Chief Executive Officer
Recruitment Pack
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Dear Applicant

Thank you for your interest in the position of Chief Executive Officer (CEO) of Wakefield City Academies Trust (WCAT), at this exciting time for our organisation. I would like to welcome you personally, and I hope that you will find here all the information you need to inspire you to join our team.

WCAT has come a long way since its inception in 2013. A new Board of Directors has been recently appointed, with a wealth of experience drawn from educational, public and private sector backgrounds. The Directors are challenging and supporting WCAT's Executive team and colleagues in our academies to ensure we deliver first class educational opportunities to the communities we serve and make a difference to the lives of the children who learn with us.

WCAT has recently engaged the services of an Interim Chief Executive Officer who has moved the organisation forward providing stability during our period of transition. We do, however, recognise the need for a permanent CEO as the Trust is entering an exciting and professionally rewarding period of consolidation. To support this new chapter WCAT are seeking an applicant with a unique number of transformation qualities to drive and embed the required changes.

We are determined to focus on the future and we are working to a comprehensive new strategy, at the heart of which is the pupil. We also recognise the need to change the organisation which will help us deliver first class educational practice. We have outstanding practice in some of our academies but we also accept there is plenty of room for improvement.

The key requirements for WCAT moving forward are improvement of pupil outcomes, effective operational performance and the development of a financially sustainable organisation. This will be achieved by developing a compelling education proposition which puts focus on the pupil and an employer proposition which ensures WCAT becomes an employer of choice.

The role of CEO provides the opportunity for a new leader to make their own impact on the future of WCAT, building on our new vision and direction for the organisation and leading our teams to achieve their very best. Reporting directly to the WCAT Board, our new CEO will enjoy the support and professional challenge they need to succeed. This position is one that has many challenges but the potential for rewards are unlimited.

I wish you well with your application.

Yours faithfully

Dr John Hargreaves
Chair - WCAT
About WCAT

Wakefield City Academies Trust (WCAT) is a Multi Academy sponsor specialising in the development of academies to outstanding and beyond, which sets high standards in every aspect of its work, providing pupils with access to opportunities through outstanding teaching and inspirational leadership.

WCAT believes that all young people, regardless of their background or ability, can achieve high standards and prosper in outstanding education establishments and has developed strategies to meet these aspirations, supporting the development of children, young adults and staff who are equipped with the knowledge and skills to thrive in the midst of exponential change.

WCAT Vision and Strategy

The key requirements for Wakefield City Academies Trust (WCAT) moving forward are the improvement of pupil outcomes and operational performance and the development of a financially sustainable organisation. This will be achieved by developing a compelling education proposition which puts focus on the pupil, and an employer proposition which ensures WCAT becomes an employer of choice.

Vision “with effort everything is possible”

Communicate the vision and the direction of the Trust to its employees, customers and shareholders and get their commitment to the values and objectives of the Trust and to remove obstacles to our vision.

The nemesis of exertion, energy determination and struggle is procrastination and inertia. The issue here is to identify three, four or possibly five things that could really make a difference within the organisation and with which people can identify and believe in. For example, innovation in our teaching, building our reputation in the communities in which we operate, or simply creating the awareness of the need for change.

We need to have a message that is simple but compelling, has sufficient clarity and focus to remain intact as it moves through layers of communication and interpretation.

Trust and commitment will be crucial to the journey. It is important that the emotional pulse of the organisation is established and understood. There is a clear link to the work that will need to be undertaken to influence the harmonisation of the plural cultural aspects of the Trust.
Our strategic intent is simple to articulate

WCAT seeks to:

1. Develop and improve pupil outcomes;
2. Significantly grow the numbers of our pupil population in our current academies over a three-year period;
3. Add value and contribute to the local environments where our academies are located;
4. Be an employer of choice;
5. Consolidate in terms of the number of academies within the Trust but develop new services for schools and organisations who desire to convert to academies in future; and
6. Be a financially stable entity.

Focus

WCAT needs to design and deliver a curriculum which appeals to current and potential pupils, whilst maximising pupil outcomes in line with the new Government performance measures. It needs to engage all WCAT staff in the delivery of first class educational practice. Operationally the organisation will develop core services and grow excellent working relationships with its service and product suppliers.

