



Beckfoot  
Trust

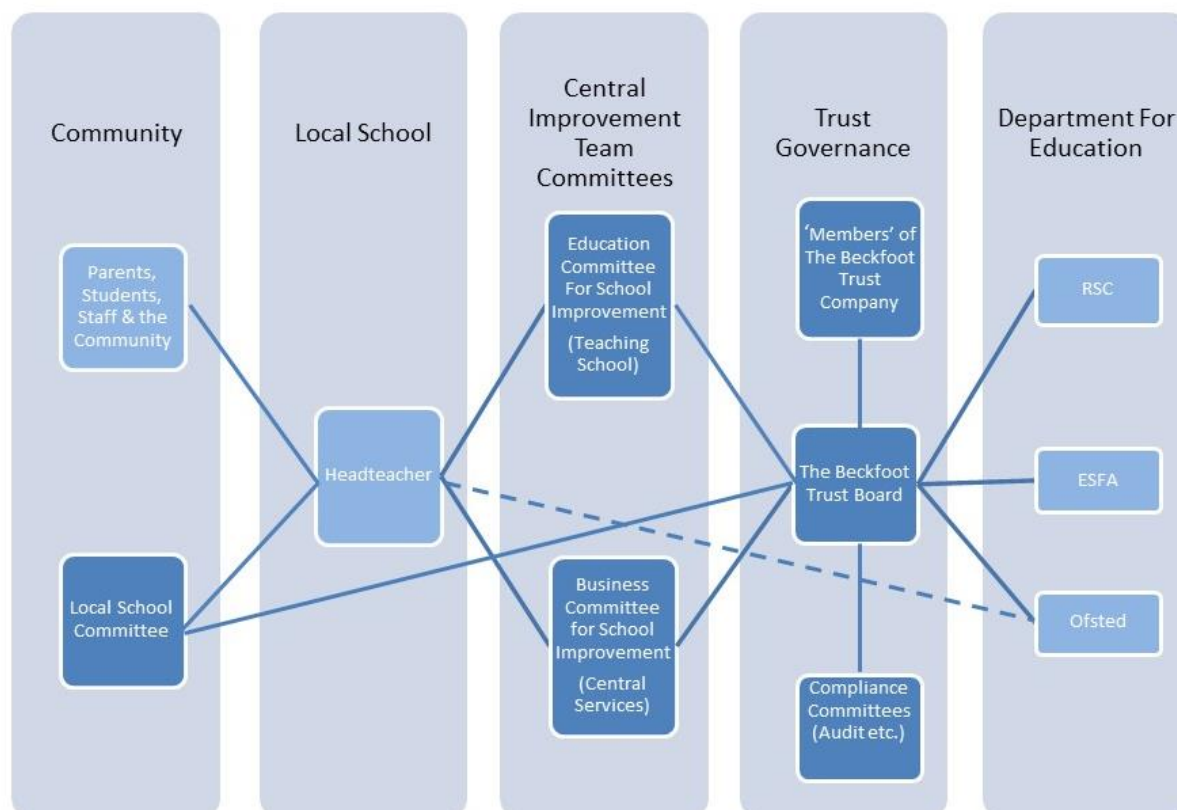
# LEADERSHIP SKILLS, CREDENTIALS AND CAPACITY

