

Swale  
ACADEMIES  
TRUST



Chief Executive Officer Candidate Pack

# Welcome from our CEO



I am immensely proud to have led Swale Academies Trust since its inception in 2010.

First and foremost, Swale Academies Trust is a school improvement service. Over the past twelve years we have sought local authority schools to work with that have experienced difficulties with standards, leadership and community perception and systematically improved them. As a result of our work with these schools they have all chosen to become part of our Trust. Consistently we have improved academic standards, Ofsted grades and popularity amongst our schools through applying our key values of resilience, collaboration, inclusivity, respect and innovation.

Having led the Trust through its formative years into a mature organisation I consider that the time is now right to pass on the baton of leadership to someone new who can build upon our success whilst still retaining the values that have got us to this point.

Trust leadership in the post Covid world will undoubtedly present new and complex challenges to contend with. However, in my experience our talented leaders, teachers and support staff are more than a match for whatever is put before us.

**Jon Whitcombe** – Trust Principal and CEO

# Welcome from our Trustees



Our current CEO Jon Whitcombe has decided to step down from the role after establishing Swale Academies Trust as a highly consistent and effective school improvement service over the past twelve years. During this time the Trust has transformed the educational provision of nineteen schools thereby improving outcomes and experiences of thousands of students.

We find ourselves in the fortunate position to be highly popular amongst parents, with a very healthy financial position and dedicated and skilled workforce.

With Jon's departure in April 2023, we now need to look for an equally talented and inspirational leader with the passion and drive to take us on to the next stage of our evolution without losing sight of the values which got us to where we are now. If you think that this might be you please do get in contact.

**Paul Goodson – Chairman of the Board**

# About Swale Academies Trust

Swale Academies Trust has established a strong track record in taking on schools with challenges in Bromley, Kent and East Sussex, turning them around and then ensuring that they sustain high standards thereafter. Our nineteen schools are managed to ensure that they provide an environment that focuses on good quality teaching and learning which we consider the Trust's overriding objective, in order to achieve the best outcomes for pupils.

Our outcomes have been achieved as a result of excellent, disciplined leadership which has been developed throughout the Trust. The size and geographic concentration of the organisation gives us the ability to make use of resources and expertise from across the school estate to ensure that high standards are implemented and maintained and that issues are addressed promptly as they arise.

The Trust is aware that each of its schools occupies a critical place in its own community. Whilst fundamental educational disciplines are implemented across the Trust, each school is run individually to give it the ability to shape itself appropriately for its local environment.

None of this could have been achieved without rigorous, thoughtful, determined and ambitious leadership at the top of the organisation. The Trust's board seeks an individual with excellent qualities of disciplined leadership and ambition to replace the incumbent, whose inspired stewardship as the Trust has grown has put the organisation in such a strong position.



# Job Description Chief Executive Officer

Job Title	Chief Executive Officer
Salary	Competitive
Responsible to	The Trust Board

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## Role Overview

The values of the Trust are based upon our five key characteristics of inclusivity, respect, resilience, collaboration and innovation. The CEO is responsible for ensuring that these characteristics effectively permeate the work of the Trust. The CEO will ensure that the Trust provides high quality education for all its pupils through the effective and efficient use of resources and people.

The CEO is the strategic leader of the Trust. They work with the Trust Board to formulate policy for the growth and wellbeing of the Trust in line with our values. The CEO leads the Trust's staff in the implementation of such policy.

The CEO is the Accounting Officer for Swale Academies Trust and will be accountable to the Trust Board for all the internal operations of the Trust, including existing academies and any which join subsequently.

## Key Responsibilities

### Strategic

- To ensure that all Trust academies provide a safe and encouraging learning environment for every student.
- To lead the review and regular updating of the Trust Strategic Plan, ensuring that it aligns with the ethos and values of Swale Academies Trust.
- To ensure that the Trust identifies risks and takes appropriate measures to address them
- To ensure that local communities served by the Trust are actively engaged in its work and have confidence in the quality of its provision.

### Organisational

- The CEO will lead the Senior Leadership Team of Swale Academies Trust. The CEO will directly line manage the Chief Operating Officer, Head of Finance and the Deputy CEO.
- The CEO will manage an organisational structure that includes the role of Director of Primary, Director of Secondary, nine Executive Headteachers, nineteen Heads of School and circa 2000 school and centrally based employees.
- To ensure, as the Trust's Accounting Officer and working with the Head of Finance and Audit Committee, that the Trust's financial viability is secure.
- To ensure, as the Trust's Accounting Officer and working with the Head of Finance, that the Trust's budget is managed prudently in line with the Trust's declared financial objectives.