To support the delivery of the organisational proposition, changes will have to be made to the structure and infrastructure of the business. A culture needs to be developed where excellence in performance comes as standard and where our people are at the heart of the organisation.

WCAT’s view is that a relationship-driven and service-based approach will enable an improvement in the absorption of overheads, increase pupil numbers and improve their expected outcomes.

By having performance measures that enable true learning and communication to be achieved, it is envisaged the Executive and the Board of Directors will ensure a step change in the organisation’s performance. These actions will impact positively on pupil outcomes and the environment and communities where our academies are located.
**About the Role**

The CEO will be responsible for the development of Trust-wide strategies and action plans for the improvement of educational standards and governance across the Trust; to be the ‘holder of the flame’ of the visions and values of WCAT and to ensure the communication of these externally, as well as to Trust staff, to secure educational success through effective strategic planning and execution.

Through inspirational leadership and rigorous policy development the CEO will create a culture of constant improvement, implementing effective systems of organisation and control and high levels of professional standards to secure the highest possible achievement for all in every aspect of the Trust’s provision.

- to develop our capacity to generate and share knowledge and best practice to raise educational aspirations and outcomes
- to work effectively with other organisations and stakeholders, where such partnerships can contribute to the delivery of outstanding teaching and learning
- to enhance structures for collaboration across WCAT and its portfolio of academies
- to ensure, through a commitment to the personal education of each pupil, a quality of education and experience which enables pupils to apply the values, skills, and intellectual disciplines they have acquired in their future lives and careers
- to contribute effectively to the cultural, social and economic life of our academies’ communities and their surrounding regions
- to recruit and retain the best staff and ensure that all have equality of opportunity in recruitment, personal development, and career progression in all areas of employment within WCAT.

The Chief Executive Officer’s (CEO) position is paramount to ensure quality and effectiveness of WCAT’s four main strands - education, business, finance and governance. These are pivotal to ensuring all of its resources are used most effectively in delivering the very best learning opportunities for children, continuous professional development of our staff and best value to the tax payer, in line with the organisation’s charitable objectives.

In this context, WCAT believes there simply cannot be enough challenge, as a key ingredient for our collective, organisational development and success. Ultimate accountability lies with WCAT Board of Directors and the CEO as Accounting Officer. The CEO will be responsible for the development of Trust wide strategies and action plans for the improvement of educational standards, business and financial compliance and ensuring that effective governance is best delivered as close as possible to the point of impact at a ‘local level’ within WCAT’s portfolio of Primary and Secondary academies.

The role combines vision and delivery, shared responsibility alongside accountability and communication, engaging with as wide a stakeholder group as you are likely to meet. Through inspirational leadership and rigorous policy development the CEO will create a culture of constant improvement, implementing effective systems of organisation and control and high levels of professional standards to secure the highest possible achievement for all in every aspect of WCAT’s provision.
Application Process

Thank you for your interest in this exciting opportunity with WCAT.

In order to apply for this position, please submit the following completed application forms:

- Application form
- Equality & Diversity form

We also ask that you submit a supporting statement that sets out the reasons for your interest in the role and how you meet the required criteria, with evidence of impact from your career track record.

Please include in your statement your thoughts on where you see the future for multi academy trusts.

Your supporting statement should be no longer than three sides of A4.

Application closing date: Monday, 06 February 2017

Completed applications should be returned by email to: admin@wcatrust.org

All applications will be acknowledged within 24 hours. Should you fail to receive a confirmation, please call 01924 802512.

Please ensure that your application accounts for any gaps in employment.

Please include the names and addresses of two professional referees (one of which must be your current employer). Referees will not be approached until the final stages of the process.

