



PENK VALLEY  
ACADEMY TRUST

Step up

Chief Executive Officer

RECRUITMENT PACK

**LEADERSHIP AND LEARNING  
ARE INDISPENSABLE  
TO EACH OTHER.**

— *John F. Kennedy* —

# Welcome



Thank you for taking the time to read this pack and your interest in this exciting role. Over the next few pages you will find information about the Trust, our structure, some of the challenges and opportunities we face, alongside all the practical information about what the job entails and how to apply. However, first I would like to briefly cover why we are advertising for a Chief Executive Officer.

Penk Valley Academy Trust was formed in April 2018 but its origins go back for many years prior to this. For several years, as a collaboration of schools in rural South Staffordshire, positive working relationships between school leaders had developed resulting in a group of like-minded schools coming together more closely, firstly as a Federation, then as an academy Trust. Our current CEO, Phil Tapp, was one of the founders of this collaborative work. At the Trust's inception, Phil held a dual role as Headteacher of Wolgarston High School and the senior leader of the Trust. In September 2019, Phil stepped down as Headteacher to more closely focus on his role as CEO on a three-day-a-week basis. This Summer he is taking the next step of his career, that of retirement, and although we will miss his passion, knowledge and leadership, we wish him the very best. This is where you come in.

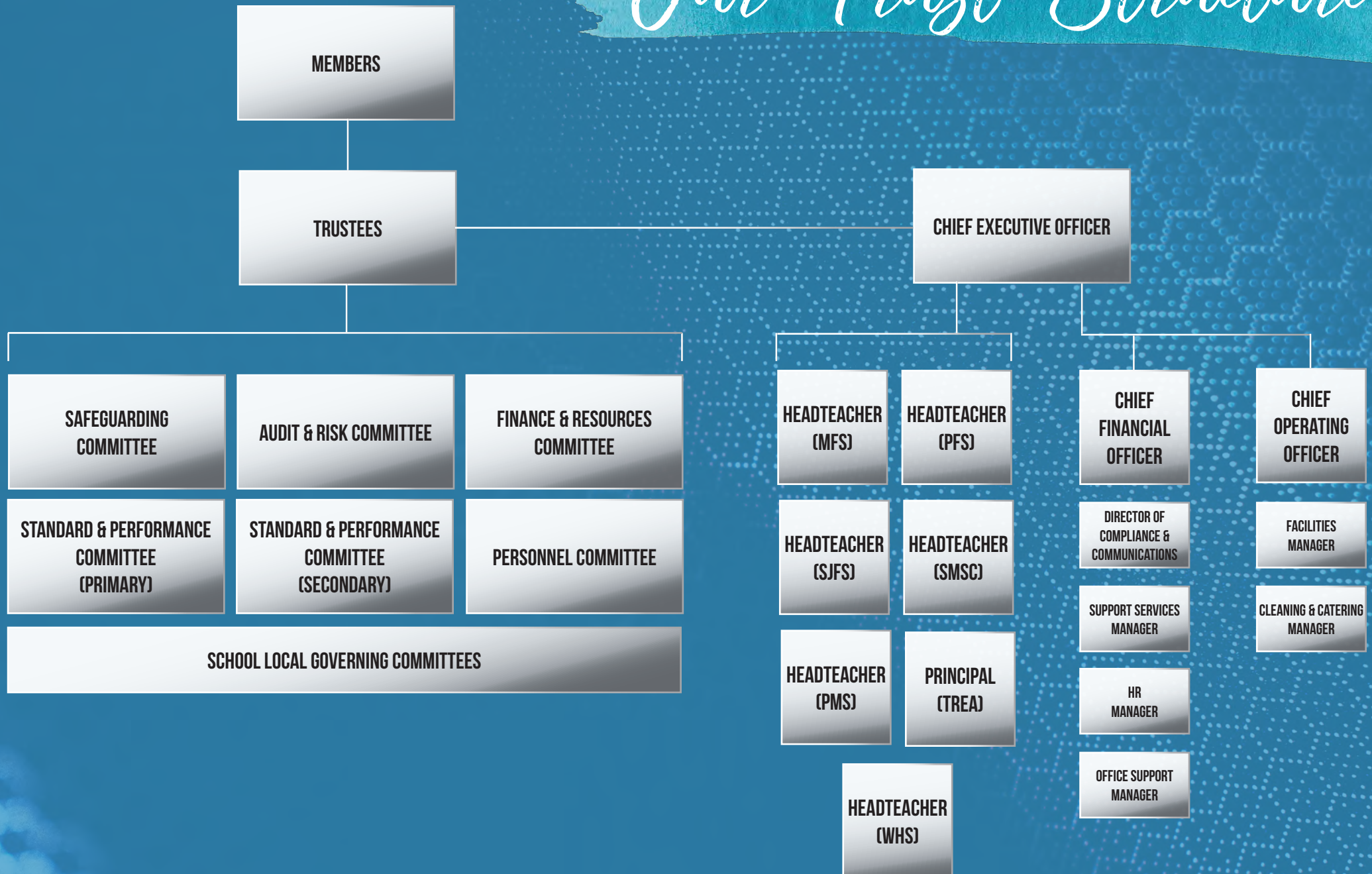
You may be the next Chief Executive Officer of Penk Valley Academy Trust. Our Trust has at its heart the outcomes of the children, young people and families of the Penk Valley area. I believe we act with dignity, rigour and transparency and the most important part of this recruitment process will be finding someone who shares our values and our ethos. On behalf of the Board of Trustees I very much look forward to meeting you.

