



UNIVERSITY OF
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ACADEMY TRUST

Chief Executive Officer Candidate Pack



Welcome letter from our Chair of Trustees



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Dear Candidate,

On behalf of the Board of Trustees, thank you for your interest in becoming the Chief Executive Officer of the University of Lincoln Academy Trust (UoLAT).

The Trust is committed to social mobility and providing the best educational experience for its young people. The University of Lincoln, the Trust's Sponsors, are extremely supportive of that commitment and continually work with us to ensure that our ethos is maintained.

The Trust was formed in 2011, when two local schools merged to become University Academy Holbeach. All academies are based in south Lincolnshire, in the District of South Holland, one of the most deprived areas of the County. The Trust is extremely proud of its impact on the region and its inclusivity; an external review of the Trust in 2020 confirmed its effectiveness.

There are five schools within the Trust: two secondary – University Academy Holbeach (UAH) and University Academy Long Sutton (UALS), two primary – Holbeach Primary Academy (HPA) and Holbeach Bank Academy (HBA) and one Specialist – Gosberton House Academy (GHA). Two of these schools were convertors and two were directed to the Trust.

The Trust believes in setting its strategic direction in consultation with its Leadership Team, whilst also holding them to account. Growth has been steady, which is largely due to highly capable Principals and Executive Teams. We provide a high level of executive autonomy to our Principals, and are rewarded by strong performance.

The Trust has an outstanding Leadership Team, including its financial management, as demonstrated through regular excellent audit reports. Throughout the eleven years of the Trust, all Ofsted inspection grades have been maintained or improved upon – we are very proud of this achievement.

The Trust's success in improving educational performance builds upon a genuine culture of putting children first, alongside a commitment to developing our own staff. We are proud that three of our Principals have progressed to their current roles from within the Trust.

It is also extremely important to the Trust to direct resources, as far as possible, to support our young people. We have an efficient and effective central management team, with one of the lowest central costs per pupil of any Trust, and we would expect to maintain a focus on cost-effectiveness while evolving our model as we grow.

We have demonstrated enterprise in developing our resources: a new build upon the merger of two local schools, at the inception of the Trust; a new science block at UAH; a new T Level building costing over £2.3m currently under construction; and approval for a further T Level Construction Building at a cost of least £1.6m. Successes have also been made with CiF bids at GHA and UALS, the latter being awarded as part of the Priority School Building Programme, which will see the Academy buildings replaced over the next three years.

The Trust is looking for a new CEO who can take forward the Strategic Plan 2022-2027 (Driving Forward), which is based on five interrelated themes: Improving our Pupil Experience; Developing our staff; Enhancing our learning environments; Facilities and resources; and Growing and sustaining our Trust.

Our Trust has many students and staff from an Eastern European heritage and the traveller community is larger than in many schools.

You will have a strong inclusive leadership style and be able to carry the Executive with you as the Trust develops; a strong moral compass with commitment to the Trust's ethos; a growth mindset with the skills to negotiate growth; and a flexible and creative approach to evolve the Trust's structure as it grows.

It is an exciting time for the Trust and we are looking forward to making an exceptional appointment for its CEO post. If this sounds like the right next challenge for you, we would be delighted to receive your application.

Professor Andrew Hunter
Chair of Trustees, University of Lincoln Academy Trust
Deputy Vice Chancellor, University of Lincoln



About the Trust

The University of Lincoln sponsors the University of Lincoln Academy Trust and plays a leading role in the governance of the trust and establishing the ethos and operational principles. It delegates to its executive staff a high level of responsibility, whilst ensuring it can monitor the work of its academies in a supportive but challenging manner. At the heart of the Trust's work is enhancing social justice and raising aspirations in one of the most deprived areas of the country. It places great emphasis on supporting the local communities that it serves. All our current academies are based in South Holland District Council area in South East Lincolnshire, which is one of the most deprived areas of Lincolnshire with one of the lowest average wages in the country.

The key to our success is having high quality staff in an area where recruitment in professional services in all areas of employment is not easy. Thus recruiting, retaining and developing high quality staff is very high priority for the Trust:

- By using national pay scales for teachers and conditions of service including pensions and it uses the local conditions of service for non-teaching staff and the Lincolnshire Local Government Pension Scheme (LGPS)
- Having a comprehensive set of services to support each academy and in terms of safeguarding and child protection, finance, human resources, payroll, health and safety; these are common across all our academies.
- A combination of in house services or services procured through competitive tender, which are held under regular review. However, where other existing services are performing well and providing good value for money the Trust permits flexibility amongst its academies. As a result of our commitment to the communities we serve, we seek wherever possible to purchase goods and services locally, provided they meet our best value conditions.

