

VEREDUS

The *Active Learning* Trust



Chief Executive Officer

The Active Learning Trust

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## Welcome Letter from the Chair of the Board

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Dear Candidate

Thank you for your interest in this important opportunity to become the new Chief Executive Officer for the Active Learning Trust. The Board of the Trust is looking to welcome a new CEO for our Trust and if you feel that you could become the new executive leader of this multi academy trust then we would be delighted to hear from you.

We are looking for an inspirational CEO for our well established and successful Trust currently of 21 schools and based in the East of England region. Our overriding aim is to deliver excellent educational achievement across our family of primary, secondary and special schools.

Since its inception in 2012/13 the Trust has grown in a planned and structured manner and has seen significant improvements in outcomes for children across our Cambridgeshire and Suffolk schools, alongside the establishment and careful growth of a highly experienced core central leadership team.

Fundamental to our way of thinking and working is striking the right balance between knowing when our schools are stronger together in how they do things, yet giving each of our academies the ability to respond in their own way to their own needs and those of the communities they serve.

This is an exciting time for ALT in the next phase of our journey. Our current interim CEO will be retiring this year and we are seeking an exceptional candidate who can knowledgeably support and steer our committed Board of Trustees in our next stages of development.

The right person will have a track record of improving attainment in their field of work, a clear understanding of the current education landscape and experience of working closely with key government departments and local communities alike. They will bring a mix of financial literacy, a grasp of complex governance arrangements, and a credibility with staff, parents/carers, children and external partners, as well as other stakeholders and regulators. Most of all they will have an unswerving determination to be a leader of and an ambassador for the Active Learning Trust!

**Lesley Adams**

**Chair of the Board. Active Learning Trust.**

February 2019



## 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.
- ❖ Currently there is one further (new build) primary school in the pipeline.
- ❖ 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.

Currently the Inspection Outcomes for the Trust academies are:

- One school was judged to be Outstanding prior to joining the Trust
- Ten schools are judged Good
- Six schools are judged to Require Improvement
- Four schools are yet to be inspected since joining the Trust. Of these two of the predecessor schools were judged to be Good and the other two opened as new schools.

## 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 21<sup>st</sup> 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, delivered at minimised administrative cost
- 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 (especially with outstanding leadership and/or attainment) and that 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.
- 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.

