



THE MERCIAN TRUST



Executive Director Trust Development

Application Pack Full Time / Permanent

Salary Range L35 – L41

THE MERCIAN TRUST

ALD - ALDRIDGE SCHOOL

GRB - Q3 ACADEMY GREAT BARR

LAN - Q3 ACADEMY LANGLEY

QHS - QUEEN MARY'S HIGH SCHOOL

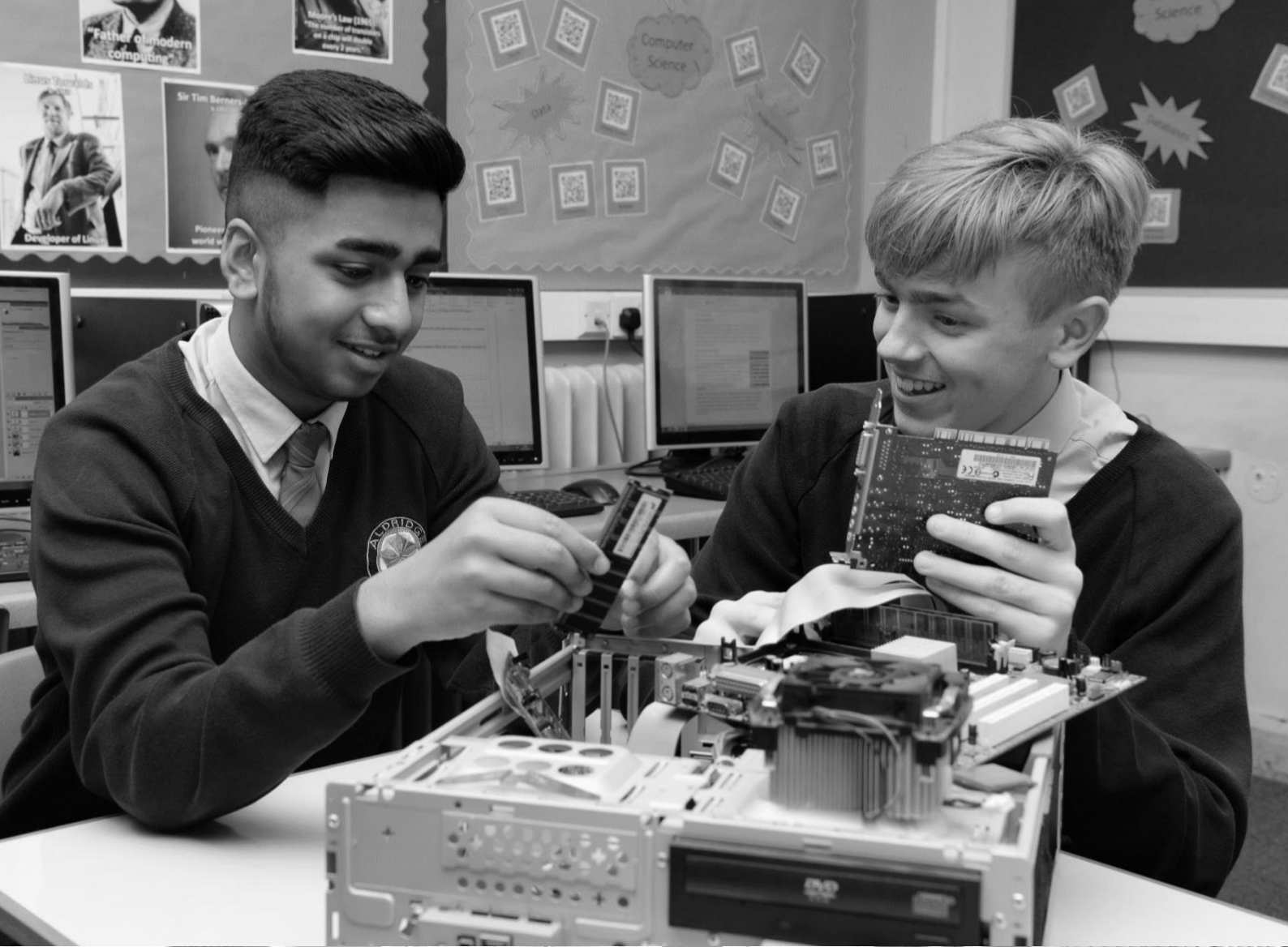
QMG - QUEEN MARY'S GRAMMAR SCHOOL

SOA - SHIRE OAK ACADEMY

TLS - THE LADDER SCHOOL

TPN - Q3 ACADEMY TIPTON

WSS - WALSALL STUDIO SCHOOL





Dan Parkes
Chief Executive

Welcome Letter from the CEO

*Life to the full in pursuit of what is good,
right and true.*

January 2023

Dear Applicant

Vacancy (New Post): Executive Director for Trust Development
(People, Leadership and Organisational Culture Development)

Thank you for your interest in this new Executive Director role within our Trust.