23/4/21 V21

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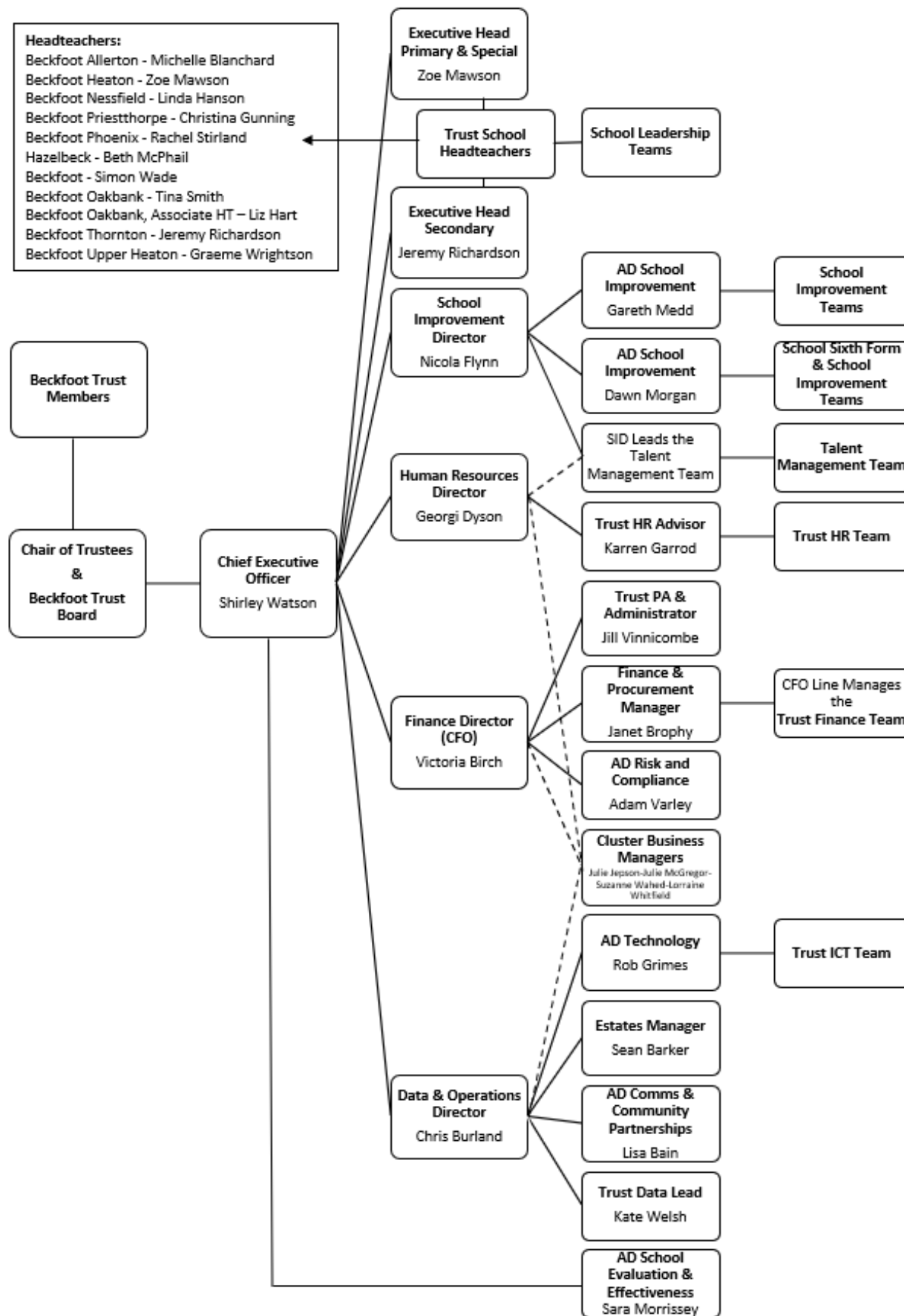
## 1.0 Beckfoot Trust Governance Structure



The role of the Board is to ensure:

1. The Beckfoot Trust is governed and managed so as to comply with requirements and take account of the guidance set out by the DfE in the following documents and their successor publications:
  - The Beckfoot Trust Articles
  - The Beckfoot Trust Funding Agreement
  - Supplementary Funding Agreements for Local Schools
  - The Academies Financial Handbook
  - The Academies Annual Accounts Direction
  - The DfE Governance Handbook
2. The Schools within the Trust comply with the Ofsted framework and aspire to become outstanding examples of comprehensive education
3. The Local Schools adopt the Trust Values, Core Purpose, Learner Leadership and Organisational principles
4. The DfE define three financial disciplines that any well-run organisation should expect to deploy:
  1. Having rigorous procedures for preparing and monitoring financial plans
  2. Delivering effective operational controls
  3. Maintaining a system of internal scrutiny to remain compliant
5. The purpose of governance is to provide confident, strategic leadership and to create robust accountability, oversight and assurance for educational and financial performance. The Board ensures it manages the three core functions of governance as described in the 'Governance Handbook'
  - Ensuring clarity of vision, ethos and strategic direction;
  - Holding executive leaders to account for the educational performance of the organisation and its pupils, and the performance management of staff; and
  - Overseeing the financial performance of the organisation and making sure its money is well spent.

## 2.0 Central Leadership Structure



Governance	Chief Executive Officer	Headteachers & Exec. Leadership Team	Central Improvement Team and School Leaders
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## 3.0 Operational Leadership Structure

