



THE MERCIAN TRUST



Headteacher

Walsall Studio School & Sixth

Required for Easter 2025 but open for negotiation.

Permanent, Full-Time.

Competitive Salary
(Leadership L21 to L27)

CANDIDATE PACK



WELCOME TO WALSALL STUDIO SCHOOL & SIXTH



With a passion for education and an unrelenting focus on student success, our unique and well-established 14-19 school has a mission to prepare and mobilise students for a bright future.

Here, staff provide an exceptional education for our students. Our commitment is to vocational excellence and academic rigour, specifically in the Performing Arts, Music and Content Creation industries, as we strive to equip our students with the knowledge and skills necessary to succeed in these exciting and dynamic fields.

We believe in the importance of personal development and are dedicated to creating a supportive and inclusive community that celebrates equality and diversity for all. Our focus on self-development and wellbeing helps our students to become confident, responsible, and considerate young people.

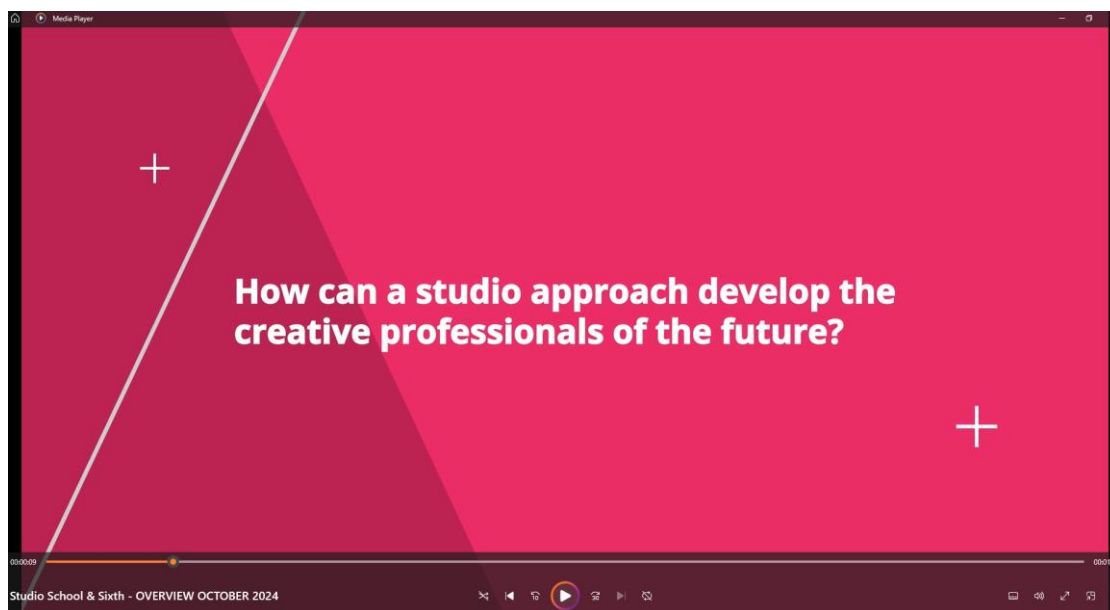
As a school, we are proud to be a founding member of The Mercian Trust, a trust that is committed to serving our community through partnership and collaboration. Our aim is always to work together with our wider community and industry partners to improve opportunities and outcomes for all.

October 2024

Dear Applicant,

Thank you for taking the time to find out more about Walsall Studio School & Sixth and our Headteacher vacancy for Easter 2025 – or sooner?

The Mercian Trust and Local Governing Body are looking to appoint an ambitious and inspirational leader with a commitment to our Trust's mission of social mobility and social justice, together with a proven track record of leading innovation and development, in line with our Trust's Blueprint for leadership and culture.



[Studio School & Sixth Overview Video](#) Click on link
(1 minute 24 seconds video)

The successful candidate will be supported by our Trust's Executive Team, School Improvement experts and Trust Professional Services – along with local governors and trustees, who together are focused on further developing the strong foundations at Walsall Studio School.

We welcome applications from all educational settings including those who may be working in the further education sector. We strongly encourage interested candidates to contact our Trust and to make arrangements to have an informal, discussion about the post and to register for one of our tours. This is an exciting 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.

Yours faithfully,

Dan Parkes
CEO, The Mercian Trust

David Lomax
Chair, Local Governing Body

ABOUT YOU

You will:

- Align with our Trust's Blueprint for Leadership and culture and demonstrate this in your values and professional behaviours.
- Be committed to our mission of social mobility and social justice, with an unwavering commitment to those students who are disadvantaged, have SEND or are more likely to face discrimination.
- Work with all stakeholders to create a school culture of safeguarding, belonging and inclusion.
- Be able to confidently and effectively safeguard your own wellbeing and that of your colleagues.
- Share our passion and belief that our students deserve only the best.
- Be well respected for your authenticity of character.
- Lead with care, courage and candidness and demonstrate accountability through your leadership values.
- Lead by example and be passionate about constantly driving improvement with innovation and a pioneering spirit.
- Be positive in your outlook, and also resilient and determined in your approach.
- 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.
- Work with accuracy and precision to deliver effective strategic business planning and budget management.
- Be committed to a distributed leadership model and make your leadership style responsive to those being led, demonstrating a commitment to your own professional development and that of others.
- Be prepared to lead from the front with strong communication and team building skills.
- Be keen to work collaboratively with peers within and outside of our Trust.





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)	<p>Good: Honesty, integrity, and positivity in our approach to people and tasks.</p> <p>Right: Professionalism, teamwork, and a pioneering spirit (innovation).</p> <p>True: Accuracy, precision and sincerity in our work.</p>

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



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 9,700 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.

