



Appointment of Chair Shaw Education Trust

March 2020

Saxton Bampfylde

Table of Contents

Welcome

About Shaw Education Trust

Mission

Values

Model

Core Principles

Onboarding

About the Role

Key Relationships

Core Responsibilities and Accountabilities

Person Specification

Terms of Appointment

How to Apply



Welcome

Dear Applicant,

Thank you for the interest you have shown in becoming Chair of Shaw Education Trust.

Shaw Education Trust (SET) was established in October 2014, initially to offer a better deal to children with Special Educational Needs, many of whom historically leave school with little chance of gaining employment or moving on to higher education. Shaw Trust, SET's sponsor, has over 30 years of experience in helping those with disabilities or at disadvantage into employment. It therefore seemed to be a natural step to use this expertise to help special needs children.

Since these early days SET has rapidly grown and has successfully moved into both mainstream secondary and primary schools, whilst maintaining its interest in those with special needs. SET now has schools stretching across the Midlands and the North West. By the end of the academic year we expect to have in excess of 7000 pupils enrolled across 27 schools.

This growth has been achieved through the dedication of Jo Morgan, our high performing CEO and her Executive Team. They have achieved a stable financial base and strengthened the leadership within each school to ensure a continuous improvement in school and pupil performance. In turn this will provide the opportunity to continue our ambitious growth plan. SET has the capability to adopt a further 7 schools a year.

The notable progress of the last two years has been achieved under the stewardship of our current Chair Jon Rouse. As a consequence of him beginning an important new position as City Director of Stoke-on-Trent City Council, he will shortly be standing down from the role, although we are pleased to say that he will remain a trustee. Hence our need to seek a new dynamic Chair who can lead the Board and guide the organisation through the next stage of growth.

Shaw Trust, as sponsor also has impressive plans for the future having brought two outstanding organisations into the Group in recent times: Ixion Holdings and Prospects Group. A three-year plan has recently been developed to provide stability whilst we fully integrate them into Shaw Trust. The new combined group will provide scale that brings not just economies but also influence in the corridors of central, regional and local government.

If you have in depth experience of business, public administration or the third sector and have empathy with education, its remit and potential. Plus you feel you could drive the next stage of Shaw Education Trust's exciting development, it would be good to hear from you.

--John Norman, Chair, Nominations and Remuneration Committee

About Shaw Education Trust

Shaw Education Trust's vision is for a society in which everyone has the opportunity to excel, gain employment and sustain independence; a society where aspiration is the norm and high achievement the only acceptable standard. Barriers to success will be removed by high quality educational and training experiences.

The Shaw Education Trust has two geographical clusters: one in the Midlands, the other in the North West.

Each footprint contains mainstream and special schools covering all age phases. Shaw Education Trust's approach is to regenerate learning communities by focusing resource and support to effect rapid provider improvement that helps every single pupil on their journey towards achieving their potential. SET believes its staff is its greatest asset. The Trust's unique complement of academies enables it to capitalise on its significant strengths and harness intervention in all sectors.

SET's vision is simple: to link 'families of schools' together; with special provision an integral part of the group- as either existing, or new (free school) academies.

Shaw Education Trust's strategy is to target schools and build infrastructure to create sustainable growth and development. The Trust's Free School strategy is currently linked to developing innovative, creative and ground-breaking approaches to supporting the needs of vulnerable young people in mainstream and special education through reason of behaviour, mental health, identified SEND or physical disabilities.



Mission

Shaw Education Trust believes every young person can achieve great things, whatever their ability and whatever their background. Shaw Education will facilitate excellence by all and for all: with no exceptions.

The Trust will deliver 'best in class' tailored learning to ensure that every young person attending one of its academies has the opportunity and support required to achieve their potential.

High quality intervention and targeted leadership development will be the foundation stone of the Trust. SET will accelerate improvement in all its academies from their individual starting points. Schools facing challenge will be intensively supported to get to 'Good'. Leaders will be celebrated, encouraged to excel, think innovatively and be incredible.

SET pledges an unswerving commitment to improve the life chances of all the young people in its academies. It will focus on bridging the gap between school and the outside world to give young people the best chances to progress to high-quality further/higher education, employment or training.

