



Headteacher

Queen Mary's High School

Required for Easter or September 2024

Permanent, Full-Time

Competitive STPCD Salary with further progression
in the context of MAT system leadership

APPLICATION PACK

Queen Mary's High School
Upper Forster Street
Walsall, West Midlands, WS4 2AE

Telephone: 01922 721013
Website: www.qmhs.org.uk
Email: qmarys@qmhs.merciantrust.org.uk

HEADTEACHER

Our outstanding selective girls' grammar school is looking for an inspiring leader to maintain our legacy of providing a high-quality education for all of the young people in our close knit and family-oriented community.

The successful candidate will recognise and nurture success whilst seeking for ways to improve further, both within the school and through the collaboration afforded within The Mercian Trust.

If you are the successful candidate, you will demonstrate a commitment to our shared values and ethos, and you will lead the development of an innovative and progressive staff body who are motivated by improving the life chances of our students.



WELCOME TO QUEEN MARY'S HIGH SCHOOL

November 2023

Dear Applicant,

Vacancy for the Role of Headteacher – Queen Mary's High School

Thank you for taking the time to find out more about Queen Mary's High School and our Headteacher vacancy.

The Mercian Trust and Local Governing Body are looking to appoint an ambitious and inspirational leader with a commitment to social mobility and social justice together with a proven track record of leading innovation and development. We are looking to appoint a headteacher who will build on the exceptional practice in school to ensure the very highest educational standards and outcomes for all students.

The successful candidate will be supported by our Trust's Executive Team, School Improvement experts and Trust Professional Services – and will be backed by local governors and trustees, who together are focussed on further developing the outstanding provision at Queen Mary's High School.

We strongly encourage interested candidates to contact our Trust to make arrangements for an informal, confidential conversation about the post and register for one of the opportunities for a tour of the school.

Our School

Queen Mary's High School is an 11 to 18 selective girls' grammar school with around 940 students. There are a small number of male students in the sixth form.

Through the Selective Schools Expansion Fund (SSEF), we have increased our PAN to 150 in Y7 - Y11. Through changes to our admissions arrangements and accompanying outreach programmes in the local community, we have successfully increased the number of disadvantaged children being admitted to the school each year. The average percentage of disadvantaged students admitted to the school in Years 7-9 is now 28% with the aim of this rising to 30% for the whole school.

We have extremely high aspirations for all our students who have, over time, achieved the highest grades at GCSE and A Level. In 2023, the results were:

GCSE

- Progress 8: 0.74
- Attainment 8: 74
- Ebacc Entry: 74% APS: 7.08

A Level

- Average grade B+
- Points 41.93

Located in the heart of Walsall, Queen Mary's High School has been educating young women since it was founded in 1893. We are a busy, friendly and energetic school with a distinctive family-oriented ethos, a positive culture and an ambition for success. We draw our students from a wide area including Walsall, Birmingham, Wolverhampton, Sandwell, and Staffordshire.

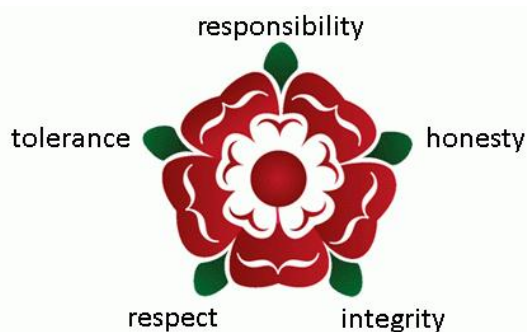
Currently, a building project is underway which will provide a new Sixth-Form Centre. As the school is located on a very compact site, space is at a premium. Additional teaching rooms have been provided in recent years through remodelling of existing buildings.

Queen Mary's High School has been part of The Mercian Trust since its inception in 2018. Our Trust mantra is *life to the full in pursuit of what is good, right and true*. We are a diverse family of schools with a common purpose of enabling social mobility and social justice. This means increasing opportunities and improving outcomes for students, particularly disadvantaged students, those who are vulnerable and those more likely to face discrimination.

At Queen Mary's High School our aim is to enable each student to achieve excellence in all aspects of their life. To achieve this, we:

- Provide opportunities for each student to achieve the highest possible standards
- Inspire a love of learning for its own sake
- Foster self-esteem and sensitivity to the needs of others
- Develop an appreciation of our cultural heritage
- Equip each student to take a responsible place in society

The 'Spirit of Queen Mary's' is demonstrated through our core values:



We look forward to working with the successful candidate to build on the many strengths of our school, to lead our growing school in our social mobility mission, and to lead the required further expansion to secure the long-term financial sustainability of our sixth form.







This is a unique opportunity to play a significant leadership role, not only in the school but in the wider Mercian Trust. We hope you will find the information in this pack useful, and we look forward to hearing from you.

