



Chief Executive Officer Candidate Pack





Welcome letter from our Chair of The Board of Directors

Dear Applicant,

On behalf of the Board of Trustees, thank you for showing an interest in becoming the Chief Executive Officer of the Active Learning Trust (ALT).

Our mission is to ensure that across our family of schools we create an inclusive culture and opportunities for all our children, young people and staff to be active learners, active leaders and active citizens.

The Board of Trustees is looking for a creative, inspirational and talented CEO to lead and further develop our well established and successful Trust. Our aim is to raise standards through an inspiring and relevant curriculum and deliver excellent educational achievement across our primary, secondary and special schools through expert teaching and support. First class outcomes and high achievement are we believe highly dependent upon first-rate leadership and governance, high quality teaching and support alongside outstanding professional development.

Despite the challenges we have all faced over the past few years ALT has moved forward with pace, energy and enthusiasm. Each school is different and has its own identity but we do have a common approach to maintaining the highest

expectations. We operate as “One Trust” and through the exceptional commitment of our talented and highly skilled school leaders, central team and governors we have developed a clear strategy for success. This, together with strong networks and partnerships, adds value to that which we might achieve as a single organisation. Collaboration is key to our development and based on a strong moral purpose, a sound mission and a clear set of values we are determined to make significant improvement and raise levels of achievement across all our schools.

This is an exciting time for ALT and we need to make an exceptional appointment of a CEO who is able to work with our Board of Trustees as we drive forward.

We would be delighted to hear from you.

Bob Dool
Chair of The Board of Directors



About The Active Learning Trust

The Active Learning Trust is a large multi-academy Trust that has grown steadily over time. ALT has effectively established a strong clear ethos, vision and values across all its schools.

- We know our schools exceptionally well and there is honest reflection on and evaluation of our strengths and areas for improvement.
- We have clear and appropriate plans for continuing to improve the quality of education and pupil achievement.
- We encourage and celebrate the individual characteristics of each of our schools and provide them with a good balance of autonomy and central oversight and accountability.

Our Schools

- ALT currently comprises 21 schools. We have 10 schools in Cambridgeshire and 11 schools in Suffolk.
- The Trust has 2 special, four secondary and 15 primary schools – including an infant school.
- One special school, one secondary school and four primaries are academy converters. The remaining 15 schools are sponsor led academies.
- The Trust was initially established with one school in April 2013 and since then has gradually expanded over time with 4 new schools joining in 2013, six in 2014, three in 2015, three in 2016, three in 2017 and the latest school joined us in January 2018.
- The primary schools vary in size from around 70 to 650 pupils. The secondary schools vary in size from 700 (growing to capacity from new) to around 1400 pupils in our largest school site.
- Four of our schools were opened as new, with pupil intake increasing incrementally each year.

The Trust's schools fall naturally into three designated geographical sub-regions – for Ipswich, the Lowestoft area, and mid Cambridgeshire. This allows the Trust to apply so-called 'hub' level school to school support and collaborative working and other mutually supportive arrangements. The synergy this creates has become a key way of working for the Trust and continues to develop further over time.

- The proportion of disadvantaged pupils in the Trust is above that found nationally.
- The proportion of pupils with an Education Health Care Plan is in line with national averages.
- The proportion of pupils with Special Educational Needs and/or Disabilities and who speak English as an additional language are below national averages.





About The Active Learning Trust *continued*

Our Aims

In our academies and the schools that we work with, we will:

- Establish and maintain strong and effective leadership.
- Maintain the highest expectations of Trust-wide teaching and learning and recognise that each school is an integral part of its local community.
- Deliver good governance as a non-negotiable element of our work.
- Develop and sustain a strong and rapid trajectory of improvement in all our schools.
- Ensure a calm and purposeful learning environment.
- Maintain robust systems of performance management.
- Champion broad and balanced curricula designed to meet the needs of the 21st Century.
- Develop and sustain strong links with local and national business to foster links for work experience and future employment opportunities.
- Harness the developing potential of information technology to enhance classroom practice and the business operations of the Trust.
- Promote the sharing of expertise and effective practice across our academies and schools.
- To listen to pupils, staff and parents as to how the Trust and schools deliver to their local communities.
- Provide value for money services.
- Build capacity by nurturing a collaborative network of school improvers.
- Be outward facing, learning from excellent practice and other research to develop the offer in our schools and across the Trust.
- Ensure community 'ownership' of our Academies and schools and that they are seen as the schools of choice by their communities.
- Foster and sustain strong links with further and higher education.