SET will create a self-sustaining family of schools who will support each other's success and promote consistently high standards across the Trust. Its academies will be great places to work, buzz with creativity and achieve awesome outcomes.

Values

To be pupil- and people-centred: To ensure everything the Trust does realises the full potential of the pupils it is here to help. It will provide caring, tailored and supportive environments where young people can flourish. It will ensure that all members of the school community are the focus of its activity and as servant leaders SET shall enable their success.

To act with integrity: To be an organisation that is open and transparent, actively embraces equality and diversity and has an honest, inclusive and respectful culture which everyone can trust.

To be innovative: To be a creative, forward-thinking organisation that finds new ways of doing things. To break down barriers to learning, stimulating exciting futures and securing independent living. Shaw Education Trust will be relentless in its pursuit of the excellence which has the power to change lives.

To be best in class: To be a top performing education provider for students and staff alike.

To be accountable: The Shaw Education Trust, its schools, and staff, are accountable to its pupils and stakeholders. All members of the Trust will demonstrate personal responsibility by carrying out their roles to the best of their ability and in adherence with Shaw Education's values.



Strategy and Objectives

Shaw Education Trust's four-year strategic plan is based on growth development from an emergent multi-academy trust to a leading provider of exceptional outcomes. It will:

- Raise standards for young people within the Trust so they exceed previous performance and make progress above national averages
- Communicate a compelling strategic vision which is effectively delivered through shared accountabilities and corporate cohesion
- Embed a clear accountability framework at all levels, which effectively manages performance and has a significant impact on standards
- Establish robust quality assurance mechanisms across the academies within the Trust which enable consistently outstanding performance
- Ensure effective governance is secured through regular review, transparent lines of delegated authority, planned scrutiny and targeted challenge
- Provide bespoke school improvement services which accelerate performance and generate internal strength
- Manage risk to safeguard individual and corporate reputation
- Plan for succession, promote talent and develop staff at all levels to enable the very best to be retained and harnessed as a corporate strength
- Contribute to the broader education agenda by engaging with then leading, local, regional and national networks
- Lead new initiatives to secure high-quality teacher training, creating a high-quality supply chain.

Core Principles

Promoting exceptional leadership:

- Shaw Education will establish and support the development of excellent senior leadership in all its academies. This will also include the development of the Local Governing Bodies (Academy Councils).
- The Trust will invest in the development of all staff so that there is consistent leadership both, inside and outside of the classroom.
- All academy senior staff will contribute to the corporate strategy and form part of the extended leadership team.

Development of life skills:

- Shaw Education schools aspire to give every young person the life skills they deserve in order to have the best chances to go on to education, employment or training.
- The Trust aims to equip young people with the employability skills they need to achieve their potential after they leave school.
- Shaw Education aims to provide a work experience placement to every one of its students in an appropriate setting and with suitable support and training.

High quality and tailored learning:

- Shaw Education's schools provide a caring and supporting environment where young people can flourish.
- The Trust aims to develop an education and support programme for each young person that is tailored to their individual needs.
- It believes its staff is its greatest asset and we support them in providing best in class teaching and learning.

Bridging the gap for school leavers:

- Recognising the challenges for young people when they leave school, Shaw Education aims to provide ongoing support to bridge the gap between school and the outside world. Every one of the young people leaving one of Shaw Education's schools will receive careers education to support their progression into education, employment or training.

Strong governance:

- Each school's Local Governing Body (Academy Council) has delegated autonomy as appropriate to its individual circumstance. There is no one size fits all model.

- It is expected that Academy Councillors assume accountability for core school business:
 - policy development, strategic planning, target-setting and review
 - monitoring, reviewing and interrogating progress and attainment, including for groups
 - evaluating the quality of curriculum and learning and teaching
 - ensuring sound management and administration of the Academy including robust and transparent performance management systems are well delivered
 - ensuring compliance with legal and health and safety requirements
 - establishing and maintaining a transparent system of prudent and effective internal controls in accordance with the Academies Financial Handbook
 - management of the Academy's financial, human and other resources
 - ensuring the Academy be responsive to the needs of parents and the community
 - setting the Academy's standards of conduct and values
 - assessing and managing risk and reporting this to the Trust Board via the Executive.



