

COMMUNITY ACADEMIES TRUST

ENSURING EXCELLENCE



Head of Human Resources
Candidate Information

LETTER FROM PHILIP HAMILTON
Chief Executive Officer



Dear Applicant

Thank you for taking the time to read about this exciting opportunity to lead Community Academies Trust's Human Resources team. I hope you find the information in this pack helpful.

Our Trust originated as The Polesworth School Academy Trust and then became Community Academies Trust after going into partnership with Birchwood Primary School in November 2012. Both of these schools were judged 'Outstanding' by OFSTED within the last 3 years and are National Teaching Schools. The Trust has grown since 2012 and now comprises five secondary schools and nine primary schools in Warwickshire, Staffordshire and Telford.

We are proud of our community school based origins and organise ourselves so that schools operate locally, sharing resources and excellent practice with other CAT schools that are geographically close. The CAT central team is located at a serviced office complex in Tamworth, close to our North Warwickshire and Staffordshire schools.

Our Trust is a values driven organisation, believing fundamentally in the talent of young people and is driven to ensure local communities have exceptional schools. As a high performing sponsor, the Trust has a track record of improving schools and if successful you will be an important leader and significantly influential on the journey of school improvement.

You will also be a team leader in a professional family that values partnership and collaboration. Schools in our Trust are:

- Focussed on achieving excellent academic, personal and social outcomes for the children.
- Committed to the moral imperative of community school improvement and shared system leadership.
- Mutually supportive, not in competition with each other but fiercely loyal to each other.
- Equal partners with all other schools irrespective of their phase, size or successes.
- Multi academy trust minded - our schools celebrate the success of others as well as themselves and share accountabilities.
- Financially disciplined and committed to fulfilling their delegated responsibilities to the best of their abilities under a robust governance arrangement.

This culture and ethos ensures the young people in our care benefit from expertise and support shared across all our schools so that we can maintain our attention to our children's individual talents and potential. I use this story to illustrate my own personal commitment to the children in our schools:

"As the old man walked the beach at dawn, he noticed a young man ahead of him picking up starfish and flinging them into the sea. As he caught up with the youth, he asked him why he was doing this. The answer was that the stranded starfish would die if left until the morning sun. The old man said that there were millions of starfish, and how could he possibly make a difference. The young man looked at the starfish in his hand, and threw it into the waves to safety "it makes a difference to this one" he said."

The main message from this story is clear - children will thrive if we all make sure we focus on them as individuals, get to know them well, meet their needs and be ambitious for them.

Our schools are orientated around ensuring excellent provision and are constantly reflecting on what is best for our professionals' working environment and for the young people in our care. All of us at our Trust want the children to achieve socially, personally and academically and leave school with a crucial sense of possibility - vital for success in life.

When you work with us, we are also keen that you will grow as a professional and benefit from a culture of professional development. Your professional development is very important to us and we have the capacity through our school networks and the Trust wide National Teaching Schools to support you in your work and career.

More information about our Trust is available on our website at: www.communityacademiestrust.org

Good luck with your application.

Yours sincerely



Philip Hamilton OBE
Chief Executive Officer

Our Values and Vision

These are our values. They can be thought of as our 'non-negotiables' - beliefs, expectations and standards that underpin how we work with the young people in our care, and the community we serve. We believe that if we work in the context of these values, students will achieve more than they ever thought possible. They are also values that have evolved following a sustained period of success for our schools.



Our Young People

We value three main types of achievement for our young people, and the vision for our schools is that we ensure our students are empowered to achieve to a consistently outstanding level.