In overall terms, the Trust wants to be able to be judged as having met a shared set of values and a vision, delivering a high-quality education provision so that all pupils and students maximise their potential for learning.

Our Vision

Is to maximise our impact at school level, both with schools in need of significant improvement and with those that are already outstanding and have a desire to develop and use their expertise to support others. Specifically, we will:

- Support the drive to raise standards in the lowest performing schools, through our own team of experienced school improvers and with the support of existing high performing schools.
- Continually improve our capacity to ensure that the quality of what we deliver remains at an outstandingly high level by ensuring there are strong systems of performance management in place in all schools to support improvement, seeking out and valuing excellent performance and by ensuring good value for money.
- Ensure the delivery of high-quality education through our Academies to support pupils across all age ranges from the early years to post 16.

About The Active Learning Trust *continued*



- Work with LAs on school organisation issues to address local communities' demand for the provision of high quality school places locally.
- Develop the leadership, management and governance in all our schools so that we grow and maintain the best leaders, and act as a "Training School" network to grow the next generation of effective teachers and school leaders.
- Develop and support local governing boards who share our determination to raise standards in all Trust schools.
- Provide value for money services to our schools that minimise administration locally and maximise the potential for our managers to be leaders in their school.

Our Values

- We recognise each school is different – we don't look to impose a corporate style or identity on schools but we do have a common approach to maintaining the highest expectations.
- We believe our role is to help school achieve excellence through the provision of support, advice and challenge of the highest quality.
- We are committed to a collaborative approach to our work, based on a shared understanding of what needs to be done, by whom and when in order to maximise the impact of our work.
- The Active Learning Trust seeks to promote a tolerant and informed view of the world and holds non political, cultural or religious affiliations. These core values underpin our commitment to provide the highest quality education for all our pupils so that they can go on to live fulfilling and responsible lives as active citizens.
- We are always open and honest in our communication and welcome feedback.
- We always do what we say we will do.
- We will strive for excellence and quality in everything we do.
- Our staff can expect support and advice of the highest quality, clarity about expectations we have of them and the right and responsibility to share successes and concerns.
- We believe pupils in schools that are part of the Trust have a right to an excellent education and a responsibility to positively take part in the school and community life to the best of their ability.
- We believe that parents are an important part of a child's education and it is the responsibility of the Trust and schools to engage positively with parents to secure their support to raise attainment.
- We believe that strong Local Boards, acting as part of the Trust's monitoring and evaluation of progress, are key partners to success.



About The Active Learning Trust *continued*

Inspired by our colleagues at Active Teacher Training, our ALT Institute will encapsulate all elements of our people development strategy, helping all stakeholders to support the young people we work with:

What is the ALT Institute?

'Institute' is an umbrella term for all people development available to our staff. It is any people development activity that takes place in or across academies, delivered by or for ALT colleagues. In essence, it is every development opportunity available to staff: blogs, coaching, conferences, courses, role-performance development activities, podcasts, reading, SDGs, team-teaching, TNGs, webinars, workshops and more.

Where is our ALT Institute?

Anywhere and everywhere! Anywhere people development takes place (in academies/ external venues/at home in your living room) forms part of the Institute.

Our Institute is a learning eco-system, through which all people within our communities and beyond can thrive. It starts with the belief that we are all leaders of our eco-system.

Leadership doesn't just come from the top; it has to be genuinely stakeholder-led. In this vein, we have designed our learning eco-system intentionally to incubate teacher agency.

Irrespective of our role, we all have a responsibility to make things better for children and young people, helping ensure that teachers are delivering the best possible education.