The Local Governing Body (Academy Council)

Local Governing Body (Academy Council) responsibilities can be delegated to committees or individuals but this must be made clear in the LGB's scheme of delegation and properly reported to the LGB and Trust Board.

- Each academy will have a single Academy Council and two sub-committees: standards and finance/audit.
- There must be two parent governors on each full Academy Council. These must be elected
- Academy Councillors do not incur any personal liability in respect of anything done honestly, reasonably and in good faith in exercising their power or delegating power to the Principal.
- The Local Governing Body (Academy Council) is accountable for all actions taken in its name by individuals or committees to which it has delegated functions. Where the Headteacher delegates tasks to other members of staff, the Headteacher remains accountable to the Local Governing Body and the Shaw Education Trust Board.

Onboarding

An important ambition for SET is to have high performing schools as part of its family of academies from the start. This is so the Trust can work collaboratively to support improvement in schools facing challenges. All schools will have a bespoke approach to engagement, which will be defined following Shaw Education's baseline assessment processes.

Shaw Education will focus on a partnership approach by:

- Offering proven experience from the Shaw Education team which has secured improved performance from a high baseline
- Providing safety in numbers in a tumultuous educational landscape within a dynamic, creative and innovative broader team;
- Developing shared services and economies of scale as the Trust's central team capacity grows
- Creating considerable opportunity for professional growth and promotion; the opportunity to become a system leader and to shape the future of children beyond the base school.

Getting it right...working with new schools

- The Shaw Education team will assess the strengths of the new academy in partnership with the leaders from the joining organisation; where there is capacity. Should there be significant deficit in internal resource the whole process shall be led and managed by the Shaw Education team
- Each new academy will receive a baseline review. This considers educational priorities alongside finance and resource planning. Recommendations will then

be supported by a fully funded action plan. The plan will relate to their starting point of the academy and align with future goals and aspirations. All academies will support each other to achieve shared success, which includes the Teaching School Alliance capacity.

- Where an academy demonstrates strength in leadership and governance, the SET Board will delegate key responsibilities. These will be defined on conversion. Leadership development programmes will be in place for all of academies, at all levels, to secure internal sustainability and grow capacity for improvement.
- Academies will remain at the heart of their communities. All academies will have a Local Governing Body
- A clear scheme of delegation ensures leaders at all levels have well defined accountabilities. This included clearly detailed roles for local governance arrangements
- Termly monitoring and evaluation will be undertaken to assure the Trust Board of quality across all academies. This will be undertaken by the Education Team, in partnership with academy leaders and will involve peer review. A broad scope of quality assurance will underpin mandated school level systems. Notes of visit will be formal and identify strengths and weaknesses. These reports will reflect back into the academy action plan and the CPD programme.
- To support leaders, teachers and staff to provide exceptional teaching, learning and outcomes.
- Delegating significant autonomy to the LGB (Academy Council) to continue to lead and manage the school with freedoms, as appropriate to ability, to fulfil the role.
- Decisions will be made following the due diligence exercises and prior to applying for the Academy Order. The Shaw Education Trust reserves the right to alter arrangements at any time
- Presenting an opportunity to generate income as a lead in Shaw Education's school improvement offer
- Creating bespoke and tailored professional development





About the Role

Key Relationships

The Chair of the Shaw Education Trust will be expected to work in close collaboration with Shaw Education Trust Board Members, the Shaw Education Trust Chief Executive and wider senior team, the Chair and Board of Shaw Trust, the Department for Education and associated interested parties, Ofsted and the broader regulatory community as appropriate, national and local politicians and opinion former, the media and current and future partners of Shaw Education Trust.

