



Chief Information & Technology Officer

One ATT Applicant Pack

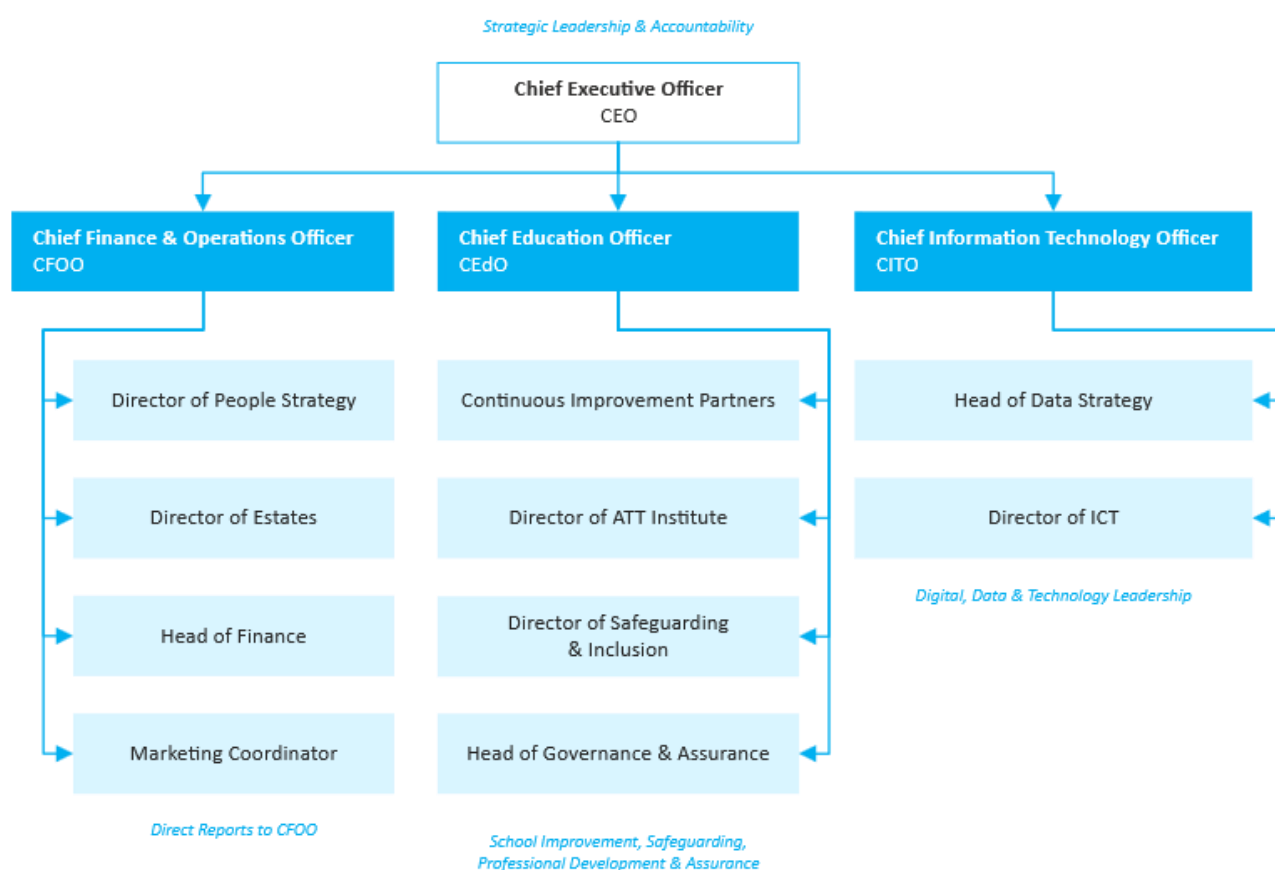
Academy Transformation Trust

Building a More Intelligent Organisation



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A Personal Letter from the Chief Executive Officer

Thank you for your interest in the role of Chief Information and Technology Officer at Academy Transformation Trust (ATT).

This is an important appointment for ATT. It is also an opportunity to shape how a complex organisation understands itself, makes decisions and turns ambition into action.

Our purpose is education. We want every pupil who passes through our academies to become capable, competent and confident, equipped to take their rightful place in the community of educated people. Many of our academies serve communities experiencing significant disadvantage. The quality of the organisation behind those academies matters profoundly.