Assessment day and formal interview will be concluded during week commencing Monday 20 February 2017

If you have any questions regarding the role, or would like to arrange a visit to one of the academies, please do not hesitate to get in touch by calling Jacqui Webb, Chief Operating Officer, 01924 802512, or by e-mail jwebb@wcatrust.org
Chief Executive Officer

Job Description

Person Specification

Key Performance Indicators
The Role

Job Title: Chief Executive Officer

Reports to: Reporting to the Chairman and being accountable to the Board of Wakefield City Academies Trust

Responsible for: Core role purpose can be summarised as leading the strategic and operational management of Wakefield City Academies Trust

Salary and Conditions: Negotiable

Main Duties and Responsibilities

The Chief Executive Officer will:

- Secure the realisation of the education vision of WCAT and act as an ambassador inspiring and empowering others, whilst maintaining a high standard of personal integrity and professional conduct

- Work with the Board of Directors, Local Governing Bodies and staff to define and deliver WCAT’s vision, aims and objectives through inspirational and motivational leadership, clear strategic direction, and demanding and measurable targets

- Ensure WCAT is run efficiently, effectively and in compliance with statutory and regulatory frameworks; ensuring effective systems are in place for the management and monitoring of WCAT 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

- Ensure WCAT’s Strategic Development Plan is underpinned by sound financial advice and business planning in accordance with development priorities and targets to deliver well-resourced provision with WCAT and its portfolio of academies to facilitate constant improvement

- Enable all academies within WCAT to deliver and sustain educational excellence by managing and supporting the implementation of school improvement strategies and demanding outstanding academic progress, achievement and success through the development of confident learners within a culture of inclusiveness

- Lead on developing and coordinating partnership work; developing opportunities through partnerships, maintaining open, transparent and constructive relationships

- Develop strong relationships with other sponsors and educational partners to enhance educational provision to create the optimum educational opportunities for all pupils across WCAT

- Be accountable for a framework of excellent teaching and learning throughout WCAT through the implementation and promotion of non-negotiable high-level professional standards, and rigorous monitoring and evaluation of teaching quality and pupil
achievements; challenging educational under-achievement and inspiring children to reach their full potential

- Work with Directors, Members and Local Governing Bodies to ensure robust governance structures are in place and actively adding value to the work of WCAT; working with all stakeholders to develop a vision and growth strategy for WCAT
- Ensure senior colleagues build effective teams to support collaborative approaches to provision and foster respect and encourage openness and sharing of ideas; create a supportive learning culture across WCAT promoting a culture of common accountability in all staff for pupil performance and attainment

**Accountability**

The Chief Executive Officer will:

- continue to develop the organisation and ethos of WCAT so that all staff individually and collectively recognise that they are accountable for its success
- provide information, objective advice and support to the WCAT Board to enable it to meet its responsibilities for securing effective teaching and learning and improved standards of achievement, and for achieving efficiency and value for money
- present a coherent and accurate account of WCAT’s performance to a range of audiences, including Governors, the local community, OFSTED and others
- develop and implement clear and transparent mechanisms which inform parents/carers and pupils about the curriculum, attainment and progress as well as the contribution they can make in supporting their child’s learning and achieving the academy’s target for improvement
- representing WCAT to a variety of audiences and supporting all necessary functions
- carry out any such duties as may be reasonably required by the WCAT Board
- Ensure all legislative and statutory requirements for academies are met and are compliant with the Academies Handbook and other Department for Education guidance

**Leadership and Strategy**

The Chief Executive Officer will:

- Be accountable for the line management of senior colleagues within WCAT
- Provide dynamic, consistent and motivational leadership
- Evaluate critically overall performance of WCAT
- Oversee performance management practices to ensure staff are motivated and enabled to carry out their respective roles to the highest standard
- Ensure WCAT’s management and organisational structures are fit for purpose and facilitate continuous improvement
- Ensure that communication across WCAT is effective so that all members of staff receive the relevant information to carry out their professional duties
- Ensure structures deliver pupil progression and raise attainment
- Ensure that the assessment and progress measures within WCAT are accurate and consistent
- To be wholly accountable for the creation of the annual WCAT Development Plan
- Ensure that WCAT and its academies are fully compliant with current safeguarding procedures and legislation

**Teaching and Learning**

The Chief Executive Officer must:

- Demand a curriculum provision and related assessment that meets statutory requirements and WCAT’s education vision for the pupils within its care
- Relentlessly promote excellence in teaching and learning and ensure a continuous and consistent MAT-wide focus on pupils’ achievement using real time data and benchmarks to monitor progress, within a culture of challenge and support
- Empower pupils to be active participants in their learning and take personal responsibility for improving their life chances through their education experience within WCAT
- Have a clear understanding of the strengths and weaknesses of all academies within WCAT in order to support them in raising standards
- Ensure that learning is at the centre of strategic planning and resource management across WCAT
- Develop high motivation and aspirations for all pupils so that they attain the highest possible level of achievement; ensuring that each school promotes an inclusive and supportive approach so that every pupil feels welcome, valued and secure

