

# Chief Executive Officer

## Candidate Pack



# Welcome letter



Dear Candidate

Thank you for your interest in the post of Chief Executive Officer (CEO) at the Wildern Academy Trust.

The Trust's mission has always been to serve its community. Since forming as a Trust in 2011 we have grown from a single converter school to three schools, one of which was built in 2019 (Boorley Park) and the other in 2021 (Deer Park), both under the free school initiative to meet the growing basic need within our expanding community.

Our vision for all of our students is built on a culture of Care, Opportunity and Quality. This is based on partnership and our commitment to the wider educational landscape, focussing on research-based school improvement, investment in staff welfare and training, and a highly successful School Centred Initial Teacher Training Centre (SCITT), recently reaccredited as Good by Ofsted. In addition to our highly committed headteachers, deputy headteachers and senior leaders, the Trust has a strong and experienced Central Services team who have helped to facilitate the recent, successful growth and they work across all of our three schools. Within this Central Services team, overseen by our Head of Central Services, we have highly skilled professionals in finance, HR, catering, site management and ICT, all lead by excellent leaders and our Head of Central Services.

We aim to maintain and further develop the community offer provided on Deer Park and Wildern School sites, working closely with Eastleigh Borough Council and Hedge End, West End and Botley (HEWEB) parish councils to deliver appropriate services to the local community.

The Trust now seeks to appoint a CEO of outstanding quality to succeed Marie-Lou Litton who, having very successfully formed and led the Trust through its initial stages of growth, wishes to retire at the end of summer term 2023.

We seek candidates with proven leadership skills and with an entrepreneurial outlook to achieve and to shape and realise our ambitions for the next phase of our journey. You will be an inspirational and authentic leader with the ability to bring people along with you, with values and a vision that is aligned with the Board, our stakeholders and communities. You will work with a committed Trust Board, skilled headteachers and leaders, and high-performing educators. Our next CEO will be a passionate champion for the Trust, its vision and unwavering commitment to providing a quality learning experience for all students, with the requisite skills to promote further improvement and expansion.

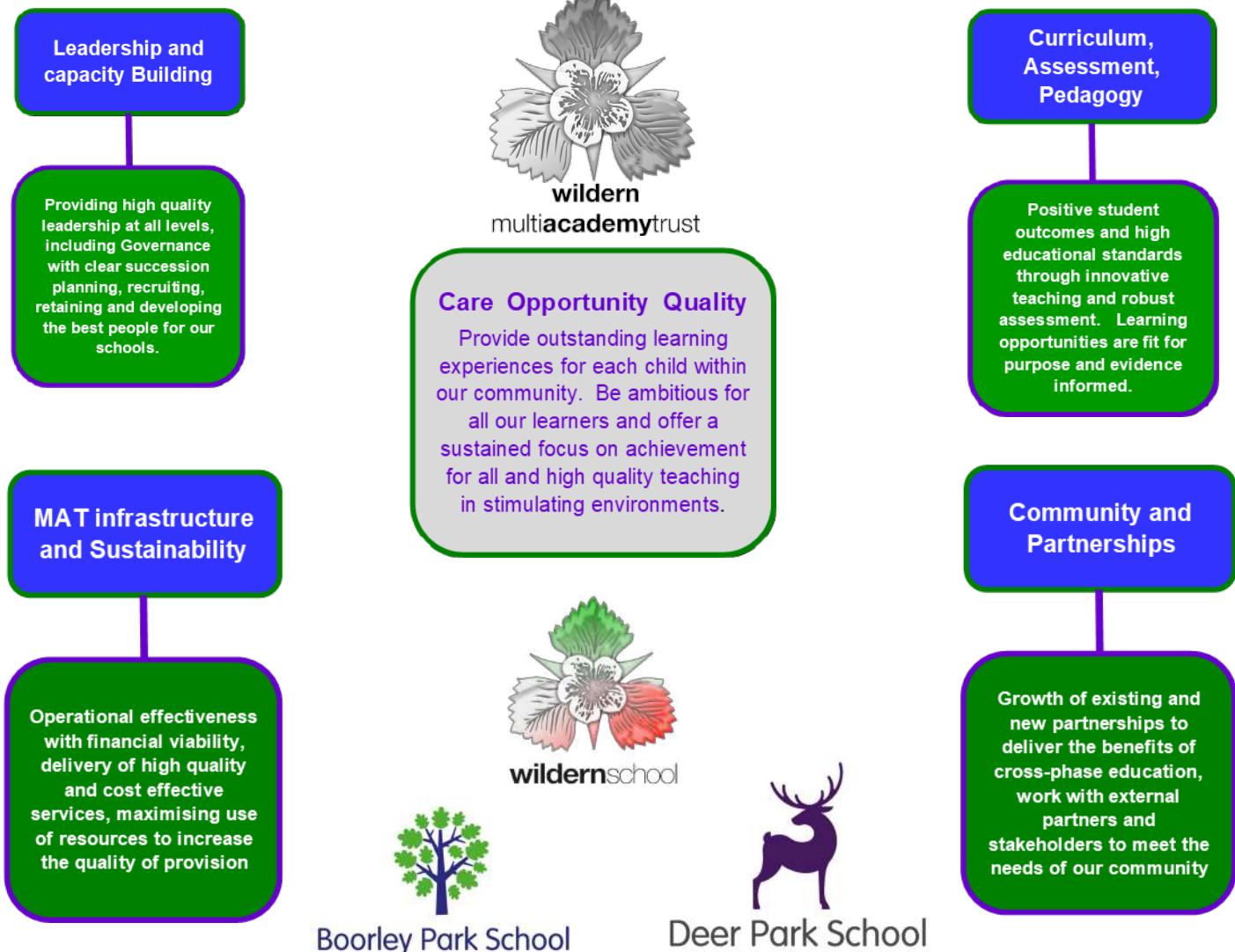
Thank you for considering this post; if you feel you have the ambition and energy required we look forward to receiving an application from you.