Teachers need the conditions in which they can teach well. Principals need the knowledge and support to lead their academies effectively. Colleagues need systems that help them do their work. Trustees need to understand whether the organisation is delivering its ambitions and managing its risks.

All of this depends, in part, upon the quality of our information and technology.

We should be candid about our starting point. ATT holds a great deal of information, but we do not yet use it well enough. Equally, our technology does not yet deliver the capability our organisation needs.

Information is too often fragmented across systems, functions and teams. Establishing a reliable picture can take too long. Capable people spend too much time assembling and reconciling information, and colleagues do not always have the timely insight they need.

Our technology must also become fit for the organisation we intend to be. We need infrastructure, platforms and applications that work well together, support excellent teaching and effective services, and can develop as ATT grows. Achieving that will require substantial technical understanding, sound architectural judgement and the ability to lead sustained modernisation.

These are connected responsibilities. Better information depends upon well-designed technology, while technology serves a much wider range of educational and organisational needs. Both require serious executive attention.

Our ambition is that the right people have the right information, at the right time, in the right form to make good decisions and act effectively. Alongside that, pupils and colleagues should have dependable, secure and accessible technology that enables them to do their work well.

Our Chief Information and Technology Officer will lead both parts of that ambition.

You will join our C-suite and share responsibility for ATT as a whole. Information and technology will be your principal executive portfolio, but your judgement must extend across education, people, finance,

estates, organisational design, risk and growth. We want someone who can help us think about the organisation as a whole and accept responsibility for its collective success.

Our existing Head of Data Strategy and IT Director will both report to you. They bring professional leadership to two essential and closely connected parts of our organisation. Your task will be to establish a coherent strategic direction, develop their leadership and ensure that information and technology capability advance together. You will retain executive accountability for both, while giving each leader the clarity, support and authority to lead their area effectively.

You do not need to have worked in schools or academy trusts.

We actively welcome candidates from other sectors. You may have learned your craft in healthcare, financial services, retail, logistics, professional services, higher education, government or another complex organisation. We are interested in what you have learned, what you have built and how intelligently you could apply that experience to our context.

You will need to take education seriously. You will need to understand the people we serve and the particular responsibilities that accompany working in an organisation entrusted with children. We will expect curiosity, humility and a willingness to learn.

In return, you will find an organisation with a clear ambition and substantial work still to do.

Through ATT2030, we have established a shared direction. We are now building the capability to realise it. We want thoughtful people who can move between ideas and implementation, lead excellent colleagues, welcome challenge and make difficult decisions well.

There is room here to create something of lasting value.

If that prospect interests you, I hope you will read on. I would also welcome a conversation before you apply. You should have the opportunity to ask difficult questions, understand our starting point and decide whether this is work to which you would want to commit yourself.

With best wishes,



Mark McCourt

Chief Executive Officer
Academy Transformation Trust



Section 2

The Challenge: Why This Role, and Why Now?

Academy Transformation Trust is entering a new stage of its development.

The work of recent years has established greater organisational stability, clearer leadership and a shared ambition through ATT2030. Our next task is to turn that ambition into enduring organisational capability.

Information is central to that task.

Every part of ATT needs to understand what is happening, what requires attention and whether its actions are making a difference. That includes educational quality, attendance, inclusion, safeguarding, workforce, finance, estates and the effectiveness of our services.

Those questions rarely sit neatly within one function.

Understanding an academy's circumstances may require us to connect educational evidence with workforce stability, resource decisions and operational constraints. Understanding whether a service

works well requires us to look beyond its internal measures and consider the experience of the people who depend upon it.

We need to become much better at making those connections.

Our ambition is to create an organisation in which reliable information moves intelligently across boundaries, emerging problems are recognised earlier and decisions are informed by a fuller understanding of their consequences.

This includes knowing the limits of our information. A number can be accurate and still be misunderstood. A dashboard can look persuasive while concealing an important qualification. Good organisational intelligence combines sound information with context, professional expertise and the willingness to ask better questions.

The CITO will help us establish that discipline.

A substantial part of the challenge concerns the technology itself. We need to understand where our infrastructure and systems are constraining the organisation, which elements can be developed and which require replacement. We need a coherent architecture, clear technical standards and a realistic programme of modernisation. That programme must address immediate weaknesses while building the capacity, security and resilience required for the future.