**Performance**

The Chief Executive Officer will:

- 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 WCAT to facilitate improvement
- Promote mechanisms for reporting to all stakeholders within an agreed timetable
- Be responsible for strengthening WCAT’s position in the wider community and with all stakeholders and support academy Leaders in developing a strong working relationship with their local community and across the MAT
- Maintain a flexible approach to work and location
- Be responsible for ensuring that academies promote effective partnerships with all parents and carers, to support and improve pupils’ achievement and personal development
- Develop an ethos which enables everyone to work collaboratively, share knowledge and understanding and celebrate success and accept responsibility for outcomes
Reflect on personal contribution to WCAT’s achievements, taking into account feedback from others

- Be responsible for the development and implementation of WCAT strategies and policies in line with statutory requirements and models of best practice

**Safeguarding**

The Chief Executive Officer will:

- Promote WCAT’s commitment to safeguarding and the welfare of children and young people
- Ensure that the policies and procedures relating to safeguarding and safer recruitment are adopted by the WCAT Board and are fully implemented and followed by all staff

**Equality and Diversity**

The Chief Executive Officer will:

- Ensure compliance to the provisions of the Equality Act 2010
- Ensure that WCAT reflects a vibrant and inclusive ethos which actively values and promotes diversity and unity and supports pupils to become successful and fully integrated citizens
- Actively challenge discrimination and prejudice
- Ensure a continual focus on equity as measured by pupil outcomes, beliefs, attitudes and personal attributes
- Promote a relentless and highly ambitious focus on excellence
- Be resilient and persistent in goals but adaptable to changing environmental context and people
- Be willing to take risks and challenge accepted beliefs and behaviours
- Be self-aware and able to learn from others
- Be optimistic and enthusiastic
- Value diversity and equality
- Be flexible

**Strengthening Community**

The Chief Executive Officer will:

- Strengthen partnership and community working
- Promote positive relationships and work with colleagues in other Trusts, schools and external agencies
- Represent WCAT to a variety of audiences and support all necessary functions for WCAT’s management and success
The Person

Principal Attributes

The Chief Executive Officer will, in executing all of the functions and responsibilities of the Chief Executive and Accounting Officer of the Trust demonstrate:

- Proven leadership qualities preferably demonstrated by a track record at the head of a comparable organisation
- Entrepreneurial ability and style demonstrated over a sustained period of time with a significant track record and experience within the education sector
- Ability to bring focus, clarity and direction as an experienced Change Leader to all key stakeholders of WCAT during periods of internal and external change, which includes strong relationship building skills
- A clear focus when clearly communicating their vision, values and non-negotiable expectations in a way that is inspiring and effective, whilst have the ability to do so from a distance
- A consistently good political awareness, to be able to negotiate the complex web of relationships within WCAT and with a range of stakeholders both inside and outside the world of education.
- A proven ability to network, identify and form key relationships for the development of the organisation
- Ability to deliver outstanding financial and business acumen, consistently demonstrating the ability to interpret financial information and make risk based decisions
- Experience of implementing quality school improvement frameworks, controls and systems to ensure operational effectiveness across all areas of an organisation
- Highly developed communication skills, including proficiency in public speaking, report writing, efficient use of data intelligence, chairing meetings and facilitating groups
- Good humour and making time for people (a) internally to motivate and preserve the genial but hard working atmosphere of WCAT and (b) externally to generate the sharing of best practice in trust to trust support when operating in an ambassadorial role.

