

# HR Advisor Candidate Information Pack



Closing Date: Friday 12<sup>th</sup> August 2022 at 9.00 a.m. Interviews to be held on 18<sup>th</sup> / 19<sup>th</sup> August 2022



Standing Together, Learning Together



Standing Together, Learning Together

**Chief Executive Officer: Andy Pollard** 

#### Who we are:

The Mosaic Multi Academy Trust was established in 2017. The schools in the Trust are Standish Community High School, Southlands High School and Golborne Community Primary School. The work for all in the Trust is to serve the educational interests of students in becoming successful learners, confident individuals and responsible citizens, irrespective of background or ability. We have set our Trust on achieving:

- Ambitious expectations with successful outcomes so that no child is left behind in achieving all they can
- Academies committed to excellent teaching and learning with highly performing personnel
- Well led academies across all levels working within well-established staffing structures
- Self-evaluation built around accountability, development and improvement. Each academy will have data astute and responsive management systems
- Academies that offer engaging, relevant and well-considered curricula
- Excellent Trust governance that will ensure we are a Trust that is financially viable and forward thinking
- Academies that provide safe and positive learning environments by dedicated members of support.



At Standish Community High School, we are committed to the highest levels of academic achievement, personal growth and lifelong fulfilment. Our motto 'Be Outstanding' captures our determination and belief that all of our students deserve the very best education and opportunities that enable them to flourish and grow in confidence and develop the skills and expertise, to become happy and well-rounded, successful individuals.



Southlands High School believes in being a strong and loyal community in which every student and every member of staff is supported to achieve their very best and reach their fullest potential. Through high quality teaching, strong pastoral systems and a focus on personal development, we seek to prepare each and every student for the bright and optimistic future ahead of them.



At Golborne Community Primary School, our constant aim is to facilitate children's learning in a warm, encouraging and respectful community existing in a quality and stimulating environment. Our ethos relies heavily on the concept of independent learning and self-discipline. We hope to develop in all children the desire to learn and the ability to apply their full knowledge. At the same time, we want to help each child find the self-esteem and confidence that are so necessary to live a full and happy life.



Standing Together, Learning Together

July 2022

Dear Applicant,

#### Post: HR Advisor - Permanent Contract

Many thanks for your interest in the above position. The Mosaic Trust are advertising for a permanent HR Advisor to commence employment as soon as possible. The successful candidate will take a full and active role in the life of our schools and will join a dedicated, hardworking trust team. This full-time (or term-time) role will be based at Standish Community High School, however as we are part of Mosaic Academy Trust, there may be occasions when you will be required to work at other schools within the trust.

Please find enclosed the following documents:

- Introduction to Standish Community High School
- HR at the Mosaic MAT
- Job Description
- Person Specification
- Arranging a Visit/Application Process
- (Further Trust Information) Mosaic MAT Strategy 2021 2025

Your completed application form found at <a href="Home | greater jobs">Home | greater jobs</a> or at <a href="https://www.standishchs.wigan.sch.uk/recuitment/43.html">https://www.standishchs.wigan.sch.uk/recuitment/43.html</a> should be accompanied by a covering letter which outlines your suitability for the post. Completed application forms can be forwarded by email to: <a href="recruitment@standishchs.wigan.sch.uk">recruitment@standishchs.wigan.sch.uk</a>.

Applications will be considered as soon as they are received, and the closing date will Friday 12<sup>th</sup> August 2022 at 9.00 a.m. Interviews are scheduled to take place on the 18<sup>th</sup> / 19<sup>th</sup> August 2022. Any offer of employment is subject to a satisfactory enhanced criminal record check with barred list through the Disclosure and Barring Service (DBS), medical clearance, references and verification of qualifications satisfactory to the Trust.

Yours faithfully,

Mr A Pollard

**Executive Headteacher** 



July 2022

Dear Applicant,

Welcome to Standish Community High School.

Thank you for considering an application to the permanent post of HR Advisor at Standish Community High School. I am happy to recommend Standish to you as a high performing and successful school with an intake of 1300 students. In our most recent Section 8 Ofsted Inspection carried out in October 2021, we retained the judgement of "good". However, we continue to work relentlessly to achieve "outstanding" (<a href="https://files.ofsted.gov.uk/v1/file/50173438">https://files.ofsted.gov.uk/v1/file/50173438</a>)

Our attainment figures for 2015 placed us amongst the top non-selective state-funded schools in England. This accolade has contributed to our designation as a Leading Edge school by the Secondary Schools and Academies Trust (SSAT). For the fourth year running we were placed in the top 10% of non-selective schools nationally for attainment and in 2016 and 2017, we were placed in the top 20% of schools nationally for progress. These awards, along with others we have received, show our aspirations and ambitions for our students and equally the commitment, dedication and professionalism of our staff. We were delighted that our successes continued in 2018 and 2019 achieving positive progress 8 scores.