This is an exciting time in our development following the recent Trust merger that established us as one of the largest regional Trusts in the West Midlands. We are growing in size and influence, and we are committed to driving social mobility for all our students in the communities we serve through increasing opportunities and improving outcomes. We have stated our commitment to becoming an employer of choice, for leaders, teachers, student support staff and our business professional services staff in whichever school or central team they work.

We are looking for a passionate and experienced Executive Leader with the experience of leading and developing leaders within the context of a Multi Academy Trust. We seek to appoint a strong and inspirational education leader with the proven track record of delivering the very best education for students, developing the professional practice of others (as well as their own), and directing improvement and innovation in organisational structures, systems and staff.

Our Trust is dedicated to equipping our students to live life to the full by realising their potential, thriving in the world of work and by making a positive contribution to the local, national and international community. We aim to achieve this by driving social mobility, being fully committed to social inclusion and delivering social justice amongst our student community.

For us, *how* people do things is as important as *what* they do. Living (and working) in pursuit of what is **good**, **right** and **true** means leading with integrity, honesty and positivity, it means leading in professionalism, teamwork and a pioneering spirit and it means others recognising your leadership input for its accuracy, precision and sincerity.

If you know you have the experience and expertise we are looking for, and you think we would be a 'good fit' for you (as much as your character would be a good fit for us) then we would love to hear from you.

Informal Conversations

For further details regarding this post, we strongly encourage you to contact Lin Koo, Executive PA to the CEO on 01922 211388 or email Lin.Koo@merciantrust.org.uk to arrange a phone call or video call with one of our executive team.

Yours faithfully

Dan Parkes
CEO Mercian Trust

The Mercian Trust

The Mercian Trust is one of the largest regional Trusts in the West Midlands with 9 schools and more than 9,600 students. We are making strategic investments of time, focus, and resources into our people and organisational culture – and we are prioritising the development of leaders at all levels.

We plan to introduce a new post for our Trust – an Executive Director of Trust Development (People, Leadership, and Organisational Culture) to lead our work to *recruit, retain*, and most importantly *develop* the very best leaders, teachers, student-facing support and business professional services staff in the West Midlands.

The successful candidate will be accountable for the Trust-wide leadership of key aspects of our strategic plan and will be responsible for developing and implementing the structures, systems and staff practices required to achieve them.

About The Mercian Trust

The Mercian Trust was incorporated in January 2018 and currently governs nine secondary schools, comprising selective grammar schools, large comprehensive schools, an alternative provision free school and a 14-19 specialist studio school.

In 2021, the Regional Schools Commissioner approved the merger between The Mercian Trust and Q3 Academies Trust. The formal merger transfer was completed on 1st May 2022 when all nine academies of the two Trusts became part of the same family of schools governed by The Mercian Trust which currently has over 9,600 students on roll.

- Aldridge School (11-18)
- Q3 Academy Great Barr (11-18)
- Q3 Academy Langley (11-16)
- Queen Mary's High School (11-18, selective)
- Queen Mary's Grammar School (11-18, selective)
- Shire Oak Academy (11-18)
- The Ladder School (Alternative Provision)
- Q3 Academy Tipton (11-18)
- Walsall Studio School (14-19)

The Members of The Mercian Trust include The Vine Trust and the Queen Mary's Foundation. Both are charitable organisations focussed on improving the futures of local young people.

Plans for the future

We are currently at the midpoint of our 5-year strategic plan with the following 5 areas:

- 1. Leading students on a transformational journey**
empowering social mobility and delivering social justice.
 - a. Develop and deliver an ambitious, relevant and responsive curriculum inside and outside the classroom (academic, vocational, enrichment and cultural)
 - b. Enhance aspirational, inspirational, evidence based teaching and experiential learning
 - c. Support Students' physical safety, mental well-being and character development including student leadership in the community
- 2. Establishing systems and structures** to enable successful schools
 - a. Develop effective MAT central teams and systems (finance/HR/Estates and more) to support schools with clear SLAs that demonstrate commitment and drive improvement
 - b. Recruit, develop and maintain effective leadership and governance at all levels while succession planning for the future
 - c. Strengthen leaders' commitment to the students and staff in more than one school through collaboration and system leadership
- 3. Driving the digital transformation**
 - a. Upskill teachers to become experts in remote/hybrid education (personalising high-quality content and interaction with students)
 - b. Reduce staff workload and discover new efficiencies through collaboration, automated operations (AI/IoT), innovation and influence beyond one school
 - c. Optimise evidence-based decision making through data analytics