A handwritten signature in black ink that reads "Mark Roberts". The signature is written in a cursive, flowing style.

*Mark Roberts, Chair of Trustees*



# Our Trust Structure



# School Profiles

School	Years taught	PAN	% FSM	% SEN	Current Ofsted grade	Ofsted date
Marshbrook First School (MFS)	N-4	30	20.0%	12.3%	Good	Jun-16
Princefield First School (PFS)	N-4	45	6.4%	11.7%	Good	Sep-13
St John's CE First School (SJFS)	N-4	15	8.3%	9.7%	Good	Mar-14
St Mary & St Chad's CE First School (SMSC)	N-4	30	7.6%	3.3%	Good	Jun-16
Penkridge Middle School (PMS)	5-8	100*	7.9%	13.7%	Good	Mar-17
The Rural Enterprise Academy (TREA)	9-11**	60	12.4%	28.8%	Good	May-18
Wolgarston High School (WHS)	9-13	220	7.9%	11.0%	Good	Feb-14

\* PAN is currently 100 and will increase to 125 for admissions from September 2022 following a four classroom building expansion which was completed in 2020.

\*\*Currently operating as Year 9-11, The Rural Enterprise Academy will be operating Y7-11 from September 2021 following a successful application to the Regional Schools Commissioner to expand the age-range.