Although all schools are facing considerable change in education, we believe that our core values and positive ethos will guide us as we face the future. As a school, we remain entirely focussed on and determined to unleash the potential in all students irrespective of background or ability.

Standish Community High School has formed a Multi Academy Trust, as the lead school, with another local secondary school and more recently a local primary school. This has provided the potential to open greater career opportunities in the near future. The Mosaic Academy Trust, as an organisation seeks to value each and every member of the community, to become a family of schools that will welcome other schools and be a Trust, whose chief aim is to become stronger as a whole than by the sum of individual parts. The Trust has a Trade Union Recognition Agreement in place.

Hopefully, this has inspired you to take a serious look at Standish. I consider it a tremendous privilege to be the Headteacher at Standish and lead such an incredibly well-motivated and inspiring team of teachers and support staff.

I look forward to receiving your application form.

Yours faithfully,

Mrs L Barker Headteacher

#### HR AT STANDISH COMMUNITY HIGH SCHOOL

The successful candidate is primarily required to be the school's immediate point of contact for all HR & Payroll related matters in school. The role is important to school and in addition to maintaining demands, meeting deadlines and being a support function, we recognise staff are our most valued resource and expect the HR Advisor to respect the school's ethos of "Successful Learner, Confident Individual and Responsible Citizen". Professional skills and relevant expertise are essential but we also need a high calibre of soft skills including emotional intelligence and the ability to manage a difficult conversation in a firm but fair manner.

It is important that the HR Advisor is able to maintain and develop the positive relationships built with all staff and stakeholders and be aware that the post is key to representing the school and its ethos. Working in a school can present challenges that arise without notice and the successful candidate will also be expected to have a flexible approach to tasks and the ability to have a measured response to difficult situations.

Efficiency and value is a major pressure in schools nationally. The introduction of a the National Funding Formula, inflation on staff pay and general price changes impact on school's ability to effectively plan future budgets but we continue to meet the challenge. Challenge is treated in a positive manner and we aim to achieve best value from the funding that we receive, to support the delivery of teaching and learning in the classroom. The HR Advisor plays a key role in supporting this aim by managing costs of advertising, managing absence positively, managing OHU provision and being actively engaged in discussions regarding curriculum changes and planned staffing structures to meet future demands of the school and Trust.

School experience is not essential, however, knowledge of school based staff pay and conditions is a requirement. The post offers an opportunity to extend expertise for existing HR professionals who are qualified or looking to complete their CIPD training. We currently partner with Ellis Whittam who provide legal advice and training for the Trust on all HR matters. The post will suit someone who wishes to work with some independence but you will have access to fellow professionals via the Trust.

The post is a lead role in the Support Team and offers the opportunity to work with a variety of skilled experts in the school support function and to work with a committed team of professional staff. We are proud of the standards and quality of services delivered by our team of support staff.

There have been significant changes within the area of Business Support services over the last few years and together with the support of colleagues within the Trust we expect to share best practice and improve even further. The work ethic of staff, along with a loyalty to school, is reflected in their flexible approach to tasks and response to changed circumstances and demands. It is important to us that these standards are maintained to support the delivery of teaching and learning.

Thank you for considering Standish Community High School.