4. **Becoming an employer of choice**

- a. Further develop a well-trained, professionally skilled and motivated workforce (through opportunities and CPD beyond one school)
- b. Deliver consistent, harmonised pay and conditions of service as one employer committed to fairness across uniquely diverse schools
- c. Introduce staff rewards and recognition and increase retention and internal progression (promotion within the trust) for staff in all schools

5. **Growing the Trust in size and influence**

- a. Demonstrate Trust capacity through improvements in existing schools (performance tables) and through securing good and better Ofsted judgements that are recognised by parents, external stakeholders, future partners and the DfE
- b. Increase student numbers from c5k to c10k through increasing PAN, recruitment/retention in post 16 and through additional schools joining the Trust
- c. Realise expansion projects and building programmes

Areas of focus for the Trust board at the moment include:

1. **Successful Growth** – The Trust is consolidating a period of successful growth in size and influence including, new schools (and new school buildings) and increases in PAN and sixth form numbers. Ensuring this growth enables us to develop and refine our structures, systems and staff to be even more successful for our schools and the communities we serve. We are well-positioned to make a significant contribution to a Trust-led education sector.
2. **Equality, Diversity and Inclusion (EDI)** - The Trust is passionate about its commitment to social mobility, social justice and inclusion in three significant areas.
 - a. **Students** - Closing the gaps in opportunity, attainment and progress for disadvantaged

students, students with SEND, vulnerable students and others with protected characteristics that may mean they are more likely to face discrimination and prejudice.

- b. **Staff** – Developing and nurturing opportunities for staff (including leadership development) particularly for those who are more likely to face discrimination and prejudice.
- c. **Governance** - Increasing numbers of non-executive leaders and governors from underrepresented groups.

3. **Digital Transformation** - Delivering the digital transformation of how we teach, learn, lead and operate. The Trust is establishing a single consolidated digital ecosystem / infrastructure that facilitates 'economies of scale' and 'network effect' of being part of one charitable trust.

Trust ethos & values

Our name is rooted in history and expresses a geographical identity and ambition. The ancient kingdom of Mercia encompassed much of what we now recognise as the West Midlands – and crucially for us it included what we now call the Black Country. It was in Mercia that St Chad established an association of small monasteries which fostered unity through bonds of kinship.

Now, a thousand years later, we look to demonstrate the same spirit in our approach. We are a family of schools committed to each other – diverse in nature, proud custodians of our history and success, but together, one charitable trust with a common purpose.

Our Trust exists to equip our students to:

- Realise their potential
- Thrive in the world of work
- Make a positive contribution to the local, national and international community.

Our mission is **increasing opportunities** and **improving outcomes**. Our mantra is ***Life to the full*** in pursuit of what is ***good, right and true***.




OUR STRATEGIC PLAN

2020-2025 (Mid-Point 2022/23)


COMMON PURPOSE (OUR MISSION)	Increasing Opportunities, Improving Outcomes.
LIFE TO THE FULL (OUR VISION)	Equipping our students to (1) realise their potential (2) thrive in the world of work (3) make a positive contribution to the local, national and international community.
GOOD RIGHT & TRUE (OUR APPROACH)	Good: Honesty, integrity, and positivity in our approach to people and tasks. Right: Professionalism, teamwork, and a pioneering spirit (innovation). True: Accuracy, precision and sincerity in our work.

OUR PRIORITY THEMES



Transformation: Social Mobility, Social Justice.

- 1.1 Develop and deliver an ambitious, relevant and responsive **CURRICULUM** inside and outside the classroom (academic, vocational, enrichment and cultural).
- 1.2 Enhance aspirational, inspirational, evidence-based **TEACHING** and experiential **LEARNING**.
- 1.3 Support students' physical **SAFETY**, mental **WELLBEING** and **CHARACTER** development including through student leadership in the community.




System and Structures: Enabling Successful Schools.

- 2.1 Develop effective **MAT CENTRAL TEAMS**, structures and systems to support schools with clear SLAs that demonstrate commitment and drive improvement.
- 2.2 Recruit, develop and maintain effective **LEADERSHIP AND GOVERNANCE** at all levels while succession planning for the future.
- 2.3 Strengthen leaders' commitment to the students and staff in more than one school through **COLLABORATION** and **SYSTEM LEADERSHIP**.



Digital Transformation: Teaching, Learning and Leadership Practice.