<b>Beckfoot Trust Leadership Structure - September 2021</b>							
<b>CEO – Shirley Watson (ELT LM)</b> Responsible for overall strategy							
<b>Headteachers</b>	<b>Special Schools</b>		<b>Primary Schools</b>		<b>Secondary Schools</b>		
	Beckfoot Phoenix Hazelbeck	Rachel Stirland Beth McPhail	Beckfoot Allerton Beckfoot Heaton Beckfoot Priestthorpe Beckfoot Nessfield	Michelle Blanchard Zoe Mawson (EHT (P&S), ELT) Christina Gunning Linda Hanson	Beckfoot Beckfoot Oakbank Beckfoot Thornton Beckfoot Upper Heaton	Simon Wade Tina Smith Jeremy Richardson (EHT)(Sec),ELT Graeme Wrightson	
<b>Support for Schools</b>							
<b>Directors</b>	<b>School Improvement Support</b> Nicola Flynn (ELT)	↔	<b>HR</b> Georgi Dyson (ELT)	↔	<b>Finance and Governance</b> Victoria Birch (ELT)	↔	<b>Data and Operations</b> Chris Burland (ELT)
<b>Associate Directors</b>	Gareth Medd Dawn Morgan						Technology – Rob Grimes
	Adam Varley – AD Risk and Compliance – LM DFG						
	Sara Morrissey – Evaluation of Effectiveness (Aligned to Trust Contract) LM CEO						
	Lisa Bain – AD Comms/External Partnerships – LM DDO						
<b>Central Services</b>	Talent Management Team (ITT, ECF, Teacher Professional Standards)		Karren Garrod	↔	Jill Vinnicombe Janet Brophy Central Finance Team	↔	Estates Manager - Sean Barker
	Kate Welsh – Trust Data Lead (LM DDO)						
<b>Cluster Business Managers</b>	Julie Jepson (Heaton), Julie McGregor (Keighley), Suzanne Wahed (Bingley), Lorraine Whitfield (Thornton)						
<b>User Groups</b>	Quality of Education User Groups		HR User Group		Finance User Group		Communications User Group Data Management User Group Estates User Group Technology User Group

## 4.0 Constitution of the Beckfoot Trust Board

<b>Full name of Director First and surname</b>	<b>Category of Director Headteacher, co-opted, local authority, parent, staff</b>	<b>Current term of office</b>	<b>Position of responsibility Chair or vice-chair (Appointed Annually in July)</b>
Jenny Cryer	Director/Trustee, Co-opted then Member decision 3/7/20. First appointed 1/9/19.	Current term: 1/9/19-31/8/23	Trust Safeguarding Director
Surita Dalal-Wilson	Parent Director, co-opted then Member decision 3/7/20. First appointed 1/9/19.	Current term: 1/9/19-31/8/23	
Diane Fairfax	Director/Trustee, Member decision 26/3/21. First appointed 1/9/19.	Current term: 1/9/21-31/8/25	
Paul Hill	Director/Trustee, Member decision 26/3/21.	Current term: 26/3/21-25/3/25	
David Horn	Founding Director/Trustee, converted to fixed four year term 8/12/17, Chief Executive Officer. First appointed 24/7/12.	Current term: 1/9/17-1/9/21 Resigns with effect 31/8/21	Accounting Officer
Mike Kelly	Founding Director/Trustee, Member re-appointed 3/7/20. First appointed 26/7/12.	Current term: 24/7/20-23/7/24	Chair Business Committee, Vice SEN, CLA, Disadvantaged Director
David Maybury	Director/Trustee, Member re-appointed 3/7/20. First appointed 18/8/16.	Current term: 18/8/20-18/8/24 Resigns with effect 31/8/21	
Homera Najib	Director/Trustee, Member appointed 26/3/21. First appointed 6/4/20.	Current term: 1/9/21-31/8/25	
Erum Pervez	Parent Director, co-opted then Member appointed 3/7/20. First appointed 1/9/19.	Current term: 1/9/19-31/8/23	
Sue Pierce	Director/Trustee, Member re-appointed 8/12/17. First appointed 1/8/13.	Current term: 1/8/17-1/8/21 Resigns with effect 31/7/21	SEN, CLA, Disadvantaged Director
Paul Speight	Director/Trustee, Member re-appointed 3/7/20. First appointed 8/12/16.	Current term: 8/12/20-7/12/24	GDPR Director
Kim Tollervey	Founding Director/Trustee, Member re-appointed 3/7/20. First appointed 24/7/12.	Current term: 24/7/20-23/7/24	Vice Chair of Trust Board, Chair Education Committee, Chair Audit Committee, Vice Trust Safeguarding Director
Shirley Watson	Director, co-opted then Member appointed 3/7/20. First appointed 6/4/20.	Current term: 6/4/20-5/4/24	Accounting Officer
John Winkley	Founding Director, Member re-appointed 3/7/20. First appointed 24/7/12.	Current term: 24/7/20-23/7/24	Chair of Trust Board, Chair Remuneration Committee

## Other Officers:

Victoria Birch serves as the Trust Chief Financial Officer (CFO)

Adam Varley serves as the Trust Data Protection Officer (DPO)