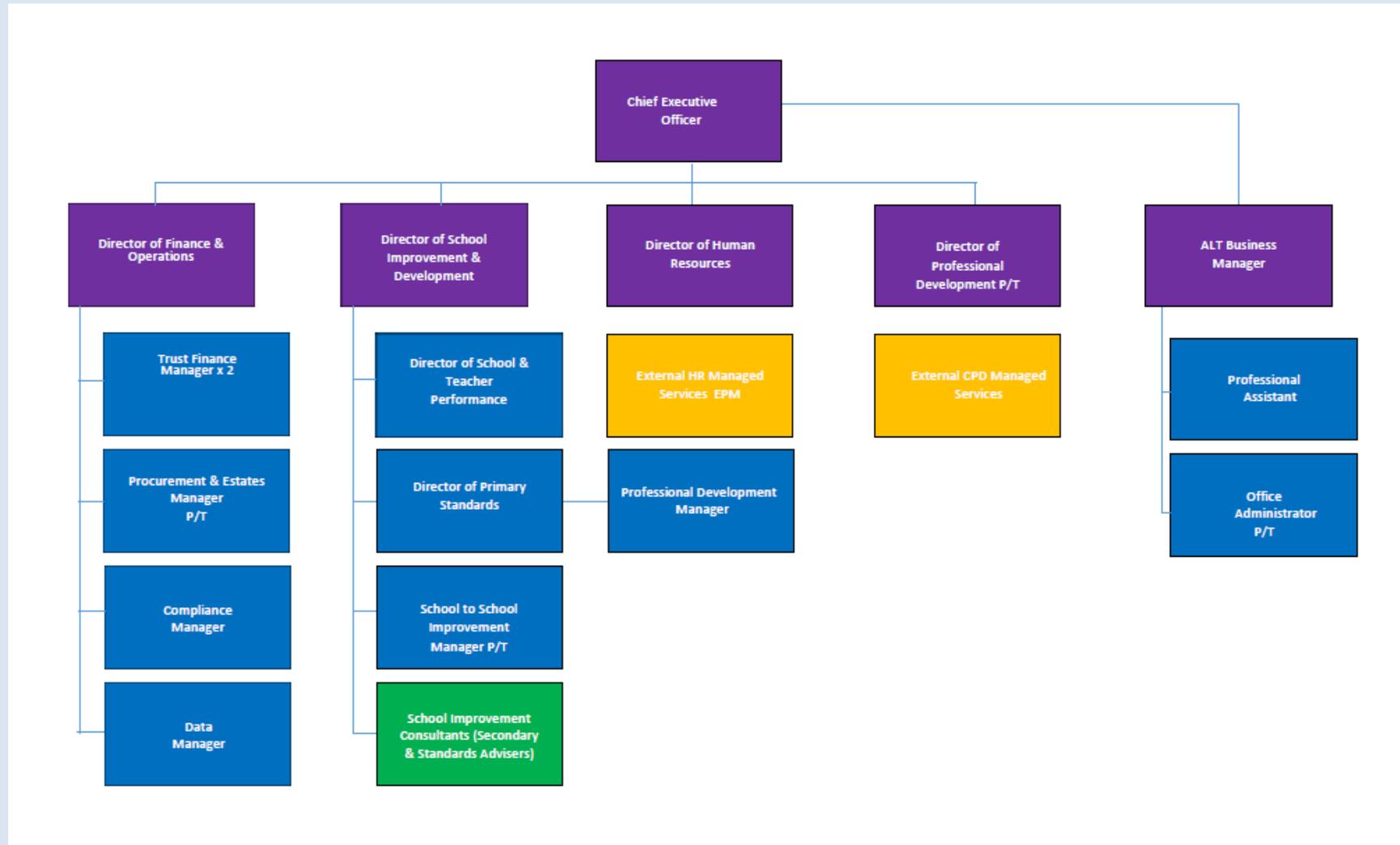
## Our Values

- We recognise each school is different – we do not 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 no 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.



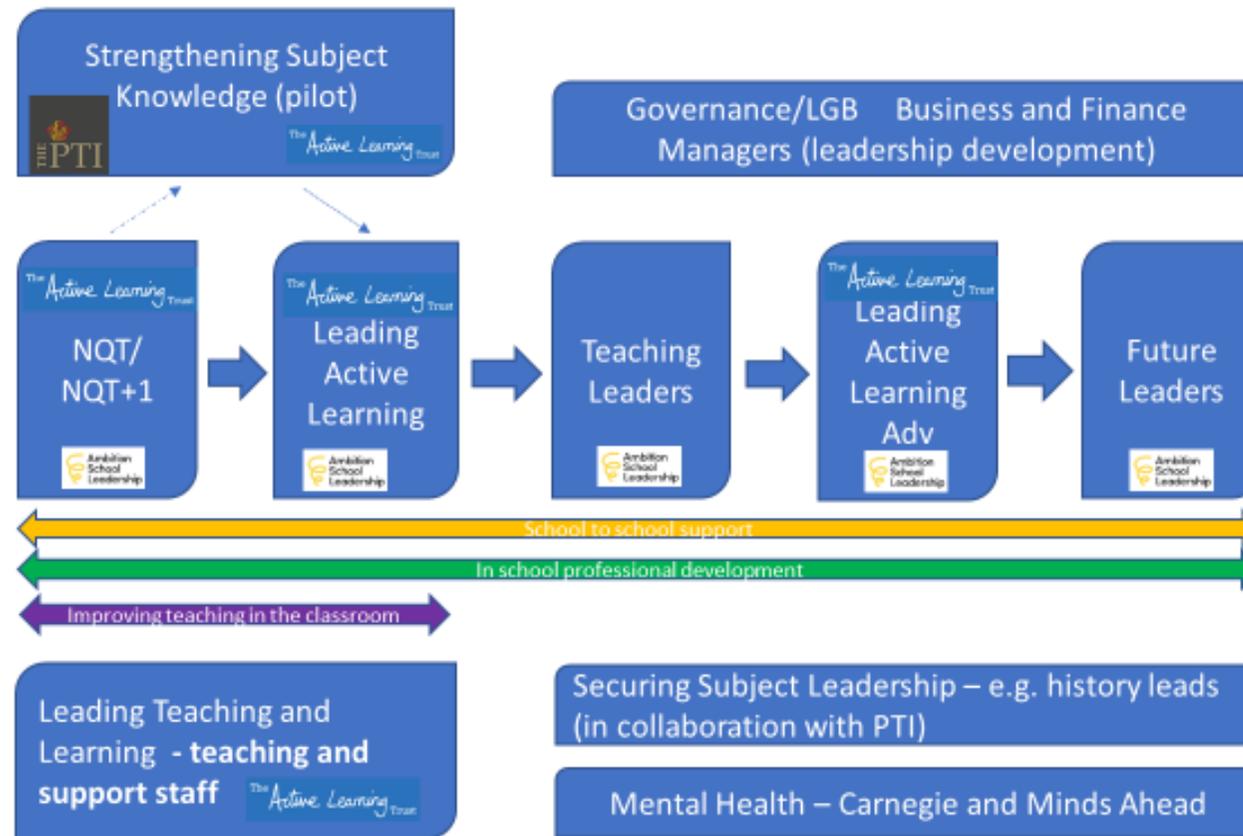
- We are always open and honest in our communication and welcome feedback.
- We always do what we say we will do.
- We will strive for excellence and quality in everything we do.
- Our staff can expect support and advice of the highest quality, clarity about expectations we have of them and the right 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.