Dan Parkes
CEO

Tim Normanton
LGB Chair

OUR STRATEGIC PLAN

2020-2025 (Mid-Point 2022)

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



OUR TRUST BLUEPRINT FOR LEADERSHIP AND CULTURE

OUR PURPOSE Increasing opportunities, improving outcomes.

OUR MANTRA Life to the full in pursuit of what is good right and true

OUR PRINCIPLES

[P1]
**Social Mobility
and Social Justice**

[P2]
**Belonging and
Inclusion**

[P3]
**Innovation and
Improvement**

[P4]
**Safeguarding and
Wellbeing**

OUR VALUES (WHO WE ARE)

[V1]
We Care

We are:
Kind
Compassionate

We are uncompromising
in our pursuit of:
Excellence
Rigour

[V2]
We are Courageous

We are:
Ambitious for all our
students and staff

We are:
Agile, flexible and bold
in our decision-making
(including taking the
'difficult decisions')

[V3]
We are Candid

We are people of:
Honesty
Sincerity

We welcome:
Clarity
Feedback
Critique

[V4]
We are Accountable

We model:
Leadership
Integrity

We demonstrate:
Objectivity
Openness

OUR PROFESSIONAL BEHAVIOURS

In our work:

We work with accuracy and precision; we are inquisitive and professional
We demonstrate positivity, resilience and determination.

In our relationships:

We uphold and embrace fairness, equitability and teamwork.
We collaborate respectfully, and demonstrate commitment to each other.

In our development:

We engage with quality educational research.
We develop ourselves and others through tailored professional learning.

In our approach:

We are outward looking with a pioneering spirit.
We navigate change with a commitment to serve our local communities.



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.

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)
- Q3 Academy Tipton (11-18)
- **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)
- 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 2020-25 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 wellbeing 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**.



JOB DESCRIPTION

As Headteacher, you will carry out duties in line with the conditions of employment as set out in the current *School Teacher's Pay and Conditions* document, the *National Standards of Excellence for Headteachers* and the Trust's policies and procedures.

Aspects of the Headteacher role that are particularly relevant at Queen Mary's High School and should be noted by prospective candidates are:

Leadership

In conjunction with non-executives (local LGB), maintain and develop the school's overall vision, values and ethos to ensure Queen Mary's High School continues to provide students with an exceptional education.

Strategic leadership, with others, to develop appropriate school improvement and quality assurance plans to deliver the school's direction, vision, values and priorities. This includes aspects of Trust priorities, which currently includes embedding a digital transformation of how we teach, lead, learn and operate.

Ensure that the school's outreach strategy meets the target, which is part of the successful Selective School Expansion Fund (SSEF) bid, to increase the percentage of disadvantaged students who join the school and deliver the associated site capital development project.

Work with our Trust finance team to plan and deliver a budget which manages expenditure, allocates funds to ensure value for money and grows GAG income through post 16 recruitment to support the overall quality of education in the school.

Quality of Education and Standards

In order to raise attainment in KS4 and KS5, especially for vulnerable groups (disadvantaged students and students with SEND) ensure that students experience:

- a broad and balanced curriculum, that prepares them for ambitious destinations and delivers experiences beyond exam specifications including through their personal development.
- exceptional teaching practice throughout all subject areas of the school.
- assessment practices that are appropriate to their age and used meaningfully by teachers to help them improve.
- learning that takes place in a positive, respectful environment where all students are valued and feel safe and as a result, they attend regularly and participate in all aspects of school life.

People Development

Lead the strategic recruitment, retention and professional development of staff to ensure that the school can deliver an outstanding educational experience for students and that our Trust is regarded as an employer of choice.

Manage their own and other's workload to ensure that appropriate work and home balance and wellbeing for all staff is maintained through a clear delegation of roles and responsibilities and distributed leadership.

Being part of our Trust

Lead in accordance with our Trust's Blueprint for leadership and culture and promote our principles, values and professional behaviours with all stakeholders.

Be an effective ambassador for our Trust promoting our mission and work locally and nationally, contributing to and influencing sector development.

Work collaboratively with other Headteachers and leaders in our Trust to deliver our Trust's strategic plan.

Make an active contribution to leading the Trust as part of our Trust Strategic Board.

Our scheme of delegation provides additional details about the specific delegated roles and responsibilities for our Headteachers.

<https://www.themerciantrust.org/about/governance/Scheme%20of%20Delegation%202023-2024.pdf>

ABOUT YOU

This role is that of substantive Headteacher at Queen Mary's High School with possible executive leadership opportunities for school improvement across our Trust depending on the knowledge, skills and experience of the successful candidate.

You will:

- Be ambitious and charismatic.
- Be well respected for your authenticity of character.
- Lead by example and be passionate about constantly driving improvement with flair and imagination.
- Be committed to a distributed leadership model and make your leadership style responsive to those being led.
- Have an acute understanding of curriculum and how to develop it.
- Have experience of leading curriculum, teaching and learning practices that have delivered an impressive impact on securing exceptional student outcomes.
- Share our passion and belief that our students deserve only the best.
- Be prepared to lead from the front with strong communication and team building skills.
- Be committed to the education and life chances of vulnerable and disadvantaged students.
- Be keen to work collaboratively with peers across the Trust.
- Be capable of effective strategic business planning and budget management.
- Be positive (you will love your job).