Yours sincerely

Mrs Glenda Lane  
Chair of the Board of Trustees.

# Wildern Academy Trust

Through the provision of an established secondary and two new schools in our Trust we are well placed to meet the growing demand for school places in the local area. We are proud of the central role the Trust plays within the local community which has high levels of belief from its stakeholders. We are ambitious for the future and are confident in our ability to continue to deliver the highest quality learning experiences for all our students.



# Our Schools



- An established secondary school, formed in 1933
- Wildern is a secondary school (11-16)
- Currently 1956 students
- 137 teaching staff
- PAN 360 from 2022
- Headteacher Mrs Ceri Oakley



Deer Park School

- A brand new secondary school opened in 2021 (11-16)
- Currently two cohorts totalling 275 students
- Currently 18 teaching staff
- PAN 210 from 2023
- Headteacher Mr Matthew Jones



Boorley Park School

- A brand new Primary school opened in 2019 (4-11)
- Currently 190 pupils
- Currently 11 teaching staff
- PAN 60 (potential need for growth moving forward)
- Headteacher Mrs Tamsin Sillars

# Vision

The key principles and ethos of the Wildern Academy Trust are built on  
**Care, Opportunity and Quality.**

Our aim has always been to serve our community which has slowly expanded. All schools in the Trust seek to provide an outstanding learning experience for each child within their own school community. We have high ambitions for all our students and offer a clear focus on achievement for all alongside a commitment to providing high quality teaching in a stimulating environment. Our vision for each school, with its own unique identity, is to enable high rates of progress and sustained learning as students move through each phase of their school experience.



## Values

The values for our Trust are:

- 'No child left behind'; each child is at the heart of what we do.
- All learners are supported and challenged to become independent, resilient, confident, articulate and moral individuals who are aspirational and ambitious.
- Exciting, personalised learning provision to stimulate students' enjoyment and love of learning.
- A culture of rights, respect and responsibility.
- A commitment to ensuring a safe school environment for each.
- An ethos which is inclusive, where each individual is valued and there is a focus on well-being and achievement.
- High quality professional learning for staff, developing strong and sustainable partnerships where innovative practice is jointly developed and linked to educational research and high quality pedagogy.
- Clear lines of accountability, underpinned by strong management systems.
- Outstanding leadership at all levels to realise the vision.