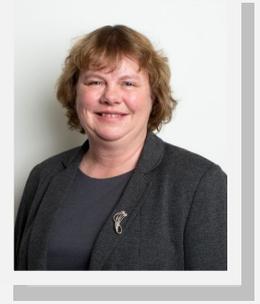
Achievement – Academic: We believe all young people have the potential to achieve great things. Intelligence can be developed regardless of emotional and social background, given appropriate teaching and bespoke, individualised support. Young people should be encouraged to develop autonomy (learn what to do when they don't know what to do) so that they gain inspiration from learning. They should be equipped with a crucial sense of possibility based on a well developed self awareness and ambition—ambition not only for themselves but for the communities in which they live and work.

Achievement – 'letting your light shine': All young people achieve things they can be proud of every day in addition to academic success and outside our schools planned curriculum. We have a vital role in ensuring individuals develop their own talents and interests and have responsibility to instil in them a sense of pride in who they are and what they achieve. We must recognise and celebrate these achievements.

Achievement – relationships (Starfish Principle): Excellent relationships for learning are a prerequisite for all other achievements. Relationships that result in mutual respect between young people and all other members of our school's community will ensure learning can be fun in a disciplined and caring environment where the highest expectations are the norm.

LETTER FROM ALISON BARDSLEY

Executive Director (Finance and Operations) and Trustee



Dear Applicant,

I very much appreciate your interest in the position of Head of HR at Community Academies Trust, which represents a wonderful opportunity to lead and further develop our trust. As a trust we believe in “Ensuring Excellence” and that our work in the central team has a direct impact on the life chances of the children in our care, our staff and the communities we serve. In joining our trust we can guarantee that your work will not be considered “back office” but rather integral to the work of the trust and our mission is that all the centrally provided services are valued by our schools, their Headteachers, governors and staff.

The successful applicant will form strong relationships with leaders across the breadth of the trust. The core element of the role is HR support to leaders in the schools, enabling them to manage their staff equitably and in line with trust policies. Equally important is supporting trust staff to develop our identity as a Good Employer, managing our HR risks and making the trust an attractive place to work.

We are a growing trust with a strong reputation for sponsoring. This is combined with good and outstanding schools choosing to join us as they buy into our community ethos. As schools join us they bring further challenges for our HR team and we are looking for someone who can help us solve these as they arise, successfully integrating the schools into our trust and providing training to support school leaders. The Head of HR is supported by a qualified HR Advisor and has access to specialist legal support.

As a member of the trust Strategic Leadership Team, you will work alongside colleagues in Finance, Estate Management, Education and Governance to further develop the trust and contribute to decisions that affect our future.

Whatever your background, I very much encourage you to apply for the post of Head of HR and look forward to meeting you very soon.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Alison Bardsley', written in a cursive style. The signature is contained within a white rectangular box.

Alison Bardsley

Executive Director (Finance and Operations)

Job Description

Head of Human Resources Scale R (£43,821–£45,703)

Purpose: To lead the trust's central human resources function, operating at a strategic level to contribute to the development, management and operation of consistent HR policies and procedures within the trust and management of associated staff. To act as Business Partner, providing strategic advice and guidance to both trust and school leadership.

Responsible to: The Executive Director (Finance and Operations)

Key relationships: Strategic Leadership Team of the trust and school leaders

Location: Tamworth with travel to schools in the trust

Working pattern: Full year

Disclosure Level: This post requires an enhanced DBS check

Responsibility for people (other than employees supervised/managed): The post has a major direct impact on the well-being of individuals and groups (i.e. physical, mental, social, health and safety), through the development of trust policies and contributing through this to the effective management of the trust.

Responsibility for staff: The post has direct staff management responsibility for staff in the growing HR function. The postholder will act as a Business Partner to Headteachers, Heads of School and other strategic leaders across the trust and so have an indirect responsibility for many hundreds of staff across the trust.

Responsibility for Budget: Staff costs comprise around 80% of the trust's annual budget. Therefore efficient, effective and fair management of staffing is essential to the trust's financial well-being and the sustainability of every school within the trust. The turnover of the trust is currently around £40m and growing.

Responsibility for physical resources: The post has some responsibility for personal physical resources such as IT.