Central Structure Chart



Our Leadership Development Programme

Active Learning Trust - Leadership development programme, in partnership with Ambition School Leadership (ASL) and The Prince's Teaching Institute (PTI)





## Performance Summary

### Trust schools inspected since Autumn 2018 – section 5 inspections

School	Local Authority	Date opened as an academy	Previous inspection judgement	Most Recent Inspection 2018/9
Gusford Primary	Suffolk	August 2013	March 2015; Requires Improvement	Requires Improvement
Burrowmoor Primary	Cambridgeshire	July 2013	December 2016; Requires improvement	Requires Improvement
Chantry Academy	Suffolk	September 2015	June 2016; Requires Improvement	Good

### Trust schools inspected since Autumn 2018 – section 8 short or monitoring inspections

School	Local Authority	Date opened as an academy	Previous inspection judgement	Most Recent Inspection 2018/9
Albert Pye Primary	Suffolk	October 2016	Predecessor school; Good	Maintained Good
Highfield Ely - special	Cambridgeshire	September 2016	Predecessor school; Good	Maintained Good
Grove Primary	Suffolk	May 2014	March 2017; Inadequate	Feb 2019 Inspection. Improvement likely.

### Other Trust schools

School	Local Authority	Date opened as an academy	Previous inspection judgement	Most recent Inspection
Ravensmere Infants School	Suffolk	October 2016	Predecessor school; Outstanding	Exempt from routine inspections
Chesterton Primary	Cambridgeshire	September 2013	New school	July 2015; Good
Westwood Primary	Suffolk	August 2013	March 2015; Requires Improvement	February 2017; Good
Isle of Ely Primary	Cambridgeshire	September 2014	New School	June 2017; Good
Red Oak Primary	Suffolk	March 2014	Predecessor school; Inadequate	February 2017; Good
Sidegate Primary	Suffolk	May 2014	Predecessor school; Requires Improvement	March 2017; Good
Reydon Primary	Suffolk	March 2015	Predecessor school; Inadequate	February 2018; Good
Earith Primary	Cambridgeshire	January 2018	Predecessor school; Good	No inspection as an academy
Hillside Primary	Suffolk	July 2014	Predecessor school; Requires Improvement	June 2017; Requires Improvement
Kingsfield Primary	Cambridgeshire	July 2014	Predecessor school; Inadequate	July 2017; Requires Improvement
Pakefield Primary	Suffolk	January 2015	Predecessor school; Requires Improvement	November 2017; Requires Improvement
Cromwell Community	Cambridgeshire	September 2017	Predecessor school; Good	No inspection as an academy
Neale-Wade Secondary	Cambridgeshire	April 2013	February 2015; Requires Improvement	October 2016; Good
Littleport and East Cambridge	Cambridgeshire	September 2017	New school	No inspection as an academy
Highfield Littleport Special School	Cambridgeshire	September 2017	New school	No inspection as an academy

## The Advertisement

### The Active Learning Trust

#### Chief Executive Officer

Salary: Competitive six figure salary, plus package

The Active Learning Trust is a Multi-Academy Trust with a strong record of school improvement working with 21 schools across the East of England. The Trust is committed to excellence in education, the wellbeing of our pupils and an uncompromising professionalism in everything we do. Our pupils, students and staff are at the heart of our organisation. Since its inception in 2012, the Trust has grown steadily into one of the leading multi-academy trusts in the region.