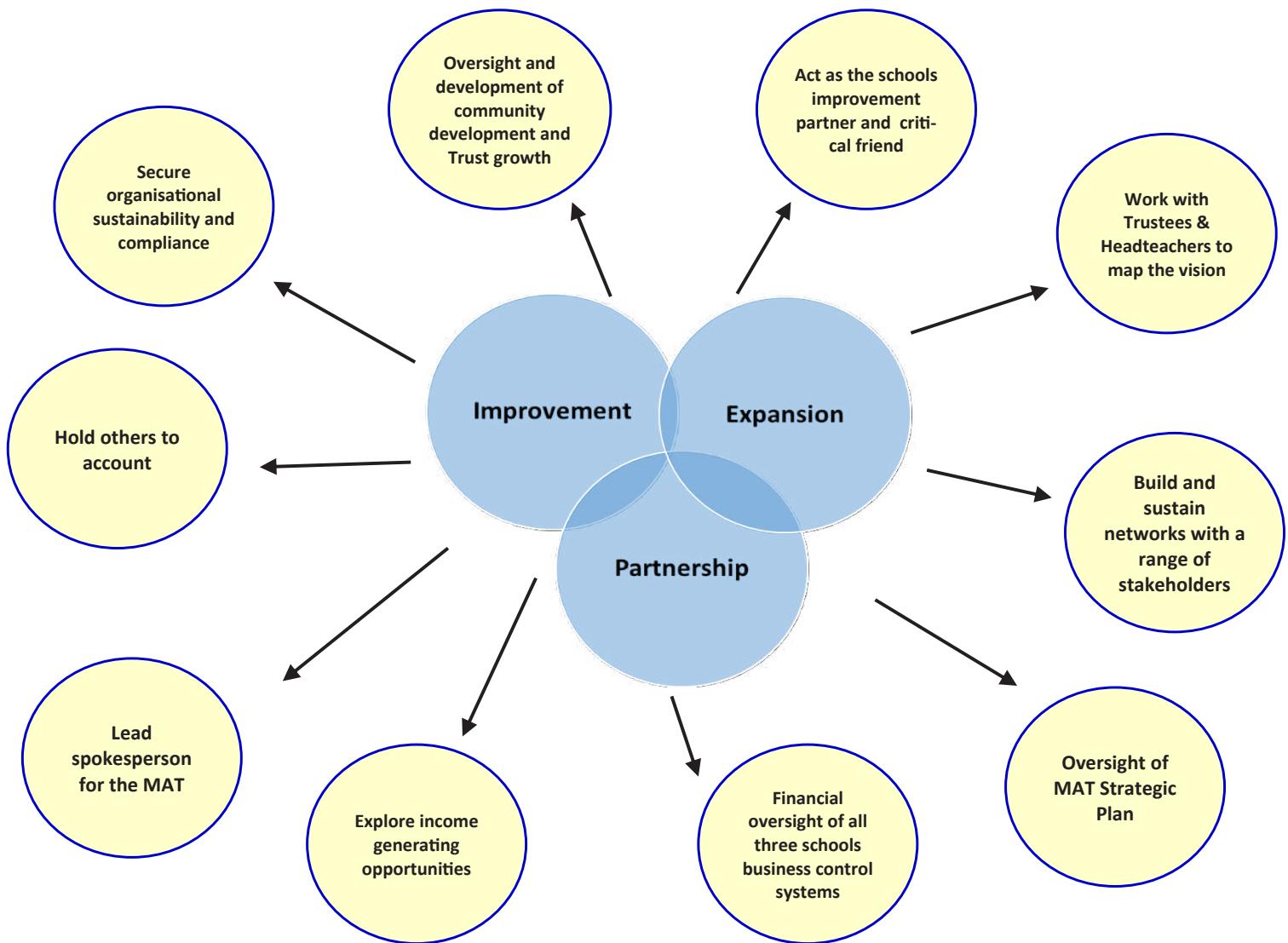


We attract and recruit high quality professionals who plan and deliver together across the phases to meet students' needs and establish continuity and expected levels of progression. There is a culture of high expectations, mutual respect and excellent behaviour in all our schools. We are committed to building capacity and supporting the wider system.

We provide high quality professional learning across the Trust and local schools in order to increase expertise and continue improvement. This has been achieved by creating a culture where students and staff are innovative, creative and prepared to take risks and to learn from the experience and evidence. Each school contributes to the Trust's vision and aspirations.



## CEO Main Role Outline



# Main Purpose of the Role

The CEO will lead Wildern Academy Trust as it further develops and in pursuit of its strategic aims, working closely with the Board of Trustees, Headteachers and Central Services Team to ensure the best opportunities and possible outcomes for its learners so that they can fulfil their potential.

The CEO is ultimately responsible for the success of the Trust. Therefore, they should be aware of all aspects of strategy and delivery - influencing decision making where they feel necessary in order to achieve school and Trust aims.