The CITO will need the technical depth to interrogate that landscape, evaluate competing solutions and make difficult choices about investment and sequencing. They must be able to distinguish an enduring improvement from a temporary workaround and understand the consequences of architectural decisions that ATT may live with for many years.

We have already begun thinking about our information architecture. The next step is to turn that thinking into a coherent, practical capability across the Trust.

We must also build for ATT's future. Welcoming new academies or trusts should be supported by a repeatable approach to information, technology and integration. Growth must strengthen our organisation without compromising the services on which existing academies depend.

These are significant organisational challenges. They require executive leadership, sustained investment choices and collective ownership across the C-suite.



Section 3

The Organisation We Are Trying to Build

Academy Transformation Trust serves 22 academies, comprising 10 secondary schools, 10 primary schools, a special school and an FE college, across diverse communities.

Our academies have different histories, strengths and starting points. Many serve communities experiencing significant disadvantage. We believe that every child is entitled to an ambitious education and that background must never become an excuse for diminished expectations.

Our responsibility is to meet the child where they are, but refuse to leave them there.

ATT2030 expresses our ambition through three connected goals.

We want people to become **capable**, possessing the knowledge, skills and experience that enable them to act.

We want them to become **competent**, developing the judgement, habits and expertise necessary to act well.

We want them to become **confident**, possessing the security and self-belief to participate fully, take appropriate risks and contribute.

Underlying these goals is our commitment to **Belonging and Becoming**. People should experience a strong sense of belonging while being supported and challenged to develop.

These ambitions apply to the organisation as well as to individuals. ATT must become increasingly capable of supporting its academies, competent in how it makes and implements decisions, and confident enough to examine its own assumptions.

We describe our collective endeavour as **One ATT**.

The full strength of the Trust should be available to every academy. Expertise should travel. Useful knowledge should be shared. Problems should be solved collectively where doing so creates better outcomes and releases capacity.

At the same time, academy leaders need genuine agency and room for professional judgement. Common systems and shared information should help people understand their circumstances and act effectively. They should respect the different contexts in which colleagues work.

The CITO will help determine where consistency creates value, where variation is justified and how the organisation can benefit from both.

Our approach is intellectually serious. We value evidence, careful thought and professional expertise. We expect ideas to withstand scrutiny. We want people to change their minds when the evidence warrants it.

That applies as much to technology as it does to education.

New platforms, artificial intelligence and emerging technologies must earn their place through the contribution they can make. We will be ambitious about their possibilities and disciplined about their adoption.



Section 4

A Different Kind of Chief Information & Technology Officer

The CITO is a corporate leadership appointment.

As a member of the C-suite, you will work alongside the Chief Executive, Chief Finance and Operations Officer, Chief Education Officer and other executive colleagues to shape ATT's strategy and lead its delivery.

You will share responsibility for the health and success of the whole organisation. You will contribute to decisions beyond your own portfolio, challenge colleagues constructively and support collective decisions with conviction.

Your professional contribution will combine a deep understanding of technology with a clear view of how organisations use information.

You will ask what ATT needs to know, which decisions that knowledge should inform and how information can become more reliable and useful. You will also examine whether our technology is well designed, sufficiently capable and fit for the demands placed upon it.

That requires substantial technical credibility. You should be able to engage seriously with architecture, infrastructure, enterprise platforms, integration and security; examine the reasoning behind proposed solutions; and recognise where complexity, fragility or technical debt is accumulating.

You will lead through the Head of Data Strategy and IT Director, drawing on their expertise and developing their leadership. Your own knowledge must enable you to make informed judgements, resolve difficult technical and organisational trade-offs, and take responsibility for the resulting direction.

The Head of Data Strategy and IT Director will both report to the CITO.

The Head of Data Strategy will lead the development of ATT's data and analytical capability within the shared executive direction established with the CITO. Their work will be central to improving the quality,

coherence and usefulness of organisational information, connecting evidence across functions and helping colleagues turn information into insight and action.

The IT Director will lead day-to-day IT operations, including infrastructure, networks, devices, service support, technical implementation and operational security controls.

The CITO will bring these areas together within a coherent organisational strategy. They will establish priorities, resolve dependencies, secure appropriate resources and ensure that information requirements shape technology decisions and that technology enables information to flow effectively.

Both leaders will have substantial professional responsibility and space to lead. The CITO will develop their capability, challenge their thinking and hold them accountable for agreed outcomes, while retaining executive accountability for the combined portfolio.