- 3.1 Upskill teachers to become experts in **DIGITAL TOOLS** and **PLATFORMS** (personalising high-quality content and interaction with students).
- 3.2 Reduce **STAFF WORKLOAD** and discover **NEW EFFICIENCIES** through collaboration, automation (AI/IoT), innovation and influence beyond one school.
- 3.3 Optimise evidence-based decision making through **DATA ANALYTICS**.



Becoming an Employer of Choice


- 4.1 Further develop a well-trained, professionally **SKILLED & MOTIVATED** workforce (through opportunities + **CPD** beyond one school).
- 4.2 Deliver consistent, harmonised **PAY** and **CONDITIONS OF SERVICE** as one employer committed to fairness across uniquely diverse schools.
- 4.3 Introduce staff rewards and **RECOGNITION** and increase staff retention and internal **PROGRESSION** (promotion within the Trust) for staff [Note: This links to our EDI commitments].



Growing the Trust (in size and influence)

- 5.1 Demonstrate **TRUST CAPACITY** through improvements in existing schools (performance tables) and through securing **GOOD AND BETTER OFSTED JUDGEMENTS** that are recognised by parents, external stakeholders, future partners, and the DFE.
- 5.2 Increase **STUDENT NUMBERS C.5K -> C.10K** through increasing PAN, recruitment/retention in post-16 and through additional schools joining the Trust.
- 5.3 Realise **EXPANSION** projects and **BUILDING PROGRAMMES**.

OUR TOOLKIT

	Scheme of Delegation	System Leadership	Professionalised Governance
	QA & External Reviews	Integrated Business Planning	Teacher & Leader Development
	Single Digital Platform	Professional Support Services	Therapists / Clinical Team
	External Network Contribution: DFE Advisory Boards, CST, Chartered College, Whole School SEND, LLSE, UoB		



Job Description: Executive Director

Trust Development

People, Leadership and Organisational Culture Development

Full Time - Permanent

Purpose

Through the Trust-wide development of structures, systems and staff deployment you will ensure we recruit, retain and (most importantly) develop the very best teachers and school leaders in the West Midlands who will work tirelessly to increase opportunities and improve outcomes for our students. You will ensure we become an employer of choice not only for teachers but for colleagues who work in student-facing support roles and those who enable successful schools through their work in our business professional services team(s). You will lead a new Trust Directorate to drive improvements and innovations in the development of People, Leadership and Organisational Culture.

Leadership and Management

- Work with the CEO and other executive leaders to design, develop and implement Trust strategy and Trust-wide development plans.
- Embed Trust ethos and our common purpose in Trust strategy and the work of your directorate (to promote Trust ethos and purpose).
- Develop and embed our operating model, processes and expectations across structures, systems and staff deployments and succession planning to enable the success of all our schools including through promotion of a strong leadership and organisational culture.
- Establish and promote a culture where all staff embrace performance management as a vehicle to enhance their own professional development within their career lifecycle and professional wellbeing.
- Lead by example in the development of skills and professional practice and the long-term sustainability of the highest level performance while building resilient staff that protect their own wellbeing and that of colleagues.
- Direct Headteacher system leadership roles and responsibilities to maximise the impact of our most influential leaders in more than one school.
- Always execute exemplary leadership and management skills to establish a highly effective Trust that is an employer of choice for teachers, leaders, student-facing support staff and professional services staff.
- Motivate and work with others to promote a positive culture that promotes personal excellence, equality and high expectations of all members of the Trust.
- Act always in accordance with the agreed values and ethos of the Trust.

Knowledge and Understanding

- Use your excellent understanding of current educational leadership and sector-based developments (including legislation) to ensure Our Trust is kept at the forefront of national agendas.
- To constantly update your own knowledge and expertise of evidence-based research related to all areas of organisational culture, structures, systems and staff deployment.

Trust-wide Staff and Leadership Development

- Develop highly effective relationships with other executive leaders and senior leaders in our schools and central teams based on respect and challenge focussed on coaching, training and the development of professional practice.
- Develop a holistic understanding of the needs of our schools, and provide bespoke and effective support to enable rapid, continuous improvement as a result of professional practice (particularly in the area of leadership development).
- Line manage Trust leaders with responsibility for teacher development and research and people / workforce development.



Continuously (or rapidly) developing Leadership and Management in schools – particularly when facing challenging circumstances.