Schofield Sweeney serve as the Trust Company Secretary

## 5.0 Committee Membership of the Beckfoot Trust Board:

### 5.1 Board and Committee Membership

<b>Beckfoot Trust Governance Arrangements</b>	Board	Education	Business	Audit	Remuneration	Link School
Jenny Cryer	✓	✓		✓		Phoenix
Surita Dalal-Wilson	✓	✓		✓		BUH
Diane Fairfax	✓	✓		✓		
Paul Hill	✓		✓			
David Horn	✓	✓	✓		✓	
David Maybury	✓		✓			Beckfoot
Mike Kelly	✓		✓		✓	Heaton
Homera Najib	✓		✓			
Erum Pervez	✓	✓		✓		Allerton
Sue Pierce	✓	✓		✓		Hazelbeck
Paul Speight	✓		✓			
Kim Tollervey	✓	✓		✓	✓	Thornton
Shirley Watson	✓	✓		✓	✓	Oakbank
John Winkley	✓	✓	✓		✓	Priestthorpe
Vacancy						Nessfield
<b>Total</b>	<b>11</b>	<b>7</b>	<b>5</b>	<b>6</b>	<b>4</b>	
<b>Meetings</b>	<b>6</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>1</b>	
<b>Executive Team present:</b>						
Nicola Flynn, School Imp		✓				
Victoria Birch, Finance (CFO)	✓		✓	✓		
Chris Burland, Operations			✓			
Georgina Dyson, HR			✓			
Sara Morrissey, School Evaluation		✓				
Zoe Mawson, Exec. Head Primary & Special		✓				
Jeremy Richardson, Exec. Head Secondary		✓				

## 6.0 Beckfoot Trust Board Personnel Specification

In May 2015, the Board of Trustees established a personnel specification for Directors/Trustees based on NCSL guidance available at the time. In 2019, this was updated to reflect guidance in the DfE publication 'A Competency Framework for Governance' 2017.

### 6.1 Principles and personal attributes

The principles and personal attributes that individuals bring to the board of Trustees are as important as their skills and knowledge. These qualities enable board members to use their skills and knowledge to function well as part of a team and make an active contribution to effective governance.

All those elected or appointed to Boards should fulfil their duties in line with the seven principles of public life (the Nolan principles). They should also be mindful of their responsibilities under equality legislation, recognising and encouraging diversity and inclusion.

They should understand the impact of effective governance on the quality of education and on outcomes for all children and young people. In addition, all those involved in governance should be:

**Committed** Devoting the required time and energy to the role and ambitious to achieve best possible outcomes for young people. Prepared to give time, skills and knowledge to developing themselves and others in order to create highly effective governance.

**Confident** Of an independent mind, able to lead and contribute to courageous conversations, to express their opinion and to play an active role on the board.

**Curious** Possessing an enquiring mind and an analytical approach and understanding the value of meaningful questioning.

**Challenging** Providing appropriate challenge to the status quo, not taking information or data at face value and always driving for improvement.

**Collaborative** Prepared to listen to and work in partnership with others and understanding the importance of building strong working relationships within the board and with executive leaders, staff, parents and carers, pupils/students, the local community and employers.

**Critical** Understanding the value of critical friendship which enables both challenge and support, and self-reflective, pursuing learning and development opportunities to improve their own and whole board effectiveness.

**Creative** Able to challenge conventional wisdom and be open-minded about new approaches to problem-solving; recognising the value of innovation and creative thinking to organisational development and success.

Having reviewed DfE guidance on personnel specifications and skill requirements in 2019, the Board will continue to be made up of Trustees/Directors that provide expertise in the following areas:

- School Improvement and educational performance data
- Safeguarding
- Community links
- Corporate Governance and Corporate Development
- Finance and financial data
- Estates Management and Health and Safety
- Human Resources
- Operational and Change Management



## 7.0 Beckfoot Trust Board Skills and Experience Matrix

In 2012, the Board established a skills matrix for Trustees/Directors that it used to assess the balance of its overall competence. In 2019, the Board revised its skills matrix to reflect the skills described in the DfE publication 'A Competency Framework for Governance' 2017.

Directors/Trustees grade themselves on a self-evaluation basis using the criteria below:

- 1 Very experienced (Good first-hand experience gained here and elsewhere)
- 2 Reasonably experienced (Good experience by association and aware of the issues)
- 3 Limited experience (experience gained through governance)
- 4 Very limited experience (no or very little direct or indirect experience)

Please consider the criteria below for each category you are scoring: Please answer taking account of the current Trust context, 10 schools, 7,500 pupils, 1,100 staff and £50m of annual income.

### **Setting direction**

The knowledge and skills required for effectiveness in setting the strategic direction of the organisation, planning and prioritising, monitoring progress and managing change.

### **Culture, values and ethos**

The knowledge and skills required to set the culture, values and ethos of the organisation successfully; demonstrate these in the conduct and operation of the board; embed them through the whole organisation; and monitor the impact on outcomes for children and young people and on the reputation of the organisation in the wider community.

### **Decision-making**

Boards which operate effectively as strategic decision-makers are able to provide the foundation for creativity, innovation and improvement in the organisation. Effective decision-making is about moving from free and frank discussion to specific, measurable actions.

### **Collaborative working with stakeholders and partners**

Effective boards are well-informed about, and respond to, the views and needs of key stakeholders, particularly parents and carers. They enable productive relationships, creating a sense of trust and shared ownership of the organisation's strategy, vision and operational performance.