Thus, we have a professional obligation to keep getting better through engagement in people development activities, so that the 'edge' between schools and communities, where educators work with pupils, parents and carers and communities, is the best it can possibly be.

Who is our ALT Institute for?

Please note we use the collective pronoun 'our' and not the determiner 'the.' Our Institute is not independent of us. It is us. We will contribute to our training and development when we deliver people development, and we will benefit from it when we attend or seek out development ourselves.

It serves our whole ALT community. We are all working hard to ensure that there are high-quality people development opportunities for every single stakeholder across our organisation.

We are committed to the very best people development. We empower all employees through equity of opportunity, and we place the needs of our stakeholders and the communities we serve at the front and centre of all we do.

We believe we are better together and value collaboration within and beyond our organisation. ALT people development activities will be the very best professional learning our stakeholders have ever had. Through high-quality people development, we will all transform lives and communities.

We resolutely believe that it is our moral and professional imperative to hear all voices and use our own agency to develop others within and beyond our Trust. ALT employees must use their local leadership to develop and lead others beyond their immediate setting and beyond our own Institute.

The advancement of our Institute in this way will lead to whole system improvement and transform more lives and communities.



**ALT Institute of
Teaching and
Leadership**



Job Description

Chief Executive Officer



Responsible to

The Trust Board. Line Managed by the Chair of the Trust Board.

Salary

Competitive

Purpose of the role

This role is responsible for the overall performance of the Trust, including leading the Executive Headteachers, Principals and Headteachers, along with the Executive Leadership Team and wider Central Team.

- To lead, manage and deliver the vision of the Active Learning Trust, working with the Trust Board, local governing bodies, leaders of the academies and the central team to create outstanding schools.
- To act as a champion of and an ambassador for the Active Learning Trust.

Responsible for

- Strategic leadership for the Trust ensuring that strong leadership and management and high quality teaching alongside finance, human resources and governance play a crucial role in driving academy performance and improvement.

Performance Measures

- Academies achieve key educational targets (e.g. OfSTED outcomes, progress measures, high attendance and low exclusions).
- Trust Board is professionally serviced and well informed and advised so enabled to operate effectively.
- Growth, development, business and action plans are delivered with the Trust senior leadership teams being effectively led.
- The Trust is widely recognised for its positive contribution to education. Systems are developed and effectively used for reporting data nationally and locally so that the Trust is self-aware of its position and progress at all times.
- ESFA and financial audits are delivered with positive feedback and the Trust reputation for financial propriety is preserved and enhanced.
- Timely and clear communications to all relevant academy stakeholders including staff and pupils/student and parents are firmly in place.

Key Accountabilities

The Vision of the Trust

- That the vision of the Trust is realised. Lead the drive for the development and delivery of the strategic vision of the Trust

The Values of the Trust

- Work constructively in partnership with all key stakeholders to ensure that the Trust values are embedded in the culture of the Trust and in all of its academies.

Trust Board

- Advise and support the Trust Board in its role of challenging and reviewing the performance and improvement of the Trust organisation and each academy within it.
- Strategic support to the Trust Board to establish, monitor and deliver its ambitious and soundly costed business plans.

Job Description *continued*

- Ensuring the Trust has a strong local regional and national reputation for excellence and is seen as an exponent of inclusive approaches and educational good practice.
- Provide a full and accurate picture of the Trusts effectiveness and proposals for priorities, developments and change.

Growth and Development

- Lead the Trust relationship with Local Governing bodies and agencies ensuring appropriate capacity and standards of operation and of financial prudence are assured in such a way that the Trust receives the trust and support of the Regional Schools Commissioner as a valued and respected MAT.
- Ensure the provision of continuing professional development for Trust employees that delivers a learning and self-improving workforce.

Teaching and Learning

- Work with academies to lead the drive for outstanding teaching and learning based on collaborate working and inclusive principles. Towards this end deliver effective arrangements for school-to-school support and hub/cross-Trust ways of working.

Pupil and Student outcomes

- Improve educational outcomes in particular the progress made and the attainment achieved so that they compare favourably with 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 pupils and students.