#### JOB DESCRIPTION

INTRODUCTION	INTRODUCTION			
Post Title:	HR Advisor (Permanent Contract)			
Purpose:	<ul> <li>Under the leadership of the School Business Manager and with links into the Trust HR Manager, manage the delivery of a proactive, effective and efficient day to day HR service to employees, volunteers, student teachers.</li> <li>To promote and support the vision and direction of the Trust by providing support that will enable staff to reach the highest possible standards of achievement and well-being.</li> <li>Responsible for the entire employee lifecycle, providing strategic and operational HR advice and support.</li> <li>Support with the development and maintenance of new and existing HR policies and procedures, ensuring compliance with latest employee legislation.</li> <li>Manage the recruitment and retention processes, sickness management, leave of absence, disciplinary and grievance procedures. Working with the employees and their representatives where necessary.</li> </ul>			
Responsible to:	School Business Manager & Headteacher with links to the Trust HR Manager			
Responsible for:	N/A			
Liaising with:	Headteacher, Leadership Team, teachers, support staff, students, parents / carers, outside agencies and business partners			
Working time:	37 hours per week, full year, working 08.00 - 16.00 Monday to Thursday and Fridays, 08.00 - 15.30. (Working hours / weeks - including term time hours - may be negotiable to secure the appropriate candidate).			
Salary / Grade:	Grade 7, SCP 20 (£26,446.00) – SCP 25 (£30,095.00)			
Disclosure Level	Enhanced			

#### MAIN DUTIES / JOB OUTLINE

- Lead on any HR case work and take appropriate action when necessary.
- Conduct the provision of payroll notification and documentation, working in collaboration with the School Business Manager, to ensure that payroll actions are completed on time
- Ensure that all personnel files are updated and maintained (electronically) and that all contractual changes / new starters / leavers are administered properly and in a timely way
- Update and maintain the staff establishment spreadsheet and SIMS/EVERY Personnel records
- Manage, monitor and review the Single Central Record (SCR) as necessary, ensuring that all safer recruitment and safeguarding requirements are being fully met including online DBS processes
- Ensure that staff absence, including leave of absence, is robustly and routinely recorded, reported
  to payroll, and line managers complete return to work interviews and documentation in line with
  the Absence Management Policy
- Oversee the recruitment process to ensure that the candidate has a positive experience from start to end and that all pre and post offer processes are completed and recorded in a timely manner
- Provide shortlisting and interviewing packs for managers
- Update training records
- Keep abreast of Human Resources best practice, legislative changes and new developments to continuously develop and improve knowledge and skills and broaden the understanding of interrelationships between the range of human resources activities and functions
- Complete the schools workforce census annual return
- Ensure that the probation process is managed effectively
- Contribute to an effective induction process

- Support the HR Administrators and act as a mentor
- Work in collaboration with other members of the administration team, promoting continuous improvement in working practices
- Take minutes at formal and informal meetings (e.g. discipline, grievance, capability)

#### Administration and organisation

- Manage all correspondence, emails, telephone calls, and visitors relating to HR issues
- Implement and review HR systems to support on the timeliness and accuracy of completing HR processes
- Implement the Every HR system
- Work collaboratively with a range of internal external partners to ensure that HR is being delivered effectively

#### Professional judgement and decision-making, including but not limited to:

- Representing the school, being the main point of contact and part of the 'public face' of the HR team for staff and potential employees and 3rd parties
- Being equipped to exercise considerable initiative with wisdom and minimum guidance in performing all duties of the post, seeking necessary advice where appropriate
- Continuously reviewing, improving or designing key HR operational processes, procedures and systems
- Applying a strong sense of vision and commitment to customer service provision and quality assurance
- Contributing to and sharing in the corporate life of the school and Trust
- Dealing effectively and calmly with emergencies, should they arise
- To design, produce and deliver strategic reports and information for governors, senior staff and colleagues relative to the HR function

#### Communications

- Report to the School Business Manager and Headteacher on outstanding and completed HR actions
- Attend MAT HR meetings
- Attend Health and Safety meetings when required
- Play a key role in communication of HR policies and procedures to the staff
- Ensure that contact with a wide range of people is friendly, supportive and professional, and that complex queries and potential conflict situations are well-handled
- Oversee and deal with staff queries, deciding on what action needs to be taken and seeking advice from the School Business Manager and the Trust HR Manager as required. Ensure that action is prompt and followed-up, keeping records and ensuring the School Business Manager and the Trust HR Manager are kept informed
- Foster effective and developing relationships with the wider community, other schools and external organisations
- Update the staff handbook
- Proof-read documents to the highest standard of quality, correctness and meaning

#### Hospitality

- Interview candidates plan schedules for candidates and liaise with those involved to ensure days run smoothly;
- Make hospitality arrangements for HR meetings, interview selection days
- Book rooms for HR meetings and interview selection days

#### General responsibilities

- Limited flexibility with working hours including assisting with after-school events and on occasions
  other commitments beyond the usual working day, recognising the variable nature of workloads
  and deadlines. It must also be noted that Mosaic Multi Academy Trust strongly recognises the
  fundamental importance of a private and family life, and of adequate rest and recreation.
- Support the School Business Manager and Trust HR Manager during the summer break, generally during the first and last week of the holidays to ensure all in place for leavers and new starters.

