build and maintain strong relationships with parents/carers, students, staff, trustees, Diocese and governors across the Trust.
- Jointly manage (in association with Cardinal Langley School) the work of the Primary Sports Partnership Team

# Chief Executive Officer

## Person Specification

The role of Chief Executive Officer of Wardle Trust is a high profile, challenging but rewarding position. The Trustees are seeking to appoint a dynamic and resilient individual who will be able to continue the excellent achievements and progress already made.

### **The Trustees are looking for someone who should:**

- Be innovative and be intellectually versatile whilst showing perception and emotional intelligence.
- Have a proactive and positive approach to problem solving but remain calm under pressure.
- Be a robust and accurate administrator, self-motivated with excellent organisation and communication skills.
- Be reliable, trustworthy and have empathy with the values of faith schools.
- Be the public face of the Trust, of appropriate appearance and presence.
- Have a good sense of humour but able to show integrity.

**And most importantly...** The ambition to do something special.

### **The following are all essential criteria of the role except where stated:**

#### **Qualifications:**

- Appropriate degree and recognised professional qualification relevant to the role.
- Recent evidence of ongoing professional development.
- Post-graduate educational/leadership or management qualification within chosen fields (Desirable).

#### **Skills, ability and competencies:**

- Experience of successful executive or headship of a school or a senior leadership role within a Trust environment.
- Evidence of effective strategic planning – reviewing and developing progress against plans in terms of standards, performance and finances, and taking decisive action as necessary.
- Ability to communicate the vision of the Trust and strong influencing and advocacy skills as the public face of the Trust.
- Proven experience of successfully motivating, leading and supporting effective teams working within established frameworks.
- Understanding current educational issues relating to academies, Company and Charity Law and awareness of relevant policies, legislation and codes of practice.
- Successful experience of financial and resources management including experience of successful bid writing or attracting funding streams.
- Leading the development of business plans, and the introduction of new initiatives, in particular, large-scale asset development / building projects.
- Proven ability to work with the finance and central core team to drive collaborative working and efficiencies across the Trust, whilst taking a leading role as required.

- Willingness to work sympathetically and supportively with the aims, objectives and statutory obligations of the Church of England and other faith schools.
- Proven experience of developing PR and marketing strategies including dealing with media management issues.
- Clear understanding of safeguarding and the promotion of the welfare of all students, pupils and stakeholders.
- Ability to analyse, assess the impact of all initiatives and actions, and respond appropriately as necessary.

### **Behavioural competencies:**

- Strong and sustainable leadership skills.
- Pragmatic, action oriented, outcomes focussed.
- Adaptable and flexible team player with strong empowerment skills.
- Excellent and adaptable communication skills.

### **Personal qualities:**

- Excellent relationship management, experience of successfully working with Governance Bodies and building effective working relationships at all levels, and reinforcing partnerships.
- Strong interpersonal skills to establish and sustain relationships both within the Trust and beyond, positively influencing stakeholders and partners.
- Ability to lead from the front with respected presence and gravitas mixed with collegiality.
- Confident, calm, comfortable in a range of settings, passionate about understanding the needs of the community and seeing young people achieve their potential.
- Ability to articulate vision in an inspirational way to a variety of audiences.

**Wardle Trust is committed to safeguarding and promoting the welfare of children and young people and expect all staff to share this commitment.**

## **How to Apply**

Please complete the separate application and monitoring form.

Within the application form you are asked to provide a personal statement of no more than 2 A4 pages detailing:

- Why the post attracts you.
- What specific skills do you believe you have to offer the role that are distinct from, and additional to, headship.

Please send your application by email to:-

Dot White – Head of HR

Email: [whited@wardletrust.co.uk](mailto:whited@wardletrust.co.uk)

No later than 1.00 pm on Thursday 22nd February 2018.