PERSON SPECIFICATION

QUALIFICATIONS	ESSENTIAL	DESIRABLE	EVIDENCE
QTS	X		Application/ Cert
Honours Degree or Equivalent	X		Application/ Cert
Postgraduate Qualification in Leadership / Management		X	Application/ Cert
Recent Relevant Professional Development	X		Application/ Cert

LEADERSHIP AND MANAGEMENT SKILLS AND ATTRIBUTES	ESSENTIAL	DESIRABLE	EVIDENCE
Presence and the ability to provide strong visible leadership	X		Interview
The ability to set high and clear expectations, hold others to account for their performance and contributions they make to the school community	X		Application / Interview
Excellent interpersonal skills and the ability to relate to people with understanding, humour and tact, to communicate effectively with a range of audiences and to listen to others' points of view	X		Interview
Able to see the 'big picture' and translate this into reality	X		Application / Interview
Able to accurately interpret and use comparative data effectively in raising whole school standards	X		Interview

SKILLS AND SUCCESSFUL EXPERIENCE WITH IMPACT	ESSENTIAL	DESIRABLE	EVIDENCE
Effective Senior Leadership in a school	X		Application
Leading whole school improvements in a range of areas including teaching and learning	X		Application / Interview
Composing, implementing and evaluating strategic improvement and development plans	X		Application
Experience of leading CPD training, mentoring, coaching, and performance management	X		Application / Interview
Effective work with governors including in relation to effective Self Evaluation and Improvement plans	X		Application / Interview
Work within a Multi Academy Trust or multi-site environment		X	Application
Work with external agencies, employers, voluntary groups and other stakeholders		X	Application / Interview

KNOWLEDGE AND UNDERSTANDING	ESSENTIAL	DESIRABLE	EVIDENCE
National DFE policies and development in secondary education	X		Interview
Ofsted framework and associated publications	X		Interview
ESFA Academy Trust Handbook and other relevant regulation		X	Interview
Safeguarding, pastoral and external agency support for all students including the most vulnerable	X		Interview

OUR OFFER TO YOU

- A superb staff team committed to doing their absolute best for all in our school community.
- Support from our Trust central teams and other schools in our Trust to ensure you have the tools to deliver success (our schools are all located close to one another, and we work better when we are working together).
- A wealth of support for your ongoing continuing professional development, including a Trust-wide programme for leaders drawing on expertise from across the Mercian Trust and external professional coaches.
- A comprehensive employee assistance and staff benefits package including Simplyhealth (cash-back health plan and 24:7 video call and telephone access to GP and counselling), salary sacrifice schemes including our new Electric Car scheme, and discounts portal (ranging from gym membership to discount cards and vouchers for online and high street retailers).
- There will never be a dull moment; we never stand still, every day offers new challenges and opportunities within an ambitious, forward-thinking team.



KEY INFORMATION – HOW TO APPLY

Post	Headteacher
Responsible to	Chief Executive Officer
Contract and Salary	Full time, permanent
	Competitive Salary on STPCD Leadership Scale – with further progression in the context of system leadership. QMHS is a Group 6 school.
Closing Date	12 noon on Monday 27 th November 2023
Interview Dates	Wednesday 6 th and Thursday 7 th December 2023
Start Date	Easter or September 2024
Informal Confidential Conversations and Visit of School	To speak to someone about this post and/or to arrange a school visit, please contact Lin Koo, Executive PA to the CEO on 01922 211388 Ext. 1211 or email Lin.Koo@merciantrust.org.uk
How to apply	Please check that you meet the person specification before applying for this post.

Complete the Online Application Form (TES Jobs).

Please submit a supporting statement / document no longer than 3 sides of A4 outlining the following:

- 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.

SAFEGUARDING AND SAFER RECRUITMENT

- Queen Mary's High School is committed to safeguarding and promoting the welfare of children and young people as required under the Education Act and expects all staff and volunteers to share this commitment.
- You are required to uphold all relevant policies in respect of child protection and safeguarding, which are based on KCSIE (2023) and Working Together to Safeguard Children (2018).
- You are required to demonstrate and model the Nolan Principles (The Seven Principles of Public Life): Selflessness, Integrity, Objectivity, Accountability, Openness, Honesty, and Leadership. <https://www.gov.uk/government/publications/the-7-principles-of-public-life>
- You should demonstrate your commitment to our equality policy and all our related work to promote diversity, inclusion and belonging.

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 this post involves working in regulated activity unsupervised with children all post-holders are subject to satisfactory pre-employment checks including an online search check, Enhanced Disclosure and Barring Service check.