The Trust was formed in 2014 when University Academy Holbeach agreed to become a multi academy trust and was renamed and gained new articles of association and funding agreement. University Academy Holbeach was created in 2011 when George Farmer Technology and Languages College and St Guthlac's Crowland were merged.

University Academy Holbeach is an academy based in Holbeach, in South East Lincolnshire. The academy was established in 2011 following the closure of the St Guthlac's School in Crowland and its merger with the George Farmer Technology and Language College. George Farmer had been managing St Guthlac's for four years before the merger. George Farmer itself was opened as a secondary modern school in 1958 and named after George Farmer who in 1669 donated 17 acres and three roods to establish the first free school in Holbeach. In seeking to set up the new academy at George Farmer the local authority invited University of Lincoln to be its education sponsor. At the time of transfer Ofsted rated it as 'good'.

In 2014, Holbeach Primary School joined the newly established multi academy trust as a convertor and was renamed Holbeach Primary Academy. This academy is based on an adjoining site to University Academy Holbeach. It was opened in 1877 as Holbeach Boys' Boarding School and had a range of iterations before it became Holbeach County School in 1947. Then a year later became Holbeach County School and a year later Holbeach Primary School. It moved to its current site in 1982. At the time of transfer Ofsted rated it as 'requiring improvement'.

In 2016, Gosberton House Special School joined the Trust as a convertor and was named Gosberton House Academy. It is a 2 to 11 specialist academy specialising in Autism. This academy is based approximately 13 miles from Holbeach. The school opened in 1953 in what is now the residential nursing home. The school moved into its current buildings in the grounds of the nursing home in 1988. At the time of transfer Ofsted rated it as 'outstanding'. It also provides the Autism Outreach Service for Lincolnshire County Council.

In 2018, Holbeach Bank Primary School joined the Trust as a sponsored academy at the request of Lincolnshire County Council and the Regional Schools Commissioner. It was named Holbeach Bank Academy and it based less than 2 miles from Holbeach Primary Academy. It is a very small rural school using its original buildings opened in 1877. At the time of transfer Ofsted rated it as inadequate.

In 2019, the Peele Community College joined the Trust as a sponsored academy at the request of Lincolnshire County Council and the Regional Schools Commissioner. It was named University Academy Long Sutton and is based less than 6 miles from Holbeach. The Peele school was opened in 1958 on land once owned by Thomas Peele. This academy is freehold having previously been a Foundation School. It has a nursery on site that serves Long Sutton, a Leisure Centre and an all-weather pitch, owned by the Trust, but leased out to outside bodies with academy use during the day. At the time of transfer Ofsted rated it as inadequate.

In 2020 a Strategic review of the Trust was carried out and one outcome was the recommendation that the Trust was renamed. This took place in May 2021 when the University of Lincoln Academy Trust was formed. This will help working with the University easier and will help the development of the Trust.



Job Description

Job Title: Chief Executive Officer (CEO)
Salary: Competitive
Start date: April 2023 or earlier
Reports to: Chair of Trustees



Job Purpose

The Chief Executive Officer (CEO) provides strategic leadership to the Trust ensuring that it best serves the needs of its students and their communities, taking overall responsibility for education standards and the quality of education across the Trust. The CEO upholds the ethos of the Trust, works to achieve the objectives identified in the strategic plan (including growth of the Trust), liaises with external bodies including the Department for Education (DfE) and its agencies, ensures that the Trust responds to the guidance of the Trustees, and provides leadership and coaching to the Principals.

The CEO has the day-to-day operational lead responsibility working with the Chair of the Trust and the Chief Finance Officer. Key responsibilities include: carrying out annual performance management of each Principal, reporting back to Trustees and agreeing annual targets; overseeing strategic planning and relationships with outside bodies; representing the Trust during any Ofsted inspections; and appointing, in discussion with the Principal, an external adviser to each Academy.

Job Description

Key Responsibilities

- To ensure that the Trust serves the educational needs of its students and their communities, including social mobility, diversity, equality of opportunity and ensuring that all students reach their potential
- To ensure that the Trust meets its statutory and regulatory obligations
- To carry out the role of Accounting Officer
- To ensure that the Trust and its academies have an up-to-date suite of policies, that are fit for purpose
- To contribute to the formulation and updating of the Trust's strategy, to carry out horizon scanning, maintain understanding of the sector, and advise the Members and Trustees of the impact of the external environment on the MAT's strategy