Finance

- Act as the Accounting Officer for the Trust, ensuring solvency and probity and that resources are managed effectively and properly to provide value for money.

Employment

- Ensure that the Trust fulfils its statutory duties and other employment standards policies and procedures to be seen as a responsible employer of choice.
- Develop employees by the creation of Professional Development approaches and strategies that ensure the Trust has professional competent and capable staff in high performing teams.

Governance

- Advise the Trust Board on the most appropriate Scheme of Delegation and good governance procedures across the Trust and ensure its effective implementation.
- Support and advise the Trustees and Chairs of local governing bodies of the academies in their role and ensure all governors receive high quality, fit for purpose information and personal development.

Any other duties which fall within the areas of responsibility and remit of the post.

The Active Learning Trust is a flexible employer and welcomes applications based on mutually agreed flexible working patters or less than full time employment.

The Active Learning Trust is an equal opportunities employer and welcomes applications from all races, genders, ethnicities and all other protected characteristics.

The Active Learning Trust is committed to Safeguarding and protecting the welfare of children and vulnerable adults. We are committed to fair and robust recruitment and selection procedures.

Appointment to this post will require significant and regular regional travel across all Trust schools as an essential car user.

Appointment is subject to an enhanced DBS disclosure and the Childcare Disqualification Regulations.





Person Specification

	Essential	Desirable
QUALIFICATIONS		
Honours Degree or Equivalent	x	
Teaching or School Leadership Qualification		x
Post-Graduate/Masters Degree in Education, leadership and management or business related areas		x
EXPERIENCE		
Significant experience of leading a large education-related organisation	x	
Recent experience of leading a large multi-site education related organisation of similar scale/complexity		x
Strong track record of improving organisational performance at a strategic level	x	
Prioritisation, delegation and successful implementation of mutually dependent priorities, plans and areas of work	x	
Leading a successful Multi-Academy Trust		x
Working closely with key government departments and regulatory bodies	x	
Working in a statutory and unionised environment	x	
Successful teaching experience		x
Clear understanding and experience of the current educational landscape including issues specifically related to academies	x	
Leading growth and acquisitions		x
Managing staff development, appraisal and performance management regimes and delivery of measured and sustained improvement	x	
Representing a medium + sized multi-site organisation including front of house presentations and public speaking	x	
SKILLS AND KNOWLEDGE		
Ability to balance key strategic priorities and focus on the essential	x	
A working and current knowledge of school curriculum		x
Leading high performance teams	x	
Ability to engage with and inspire the wider community	x	
Able to inspire and motivate senior professionals to deliver to their best	x	
Business acumen and a knowledge of best value principles	x	
Knowledge of public financial standards and presentation of financial statistics and information	x	
Knowledge of public sector employment legislation and standards		x
Good negotiation skills tenacity and endurance in relationships with key partners (e.g. Trust Board, DfE, ESFA etc.)	x	
Comfortable and skilled in interacting with pupils and students in all age groups	x	
PERSONAL QUALITIES		
Gravitas and credibility with senior leaders, their staff and governors as well as Trustees and members	x	
Highly effective and credible leader who inspires respect and support of others	x	
An open, approachable calm and empowering interpersonal style	x	
Commitment to fairness honesty and transparency in professional dealings and relationships	x	
Highly effective communicator who draws out the best in others, wins support for change and responds appropriately to criticism or challenge	x	
An unwavering desire to ensure that all young people get the education they deserve	x	



Camel Road, Littleport, Ely
Cambridgeshire, CB6 1EW

A CADEMICIS

If you wish to discover more about this exciting opportunity, need any further information or would like to have an informal discussion, please contact **Caroline Olsen** at **Academicis**, our recruitment partner, on colsen@academicis.co.uk or by phone on **07500 889 504/01223 907979**. Please email your application to: colsen@academicis.co.uk

Closing date: **Monday 26th September 2022** · Shortlisting: **Wednesday 28th September 2022**
Interviews: **Tuesday 4th October and Wednesday 5th October 2022**