# Job Description continued

## Operational

- To work collaboratively with the Trust Board to ensure that Trust policies and development plans are enacted.
- To attend meetings of the Trust Board and, working with the Chair and Clerk to the Trustees to ensure that such meetings are purposeful and fully informed in relation to the activities of the constituent members of the Trust.
- To work with the Chair and Clerk to the Trustees to ensure that a comprehensive programme of meetings of Trust Committees is in place to discharge the work of the Trust and that these committees are effectively and efficiently serviced by senior leaders of the Trust.
- To develop and maintain effective relationships with external agencies working with them to secure and extend the reputation, vision and values of the Trust.
- To maintain high morale and confidence among staff at all levels setting an example of professional standards of leadership.

## Key responsibilities exercised through holding senior leaders to account

### The CEO will be responsible to the Trust Board for:

- Ensuring that each academy's curriculum is broad and balanced and in line with legal responsibilities.
- Ensuring that Swale Academies Trust fulfils its legal safeguarding responsibilities.
- Ensuring that Swale Academies Trust fulfils its legal responsibilities for SEND students.
- Ensuring that each academy maintains good standards of attendance and behaviour for its students in line with standards of best practice.
- Ensuring that each Academy demonstrates good or improving academic outcomes for its students.
- Attending and reporting to meetings of the Trust Board and its committees.
- Assuring the quality of standards across the Trust.
- Leading the creation and ongoing review of the Trust's Strategic Plan.
- Monitoring national developments in educational management and leading the implementation of educational change, where appropriate.
- Ensuring that standards of leadership in each academy are in line with the Trust's ethos and values.
- Ensuring that each academy is suitably staffed with appropriately qualified people and that staff retention is a priority.
- Ensuring that each academy is popular with its local community.
- Ensuring that Swale Academies Trust acts in an ethical manner and upholds Nolan's seven principles of public life.

The CEO will not be subject to the terms and conditions of a Headteacher, as specified in the School Teachers' Pay and Conditions Document. A bespoke contract will be in place which whilst based upon the provisions of STPCD will reflect the additional demands of this post.



# Person Specification Chief Executive Officer

Criteria	Essential/Desirable		Assessed by Application/ Interview Process	
	E	D	A	I
<b>Qualifications and Requirements</b>				
Honours Degree or equivalent	√		√	
Qualified Teacher Status	√		√	
Substantial experience of teaching	√		√	√
Experience at CEO level within a MAT		√	√	
Experience at Headteacher level	√		√	√
Evidence of significant CPD in the last three years	√		√	
NPQH		√	√	
Higher level educational/management qualification		√	√	
<b>Personal Aptitudes, Qualities and Skills</b>				
Proven ability to plan strategically	√		√	√
The ability to lead, influence and manage continuity and change	√		√	√
The ability to communicate the school's vision and inspire and motivate students, teachers, parents and governors	√		√	√
The ability to be proactive, innovative and versatile, with a high level of drive, energy, enthusiasm, resilience and integrity	√			√
<b>Leadership and Management</b>				
Understanding of effective strategic, financial and resource management	√		√	√
Evidence of a capacity to lead school improvement	√		√	√
The ability to perform a high profile role with a strong visible presence and a professional approach that demands excellence and earns the confidence, trust and respect of the entire school and wider community	√			√
Experience of and commitment to working collaboratively with a Board of Directors	√		√	√
Knowledge and understanding of the wider educational agenda, including current national policies and educational issues, as well as statutory and legal frameworks governing the operation of academies	√		√	√
Experience of positive behaviour management and a commitment to ensuring that student behaviour and attendance are outstanding	√		√	√
A demonstrable understanding of the process of safeguarding and safer recruitment, ensuring a safe, secure and healthy school	√		√	√
Substantial experience and ability to use sound judgement to anticipate and resolve conflict and issues	√			√
<b>Leading Learning and Teaching</b>				
The ability to monitor and develop staff, evaluate performance, celebrate excellence and challenge poor performance	√		√	√
Evidence of the use of a range of strategies to meet the learning needs of all students	√		√	√
Proven experience of developing and leading curriculum initiatives	√		√	√
A commitment to a student-centred, inclusive approach in which every student is affirmed and valued	√		√	√
Recognition and promotion of the role that parents/carers and families play in supporting young people to succeed and thrive	√		√	√
Experience of providing systems of planning, assessment and record-keeping and communications with parents/carers and students to enable individual targets to be set and monitored	√		√	√

# Swale ACADEMIES TRUST

Ashdown House  
Johnson Road  
Sittingbourne  
Kent ME10 1JS



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

**Closing date: Noon, Monday 13th June 2022 • Shortlisting: Thursday 16th June 2022 • Interviews: Tuesday 28th and Wednesday 29th June 2022**