### **Risk management**

Effective boards play a key role in setting and managing risk appetite and tolerance. They are able to ensure that risks are aligned with strategic priorities and improvement plans and intervention strategies provide a robust framework for risk management. These competencies enable those on the board to identify, evaluating and prioritise organisational risks and ensure appropriate action is taken to mitigate against them.

### **Educational improvement**

These competencies enable the board to know that the information that they are receiving about the educational performance of children and young people is accurate, to challenge appropriately where necessary and to hold leaders to account for improving outcomes for all young people. Holding leaders to account is about establishing clear expectations, ensuring clear lines of responsibility, putting in place systems for monitoring appropriately, ensuring evaluation and taking action in response to that evaluation.

**Rigorous analysis of data**

Board members are required to develop specific knowledge to allow the monitoring of school performance and improvement. It will also assist them in holding leaders to account.

**Financial frameworks and accountability**

These are the skills, knowledge and behaviours which enable the board to ensure that the organisation is in a strong and sustainable financial position to achieve its strategic goals. It is about ensuring the sustained financial health and efficiency of the whole organisation.

**Financial management and monitoring**

The competencies required will ensure that the board is able to make sufficiently informed and effective decisions on the use of resources and allocation of funds to improve outcomes for children and young people. It will also ensure that public money is utilised efficiently and in the best interest of the organisation.

**Staffing and performance management**

The knowledge and behaviours required by the board to oversee executive leaders in their responsibility to ensure that the organisation has the right staff who are managed and incentivised to perform to the best of their abilities.

**External accountability**

This section is about managing the organisation's relationship with those who have a formal or informal role in holding it to account. It enables the board to use their skills and knowledge confidently and effectively to be accountable for the delivery of the organisation's strategic plan, their own decision-making and their oversight of executive leaders.

**Building an effective team**

These are the skills and behaviours necessary to ensure effective relationships and dynamics around the table. They help to foster a learning culture where constructive challenge is welcomed; thinking is diverse; a variety of experiences and perspectives are welcomed; and continuous improvement is the norm.

**Roles and responsibilities Everyone**

Understanding and designing the structures through which governance takes place is vital to avoid unclear and overlapping responsibilities that can lead to dysfunctional or ineffective governance arrangements.

**Statutory and contractual requirements**

To ensure all those involved in governance understand the legal frameworks and context in which the organisation operates and all of the requirements with which it must comply.

**Managing self-review and development**

The skills and behaviours that help individuals on the board to reflect on how they personally are demonstrating the agreed values and culture of the organisation and what impact their individual contribution to making to effective governance.

**Managing and developing the board's effectiveness**

It is essential for the board to reflect on its own effectiveness including the effectiveness of its processes and structures. This will assist in building relationships and improving accountability, and will enable the board to ensure that there is a clear distinction between strategic and operational leadership. It will also assist in setting the tone and culture of the board.

Full name of Trustee /Director	Occupation or previous occupation	Degree subject	Strategic leadership					Accountability								Effective Governance				Total Score	Other
			Setting Direction	Culture, values and Ethos	Decision making	Collaborative working with stakeholders and	Risk Management	Educational Improvement	Rigorous analysis of educational data	Financial frameworks and Accountability	Financial management and monitoring	Statutory and contractual	Staffing and performance	External accountability	Building an effective team	Roles and responsibilities	Managing self-review and development	Managing the Boards Self-effectiveness			
Jenny Cryer	Assistant Director, Childrens services CBMDC	BA (Hons) Eng Lit & Lang. MA Education Mgt. Dip, Careers Guidance	1	1	1	1	1	2	2	2	2	1	1	1	1	2	1	3	30		
Surita Dalal-Wilson	Research Fellow, University of Leeds	PhD, MSc Biomedical Sciences	1	1	2	1	2	2	2	3	3	3	2	2	2	2	1	2	31	Project Management	
Diane Fairfax	Local Government Final position - Organisational Development Adviser	Diploma in Training and Development (IPD)	1	1	1	1	3	2	2	3	3	2	1	2	1	1	2	2	28	Community Engagement	
Paul Hill	1 Self employed safeguarding consultant 2. Manager, West Yorkshire Violence Reduction Unit. 3. Manager, 6 Force - Reducing Domestic Abuse Project. 4 Manager, Bradford Safeguarding Children Board.	Social Policy & Administration( BA Hons.)  Applied Social Studies (MA)  Certificate of Qualification in Social Work	1	1	1	1	1	2	1	2	2	2	1	1	1	1	2	2	22	Child & Adult Safeguarding Policy, Arrangements and Review.	
Mike Kelly	Local Government – Final position	BSc Physics,	1	1	1	3	2	3	2	2	1	2	2	2	2	2	2	3	31	Project Management	