Through inspirational leadership and rigorous policy development they will build and maintain 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 schools' provision.

The CEO will be accountable to the Trust Board for:

- Leading and overseeing the efficient, effective and compliant management of the Trust and its schools.
- Providing strong strategic leadership towards the Trust's vision and values.
- The performance of all schools within the Trust.
- The CEO will be the Trust's Accounting Officer, responsible for:
  - Ensuring the Trust fulfils the statutory and regulatory responsibilities set out
  - in the Articles of Association, Scheme of Delegation, Academy Trust Handbook and Funding Agreements.
  - Ensuring the responsible and appropriate use of public funds.
  - Planning, implementing and monitoring the Trust's internal and external financial reporting.
  - Working closely with the cluster of linked schools building on the strong established relationships within the Wildern Primary Partnership.

*A detailed job description is at the end of this pack.*



# Governance Structure

**Members  
(5 Members)**

**Finance Committee  
(5 Trustees inc Pay, Audit  
and Risk committee)**

**Trust Board  
(10 Trustees)**

**H&S Committee  
(HT's, LGB, Trustees)**

**Boorley Park  
Local Governing Body  
(9 Governors Including  
Headteacher)**

**Deer Park  
Local Governing Body  
(9 Governors Including  
Headteacher)**

**Wildern School  
Local Governing Body  
(9 Governors Including  
Headteacher)**

The Trust Board meet four times a year to review progress/performance and discuss future strategic developments across the Trust. The Trust Board takes reports from the Finance Committee and the individual school Local Governing Bodies (LGB).

The Finance Committee assists the Trust Board in all financial decisions ensuring sound management of the Multi Academy Trust's (MAT) finances and resources, including financial planning, monitoring and probity. They monitor issues as they arise in respect of finance, personnel, premises and ensure appropriate risk management strategies are in place. The Committee is authorised to perform any of the powers and function delegated to it by the Trust Board including expenditure up to an agreed limit.

The LGBs for each school in the Trust operate as committees for the Trust Board and have necessary autonomy and delegated powers, as determined by the Trust Board. The main responsibilities of the LGB are linked to school improvement and monitoring of standards and outcomes for all students. The LGBs report to the Trust Board who expect accurate minutes and relevant reports to be presented at all meetings that are linked to the strategic priorities. Each LGB has one Governor (without a key role) who is also a Trustee to ensure connectivity within the Trust Board.

Strategic aspects of school improvement requiring financial commitment go through the Trust Board who have sole oversight of key financial decisions.

As the diagram above indicates the MAT is led by five Members. They are responsible for setting out the constitution of the MAT and the Memorandum and Articles of Association. They approve the appointment of Trustees with the appropriate skills to support all schools within the MAT.



# Application Procedure:

Applications should be on Wildern Academy Trust application forms, **our application form does differ from the standard Hampshire County Council form and individual CV's will not be accepted.**

Wildern Academy Trust application forms can be downloaded from our website [www.wildernacademytrust.org](http://www.wildernacademytrust.org) where you can also find further details about the school, its facilities and benefits for staff. The Trust Board also requires a statement, no more than one page of A4, outlining 'What attracts you to this post?'. Covering letters and application forms should be e-mailed to [hr@wildern.org](mailto:hr@wildern.org) or sent by post for the attention of Mrs P Weston, Wildern School, Wildern Lane, Hedge End, Southampton, SO30 4EJ.

**Closing Date:** Midday, Monday 28th November 2022

**Interviews:** Week commencing 12th December 2022

**Wildern Academy Trust is committed to safeguarding and promoting the welfare of children and young people, and expects all staff and volunteers to share this commitment. We will ensure that all our recruitment and selection practices reflect this commitment. The successful candidate will be subject to Enhanced Disclosure and Barring Service checks along with other relevant employment checks.**





## Job Description

### Chief Executive Officer, Wildern Academy Trust

The CEO will be accountable to the Trust Board.