Any other duties as reasonably required by the School Business Manager and Trust HR Manager.

#### OTHER SPECIFIC DUTIES

- To carry out the duties in the most effective, efficient and economic manner available
- To continue personal development in the relevant area
- To participate in the staff review and development appraisal process
- To support the development and promotion of an image that is consistent with the aims of the school
- Provide general clerical / admin support, when directed.
- Be aware of and comply with policies and procedures relating to child protection, security, confidentiality and data protection, reporting all concerns to an appropriate person
- Commitment and support to ensure equal opportunities for all
- Contribute to the overall ethos / work / aims of the school
- Appreciate and support the role of other professionals
- Attend and participate in relevant meetings as may be reasonably directed

#### **HEALTH AND SAFETY TRAINING**

- · To undertake Health and Safety Training on areas within the designated work area
- During fire evacuations be responsible for accounting for staff / being a fire marshal and follow procedures explained in the Fire Safety and Evacuation Procedures Policy

#### **SCHOOL ETHOS**

- Play a full part in the life of the school community, supporting its distinctive mission and ethos and encouraging staff and students to follow this example.
- Promote actively the school's corporate policies.
- Comply with the school's health and safety policy and undertake risk assessments as appropriate.

#### **SIGNATURES**

The school will endeavour to make any necessary reasonable adjustments to the job and the working environment to enable access to employment opportunities for disabled job applicants or continued employment for any employee who develops a disabling condition.

This job description is current at the date below but will be reviewed on an annual basis and, following consultation with you, may be changed to reflect or anticipate changes in the job requirements, which are commensurate with the job title and grade.

Whilst every effort has been made to explain the duties and responsibilities of the post each individual task undertaken may not be identified. Employees are expected to comply with any reasonable request from the Headteacher / SLT link to undertake work of a similar level that is not specified in this job description.

Signed (HR Advisor)	Signed(Headteacher)
Dated(HR Advisor)	Dated(Headteacher)

#### SAFEGUARDING OF CHILDREN AND YOUNG PEOPLE

This school is committed to safeguarding and promoting the welfare of children and young people and expects all staff and volunteers to share this commitment.

## PERSON SPECIFICATION HR ADVISOR

ASPECT	Essential/ Desirable	Application/ Interview/ Reference		
Experience				
Experience of working in a busy HR team	Е	A, I		
Experience of using schools' administrative and HR systems, including SIMS and Every HR	D	A, I		
Ability to work accurately, with attention to detail	Е	A, I, R		
Experience of school related HR procedures	D	A, I, R		
Experience of development and operation of administrative / payroll / HR systems	Е	A, I, R		
Experience of working within a school setting or learning resource facility	D	A, I		
Senior administrator or position of similar / greater level of responsibility for at least 2 years	E	A, I, R		
Taking summary meeting minutes	Е	A, I		
Training & Qualifications				
Minimum of 3 GCSE's Grades (A to C) including English & Maths or equivalent qualifications to NVQ Level 2 / QCF credit value	E	A, I, R		
CIPD qualified or studying towards qualification/professional qualifications Degree or similar level /post-graduate qualifications in business or leadership disciplines or willingness to work towards	E	A, I		
Knowledge & Understanding				
Applicants should be able to demonstrate knowledge and understanding of the follow	ing areas releva			
Substantial experience of case work.  Ability to promote high expectations as well as confront and resolve		A, I		
problems using sound judgement	E E	A, I		
Ability to respond and communicate with sensitivity, clarity and focus		A, I		
Interest in keeping up to date with latest HR practices and legislation	E	A, I		
in schools and, where relevant, elsewhere		Λ Ι		
High level IT skills Sound knowledge and understanding of key HR processes	<u>Е</u> Е	A, I		
Experience of working in HR in the education sector	D	A, I		
Knowledge and experience of SIMS and/or Every HR	D	A, I A, I		
Proven track record of HR team running, including excellent generalist	D	Λ, Ι		
experience in a wide range of employee relations issues, recruitment, organisational change and staff development	D	A, I		
Experience and proven ability to manage, motivate, negotiate and influence a wide range of staff over a number of areas of work	Е	A, I		
Understanding Health and Safety legislation and employment law policies and procedures	Е	A, I		
Ability to analyse and interpret complex information and prepare and deliver briefings and or presentations	Е	A, I		
Knowledge of job evaluation, grading and equal pay	D	A, I		
Knowledge of developing and maintaining HR and administrative procedures	Е	A, I		
Sound knowledge of FOI / Data Protection	D	A, I		
Personal Skills, Abilities and Competencies				
Applicants should be able to provide evidence that they have the necessary skills and abilities required				
Ability to build positive relationships with a range of stakeholders, at a variety of levels	E	A, I		
Ability to plan and prioritise effectively and meet deadlines	Е	A, I		