An important part of the role will be to establish clear responsibilities at the points where data, systems, architecture and transformation meet. This should be developed with both leaders and their colleagues, building on existing expertise and clarifying how work is commissioned, delivered and evaluated.

Working across the organisation

The CITO's mandate extends across ATT's information and systems environment, including services and processes outside the IT function.

You will work with executive colleagues and functional leaders to establish shared definitions, clear information ownership, coherent architecture and effective governance. Those colleagues will remain responsible for the quality and use of information within their areas and for the decisions they make.

You will create the conditions in which those responsibilities can be exercised well.

The Chief Education Officer and educational leaders will determine educational priorities and professional requirements. The CITO will work with them to ensure that information and technology support those priorities effectively. Equivalent partnerships will be essential across finance, people, estates, governance and other functions.

The wider structure supporting information, systems and transformation will be developed through an agreed assessment of need, capability and affordability. This is an opportunity to shape that capability, with investment subject to the Trust's normal approval arrangements.

Building an institution

We want systems, knowledge and leadership capacity that endure.

Success will depend on colleagues understanding how things work, why choices have been made and where responsibility sits. It will depend on effective teams, sound documentation, succession and the ability to learn.

The CITO should leave ATT increasingly able to sustain and develop what has been built.

What Will You Change, and How Quickly?

There is much to do at ATT, and important parts of it are urgent.

Colleagues need technology that enables them to work effectively. Leaders need reliable information on which to act. Weaknesses in security, resilience and essential services require prompt attention. These needs exist now.

We expect the CITO to establish momentum from the outset. Understanding the organisation, setting its longer-term direction and delivering practical improvements must proceed together. Where a problem is sufficiently understood, action should follow.

The successful candidate will need to distinguish between matters requiring immediate intervention, improvements that can be delivered quickly and changes that require careful design and sequencing. That judgement will be central to the role.

Establishing direction and delivering early improvement

Within your first three months in post, we would expect you to have established a clear view of the most pressing information and technology needs across ATT.

Working with the Head of Data Strategy, IT Director and colleagues across the Trust, you will identify significant risks, recurring service problems and the obstacles that consume colleagues' time or weaken their decisions. Urgent issues should have clear ownership and active responses, with interim protections where a permanent solution will take longer.

You will agree priorities with the C-suite and establish a delivery programme with clear responsibilities, milestones, resource requirements and measures of benefit. The programme should connect immediate action with a coherent direction for our information and technology architecture.

Colleagues should also be beginning to experience practical improvements. These might include more dependable access to an essential service, a recurring technical problem resolved, a burdensome process simplified or important information made available reliably and on time. The priorities will follow the evidence, but the expectation of early progress is clear.

Making a substantial difference in the first year

By the end of your first year, we expect material improvement in both the technology people use and the information available to them.

Priority technology improvements should be delivering demonstrable gains in reliability, performance and user experience. ATT should understand the condition of its technology estate, the weaknesses requiring attention and the investment needed to sustain and improve it.

Leaders should have more timely and trustworthy information for agreed priority decisions. Clear ownership, shared definitions and improvements to important information flows should be reducing unnecessary reconciliation and repeated requests for data.

The most pressing cyber and resilience risks should have received proportionate action. Recovery arrangements for the most critical services should have been tested, with weaknesses identified through those tests actively addressed.

The Head of Data Strategy and IT Director should be working within a coherent shared direction, with clear responsibilities, effective cooperation and the support needed to deliver.

There should be an agreed architecture and investment roadmap, alongside evidence that implementation is already improving how ATT works.

Sustaining the pace and building for the future

Some changes will extend beyond the first year. Major platform replacement, integration and infrastructure renewal require careful management, particularly where disruption could affect teaching or essential services.

We expect those programmes to deliver benefits in stages, with clear milestones and candid reporting. Dependencies should be understood, obstacles resolved and priorities reconsidered when evidence changes.

Over time, ATT should become an organisation in which a principal can access a reliable picture of their academy without commissioning a fresh exercise in assembling spreadsheets; colleagues can depend upon the technology they use; and the C-suite and Board can understand performance, opportunity and risk across the Trust. Our systems should become simpler, better connected and easier to sustain. Our teams should grow in capability. Our approach to onboarding new academies should become repeatable and dependable. Improvements should endure beyond the individuals who first delivered them.