#### Strategy and Governance

- Work with the Trust Board of Trustees, Local Governing Bodies (LGB), Headteachers and Governance Professional to define and deliver the Trust's vision, aims and objectives through clear strategic direction and measurable targets.
- Support the Trust Board in the formulation, development and implementation of its strategy, including taking responsibility for key documents such as the business plan, long-term strategic plan and self-evaluation and improvement plans.
- Ensure the MAT Strategic Plan is underpinned by sound financial principles and planning in accordance with development priorities and targets to deliver well-resourced provision within the Trust and its schools, facilitating constant improvement.
- Develop and maintain effective relationships with key partners and stakeholders including the Regional Schools Commissioner, the Department for Education (DfE), the Education and Skills Funding Agency (ESFA), Local Authorities (LA), the wider local community and other local schools.
- Attend Trust Board meetings and provide Trustees with regular reports on developments and activities within the Trust.
- Drive improvement and change within the Trust at all levels, taking responsibility for the rust outcomes achieved.

- Be responsible for the leadership of high performing Headteachers including Central Services Team, regularly meeting to ensure a collective and consistent strategy is delivered.
- Lead a culture of excellence which supports strong cohesion, effective communication and facilitates meaningful collaboration, underpinned by a shared ethos and values.
- Work with the SCITT leaders in providing high quality, future teachers in liaison with partner schools.
- Ensure each school has outstanding leadership and governance capable of continually raising the quality of education.
- Identify growth opportunities for the Trust and oversee a robust due-diligence process working with the Trust Central Services Team before committing to incorporating any new schools into the Trust.
- Successfully lead conversions for any school joining the Trust, including overall responsibility for building relationships with school leaders and governors Trustees and Members.
- Ensure that the Trust policies and approach reflect a culture in which safeguarding has paramount importance.
- Maintain an outward-facing role on behalf of the Trust and its schools to support future growth and development.

## **Leadership and Management**

- Work with Headteachers and leaders to challenge, motivate and empower them to attain ambitious outcomes which maximise the educational and personal development of students/pupils.
- Ensure that systems of accountabilities are clearly defined and robust.
- Maintain an accurate overview of each of the schools, providing strategic leadership and direction with the Headteachers and LGB of each school as required.
- Maintain an inclusive and collaborative culture where Headteachers, schools and the Central Services Team work closely together to support each other.
- Develop and effectively manage the Trust's resources and facilities, including overseeing major capital projects.
- Present a clear, accurate and comprehensive account of the Trust's performance to Trustees and Members of the Trust, Ofsted, stakeholders and other relevant parties.
- Ensure a strong succession planning model is in place across the Trust, including supporting the growth of future leaders at all levels within the organisation.
- Implement systems to ensure continuous self-evaluation of provision and performance and ensure its effective communication throughout the Trust to facilitate improvement.
- Ensure robust policies are in place for the recruitment and retention of excellent staff.
- Ensure the effective deployment of human resources and the delivery of high-quality continuing professional development.
- Ensure that the Trust and its schools follow all relevant safeguarding and Health & Safety regulations and advice.
- Ensure a culture where the Trust is agile in responding to national and local needs, managing change and risk across the Trust and mitigating risk where necessary.

## **Quality of Education**

- Ensure the delivery of excellent teaching and learning throughout all schools within the Trust through the promotion of high-level professional standards, and rigorous monitoring and evaluation of teaching quality and students' achievement.
- Ensure there is high quality curriculum provision and related assessment procedures in each Trust School to meet the needs of all student groups.

- Work collaboratively with Headteachers to agree clear approaches to ensure that assessment procedures and attainment and progress measures within every school are accurate and consistent.
- Provide quality assurance and accountability through a rigorous and robust system of target setting.
- Be responsible for ensuring that all stakeholders receive appropriate and necessary reports on the development, progress and attainment of all students.
- Ensure there is a clear and consistent mechanism which inform parents and students about the curriculum, attainment and progress across all schools within the Trust.
- Ensure the effective use of technologies to support both teaching and learning, and in operational matters across the Trust and work with the Central Services Team to develop efficiencies and secure value for money as appropriate.
- Oversee school-to-school support across the Trust.
- Work with appropriate senior leaders to build strong relationships and partnership between primary and secondary phase schools and schools within local communities.
- Develop strong relationships with educational partners and other stakeholders to enhance educational provision and widen opportunities for all students within the Trust.
- Commission external support for Trust and school improvement, and assess the effectiveness and impact of the support provided.
- Cooperate fully and transparently with external agencies and bodies, including Ofsted, to ensure they can acquire an accurate view of the structure, management and performance of the Trust and its schools.
- As the leader of the Trust, keep up-to-date with developments and news in education.