	Head of ICT – BMDC – Retired	DMS (Diploma in Management Studies)																		2
Homera Najib	Bursar	BA (Hons) Natural Sciences ACA	2	2	2	1	1	3	3	1	1	1	2	2	2	2	2	2	2	29
Erum Pervez	Consultant/ trainer		1	1	1	2	2	1	2	3	3	2	2	2	2	2	2	2	30	
Paul Speight	Head of Business Development & Strategy, Lloyds Bank (Halifax)	BA (Hons)	1	2	1	1	2	3	3	2	1	3	1	2	1	3	2	2	30	
Kim Tollervey	Project Manager, UKAR, 27 years with company (Financial Services)	Post Grad Diploma Management	1	1	1	2	2	3	3	2	2	2	2	2	1	2	2	2	30	
Shirley Watson	Trust Executive Director, Ex Secondary School Principle/head	BA (Hons) Political Science	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	2	17	
John Winkley	Director of company working in education	BSc (Hons) Electronic Engineering Management Meng FCIEA - assessment	1	1	1	1	2	2	1	2	2	3	2	2	1	1	2	2	26	
Totals			12	13	13	15	19	24	22	23	21	22	17	19	15	19	19	24	297	

Summary of Trustee/Board Capacity Scores:		Strategic leadership					Accountability							Effective Governance				
		Setting Direction	Culture, values and Ethos	Decision making	Collaborative working with stakeholders and	Risk Management	Educational Improvement	Rigorous analysis of educational data	Financial frameworks and Accountability	Financial management and monitoring	Statutory and contractual	Staffing and performance	External accountability	Building an effective team	Roles and responsibilities	Managing self-review and development	Managing the Boards Self-effectiveness	Total Score
1	Very experienced (Good first-hand experience gained here and elsewhere)																	
2	Reasonably experienced (Good experience by association and aware of the issues)																	
3	Limited experience (experience gained through governance)																	
4	Very limited experience (no or very little direct or indirect experience)																	
		<b>Total 72/5 questions/11 Directors</b>					<b>Total 148/7 questions/11 Director</b>							<b>Total 77/4 questions/11 Directors</b>				
		<b>= Average 1.3</b>					<b>= Average 1.9</b>							<b>= Average 1.75</b>				<b>Av 1.69</b>

## 8.0 Members Pen Portraits

### **John M C Cole** (Appointed 26/7/12)

Retired Teacher of Economics, Salt Grammar School  
 Previous Chair of Governors Hazelbeck Maintained School  
 Trustee, Eccleshill Adventure Playground  
 Director, Aspire-I Ltd  
 Trustee, Nell Bank Outdoor Education Centre Trust  
 Titus Salt School LEA Governor

### **Baroness Margaret Eaton (DBE, OBE)** (Appointed 21/12/16)

Life peer in the House of Lords  
 Deputy Lieutenant for West Yorkshire since 2008.  
 Previous Council Leader  
 Previous Director of Bradford Centre Regeneration Company  
 Previous Director Leeds Bradford International Airport

### **Professor Dame Helen Wallace** (Appointed 23/8/16) BA in Classics, MA and PhD in political science

2015-2019 Board Member, British Library  
 2011-2015 Foreign Secretary and Vice-President, British Academy  
 2010-2013 Emeritus Professor, London School of Economics and Political Science  
 2008-2011 Chair of Politics Section (S5), British Academy  
 2007-2010 Centennial Professor, London School of Economics and Political Science

### **Nick Whiteside** (Appointed 23/8/16) LLB Law; Legal Practice Certificate; Level 6 Diploma in Information, Advice & Guidance

2014-Present Director of Employment & Skills & Chief Operating Officer, Aspire-igen Group  
 2007-2014 Head of Employment & Skills/Operations Manager, Aspire-i  
 2002-2007 Partnership Adviser, Learning & Skills Council

### **John Winkley** (Appointed from 24/7/12) - Chair

BSC and MEng in Electrical Engineering, Fellow of the Chartered Institute of Educational Assessors, a Board member of the e-Assessment Association, NLG  
 2008-Present Director, Alphaplus Consultancy Ltd  
 2011-Present Director, UK Awarding Academy  
 1995-2006 Director, BTL Group  
 1997-2001 Chief Executive Officer, Virtual College Ltd  
 2012-Present Chair, the Beckfoot Trust  
 2006-2013 Chair, Beckfoot School Governors  
 2002-2013 Governor, Beckfoot School  
 2005-12 Governor, Hazelbeck School

## 9.0 Board of Trustees/Directors Pen Portraits

### **Jenny Cryer** (appointed 1/9/19) – Trustee/Director

2016-Present Assistant Director Children’s Services Bradford Council - responsibility for Safeguarding and Reviewing; Children’s Commissioning; School Transport; Post 16 Skills; Opportunity Area  
 2011-2016 Regional Operations Director Prospects – responsible for contracts across Bradford, Leeds, Wakefield, Kirklees and Calderdale including leaving care and IAG/support contracts  
 2008-11 Business Development Manager - igen in Leeds  
 2000-2008 Team Manager/Education Services Manager - Careers Bradford  
 1996-2000 Careers Education Manager- Prospects North London