- To assist in the identification of the root causes of underperformance working professionally alongside other executive leaders and headteachers.
- Co-design and deliver appropriate priorities for our 'Trust-response' strategic school improvement plan / post Ofsted inspection plan as required.
- To build each school's capacity to improve and sustain improvements beyond initial action plans / improvement plans.
- To provide regular support and challenge to school leaders to drive improvement in leadership, professional practice and by extension the quality of education and standards of education in each school.
- To promote and safeguard the welfare of the children and young people while ensuring the welfare and wellbeing of teachers, leaders, student-facing support staff and business professional services staff across our Trust.

Miscellaneous

- Work flexibly to deliver our responses to emerging challenges and developments in the sector.
- Working across Trust directorates as agreed with executive leaders to deliver our Trust priorities.
- Any other duties as directed by the CEO.





Person Specification – Executive Director (People, Leadership and Organisational Culture)

QUALIFICATIONS	ESSENTIAL	DESIRABLE	EVIDENCE
QTS	•		Application / Cert
Honours Degree or Equivalent	•		Application / Cert
Master's degree / Post-graduate Leadership & Management Qualification		•	Application / Cert
NPQEL		•	Application / Cert
Other Relevant and Recent Professional Development	•		Application / Interview

SKILLS AND ATTRIBUTES	ESSENTIAL	DESIRABLE	EVIDENCE
Intellectually rigorous approach to leadership with detailed understanding of what excellence looks like.	•		Application / Interview
Able to see the 'big picture' and translate this into reality.	•		Application / Interview
Able to demonstrate successful change leadership (across whole organisation i.e. Multi Academy Trust).	•		Application / Interview
Ability to inspire, challenge, motivate and empower teams and individuals to achieve high performance.	•		Application / Interview

EXPERIENCE WITH IMPACT	ESSENTIAL	DESIRABLE	EVIDENCE
Substantial school senior leadership experience including successful headship with impact over time.	•		Application / Interview
Strong system leadership track record of sustained impact in beyond one school (e.g. group of schools / Trust).	•		Application / Interview
Commitment to research and contribution to body of knowledge (e.g. through published work)		•	Application / Interview
Understanding of, and empathy with, our Trust operating model and work towards a Trust-led education sector.	•		Application / Interview
Ability to articulate clearly 'what excellence looks like', and provide the vision and ambition to deliver it.	•		Application / Interview
Experience of leading CPD training, mentoring, coaching, and performance management with impact.	•		Application / Interview
Composing, implementing and evaluating strategic improvement and development plans.	•		Application / Interview
Examples of work with multiple Trusts and/or Federations		•	Application / Interview

Person Specification – continued

KNOWLEDGE AND UNDERSTANDING	ESSENTIAL	DESIRABLE	EVIDENCE
Demonstrate understanding of and commitment to ensuring a culture of safeguarding across the organisation.	•		Application / Interview
Ability to bring your own exciting imagination, creativity and vision to realise our Trust strategic plan.	•		Application / Interview
Use your excellent understanding of current educational issues and legislation to ensure our Trust remains at the forefront of national agendas.	•		Application / Interview
To constantly update your own knowledge and expertise of evidence-based research related to all areas of school and Trust leadership, people and organisational culture.	•		Application / Interview
Ability to understand and analyse student, school and staff data / management information and insights.	•		Application / Interview
Able to think and plan strategically at scale	•		Application / Interview





Key Information – How to Apply

Post	Executive Director of Trust Development (People, Leadership and Organisational Culture)
Responsible to	Chief Executive Officer
Contract and Salary	Leadership Scale L35 – L41 Full Time - Permanent
Closing Date	12 noon Friday 10 th February 2023
Interview Date	Thursday 16th February 2023
Start Date	1 st September 2023
Informal Confidential Conversations	To speak to the Chief Executive Officer or another member of the executive team about this post, please contact Lin Koo, Executive PA to the CEO on 01922 211 388 Ext. 1211 or email Lin.Koo@merciantrust.org.uk
How to apply	<p>Please check you meet the person specification before applying for this post.</p> <p>Download and complete our Application Form (DFE teacher vacancies). Please submit a supporting statement / document no longer than 2 sides of A4 outlining the following:</p> <ul style="list-style-type: none"> • How your recent and relevant experience has prepared you to be successful in this post. • How the impact you have had in your career to date is an appropriate foundation for you to undertake this role.

Please note – your ability to communicate a wide range of information with appropriate examples and evidence clearly and concisely in your supporting statement will be assessed as part of the shortlisting process.

The Mercian Trust is committed to equal opportunities, safeguarding and promoting the welfare of children and young adults. We expect all staff to share this commitment. As these posts involve working in regulated activity unsupervised with children all post-holders are subject to a satisfactory pre-employment checks including an Enhanced Disclosure and Barring Service check.