## **Communication and Developing the Trust**

- Develop close and effective working relationships with key partners and stakeholders including DfE, ESFA, Hampshire LA and Regional Schools Commissioner (RSC) acting as a key influencer to ensure reforms are beneficial to education.
- Remain abreast of educational and other developments impacting on the Trust and its schools, both locally and nationally, and ensure senior leaders are well briefed and operate within a flexible environment, which is responsive to change.
- Work with Headteachers and the Central Services Team to build capacity and identify opportunities to widen the Trust's provision for the benefit of local communities.
- Oversee the arrangements for external communications with wider communities, the media and external agencies and bodies and promote the work of the Trust to a range of audiences, raising the profile of the Trust and its schools.
- Develop school strategies to support the sharing of facilities, resources, expertise and ideas that enable financial stability and well-being for the school communities.
- Continue to develop a range of community based learning experiences.
- Work with the community team and Community Management Committee to build further the Trust's community offer across all three schools.

## **Finance and procurement**

- Accountable for the financial probity and sustainability of the Trust.
- Act as Accounting Officer\* for the Trust, ensuring that it works to the standards set out in the Articles of Association, Scheme of Delegation, Academy Trust Handbook and Funding Agreements.
- Work closely with the Trust's Head of Central Services to establish and oversee effective financial monitoring systems, take appropriate action to address financial risks, problems and irregularities, and present Trustees with accurate and timely financial reports.

- Oversee and support the Headteachers in the management of their individual school budgets.
- Develop and oversee the Trust's income generation strategies, including grant applications and other fundraising.
- Oversee resource allocation and budget-setting and approval for the Trust and its schools, and ensure budgetary targets are met.
- Work closely with the Trust's Head of Central Services to establish effective procurement procedures in order to achieve financial efficiencies.

\* The Accounting Officer responsibilities are given in the Academies Trust Handbook sections 1.37 - 1.44. The designated responsibilities are :

- *Give assurance (to Parliament and the public) of high standards of probity in the management of public funds, particularly regularity, propriety and value for money*
- *Adhering to the Seven Principles of Public Life*
- *Having oversight of financial transactions (under Trustees' control, measures to prevent losses or misuse, multi-person operation of accounts and records, accurate accounting records)*
- *Completing annual statement on regularity, propriety and compliance*
- *Taking personal responsibility for assuring compliance to the Board*
- *Advising on Board intent or action if incompatible with the articles, funding agreement or handbook*
- *Notify the ESFA if they consider the Board is in breach of the articles, funding agreement or handbook*

The above is an extract from: The Core Responsibilities of a School Trust Chief Executive Officer  
The Confederation of School Trust

[https://cstuk.org.uk/assets/link\\_boxes/Guidances/CEO-Core-Responsibilities-November-2021.pdf](https://cstuk.org.uk/assets/link_boxes/Guidances/CEO-Core-Responsibilities-November-2021.pdf)



# Personal Specification:

<b>QUALIFICATIONS</b>	<b>Essential</b>	<b>Desirable</b>
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
<b>EXPERIENCE</b>		
Experience in a leadership role in education in the age range of 4 to 18 years	x	
Significant experience of leading multiple location sites 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	
Knowledge and full understanding of public and school financial standards and policy, and with demonstrable experience and the ability to apply that with expertise in successfully managing multi million pound budgets across an organisation	x	
Ability to report and present financial statistics and information	x	
Good knowledge of policy and regulatory requirements with the ability to influence decision making		x
Clear understanding and experience of the current educational landscape including issues specifically related to schools	x	
Managing staff development, appraisal and performance management regimes and delivery of measured and sustained improvement	x	
<b>SKILLS AND KNOWLEDGE</b>		
Ability to represent the organisation including front of house presentations and public speaking to a range of audiences	x	
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, ability to inspire and motivate senior professionals to deliver to their best	x	
Ability to engage with and inspire the wider community	x	
Business acumen and a knowledge of best value principles		x
Knowledge of public sector employment legislation and standards	x	
Excellent negotiation skills, tenacity and endurance in relationships with key partners (e.g. Trust Board, DfE, ESFA etc.)	x	
<b>PERSONAL QUALITIES</b>		
Gravitas and credibility with senior leaders, their staff and governors as well as Trustees and members	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	
Ability to listen to a range of opinions, form a conclusion and reach and deliver a decision based on those opinions	x	
An unwavering desire to ensure that all young people get the education they deserve	x	



Care, Opportunity, Quality