Specific Responsibilities

The main duties and responsibilities of the role are as indicated below. Other duties of an appropriate level and nature may also be required, as directed by the Executive Director (Finance and Operations). The post holder may be required to work outside of normal working hours for activities, meetings and emergencies. The postholder is required to support and encourage the trust's ethos and its objectives, policies and procedures as agreed by the Board of Directors, including child protection matters.

General:

As a strategic member of staff, to contribute to the policies and development plans through which the objectives of the trust will be achieved and monitor progress against these.

Preparation of reports for Directors on matters within own sphere of responsibility.

Develop, implement and improve the HR policies and procedures of the trust to protect the trust's position and ensure staff are treated fairly and in line with all relevant legislation.

Develop a relationship with recognised Trade Union representatives and consult appropriately on HR policies and procedures.

Act as a strategic Business Partner to support leadership at both trust and school level. The trust is a multi-site organisation with schools across the Midlands requiring extensive travel.

Put consistency, probity and value for money at the heart of everything we do, working with all the schools in our trust. Be always alert to the best interests of the trust.

Any other duties that are reasonable and commensurate with this level of responsibility.

As Lead Professional In Our Trust

- Development and implementation of HR policies, procedures and contracts of employment
- Lead the trust's relationship with recognised Trade Unions including leading on consultation
- Provide or commission training, coaching and networking for trust and school staff on HR issues
- Lead on Safer Recruitment and advise on maintenance of all safeguarding records as regards employed staff in our trust
- With the Trust Accountant organise and manage efficient and effective payroll provision
- Line management of HR Officers
- On occasion, substitute for the Executive Director (Finance and Operations) in meetings within own sphere of responsibility
- Carry out due diligence when schools or academies join our trust and therefore influence Directors' decisions to accept new schools into the trust. Receive staff into the trust through the TUPE process
- Development of pay and reward packages and other mechanisms to ensure staff welfare and morale is maintained
- Design and maintenance of a staff records system
- Liaise with solicitors, local authorities and other external agencies as required.



As Business Partner to Trust and School Leadership

- Provide strategic HR support both in person and remotely
- Provide advice on HR legislation and case law, Teachers' Pay & Conditions and best practice
- Interpret and advise on trust policies and processes
- Support on workforce remodelling
- Support with performance management of staff including issues with capability, absences, discipline, grievance and harassment
- Liaison with pensions providers
- Support with recruitment including job descriptions, pay, advertisement and ensuring a safer recruitment process

Experience

- Can manage a complex HR caseload
- Works collaboratively on change management projects and sees change through to completion
- Knowledge of relevant policies/legislation/codes of practice
- Able to develop and interpret contracts of employment
- Worked in a unionised environment and involved in negotiation
- Can write and amend policies
- Experience of working/providing support in an educational setting would be desirable but is not essential
- Knowledge of and an ability to interpret both Teachers' Pay and Conditions and Local Government Pay and Conditions would be desirable.

Skills

- Has excellent communication skills, written and verbal and is able to develop and maintain good relationships with colleagues
- Outstanding influencing skills
- Able to work in an organised and methodical way and have sound organisational and coordinating skills
- Able to work to strict deadlines and under pressure
- Able to maintain confidentiality at all times and recognises privileged position with access to staff information
- Ability to work within established procedures but without close supervision, responding to varied problems and developing effective solutions, though has access to the Executive Director (Finance and Operations) for advice on unusual or difficult problems
- Can use own initiative, solve problems and prioritise workload in a busy environment, working to deadlines
- Hardworking and a positive attitude to change
- Reliable, trustworthy and punctual
- Commitment to own development with a willingness to attend training sessions, meetings and keep up to date with all professional developments

Health and Safety

All employees are expected to maintain a healthy and safe work environment. Responsible for the health and safety of the business support team.