## PUPIL NUMBERS ON ROLL

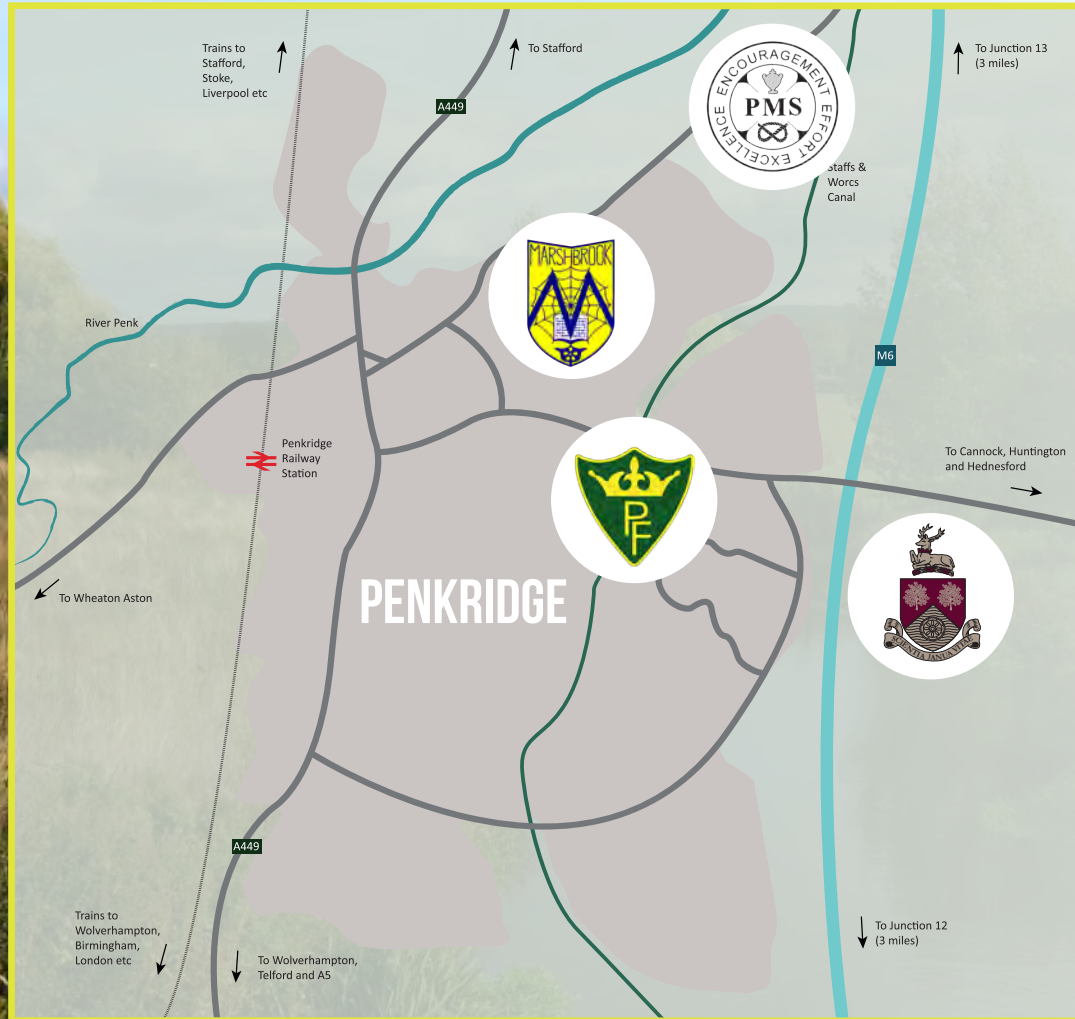
Nursery		Statutory Education		Sixth Form	
2019/20	2020/21	2019/20	2020/21	2019/20	2020/21

Marshbrook First School (MFS)	53	52	147	146		
Princefield First School (PFS)	41	43	203	213		
St John's CE First School (SJFS)	3	15	72	72		
St Mary & St Chad's CE First School (SMSC)	24	26	152	150		
Penkridge Middle School (PMS)			464	467		
The Rural Enterprise Academy (TREA)			171	170		
Wolgarston High School (WHS)			614	638	153	156

<b>121</b>	<b>136</b>	<b>1823</b>	<b>1856</b>	<b>153</b>	<b>156</b>
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# Our Rural Location



BREWOOD





# Our Challenge

## FINANCIAL HEALTH

As with all education organisations, keeping financially healthy will always be a challenge. Our rural situation resulted in some dark days a few years ago when we experienced significantly falling pupil numbers as the local demographics changed. We are putting these days behind us as new families move into our catchment areas and through actively attracting pupils from further afield who recognise the quality of our offer. Our estates are aging and can be expensive to maintain but we are blessed with expansive grounds and excellent outdoor facilities. The pandemic has affected us, but possibly no more so than anyone else. We have not come through unscathed, we have been prudent and spent wisely. As a Trust we pride ourselves on ensuring that every possible penny of funding contributes towards excellent teaching and learning. Trustees support and challenge to ensure we run a very tight ship and our auditors have been impressed with our centralised financial processes that ease burden on individual schools whilst ensure best value and rigour.