The CITO will need to combine urgency with sound judgement, maintaining the pace of improvement while protecting the quality and continuity of essential services.

How we will judge progress

We will agree baselines and stretching, achievable milestones early in the appointment. These will reflect the starting point, available resources and the significance of the needs identified.

We will examine:

- The speed and effectiveness with which urgent risks and service weaknesses are addressed.
- Improvements in technology reliability, performance and user experience.
- The timeliness, accuracy and usefulness of priority information.
- Reductions in time spent assembling, reconciling and re-entering data.
- Delivery and adoption of improvements to systems and processes.
- Evidence that investment is producing its intended benefits.
- The readiness of our information and technology arrangements to support growth.
- The capability and resilience of the teams delivering the work.

We will expect clear explanations of what has changed, what remains difficult and what happens next. Above all, colleagues and academies should be able to recognise the difference in their daily work.



Section 6

The Role

Job Title: Chief Information and Technology Officer

Reports to: Chief Executive Officer

Executive level: C-Suite

Direct Reports: IT Director, Head of Data Strategy

Role Purpose

To provide corporate and executive leadership that enables ATT to become a more intelligent, effective and resilient organisation.

The CITO will lead the development of ATT's information and technology strategy, organisational intelligence, enterprise architecture and associated transformation capability. They will ensure that information and technology help colleagues make better decisions, improve services, use resources well and deliver ATT2030.

As a member of the C-suite, the CITO will share responsibility for the strategy, performance, culture, sustainability and future development of the whole Trust.

Principal Accountabilities

1. Corporate leadership and ATT2030

Contribute fully to the leadership of ATT, bringing informed judgement to education, organisational effectiveness, people, finance, estates, risk and growth.

Translate ATT2030 into a coherent information and technology strategy with clear priorities, investment choices, dependencies and measures of benefit.

Work with executive colleagues to resolve competing priorities and allocate resources in the interests of the whole Trust. Provide the Chief Executive and Board with candid advice on performance, opportunity, risk and delivery.

2. Information and organisational intelligence

Establish what information ATT needs to make and evaluate important decisions at academy, functional, executive and Board level.

Lead and develop the Head of Data Strategy, agreeing clear priorities for the development of ATT's data and analytical capability. Ensure that their work is connected to the decisions facing academy leaders, central functions, the C-suite and Board, and supported by the necessary systems, resources and organisational cooperation.

Develop a coherent information architecture, including shared definitions, authoritative sources, ownership, quality standards, access arrangements and reporting responsibilities.

Build reporting and analytical capability that connects information across functions, makes patterns and risks visible and supports appropriate action. Ensure that uncertainty, context and the limitations of analysis are communicated clearly.

Reduce unnecessary collection, duplication and manual reconciliation. Develop colleagues' ability to interpret and use information responsibly, combining quantitative analysis with qualitative evidence and professional judgement.

3. Enterprise architecture and systems integration

Define the target enterprise architecture connecting ATT's processes, information, applications and technology infrastructure.

Maintain a clear understanding of the existing systems landscape, its dependencies, costs and weaknesses. Establish standards and decision processes that prevent avoidable fragmentation.

Lead a realistic approach to integration, interoperability, identity and access, platform rationalisation and the retirement of obsolete systems.

Ensure that new investments fit the wider architecture and that migrations protect service continuity, information quality and the needs of users.

4. Technology strategy and service performance

Hold executive accountability for the fitness for purpose, technical quality, security and performance of ATT's technology environment.

Lead the development and delivery of a coherent technology strategy covering infrastructure, networks, connectivity, devices, cloud services and enterprise platforms. Ensure that architectural choices reflect educational and operational requirements, affordability and the Trust's future development.

Establish a clear assessment of the existing estate and lead a prioritised programme of modernisation. Address technical debt, unsupported systems, unnecessary complexity, capacity constraints and material points of failure.

Lead and develop the IT Director, agreeing clear responsibilities for technical design, implementation and operational delivery. Provide informed challenge and support while retaining executive ownership of strategic technology choices and their consequences.

Ensure that changes are tested, migrations are controlled and critical services are protected throughout implementation. Establish effective lifecycle planning, replacement investment and arrangements for monitoring service reliability, performance and user experience.

5. Transformation and organisational effectiveness

Lead an agreed portfolio of transformation with executive sponsors and the colleagues responsible for the affected services.