### **Surita Dalal-Wilson** (appointed 1/9/19) – Parent Trustee/Director

PhD, MSc Biomedical Sciences  
 2007-Present Research Fellow, Haematological Malignancy Diagnostic Services, St. James’s University Hospital, Leeds  
 2016-Present Health and Care Professions Council Registered Biomedical Scientist  
 2017-2019 Committee Member, Beckfoot Local School Committee  
 2015-2017 Co-Chair, Friends of Saltaire Primary School  
 2006-2007 Research Fellow, Leeds Institute of Molecular Medicine, University of Leeds  
 2004-2006 Junior Scientist, UK Children’s Cancer Study Group (Biological Studies Committee)  
 2000-2006 Research Fellow, Cancer Research UK Clinical Centre, University of Leeds

### **Diane Fairfax** (appointed 1/9/21) - Trustee/Director

2020-present Trustee Friends of Bingley Pool  
 2018-present Independent Member of Operations Committee - Incommunities Housing Association  
 1996- present Member of the Holocaust Survivors Friendship Association and School educator  
 2014-2019 DfE appointed Governor to Carlton Bolling IEB (Chair 2015-2019)  
 1994-2014 School Governor Tong High School (including periods as Chair)  
 2004-2016 Organisational Development Adviser to Bradford Council & Chief Executive (supporting the Political and Managerial leadership)  
 1978-2016 Local Government Officer in Bradford, Kirklees and Leeds, including roles in Training & Development, Policy, Equality, Political Management and Local Agenda 21  
 1993-1996 Parliamentary Researcher for a local MP  
 1992-1995 School Governor Undercliffe Middle School  
 1991-1999 Elected Member of BMDC. Whip. Served on Education Committee. Chair of Equalities Committee, part of Leadership Team  
 1988-1999 School Governor Carlton Bolling (including periods as Chair)  
 198-1988 Elected to National Council of the Woodcraft Folk  
 1977-1984 School Governor (former) Eccleshill Upper School

### **Paul Hill** (Appointed for a second time, 26/3/21) - Trustee/Director

Previously Director of Beckfoot Trust  
 Previously Parent Governor of Beckfoot School  
 Previously Parent Governor of St Barnabas Primary School  
 2020-present: Independent Safeguarding Consultant undertaking reviews and other commissions  
 2019-2020: Founding Manager of the West Yorkshire Violence Reduction Unit under the direction of the West Yorkshire Police & Crime Commissioner  
 2017-2019: Manager for six police force project – Developing a Whole Systems Approach to reducing Domestic Abuse  
 2002-2016: Manager of the Bradford Safeguarding Children Board (previously Area Child Protection Committee)

1988-2002: Various social work and managerial posts, Bradford Council.

**Mike J Kelly** (Appointed 26/7/12) - Trustee/Director

Retired ICT Senior Manager  
Previous Governor Beckfoot Maintained School  
Previous Governor Hazelbeck Special School

**Homera Najib** (appointed 1/9/21) - Trustee/Director

Member of Beckfoot Allerton Primary School LSC since 2017  
2020-present Bursar and Clerk to the Governors (Bradford Grammar School)  
2018-2020 Finance Manager (Bradford Grammar School)  
2016-2018 Group Company Secretary (Hallmark Cards Plc)  
2008-2016 Senior Business Analyst (Hallmark Cards Plc)  
2006-2008 Assistant Manager (Audit, Deloitte LLP)

**Erum Pervez** (Appointed 1/9/19) – Parent Trustee/Director

2019-Present External Expert, Ofqual  
2018-Present Principal Examiner, Cambridge Assessment International Education  
2015-Present Consultant/Trainer, Cambridge Assessment International Education  
2008-Present Reviser/Team Leader/Assessment Specialist, CAIE and OCR

**Paul Speight** (Appointed 8/12/16) – Trustee/Director

2018-Present Director of Service and Resource Optimisation (Lloyds Banking Group)  
2016-2018 Director of Strategy (Halifax Bank)  
2013-2016 Head of Business Development and Strategy Lloyds Banking Group (Halifax Bank)  
2009-2013 Head of Network Performance Lloyds Banking Group (Halifax Bank)  
2003-2013 Local Director and Branch Leadership Lloyds Banking Group (Halifax Bank)  
1995-2003 Burger King UK, most recently General Manager

**Kim Tollervey** (Appointed 24/7/12) – Trustee/Director

Project Manager, UKAR (Financial Services)  
Previous Governor Hazelbeck Maintained School  
Current Director, Beckfoot School (trading) Limited  
Grassington Singers Committee Member