Core Responsibilities and Accountabilities:

- To lead the Board, with overall responsibility for all aspects of Board effectiveness including its composition, ensuring that it works as a team, that meetings are effective and that individuals are able to contribute.
- To act as a credible and influential ambassador for Shaw Education Trust with a range of external stakeholders including the Department for Education and its associates, national and local politicians, the media, regulatory community and current or potential partner organisations
- To maintain relationships with the Shaw Trust Chair and members of the Shaw Trust Board.
- To hold accountability, through the Chief Executive, for Shaw Education Trust's overall performance and to ensure that all schools within its portfolio are properly governed, managed and represented externally
- To ensure that all plans for future development and expansion of Shaw Education Trust are properly considered, planned and managed and that they are balanced with the requirement to maintain or improve performance within the Trust's existing diverse school portfolio

- To ensure that Shaw Education Trust maintains constructive relationships with Ofsted and DfE
- To act as a 'critical friend' in challenging and supporting the Chief Executive and senior executive team on the development and execution of strategy
- To maintain a strong oversight of the Education Trust's financial position and ensure that the Board is kept fully apprised of major financial decisions, or changes in the financial position of the Trust
- To act as a source of advice and support to the Chief Executive and senior team, to hold the Chief Executive accountable and ensure that succession planning is in place.
- To act as the custodian of Shaw Education Trust's mission and reputation nationally and in the region.

Person Specification

Knowledge and Experience:

- Deep experience of leading a group of independent, high quality performers in an entrepreneurial commercial, voluntary or public service environment.
- Deep experience of working effectively at non-executive board level, ideally with direct experience as Chair, Trustee or Non-Executive Director.
- Strong experience of working with a range of interests and environmental factors to shape strategy, and a thorough understanding of how to lead a Board to set robust, sustainable and ambitious plans for growth and development
- Empathy with education, its intent and potential
- Knowledge of the regions in which Shaw Education Trust operates and key influencers within it, as relevant to Shaw Education Trust. The region broadly covers Birmingham, Stafford, Stoke on Trent and the North West.
- Understanding of the non-profit environment.
- Experience of building support and influence across a range of internal and external interested parties.

Skills and Abilities:

- Strong diplomatic skills with the stature and presence required to secure personal credibility immediately with key stakeholders including senior politicians, key policy and decision makers within the Education Sector (regionally and nationally) and beyond, regulators.
- Highly effective listening, questioning and facilitation skills.
- Able to identify and manage competing interests and priorities relating to the overarching governance, leadership and development of Shaw Education Trust.
- Excellent judgement; able to balance Shaw Education Trust's operational independence with its strategic relationship with Shaw Trust.

- A natural alliance builder with outstanding communication and interpersonal skills.

Leadership Style and Behaviours:

- Independent thinker with excellent judgment.
- Self-confident, decisive and able to build consensus.
- Strongly motivated by the prospect of building/shaping ground-breaking organisations.
- Committed to Shaw Education Trust and its vision and to devoting the necessary time and effort to efficiently undertake the role of Chair.
- Unimpeachable personal and professional integrity.

Terms of Appointment

The appointment will be made for an initial 3-year term, with the option to extend for 2 further terms of 3 years each.

The estimated time commitment is up to 20 days pa, covering Board and Committee meetings, updates with the CEO, school visits, appraisals, and discussions with stakeholder.

The role is unremunerated, but all expenses will be reimbursed.



How to Apply

Saxton Bampfylde Ltd is acting as an employment agency advisor to **Shaw Education Trust** on this appointment.

Candidates should apply for this role through our website at **www.saxbam.com/appointments**, using code **GAJANA**.

Click on the '**apply**' button and follow the instructions to upload a CV and cover letter.

The closing date for applications is noon on **13 April 2020**.

GDPR personal data notice

According to GDPR guidelines, we are only able to process your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic data, biometric data, health, sex life, or sexual orientation) with your express consent. You will be asked to complete a consent form when you apply and please **do not** include any Sensitive Personal Data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees without their prior agreement.

The equal opportunities monitoring online form will not be shared with anyone involved in assessing your application. Please complete as part of the application process.





We believe, you achieve

Saxton Bampfylde
LONDON
9 Savoy Street
London WC2E 7EG

EDINBURGH
46 Melville Street
Edinburgh EH3 7HF

saxbam.com

Partners in **Panorama** –
Search around the world
panoramasearch.com

Saxton Bampfylde