## EDUCATIONAL EXCELLENCE

All seven of our schools are proudly Visible Learning schools following the research-led approach of Professor John Hattie. Our educational outcomes are very strong across our 2-19 age range. All schools hold 'Good' ratings at their last Ofsted inspection but we mustn't be complacent: all seven of them are due to be inspected under the new framework within the next couple of years. Ensuring that all of our schools continue to provide a good standard of education is extremely important to us. We are also committed to high-quality CPD. Our internal Visible Learning training programme is designed for staff new to our Trust and to Newly Qualified Teachers and is also made available remotely to all other staff. We are proud to be founder members of Staffordshire Education Research Alliance (SERA) which delivers our in-house Initial Teacher Training programme.

## LOCAL GROWTH

Our formation sprang from a desire by all of the Governing Bodies of our schools to improve the opportunities and quality of education children in our local areas benefit from. We want our students to benefit from a broad educational experience that will act as a firm foundation for their future lives. As a Trust we are committed to ensuring that there are appropriate, coherent and high-quality learning pathways for children and young people from 2-19. This means working closely with the Diocese and other trusts for the benefit of all.

Over the last few years the local demographics have shifted. There has been an influx of young families, drawn to a semi-rural lifestyle with good facilities and excellent village schools. House builders have been hard at work and we have benefited from Section 106 funding to expand and redevelop two of our schools to accommodate the extra children. There are more major housing developments in the pipeline over the next 15 years and we intend to be ready to educate the additional children that will become part of our communities.

## YOUR LEGACY

We want the next steps for Penk Valley Academy Trust to be bold, progressive and imaginative and result in better educational opportunities and outcomes for children. One of the key roles of the Chief Executive Officer is to lead the way.



# Our Strategy

## The purpose of education

John Hattie, in his book 10 Mindframes for Visible Learning (2018) wrote:

*The prime purpose of education is to help students exceed what they think is their potential. To see in students something they may not see in themselves and to imbue them with our passion for learning.*

In order to ensure that Penk Valley Academy Trust supports its schools to fulfil their purpose, it has identified a mission that will significantly improve the capacity to do so.

## Our Mission

Our mission is to **inspire learning**.

## Our Strategy

In order to make this a reality we:

- Invest in our people
- Invest in a designed offer
- Invest in quality

## Our People

Our most precious resource is our people. In order to fulfil our mission, we:

- Invest long-term in the professional development of our headteachers and leaders, across all aspects of our work and at all levels. Growing leaders who are confident in where they are going, how they are doing and what they need to do next. Leaders who understand the power of collective efficacy and build teams that deliver a value significantly greater than the sum of their parts.
- Invest long-term in the professional development of our teachers, using the visible learning framework, to ensure that all our teachers are or are becoming experts in teaching, learning and assessment.

- Invest long-term in the professional development of all those who support the learning process in any way, to ensure that they are confidently and effectively adding value to the learning process.
- Invest in enabling staff to promote and instil the positive behaviours required for learning.
- Invest in ensuring workload is reasonable for all.

## Our Designed Offer

We:

- Invest in the creation and development of a rich, relevant and engaging curriculum that inspires, informs and challenges all our learners and appropriately prepares them for the future. We will invest as much in the how (it will be delivered) as we will with the what (we will deliver).
- Invest in the necessary underpinning support to enable every child and young person (however disadvantaged – be it physical, mental, environmental etc.) to access an appropriately ambitious curriculum.

## Our Quality

We:

- Invest in research in order to ensure that our decisions are appropriately evidence-based.
- Invest in ensuring each of our schools is operating at its optimum capacity, in everything from pupil numbers to quality of estate and infrastructure.
- Invest in providing at least one high quality traded service that can generate income to support the Trust's work.
- Invest in identifying new schools that both share our vision and would bring additional capacity to our Trust.





# Job Purpose

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## Chief Executive Officer

### **REPORTS TO**

The Chair of the Board of Trustees and Penk Valley Academy Trust.

### **PURPOSE**

To provide strategic and operational leadership to Penk Valley Academy Trust (PVAT), including school development, marketing, communication and logistics. To develop and approve strategies to meet all stakeholder needs. The CEO is responsible for the overall success of the Trust and its schools and for making top-level managerial decisions that affect the Trust's direction and its employees.