In advance of the retirement of our interim CEO, who has recently taken over from our previous long-standing CEO, we are seeking an exceptional candidate to take forward

and develop our Trust in its next stages of consolidation and development. Working closely with our knowledgeable and committed Board of Trustees, and in partnership and collaboration with our range of stakeholders, you will lead our schools on the next stage of the Trust's journey towards being an outstanding organisation.

**The successful candidate will be an outstanding leader who can wholeheartedly embrace the vision and values of ALT and will empower others to do the same. The Trust has invested in strong leaders in its academies and they will look to you to galvanise their efforts and give them clear and fair leadership.**

You will be highly accomplished at developing professional networks and partnerships, understand that financial probity and strong governance are at the heart of a secure organisation and be someone who never loses sight of the potential of all the young people in your care.

If you have the determination to make a positive difference, have a track record of strong leadership in a large organisation and the desire to move our Trust forward, then we would like to hear from you. It may be that you are a professional from an education background at Executive Head, CEO, or sector leadership level looking to take on a bigger challenge. Alternatively,

you may come from a quality assured, service-focused and multi-site environment with the knowledge and ambition to improve the life chances of young people. Wherever you come from, you will possess the strategic ability and vision that will take your people with you.

The Trust hopes to appoint our new CEO to commence work as early in the new academic year as possible. Whilst the administrative HQ is based in Ely Cambridgeshire, this role will benefit from flexible working location arrangements.

To discover more about this exciting opportunity and for an information pack, please visit [www.veredus.co.uk](http://www.veredus.co.uk) quoting reference **931163**. For an informal and confidential discussion please speak to our advising consultants at Veredus: **Nataliya Starik-Bludova** on **0207 932 4265** or **Robert Naylor** on **07701 317 733**.

**Closing date is 12pm on Friday, 29<sup>th</sup> March 2019.**

*Active Learning Trust is committed to safeguarding and promoting the welfare of children and young people and expect all its staff and volunteers to share this commitment. All post-holders in regulated activity are subject to appropriate vetting procedures and satisfactory Enhanced Disclosure & Barring Service check.*

## Job Description

### Responsible to

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

### Salary

Competitive six figure salary plus package.

### Purpose of the role

**This role is responsible for leading the Academy Headteachers & Principals and the Executive and Central Teams and the overall performance of the Trust.**

- 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, management and teaching quality, alongside finance, human resources and governance, play a crucial role in driving academy performance and improvement.
- Line and performance management of the central Senior Leadership Team and Principals/Headteachers in Trust academies.



### Performance Measures

- Academies achieve key educational targets (e.g. OfSTED outcomes, progress measures, high attendance and low exclusions).
- Trust Board is professionally serviced, 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, pupils/students 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

- Lead the Trust Board in reviewing the effectiveness, 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.
- 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 Trust's effectiveness and proposals for priorities, developments and change.

### Growth & 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 & 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 & 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.