Safeguarding Children

Community Academies Trust is committed to safeguarding and promoting the welfare of children and young people. We expect all staff to share this commitment and to undergo appropriate checks, including enhanced DBS checks.

The above responsibilities are subject to the general duties and responsibilities contained in the Statement of Conditions of Employment. The duties of this post may vary from time to time without changing the general character of the post or level of responsibility entailed.

The person undertaking this role is expected to work within the policies, ethos and aims of the trust and to carry out such other duties as may reasonably be assigned by the Executive Director (Finance and Operations). The post holder will be expected to have an agreed flexible working pattern to ensure that all relevant functions are fulfilled through direct dialogue with employees, contractors and community members.

Person Specification

	Essential	Desirable
Qualifications	<p>CIPD qualifications and membership.</p> <p>Hold a minimum of 5 GCSEs (or equivalent) including English and maths at grade A-C.</p>	Degree level qualification
Experience, Skills and Knowledge	<p>ICT literate and able to use the internet, operate Microsoft or similar office packages, produce analyses, use email etc. Advanced user of Excel. Experience of financial and budget planning software.</p> <p>Experience of working collaboratively on change management projects and seeing change through to completion.</p> <p>Knowledge of relevant policies/legislation/codes of practice.</p> <p>Previous experience in the management, appointment and training of staff.</p> <p>Experience of writing policies.</p>	<p>Experience of working/providing support in an educational setting.</p> <p>Knowledge of teachers' pay and conditions and support staff pay and conditions.</p> <p>Previous experience in a similar role in either the education, not for profit or commercial sectors.</p> <p>Experience of contractual negotiations.</p>
Personal Qualities	<p>Can manage a complex workload with competing priorities.</p> <p>Hardworking and a positive attitude to change which can be communicated to staff working in the team.</p> <p>Reliable, trustworthy and punctual.</p> <p>Commitment to development with a willingness to attend training sessions, meetings and learn on the job.</p>	

Person Specification

	Essential	Desirable
Personal Qualities	<p>High level of accuracy and attention to detail.</p> <p>Good communication skills, written and verbal and be able to develop and maintain good relationships with colleagues.</p> <p>Able to work in an organised and methodical way and have sound organisational and co-ordinating skills.</p> <p>Able to work to strict deadlines and under pressure.</p> <p>Able to maintain confidentiality at all times and recognises the privileged position with access to staff information.</p> <p>Can use own initiative, solve problems and prioritise workload in a busy environment, working to deadlines, although has access to the Executive Director (Finance and Operations) for advice on unusual or difficult problems.</p> <p>Able to delegate to staff reporting to the post holder and carry out performance management and staff development tasks.</p>	
Other	<p>Commitment to safeguarding and promoting the welfare of children and young people.</p> <p>Willingness to undergo appropriate checks, including enhanced DBS checks.</p> <p>Motivation to work with children and young people.</p> <p>Ability to form and maintain appropriate relationships and personal boundaries with children and young people.</p>	

Application Process

You are welcome to call and discuss this position prior to submitting your application. Please call 01827 702216 and ask for Claire Cotton.

Completed applications are to be submitted by email to: c.cotton@communityacademiestrust.org by no later than 9.00 pm on **Friday 13 April 2018**.

If you do not receive acknowledgement of an electronic application then please phone 01827 702216.

Please complete the attached application form and a letter of application of not more than two sides of A4 that includes the following:

- How your experience has prepared you for this role
- What you perceive as the advantages and disadvantages of a group of schools working together in a multi academy trust
- Anything else you feel relevant to your application.

Candidates shortlisted for interview will be asked to undertake a series of selection tasks and activities over one day.

The proposed date for our interview process is **week commencing 23 April 2018**.

More information on the format and any preparation needed will follow after shortlisting.

It is our normal policy to take up two references for appointments. We ask that one reference is from your current or most recent employer. Another referee who can attest to your professional skills, including leadership and management skills, is also required.

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COMMUNITY
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