### **SALARY AND CONDITIONS**

This is a flexible three-day-per-week post with a salary of £56,948 rising to £67,596 per annum.

### **ADDITIONAL BENEFITS**

We are pleased to offer up to £4,000 relocation fund if the successful applicant is required to move home over a distance of 50 miles to live closer to our central office.

# Job Description

## Main Duties and Responsibilities

- Provide high performance leadership to encourage, inspire and motivate all members of the Trust to grow and shape its future success.
- Work with the Board of Trustees, Local Governing Committees and staff to define and deliver PVAT's vision, aims and objectives.
- Act as the Accounting Officer for PVAT, ensuring compliance with statutory and regulatory frameworks; that effective systems are in place for the management and monitoring of PVAT and budgets, maximising financial resources, exploring opportunities for increasing levels of external funding, and securing value for money in all operations.
- Ensure that confidentiality is maintained at all times in line with agreed policies and protocols.
- Develop the PVAT's Strategic Development Plan that is underpinned by sound financial advice and business planning in accordance with development priorities and targets.
- Enable all academies within PVAT to deliver and sustain educational excellence by managing and supporting the implementation of appropriate school improvement strategies.
- Lead on developing and coordinating partnership work; developing opportunities through partnerships, maintaining open, transparent and constructive relationships within and beyond the school community.
- Be accountable for a framework of excellent teaching and learning throughout PVAT underpinned by visible learning; challenging educational under-achievement and inspiring children to reach their full potential.
- Ensure that all children in the church schools benefit from a rich and broad education within their Christian ethos and values.
- Act as the advocate and ambassador for the development of the Diocese's work with existing church schools.
- Work with Trustees and Local Governing Committees to ensure robust governance structures are in place and actively adding value to the work of PVAT; working with all stakeholders to develop a vision and growth strategy for PVAT.
- Ensure senior colleagues build effective teams to support collaborative approaches to provision and foster respect and encourage openness and sharing of ideas.

## Accountability

- Present a coherent and accurate account of PVAT's performance to a range of audiences, including Trustees, the local community, Ofsted and others.
- Carry out any such duties as may be reasonably required by the PVAT Board.
- Ensure all legislative and statutory requirements for academies are met and are compliant with the Academies Handbook and other Department for Education guidance.

## Performance

- Be responsible for securing robust self-evaluation and quality assurance procedures to ensure continuous self-evaluation of provision and performance; and ensure effective communication of same through PVAT to facilitate improvement.
- Ensure that learning is at the centre of strategic planning and resource management across PVAT.
- Be responsible for ensuring that academies promote effective partnerships with parents and other stakeholders.

## Safeguarding

- Ensure there is a culture of safeguarding in all PVAT schools.
- Ensure that the policies and procedures relating to safeguarding and safer recruitment are fully implemented and followed by all staff.

## Equality and Diversity

- Actively challenge discrimination and prejudice.
- Ensure a continual focus on equity as measured by pupil outcomes, beliefs, attitudes and personal attributes.