Examine and redesign processes before selecting or implementing technology. Ensure that programmes have clear outcomes, accountable owners, realistic resources and plans for adoption.

Manage dependencies across initiatives and the organisation's capacity to absorb change. Bring discipline to delivery, evaluation and benefits realisation.

Make it possible to stop, reshape or defer initiatives when evidence shows that they are unlikely to create sufficient value.

6. Cyber security, resilience and information governance

Lead ATT's cyber and information risk strategy, ensuring that significant risks are understood, owned, treated and reported.

Oversee effective security architecture, access controls, assurance, incident preparedness and recovery arrangements through the IT Director and relevant specialists.

Work with executive colleagues to align technology recovery with the Trust's wider business continuity arrangements. Ensure that critical dependencies, including suppliers, are understood and tested.

Establish effective information lifecycle management, including appropriate access, sharing, retention and disposal.

Work with the Data Protection Officer and governance, safeguarding and other relevant leaders to ensure that privacy and information protection are embedded in organisational practice. Preserve clear responsibilities and appropriate independent advice and challenge.

Work with safeguarding leaders to ensure that technology arrangements support the protection of children, including effective filtering, monitoring and escalation.

7. AI and emerging technology

Lead a considered approach to AI and emerging technology, identifying where they can improve organisational effectiveness, professional capacity or educational practice.

Establish proportionate arrangements for evaluation, approval and oversight, addressing information protection, reliability, bias, accessibility, intellectual property and human accountability.

Work with educational leaders on proposed educational uses and with functional leaders on operational applications. Ensure that adoption is informed by the needs and experience of users.

Evaluate impact and total cost, develop colleagues' understanding and scale applications when the evidence supports doing so.

8. Growth, due diligence and integration

Build the information and technology capability required to support ATT's future growth.

Lead relevant due diligence for academies or trusts considering joining ATT, identifying material risks, investment requirements, contractual constraints and integration dependencies.

Develop a repeatable onboarding approach covering essential continuity from the point of joining and a realistic route towards agreed Trust standards.

Ensure that integration protects education and existing services, respects local knowledge and has clear ownership, costs and milestones.

9. People, investment and commercial strategy

Lead and develop the Head of Data Strategy and IT Director, creating shared direction while recognising their distinct professional responsibilities. Build strong working relationships across their teams and with the functions and academies they serve.

Develop the wider leadership, professional capability and organisational arrangements required across information, technology and transformation. Support professional development and succession, and create a culture of curiosity, service, accountability and constructive challenge.

Develop investment proposals and manage agreed budgets with financial discipline, considering whole-life costs, benefits and opportunity costs.

Lead strategic supplier relationships and work with finance and procurement colleagues to secure appropriate value, service quality, security, contractual protections and exit arrangements.

Use external expertise intelligently while strengthening ATT's own capability and avoiding unnecessary dependence.

Safeguarding and professional responsibility

The CITO will share ATT's commitment to safeguarding and promoting the welfare of children and young people.

They will demonstrate integrity, sound stewardship and respect for confidentiality, uphold the Trust's policies and values, and ensure that decisions within their remit take proper account of the people affected.



Section 7

Who Are We Looking For?

We are looking for a corporate leader with substantial professional credibility in information, technology and transformation.

You will bring substantial and current technology expertise, together with experience of applying it at organisational scale. You should be able to move confidently between corporate strategy and the technical substance of a major decision, understanding how choices about infrastructure, platforms, integration and security affect cost, resilience, usability and future capability.

We will expect evidence that you have improved a technology environment that required significant development. You should be able to explain the weaknesses you identified, the choices you made, the alternatives you rejected and the results achieved.

Your previous title will matter less than the scale and quality of your contribution. You may already be a CIO, CTO, CITO, CDIO or equivalent executive. You may have developed the necessary breadth through another senior leadership route.

We are interested in what you have changed, how you achieved it, what endured and what the experience taught you.

Experience in schools or academy trusts is not required.

We actively welcome applicants from other complex sectors, including healthcare, financial services, professional services, retail, logistics, higher education and government.

You will need to demonstrate that you can learn a new context, respect its professional expertise and make sound judgements about which lessons transfer and which require adaptation.