Job Description continued

- To implement the Trust's growth strategy, in particular by proactively seeking relevant opportunities for the Trust to grow, including conducting due diligence and negotiations with schools potentially wishing to join the Trust, and reporting opportunities to Members and Trustees as appropriate
- To actively promote and market the activities of the Trust to broaden engagement and raise the profile
- To lead and manage the operation of the Trust, in order to achieve its objectives and create an ethos of excellence
- To ensure that any problems in school performance are identified and analysed. Appropriately costed and prioritised solutions be developed and recommended, in order to achieve whole school effectiveness
- To lead the Trust's relationship with key external bodies and agencies ensuring appropriate capacity and standards of operation in such a way as to maintain the continued trust and confidence of the Department for Education, Local Authorities, Regional Schools Commissioner, ESFA and other key stakeholders locally, regionally and nationally
- To advise the Trustees on the allocation of resources in order to ensure that each academy receives an appropriate level of resource to enable it to achieve required improvement
- To negotiate and agree optimum prices with various service providers in order to achieve economies of scale, and to adopt the appropriate procurement process
- To ensure the Trust's long term financial sustainability, with proper financial systems established and effectively monitored, and that appropriate action is recommended to address problems identified and to ensure that the Directors are presented with accurate and timely financial reports
- To review and approve annual budgets of each of the academies in the Trust. To ensure that all budgetary targets are met by individual academies and the Trust as a whole
- To conduct the annual performance appraisals of each of the Trust's Principals, making salary and professional development recommendations
- To ensure that the Trust attracts, develops and retains a high-quality professional workforce, is an employer of choice, and ensures effective succession planning and talent management
- To facilitate effective governance through advice, training and goal setting for Trustees and Governors
- To ensure data is securely protected through effective technology and training activities
- To ensure that local communities served by the Trust are actively engaged in the work of the Trust and have confidence in the quality of its provision and its place as a key stakeholder within the local community
- To ensure that the staffing team across the Trust is representative of the diverse nature of the communities in which it operates
- Ensure that the Trust acts in an ethical manner at all times and staff across the Trust uphold the Nolan principles of public life
- To oversee the continuously development of a curriculum that is broad, balanced and in line with legal responsibilities, including the continued expansion and development of vocational pathways



Person Specification



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Qualifications	<ul style="list-style-type: none"> • Degree level qualification in relevant area or evidence of the equivalent level of knowledge gained through work experience in complex organisations
Experience	<ul style="list-style-type: none"> • Proven track record of strategic and successful business planning and financial management • Significant leadership experience at senior executive level • Knowledge and understanding of the current educational landscape, including issues relating to academies and the national agenda • Detailed and successful experience of school improvement • Experience of statutory assessment and Ofsted inspections, preferably as an Ofsted inspector • Experience of managing and motivating teams of people, building effective relationships at all levels within an organisation • Experience of working with all stakeholders, including Trustees, Directors, Governors, Regional Schools Commission, DfE and ESFA • Experience of operating within a tight financial envelope and making efficiency savings • Experience of submitting capital bids and overseeing estate development projects
Skills, Knowledge and Understanding	<ul style="list-style-type: none"> • Ability to communicate a vision of outstanding teaching and learning through inspiration and empowerment • Understanding of the statutory educational framework, current education issues in relation to Academies, Company and Charity law; also knowledge of relevant policies, legislation and codes of practice across education • Clear understanding and knowledge of the role of governance in an Academy and Multi Academy Trust • Strategic planning, monitoring and review of progress against plans in terms of standards, performance and finances • Financial project costing and budgetary management • Ability to advise on funding and grant opportunities for the Academy Trust • Ability and commitment to working flexibly and collaboratively as part of a team, whilst taking a leading role when required • Ability to plan strategically based on use of data, targets and bench marking • To take responsibility for the Trust's growth strategy, in particular by proactively seeking relevant opportunities for the Trust to grow in accordance with its strategic plan • An appreciation of the challenges of leading and developing academies providing excellent education in economically deprived areas
Personal Qualities	<ul style="list-style-type: none"> • Belief in and commitment to the ethos of the Trust and the ability to articulate its vision to a wide range of audiences • An authentic commitment to social mobility and equality of opportunity for all young people • The commitment and personal qualities to engage with and contribute to the communities that we serve • Highly effective and credible leader, who inspires the respect and support of others and has an open and approachable interpersonal style • Commitment to the highest standards in all areas of school life • Strong leadership skills including adaptability and communication skills • The ability to be able to build a positive organisational culture, encourage reflection, delegate responsibility, build teams, strive for continuous improvement and inspire staff • Excellent relationship management, able to build effective working relationships at all levels, reinforcing partnerships • A strategic thinker who can establish and develop systems and processes to grow and mature the Trust • A team player with strong empowerment skills • Strong leadership skills • Adaptable and flexible • Excellent and adaptable communication skills • Advocacy, facilitation and negotiation skills • Demonstrates energy, dynamism, vision and resilience • Ability to develop a high profile and be a strong visible presence for the Trust • Excellent interpersonal skills

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If you wish to discover more about this exciting opportunity, need any further information or you 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: **Noon, Monday 28th November 2022**

Shortlisting: **Tuesday 29th November 2022**

Interviews: **Thursday 8th December and Friday 9th December 2022**



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