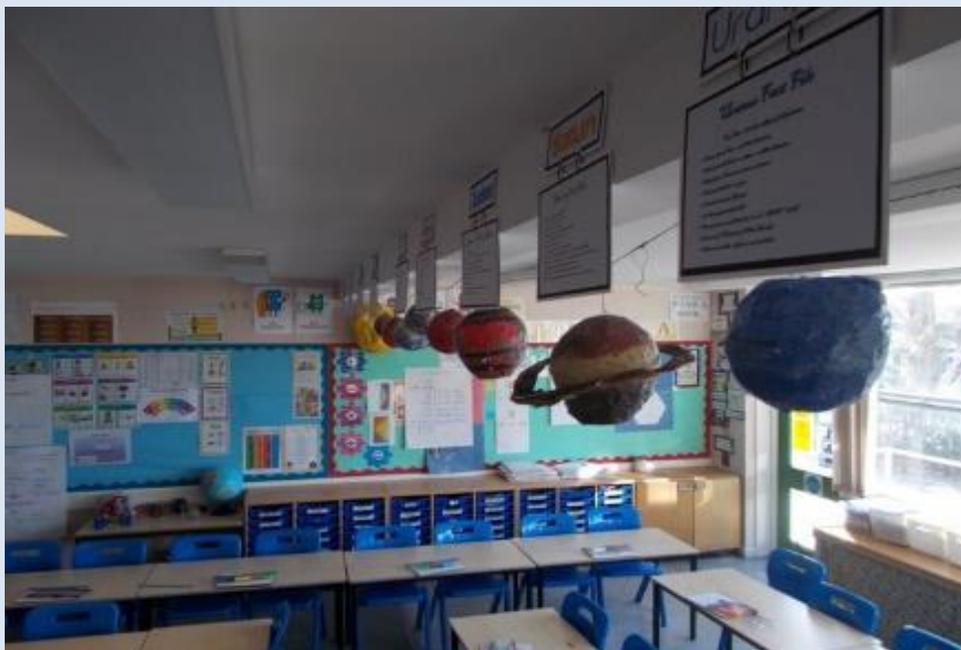
### Finance

- 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

- Implement, review and advise the Trust Board on the most appropriate Scheme of Delegation and good governance procedures across the Trust.
- Support 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 patterns 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
<b>QUALIFICATIONS</b>		
Honours Degree or Equivalent	x	
Teaching or School Leadership Qualification		x
Post-Graduate/Master's Degree in Education, leadership & management or business related areas		x
<b>EXPERIENCE</b>		
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 and delegation of a series of mutually dependant 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 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	

<b>SKILLS &amp; KNOWLEDGE</b>		
Ability to balance key strategic priorities and focus on the essential	x	
A working and current knowledge of school curriculum		x
Gravitas and credibility with academy senior leaders, their staff and governors as well as Trustees and members	x	
Leading high performance teams	x	
Leading high performance teams that are enthusiastic for child attainment and development		x
Able to inspire and motivate senior professionals to deliver their best	x	
Business acumen and knowledge of best value principles		
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	
<b>PERSONAL QUALITIES</b>		
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	

## The Recruitment Process

The Active Learning Trust have appointed Veredus, an executive search firm, to assist with this appointment.

Applications should be sent via Veredus' website - [www.veredus.co.uk](http://www.veredus.co.uk), quoting reference number **931163**.

To apply for this post, please submit the following documents by **12pm on Friday, 29<sup>th</sup> March 2019**:

1. A completed **Application Form** (available to download from [www.veredus.co.uk](http://www.veredus.co.uk), reference number 931163). Please ensure you have provided reasons for any gaps in your career history.
2. A **Supporting Statement**, setting out the relevant experience, skills and competencies you will bring to the role and your vision for the Active Learning Trust.

*All submissions sent to the above email address will receive an automated response. In the event that you do not receive confirmation of receipt when submitting your application please contact us on 0207 932 4236.*

If you are unable to apply online, please contact [caroline.willetts@veredus.co.uk](mailto:caroline.willetts@veredus.co.uk) in the first instance.

**At Veredus, we take care to protect the privacy of our candidates and clients. To read more about how we collect, store and share your data please read our privacy notice which can be accessed here: <https://www.veredus.co.uk/privacy-and-cookies>**

### Further Information

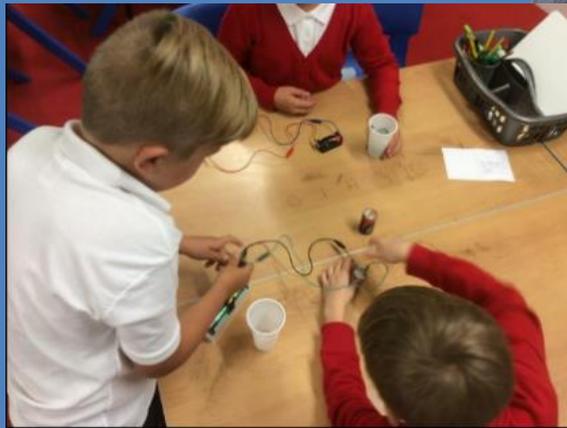
Should you like to discuss the role in more detail or require any further information, please contact our advising consultants at Veredus: Nataliya Starik-Bludova on 0207 932 4265 or Robert Naylor on 07701 317 733.

### Indicative Timeline

Please note that these dates are only indicative at this stage and could be subject to change. If you are unable to meet these timeframes, please let us know in your application.

Advert Closing Date	12pm on Friday, 29 <sup>th</sup> March 2019
Preliminary Interviews with Veredus	w/c 8 <sup>th</sup> April 2019
Short List Meeting	w/c 22 <sup>nd</sup> April 2019
Further Assessments and References	Post short listing
Panel Interviews	w/c 6 <sup>th</sup> May 2019

# The Active Learning Trust



**Further Information:**  
[About the Active Learning Trust](#)  
[The Active Learning Trust Schools 2019](#)