**Shirley Watson** (Appointed 6/4/20) - Trustee/Director

2018-Present Executive Director, Dixons Academies Trust (1 of 3 on the Exec Board)  
2011-2018 Principal, Dixons City Academy  
2005-2011 Senior VP/Head of School, Dixons City Academy  
2000-2005 Head of Sixth/Assistant Principal, Dixons CTC  
1999-2000 Deputy Head of Sixth, Dixons CTC  
1996-1999 Head of Sociology/Senior Tutor, Dixon CTC  
1995-1996 Teacher of Humanities, BCCC/Craven College  
1990-1995 Partner in hospitality industry  
1990-1993 BA Political Science – University of Leeds (1<sup>st</sup> Class)

**John Winkley** (Appointed from 24/7/12) - Trustee/Director

BSC and MEng in Electrical Engineering, Fellow of the Chartered Institute of Educational Assessors, a  
Previously Board member of the e-Assessment Association, NLG  
Current Director, Beckfoot School (trading) Limited  
2008-Present Director, AlphaPlus Consultancy Ltd ([www.alphaplus.co.uk](http://www.alphaplus.co.uk))



2011-Present Director, UK Awarding Academy

1995-2006 Director, BTL Group ([www.btl.com](http://www.btl.com))

1997-2001 Chief Executive Officer, Virtual College Ltd ([www.virtual-college.co.uk](http://www.virtual-college.co.uk))

2012-Present Chair, the Beckfoot Trust

2006-2013 Chair, Beckfoot School Governors

2002-2013 Governor, Beckfoot School

2005-12 Governor, Hazelbeck School

Note: Beckfoot School (Trading) Limited is a dormant company that has never traded.

## 10.0 Executive Leadership Team Pen Portraits

### Finance Director

**Victoria Birch** BSc (Hons), ACA, CSBM  
 2020-Present Finance Director, Chief Financial Officer  
 2016-2020 Associate Director Finance  
 2013-2016 Trust Accountant, Beckfoot Trust  
 2007-2013 Audit Supervisor/Manager - Baker Tilly  
 2004-2006 Financial Administrator - Bradford Trident

### Data and Operations Director

**Chris Burland** BEng (Hons), QTS  
 2020-Present Operations Director  
 2017-2020 Beckfoot Trust Associate Director, Estates  
 2015-2017 Technical Services Manager, Beckfoot School  
 2012-2015 Director/Trustee, Beckfoot Trust  
 2003-2015 Teacher of Maths, Beckfoot School

### Human Resources Director

**Georgi Dyson** BA (Hons), MCIPD  
 2016-Present Associate Director HR  
 2013-2016 HR Manager, Beckfoot Trust  
 2001-2013 Corporate HR Manager, Department for Work and Pensions - (Higher Executive Officer and Acting Senior Executive Officer) HRBP, HR, Pay and Reward.  
 1998-2001 HR Manager, Department for Social Security  
 1996-1998 Regional Personnel Officer, Benefits Agency

### School Improvement Director

**Nicki Flynn** BSc, PhD, QTS, NPQH  
 2020-Present School Improvement Director  
 2016-2020 Associate Director for School Improvement, Beckfoot Trust  
 2014-2016 Assistant Director of Operations, The Bradford Partnership  
 2012-2014 Deputy Headteacher Parkside School, Bradford  
 2003-2012 Assistant Headteacher Parkside School, Bradford

### Executive Headteacher, Primary and Special Schools

**Zoe Mawson** BA Hons & QTS, NPQH, NPQEL  
 2020-Present Beckfoot Trust Executive Headteacher, Primary and Special Schools  
 2014-Present Headteacher, Beckfoot Heaton Primary School and Nursery  
 2010-2014 Deputy Headteacher, Beckfoot Heaton Primary School and Nursery  
 1999-2010 Teacher, Beckfoot Heaton Primary School and Nursery including Subject, Phase and Assistant Headteacher  
 1997-1999 Teacher, Whitehall Infant School, Uxbridge  
 1996 Volunteer Placement Teacher, Mira Model School, New Delhi, India

### Executive Headteacher, Secondary Schools

**Jeremy Richardson** BEd(Hons), MA, QTS, NPQH  
 2020-Present Beckfoot Trust Executive Headteacher, Secondary Schools  
 2016-Present Headteacher, Beckfoot Thornton Secondary School  
 2015-2016 headteacher, David Young Community Academy  
 2011-2015 Associate Principal, Sheffield Springs Academy

2010-2011 Deputy Headteacher, North Chadderton School, Oldham  
2006-2011 Senior school improvement adviser (NW Govt Office region) DfE/National Strategies  
2001-2006 HMI, Ofsted  
1998-2001 Local Authority Maths Adviser, Walsall  
1994-1997 Head of Maths, Primrose High School, Leeds  
1987-1997 various maths teaching posts

ENDS