Ability to work on own initiative and adapt to changing demands and		
requirements	E	A, I
Ability to work under pressure and be a confident and effective decision		
maker	E	A, I
Confident, calm and professional approach	E	A, I
Ability to work with others as a leader and team member	Е	A, I
Commitment to customer care and delivering services in line with the	Е	Λ.Ι
needs of the service users	Ц	A, I
Flexibility and willingness to work outside the normal working pattern	Е	A, I
when required	<u> </u>	Λ, Ι
High consistency in the implementation and use of ICT systems and	Е	A, I
procedures		7 (, 1
Experience of dealing with difficult and sensitive situations in a	Е	A, I
balanced, diplomatic and professional manner	_	, -
Effective organisational skills to manage and support meetings and	Е	A, I
other events		·
To show commitment to sustain excellent attendance at work  Excellent written and oral communication skills	<u>Е</u> Е	A, I A, I
		Α, Ι
Firm but tactful and diplomatic; friendly, professional, and able to communicate effectively, confidently and accurately both orally and in	Е	A, I
writing to a full range of audiences on HR matters.	L	Α, Ι
Able to draft correspondence to a high standard.	E	A, I
Ability and desire to communicate and relate well to young people,		71, 1
accepting all members of our community have a role to play in the wider	Е	A, I
education of our students	_	, , , .
Ability to assess and diffuse confrontational situations	Е	A, I
Complete discretion and confidentiality	E	A, I
Personal Qualities		,
Strongly self-motivated and personally resilient	Е	A, I
Exceptional levels of personal integrity, discretion, honesty, reliability	Е	A, I
and self-awareness		Α, Ι
Strong intellect underpinned by a clear moral compass, instinct and	Е	A, I
intuition	_	71, 1
High standard of personal presentation with an excellent attendance	Е	A, I
and time-keeping record		
Exacting standards, with high levels of attention to detail and accuracy	E	A, I
Conscientious and diligent work ethic	Е	A, I
Strong initiative, analytical, problem-solving and strategic thinking	_	Λ.Ι
skills; able to think laterally and to accurately anticipate intended (and	Е	A, I
potential unintended) consequences of differing courses of actions  Ability to plan, organise and prioritise effectively	E	Λ Ι
Ability to create, edit and use databases	E	A, I A, I
Ability to use Management Information Systems, especially if	<b>L</b>	Λ, Ι
educational (e.g. SIMs), and to produce reports from them.	Е	A, I
Pro-active in using initiative	E	A, I
Creative, constructive, insightful and innovative approach to problem-		
solving	E	A, I
Willingness to take a hands-on approach as necessary	Е	A, I
Ability to work under pressure, prioritising workloads to meet specified	Е	
deadlines, in a situation with frequent interruptions		A, I
Flexibility, on occasions and within reason, in approach to working		Λ.Ι.
hours	Е	A, I
Ability to build and maintain successful relationships with students and		
staff, treat them consistently, with respect and consideration and	Е	A, I
demonstrate concern for their development as learners		
Ability to work collaboratively with colleagues and carry out the role	E	A, I

effectively, knowing when to seek help and advice				
Able to improve their own practice through observations, evaluations and discussion with colleagues		A, I		
Be flexible with an ability to be able to embrace and generate change		A, I		
<b>Application</b>				
Accurate completion of school application form	Е	Α		
Letter which addresses person specification, evidence in letter and application		А		
High standards in spelling and writing		А		
Legal Issues				
Legally entitled to work in the UK	Е	A,I		
Enhanced DBS Clearance	Е			
Valid UK Driving Licence, access to a vehicle with business insurance		А		

#### **Arranging a visit:**

Candidates wishing to discuss the role can contact Rachael Atherton, who will arrange a suitable time: 01257 478731.