Essential Experience

You will bring evidence of:

- Senior leadership of information and technology across a complex organisation, with responsibility extending beyond technical operations.
- Significant organisational change delivered across functional boundaries and through other leaders.
- Improving the quality, availability and use of information to support better decisions.
- Shaping enterprise architecture and integrating or simplifying a substantial systems environment.
- Executive or senior accountability for technology services, cyber risk and resilience.
- Leading expert teams and developing capable managers and successors.
- Managing substantial investment, budgets, suppliers and commercial decisions.
- Advising and influencing executive colleagues and a Board or equivalent governing body.
- Translating strategy into sustained adoption and demonstrable organisational benefit.
- Leading substantial technology modernisation across a complex organisation, with demonstrable improvements in reliability, capability and user experience.
- Taking responsibility for significant architectural and platform decisions, including the management of legacy systems, technical debt and migration risk.

We will consider the complexity of the work and the depth of your responsibility alongside organisational size.

Essential Knowledge and Professional Understanding

You will understand:

- Information architecture, data governance, data quality, reporting and analytics.
- Enterprise architecture, systems integration and the relationship between organisational processes and technology.
- Technology architecture, networks and connectivity, cloud and hybrid infrastructure, identity and access, endpoint management and enterprise platforms.
- Systems integration, technical dependencies and the design of secure, resilient and maintainable services.
- Cyber security, information risk, operational resilience and recovery.

- Privacy and information governance, including how to secure and use appropriate specialist advice.
- Transformation, programme governance, organisational change and benefits realisation.
- Commercial and supplier strategy, whole-life cost and the consequences of contractual dependence.
- The capabilities and limitations of AI and the conditions required for responsible adoption.

You will need sufficient depth to recognise weak arguments and poor decisions, together with the judgement to know when specialist expertise is required.

Essential Leadership Qualities

Corporate judgement.

You can weigh competing demands and make decisions in the interests of the whole organisation. You understand that the strongest choice for ATT may require compromise within your own portfolio.

Intellectual curiosity.

You ask searching questions, examine assumptions and remain interested in what you have yet to learn.

Clarity of thought and communication.

Complex matters become easier to understand when you explain them. You can communicate with specialists, principals, colleagues and trustees in language appropriate to their needs.

Leadership through others.

You create direction, develop capability and hold people accountable while giving them the space to lead.

Constructive challenge.

You can disagree seriously without diminishing people. You listen carefully and change your position when persuaded.

Practical resolve.

You make decisions, confront difficult issues and sustain delivery through uncertainty. You recognise when further analysis will help and when action is required.

Humility and self-awareness.

You understand the limits of your expertise, acknowledge mistakes and ask for help.

Commitment to service and inclusion.

You care about the experience of the people who use systems and services. You consider accessibility, differing needs and the unintended burdens that organisational choices can create.

Integrity.

You report problems candidly, exercise sound stewardship and maintain appropriate professional independence in commercial relationships.

Commitment to ATT's purpose.

You want to contribute to an organisation serving children and communities, and are willing to learn what that requires.

Experience That Would Be Useful

We would welcome experience of:

- Distributed organisations with substantial local professional autonomy.
- Integrating acquisitions, mergers or newly joining organisations.
- Building an information or analytical capability from an uneven starting point.
- Operating in environments with sensitive information and significant public accountability.
- Working across both strategic development and legacy systems.
- Evaluating and deploying AI with measurable benefits.
- Contributing to professional learning, research or wider sector practice.

These experiences may strengthen an application but are not substitutes for the essential requirements. Education-sector experience will be considered alongside relevant experience from other sectors.

Qualifications and Professional Development

We welcome relevant academic qualifications, professional memberships and evidence of continuing development. Equivalent expertise developed through substantial professional practice is equally valuable. A particular degree, certification or previous C-suite title is not a prerequisite.

We will expect candidates to show how they keep their knowledge current and how their thinking has developed.

What It Is Like to Lead at ATT

ATT offers the opportunity to help build an organisation.

Our direction is clear, but important systems and capabilities are still developing. The successful candidate will need to find satisfaction in that work and maintain perspective when progress is uneven.

You will work with colleagues who bring substantial expertise, strong convictions and questions of their own.

We want debate. Good arguments should change minds, irrespective of organisational hierarchy. We expect leaders to be able to challenge one another without damaging the relationships through which work gets done.

We also expect decisions to lead to action. Once a course is agreed, leaders must create clarity, follow through and examine the results honestly.

Authority at ATT should be supported by expertise, judgement, relationships and the quality of an argument. We have no interest in leadership built on fear, humiliation or the need to dominate a room.