Qualifications

The Chief Executive Officer will:

- Be educated to degree level and preferably with a higher degree in education and/or business related subjects or qualification i.e. NPQH
- Be equipped to deliver outstanding Education, financial and business acumen
- Evidence continuing professional development throughout career to date
Experience and Knowledge

The Chief Executive Officer will:

- Demonstrate a proven track record of successful leadership of a developing and changing organisation
- Demonstrate success as a senior leader in education at least gained at Principal/Headteacher level in a high-performing academy/school
- Be politically astute with well-developed networking, stakeholder management, negotiation and influencing skills
- Demonstrate a well-developed understanding of the issues surrounding the development of educational provision in both a UK and global context
- Be able to demonstrate analytical and strategic planning skills particularly in educational data analysis with underpinning curriculum knowledge
- Demonstrate proven experience of strategic financial management
- Demonstrate successful experience of promoting equality and diversity in relation to employment and service delivery
- Be able to provide evidence of delivery to challenging timescales
- Demonstrate a sound track record of performance-managing professional staff, driving morale, raising standards and promoting a team ethos, particularly with regard to a multi-site organisation

Skills, Abilities and Personal Qualities

The Chief Executive Officer will:

- Demonstrate excellent interpersonal skills with the personal credibility, gravitas and integrity required to engage and influence at a senior level
- Demonstrate commitment to the highest standards in all areas of school life, including behaviour, academic and cross-curricular enrichment
- Be able to embed a culture where senior leaders are empowered to achieve success through appropriate delegation of responsibility and accountability in line with WCAT’s Scheme of Delegation in a supportive environment
- Be an effective leader who can build a positive organisational culture, encourage reflection, delegate responsibility, build teams, strive for continuous improvement and inspire staff to achieve their full potential
- Be a leader who can analyse and process complex information and data quickly and rigorously in order to make the best of opportunities
- Be a strong communicator and confident public speaker with well-developed presentation skills and the analytical ability to communicate effectively with a variety of audiences, acting as an effective ambassador for WCAT
• Be highly organised but flexible, and comfortable working with intellectually challenging teams and stakeholders
• Be able to demonstrate sound strategic skills, organisational skills, work under pressure and determine priorities to meet tight deadlines
• Demonstrate personal resilience, self-awareness and willingness to learn and adapt

Other

The Chief Executive Officer will:

• Be based from a WCAT Office location
• Be able to work with flexibility, travelling to academies and other locations in the course of undertaking his/her duties
• Be able to work outside contract hours if required in order to meet the demands of the role

Key Performance Indicators

The Chief Executive Officer will:

• Be accountable, whilst providing support and challenge to the Regional Directors of Education, for managing Headteacher objectives which develop and improve the quality of leadership within the academies
• Be accountable, whilst providing support and challenge to the Regional Directors of Education, for achieving rapid and sustainable improvement in educational attainment and performance in all academies
• Hold strategic responsibility and accountability for ensuring that all academies achieve and maintain at least a ‘Good’ rating, with the goal of eventually becoming ‘Outstanding’
• Be responsible for the performance management of the Chief Operating Office, Chief Finance Officer and Regional Directors of Education. Working collaboratively with allocated Directors of the WCAT Board, the CEO and Directors will implement a series of performance management targets for strategic colleagues within the Core team
• Be accountable, whilst managing and holding to account the Regional Directors of Education, for supporting, challenging and managing Headteacher standards within all academies, improving the quality of leadership via the Headteacher Self-Evaluation Form (SEF) review twice per year, to demonstrate improvement and support
• Be accountable, whilst managing and holding to account the Regional Directors of Education, for the accuracy of the E-SEF in each academy, ensuring that the E-SEF is current and up to date in readiness for any internal or external inspection
• Hold to account the Regional Directors of Education who are responsible for ensuring that all external inspection actions are identified in the academy AFI s and are progressing within the agreed timeline
Hold to account the Chief Operating Officer of WCAT who is responsible for all statutory, compliance, governance and business aspects of the organisation, supporting the CEO and Board of Directors

Hold to account the Chief Finance Officer of WCAT who is responsible in the delivery of financial and budgetary compliance, consistently demonstrating the ability to interpret financial information, supporting the CEO and Board of Directors in the making of risk based decisions

Hold strategic accountability for the delivery of all agreed education targets, agreed with the Board of Directors, for progress and attainment for all pupil groups within each academy

Have ultimate responsibility that the curriculum design meets the needs of the academies and is sustainable, using the key factors such as contact ratio and optimisation of class sizes

Have ultimate responsibility for the educational outcomes of the academies

Be accountable to the Board of Directors and other external bodies such as the RSC and DfE for monitoring the overall performance of academies using a range of data and information, providing regular reports to be able to monitor and evaluate the quality of learning and teaching, and achievement measures at key assessment points in the academic year