# Person Specification

E: Essential

D: Desirable

Qualifications	Educated to degree standard or equivalent	E
	Higher degree in education	D
	Recent training in change management or strategic human resource management	D
	Higher level management or professional qualification	D
Experience	A proven track record of successful leadership at similar levels, including the formulation and delivery of organisational strategies, policies and objectives across a multi-site or functional organisation	E
	Experience of successfully establishing and sustaining a strong performance management culture that drives up standards and performance	E
	Experience of successfully leading and managing change, translating organisational ambitions into real and measurable achievements	E
	Experience of creating, developing and maintaining effective working relationships with key stakeholders e.g. senior leadership team, communities, Trustees, employees and partners	E
	Experience of implementing quality school improvement frameworks, controls and systems	D
	Proven experience of strategic financial management	E
	Demonstrate successful experience of promoting equality and diversity in relation to employment and service delivery	E
Knowledge and skills	Excellent change management skills alongside the ability to see the 'big picture', to identify broader opportunities and the potential for operating in different ways to achieve the desired results	E
	An ability to plan strategically, build consensus and project the Trust's vision, values and expectations	E
	An ability to network, building partnerships with other people and bodies and to act as an enabler and advocate	E
	An ability to provide visible and supportive leadership and to foster and embed a positive work environment through empowering, enabling, motivating and developing others	E
	Ability to influence and persuade others and in order to gain trust, confidence, motivation and engagement	E
	Highly developed interpersonal and communication skills, including proficiency in public speaking, report writing, efficient use of data intelligence, chairing meetings and facilitating groups	E
	A well-developed understanding of the issues surrounding the development of educational provision in both a UK and global context	D
	Outstanding financial and business acumen, strong ability to interpret financial information and make risk-based decisions	E
	Can analyse and process complex information and data quickly and rigorously in order to make the best of opportunities	E
	Track record of CPD	E
Personal qualities and competencies	Knowledge of Ofsted's inspection framework and processes	D
	Be politically astute, able to negotiate the complex web of relationships within a Trust and with a range of stakeholders both inside and outside the world of education	E
	Enthusiastic with a desire to encourage and develop the team	E
	Has the self-assurance to display a bold, tactical and proactive approach to risk and difficult situations	E
	Values honesty and integrity in themselves and in the work of others	E
	Displays an open-minded and inquisitive mindset that encourages innovation and continuous improvement	E
	Has the drive, ambition and a goal-orientated approach whilst striving for excellence	E
	Develops a high profile through strong visibility and a strong presence	E

# How to apply

## PLEASE READ THESE GUIDANCE NOTES BEFORE COMPLETING YOUR APPLICATION

Please read the job description and person specification thoroughly. The essential criteria are the minimum level of skills, knowledge and experience required for the role and are of equal importance. The desirable criteria are those that will enable the successful candidate to perform the job more effectively and will be used for short-listing purposes if several candidates have all the essential criteria. The short-listing panel will be looking for evidence in your application which shows that you meet the criteria.

## PRIOR TO APPLYING

If you are unclear about any aspect of the application process or you would like any additional information about Penk Valley Academy Trust please contact Mark Smith, Clerk to the Board of Trustees on [trustees@penkvalley.co.uk](mailto:trustees@penkvalley.co.uk)

## APPLICATION PROCESS

Please ensure you complete all sections of the electronic application form. The Trust is committed to safeguarding all young people and children and requires candidates to explain all gaps in their career history. Penk Valley Academy Trust reserves the right to reject incomplete application forms. Any inconsistencies or anomalies will be explored at, or prior to, interview.

Application forms should be submitted by email to [personnel@penkvalley.co.uk](mailto:personnel@penkvalley.co.uk). Please note that CVs will not be accepted. Please also note that any applications received after 6pm on Sunday 28 February 2021 will not be considered.

Initial interviews will be take place in the week commencing 8 March 2021. Successful candidates will be invited to further interviews or tasks later in March.

References will only be taken up for short-listed candidates who will be notified beforehand. Please contact each of your named referees to inform them that, if you are short-listed we will request a reference prior to interview.

Please note that providing false information as part of your application may lead to a withdrawal of any conditional offer of employment, or disciplinary procedures potentially leading to dismissal without notice if you have already been appointed.

We are committed to safeguarding and promoting the welfare of young people and expect all staff to share this commitment. Any offer of employment is subject to a satisfactory 'Enhanced with a Barred List Check' through the Disclosure and Barring Service.

Penk Valley Academy Trust is committed to ensuring that applicants and employees from all sections of the community are treated equally and not discriminated against on the grounds of gender, colour, race, nationality, marital or civil partnership status, religion or belief, sexual orientation, disability or age.

This recruitment pack and any associated documents are available in accessible formats upon request.



DOWNLOAD THE APPLICATION FORM  
FROM [WWW.PENKVALLEY.CO.UK](http://WWW.PENKVALLEY.CO.UK)





**PENK VALLEY**  
ACADEMY TRUST

**[www.penkvalley.co.uk](http://www.penkvalley.co.uk)**

Registered office - Cannock Road, Penkridge, Staffordshire, ST19 5RX

Penk Valley Academy Trust is a company limited by guarantee,  
registered in England and Wales, number 11124272