There will be difficult decisions and demanding conversations. We expect them to be handled calmly, directly and fairly.

You will need to spend time with academies and the colleagues who use our systems. Their experience will reveal things that a strategy paper or performance report cannot.

You will also need to be open about constraints. Investment is finite. Organisational capacity is finite. Choosing what to do, in what sequence and with what resources will be a central part of the role.

We want ATT to learn beyond its own boundaries and to contribute beyond them. Where we develop useful approaches, we want others to benefit. The CITO should help us draw intelligently on experience from education and other sectors and contribute substance to wider professional discussion.

Above all, we expect senior leaders to remain learners.



Section 9

How to Apply

We want the recruitment process to explore how you think, lead and learn, alongside what you have achieved.

We encourage prospective candidates to have a confidential conversation with Mark McCourt, Chief Executive Officer, before applying. This is an opportunity to understand the role, ask candid questions and consider whether ATT is the right organisation for you.

Please read ATT2030 alongside this pack. You do not need to agree with every proposition or arrive with a finished solution. We do expect serious engagement with our purpose and the challenge described here.

Your supporting statement

In addition to a completed application form, please provide a supporting statement of no more than 1,500 words addressing the following three questions.

1. **Why does this particular challenge interest you, and what would you bring to ATT?** Explain how your experience would help us become a more intelligent organisation and how you would contribute to collective corporate leadership.

2. **Describe how you have made an organisation's technology and information capability materially better.** Explain the starting point, the significant technical and architectural choices you made, how you led delivery through others, and the resulting improvements in service performance and the use of information. Make clear your personal responsibility for the decisions and how you assessed their success.
3. **Tell us about an important judgement concerning information, technology or organisational change that you reconsidered.** What caused you to change your mind, what did you do and what did you learn?

Please distinguish your own contribution from that of your colleagues. We are interested in leadership that makes collective achievement possible.

Candidates from outside education should explain how they would approach learning our context and adapting their experience.

The selection process

The process will explore strategic judgement, information and technology expertise, corporate leadership and the ability to work with others.

It may include a discussion of an organisational case, engagement with executive and academy colleagues, and an interview exploring experience, judgement and values.

Candidates will receive the format, preparation requirements and assessment criteria in advance. We will welcome requests for reasonable adjustments.

Practical Information

The Appointment

Role: Chief Information and Technology Officer

Reports to: Chief Executive Officer

Executive Membership: C-suite

Direct Reports: Head of Data Strategy, Director of IT

Additional Direct Reports: To be agreed

Salary: £110,000

Contract: Full time, permanent

Base & Working Arrangements: Home-based

Travel: Regular travel across ATT academies and other locations as required

Start date: To be agreed

Where You Will Work

This is a role across the whole Trust. The successful candidate should expect to spend time in academies, with the Head of Data Strategy, the IT Director and their teams, and alongside colleagues across our central functions.

Presence should be purposeful. Understanding how people work and building effective relationships will be essential to success.

Remuneration and Benefits

Salary: £110,000

Pension: LGPS

Annual leave: 40 days plus bank holidays

Other benefits: See additional information

Application Timetable

Stage	Date
Closing date and time	12 noon, 6 November 2026
Interview	12 November 2026
Start date	To be agreed

Arrange a Conversation

To arrange a conversation, with Mark McCourt, Chief Executive Officer, please contact:

Karen Robson

Executive Assistant to the Chief Executive Officer

karen.robson@attrust.org.uk

Submit Your Application

Applications should be submitted through **MyNewTerm** by the closing date above.

Equality and Inclusion

ATT welcomes applications from people with different backgrounds, experiences and perspectives.

We want a process in which candidates can demonstrate their capabilities fairly. Please let us know if you require a reasonable adjustment at any stage.

Safeguarding and safer recruitment

Academy Transformation Trust is committed to safeguarding and promoting the welfare of children and young people. The successful candidate will be expected to share that commitment.

Appointment will be subject to the Trust's safer recruitment procedures and appropriate pre-employment checks.

A Final Invitation

You do not need to have spent your career in education to make a significant contribution to its future.

You do need to care about our purpose, bring substantial expertise and want to build through other people.

If the prospect of helping ATT become a more intelligent, effective and resilient organisation interests you, we would welcome a conversation.



Chief Information & Technology Officer

One ATT Applicant Pack

Academy Transformation Trust