#### **Application process:**

To please visit Home apply. greater or https://www.standishchs.wigan.sch.uk/recuitment/43.html for an application form. Completed application forms and letters cover can be forwarded bv email to: recruitment@standishchs.wigan.sch.uk.

Advertising date: 21st July 2022

Closing date: 12<sup>th</sup> August 2022 (9.00 a.m.)

Short listing: 12<sup>th</sup> August 2022 Interview dates: 18<sup>th</sup> / 19<sup>th</sup> August 2022

In line with Safer Recruitment guidelines, we will be taking up references in advance of the interviews and taking them into account throughout the interview process.

The Trust is committed to safeguarding and promoting the welfare of children and young people and expects all staff and volunteers to share this commitment and adhere to each school's child protection policies and procedures. Enhanced checks through the Disclosure and Barring Service (DBS) will be required for this post.

The post is likely to come under the requirements of the Childcare (Disqualification) 2009 Regulation and the successful applicant will be required to complete a declaration form to establish whether they are disqualified under these regulations and is also subject to medical clearance.

More information about the Trust can be found on the Standish Community High School website.

When completing your application, please ensure that all sections are completed, gaps in employment history are accounted for and details of awarding bodies included. You should refer to the job description and person specification to guide your supporting statement/cover letter. Your supporting statement/cover letter should be no more than 2000 words. Please note that late applications will not be considered.





### MOSAIC MULTI ACADEMY TRUST STATEGY 2021 – 2025

#### **Vision**

"The Mosaic Multi-Academy Trust exists to help all Headteachers, school leaders and their schools flourish"

Mosaic MAT partner schools will treat each student as a unique individual, tailoring the curriculum to academic, vocational and extra-curricular, to ensure each achieves their optimum potential. Our chief aim is that the curriculum ensures that students become successful lifelong learners, confident inspired individuals and responsible aspiring citizens.



#### **Values**

Care: We are considerate of others and execute our responsibilities with attention to detail.

**Hope:** Our decisions are made on a positive expectation of success.

**Openness:** We conduct all conversations with transparency and frankness. **Integrity:** Our work is characterised by honesty and a strong moral purpose.

Collegiality: Our aim is to work in collaboration, cooperation and companionship with all colleagues.

Endeavour: We aim to be the best we can be in all that we do.

Service: Our work is primarily for others; our success is measured by the success achieved by others.

#### STRATEGY 1

Excellent quality of education with ambitious curriculum design and delivery. Implementation by professionally developed and expert senior and middle leaders.

- 1. Curriculum development We will ensure that each school's curriculum meets the needs of all students
- 2. Teaching development We will ensure that curriculum design and excellent teaching are complementary strengths led by subject leaders
- **3. Appraisal -** We will ensure that appraisal processes maximise the potential in our teachers and create a culture of development and innovation in our schools
- **4. Inclusivity -** We will make sure our learning intentions and experiences are provided for all students irrespective of background or ability. We will ensure that personal development intentions ensure that barriers to learning are removed and extra-curricular pursuits are open to all.

#### **STRATEGY 2**

Partnership and accountability. All of our students will benefit from being a part of a wider family of schools

- 1. Ofsted We will ensure that all schools provide excellent overall effectiveness
- 2. **School Improvement -** We will have strategic approach to school improvement where all of our schools will be both supported and challenged
- **3. ESFA and ICFP Integrated Curriculum Financial Planning -** We will ensure that key performance indicators that relate to the curriculum inform sound financial planning
- **4. Governance -** The Trust will have established a governance structure with active participation from all trustees and governors. All skills needed to fully address the scope of governance will have been achieved
- **5. Growth -** We aim to grow in proportion to our success. The first phase is to achieve between 5000 and 8000 students in the MAT.



#### **STRATEGY 3**

Sustainable, efficient and effective and cost-efficient planning and management to ensure the best learning opportunities for our students.

- **1. Virtuous Circle -** We will ensure the Trust establishes principles of organisational sustainability economic, effective and efficient
- 2. Central Services We will develop a highly capable central function that will provide efficient and effective services trust-wide
- **3. Estate Management -** We will ensure that the fundamentals of good estate management are in place so that we will make the most of our resources
- **4. Risk -** We seek to ensure that trustees and senior leaders work effectively through the context of risk: risk assessment and risk management
- 5. Workload We will reduce the burden of unnecessary work on the workforce
- **6. Safeguarding -** We will ensure the safety and well-being of all associated with Mosaic MAT.