

Trust ASCL

A Professional Development Service from ASCL

- Webinars
- Regional Meetings and Conferences
- Technical Advice
- Newsletter
- Bespoke Consultancy for Your Trust
- Career Development for You



Provided by trust leaders and technical experts trusted by ASCL

Rob.Robson@ascl.org.uk





Rachael Warwick
ASCL President | [@asclpresident](#)



David Waugh
ASCL Vice President | [@asclvicepres](#)

Trust Leadership in Sharp Focus



Vision

Our Collective Why?

Why do we exist?

How do we behave?

What do we do?

Creating certainty and hope in a VUCA world

Process

Trust Board

Consultation with stakeholders

Contextual reality

Legacy Mindset

Role of CEO

Translate vision into compelling narrative

Form strategy (plan for success) to deliver the vision

Build culture (how we do things here) and climate (how it feels to work here)

1

Protect Vision & Values through growth

Due Diligence Framework

Values Health Check

Values Statement

Scheme of delegation

Policy Management

2

In Practice

Due diligence framework openly shared from start; two way process. Spend significant time agreeing this framework.

Includes major focus on values/vision, not just £'s, pensions and processes.

Agreed values set, appendix to Articles of Association.

External report on the MAT available to share, openly.

Time spent in school, meetings, discussions, minutes, interviews, absolute transparency over everything.

Scenario examples openly discussed; list all Q&A ever asked. Check list in SofD. Road test SofD at governors from start.

Clear policy management process

3

Role of CEO/TL

Encourage openness and transparency throughout organisation.

Spend significant time on embedding due diligence of values, policies relating to those values (e.g. curriculum, SRE, performance management, appointments, etc).

Empower your CFO/SBM to focus on the procedures, operations manuals, finance manuals, to free your time up to make sure this 'marriage' is the right one

Role of Trust Leader (CEO)

To lead through influence:

Strong communication, vision into narrative into delivery

Creating expert teams, developing talent, succession planning

Facilitate collaboration, fluid and bottom up networks

Horizon scanning, outward-looking and entrepreneurial focus

Role model ethical behaviour, shared values and standards

Comfortable with complexity, uncertainty and change

Role of CEO/Trust Leader (compliance)

- Scheme of Delegation, Scheme of Delegations and THRICE Scheme of Delegation. Does it have the detail you require? Ask yourself, if you were the head teacher, can you make 'this' decision? As the trust leader, do you want them to be able to make that decision? (Welcome to the new world of communication!!)
- Balance between standardisation and autonomy; constant tension. Focus on it extensively.
- Ensure compliance to Academies Financial Handbook; checklist.
- Practical tips: Accounting Officer Checklist; AFH Checklist; Trust Wide Compliance Software; Risk Register active; Robust Internal Audit; DfE Fraud Checklist; monthly meeting focussed on 'what can go wrong?' (CFO, COO)

1

Quality of Education

Intelligent use of data

Qualitative and
Quantitative

Who are we
benchmarking against?

2

Quality of Education

Climate checking and
quality assurance

Getting into the thick of
it vs “Royal Visits”

Being in Listening
Mode

3

Quality of Education

Invite Externality and
Challenge

Peer Review
Outward-facing

Frameworks for
Excellence

1

Challenges through Growth

A whole new school to learn

A whole new set of data to understand

A whole new phase to understand

New staff, new students, new unique circumstances, new communities

Magnitude of the 'new'; you cannot know it all!

2

Possible Practical Solutions

Distinct leadership infrastructure

Executive Management Team

Executive Leadership Team

Executive School Improvement Team

Distribute MAT leadership across all schools

3

Role of the CEO/TL

Trust Leader chair/facilitate each group

CEO/TL as the conductor of the orchestra. You are not the first violinist!

Establish central school improvement team, reporting directly to you

Avoid repetitive 'governance' reporting.



Whilst the information provided at this event was correct to the best of the knowledge of the presenters and organisers, neither ASCL nor Professional Development can accept liability if at a later date this should prove not to be the case. Nor can they be held responsible for any errors or any consequences resulting from its use.

Please also see the ASCL website for details of our copyright statement.

www.ascl.org.uk/pd

© Association of School and College Leaders



events

www.ascl.org.uk/calendar



join

www.ascl.org.uk/join



consultancy

www.ascl.org.uk/consultancy

follow ASCL



ASCLUK



ASCL_UK



ASCL_UK



ASCLUK



ASCL



ASCLUK



www.ascl.org.uk/pd