- 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 & Sixth (14-19)**

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

Plans for the future

We are nearing the conclusion of our current 2020-25 strategic plan:

- 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, 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 digital education (personalising high-quality content and interaction with students)
 - b. Reduce staff workload and discover new efficiencies through collaboration, automated operations, 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

Having consolidated following our successful Trust merger, we are now preparing for our next period of growth in size and influence including new schools joining our Trust, increases in PAN, and increases in 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, almost fifteen hundred 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

Purpose

In conjunction with non-executives (local LGB), set, lead and develop the school's overall vision, values and ethos for the school to provide an education for students which increases opportunities and improves outcomes for all, especially those who are disadvantaged or more likely to face discrimination, ensuring that the vision aligns with our wider Trust vision and mission.

Lead the school in accordance with our Trust's Blueprint for leadership and culture, ensuring that our Trust principles underpin all decision making in the school and that the school culture is one which embodies our Trust's values and professional behaviours.

Our Principles

- To ensure that the school reflects our Trust's mission of social mobility and social justice for staff and students.
- To embed a school culture of belonging for all staff and students to ensure that everyone who works or studies at the school can flourish and thrive.
- To seek out opportunities to be innovative in strategy and delivery to ensure that the school continues to improve and develop.
- To uphold and embed a culture of safeguarding and wellbeing for staff and students.

Strategic Leadership

- Articulate, develop and embed the school's culture to reflect the school community and deliver the school's and our Trust's mission.
- Provide strategic leadership, with others, to develop appropriate and specific school improvement and quality assurance plans to deliver the school's direction, vision, values and priorities. This will also embrace aspects of our Trust priorities which includes embedding a digital transformation of how we teach, lead, learn and operate.

Safeguarding

- Deliver school specific safeguarding arrangements which include an effective safeguarding policy and ensure that there is a culture of safeguarding embedded within the school including reporting on these arrangements and their impact to the LGB.
- Deliver, through the designated safeguarding lead, policies and procedures to safeguard staff and students, working with external agencies where required.
- Deliver, in conjunction with colleagues at our Trust, an appropriate and robust response to safeguarding concerns raised about school staff.

Education and Standards

- In order to increase opportunities and improve outcomes in KS4 and KS5, especially for vulnerable groups (disadvantaged students, students with SEND and those more likely to face discrimination) ensure that students experience:
 - a broad and balanced curriculum, that prepares them for ambitious destinations, supported by high quality and appropriate CEIAG 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, participate in all aspects of school life.
 - rich and varied opportunities for learning outside of the classroom, utilising our 'up to 5 day scheme' to ensure the delivery of extra curricular provision.
- Deliver the school's strategy for supporting pupil premium students including the use of pupil premium funds, monitoring the impact on student outcomes and evaluating progress towards our Trust's mobility measures, reporting on these to the LGB.
- Articulate, develop and deliver the school's approach to maintaining the highest standards and expectations for students to ensure that there are clear expectations of student behaviour, supported by clear policies and procedures which are understood by all and embedded with the school's culture.
- Ensure that there is a robust approach to attendance in school working with all stakeholders to monitor and improve individual and whole school attendance data, including ensuring that the school is represented at our Trust's attendance network.
- Deliver, through appointing a designated teacher, the arrangements for supporting CIC and formerly CIC children, and report on these arrangements to the LGB.
- Develop the school's approach to supporting students with SEND, including the publication of the SEND Information Report ensuring that this is in line with our Trust's strategy for SEND.
- Ensure compliance with statutory requirements relating to suspensions and exclusions and discussing any permanent exclusions with the Executive Director for Education prior to the decision being taken.

People Development

- Lead the strategic recruitment, retention and professional development of all staff in line with the values, principles and professional behaviours in our Trust Blueprint, including those colleagues who are new to the profession, to ensure that the school can deliver an outstanding educational experience for students and that our Trust is regarded as an employer of choice.
- Ensure that the school specific staff structure and pay grades, including the actioning of flexible working requests, are delivered in line with the approved budget and integrated business planning in accordance with our Trust's Pay Policy.

- Work with the central HR team to ensure that our Trust's policies and procedures regarding HR and staffing are delivered in line with our ethos and approach.
- Ensure that the school conducts performance management for all staff in line with our Trust's policy, ethos and approach.
- Manage your 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.

Operational Leadership

- Lead the development, monitoring and evaluating of the school's SEF and School Improvement Plan involving key stakeholders in this work.
- 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.
- Ensure that the school embeds the systems and processes for school specific financial transactions and is compliant with all ESFA requirements.
- Work with our Trust's operational team to ensure that the site is maintained and developed, and where appropriate plan and deliver strategic capital development which will improve the quality of the facilities for staff and students.
- Develop the school specific equalities statement and objectives and ensure that these are delivered for staff and students.
- Develop a school specific risk register, liaising with our Trust lead for risk, to control, mitigate and manage risk within the school environment.
- Ensure that the school site is compliant with statutory requirements for health and safety.
- Ensure that local governance arrangements and procedures are compliant with the Governance Handbook and our Trust's scheme of delegation.

Develop school specific policies as per the policy schedule, ensuring that these reflect our Trust's values, principles, professional behaviours and mission.

- Ensure that our Trust's scheme of delegation is delivered adhering to the delegated responsibilities for a Headteacher.

Leading within our Trust

- 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 develop and deliver our Trust's strategic plan.

- Ensure that the school is represented at all Trust strategic network groups and that actions, learning and best practice from these groups are disseminated appropriately within the school.
- Contribute to the development of other leaders within our Trust through our leadership development opportunities and trust wide professional learning.
- Make an active contribution to leading our Trust as part of our Trust Strategic Board and Education Leaders' Forum.

Miscellaneous

- Any other duties as directed by the CEO.

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>



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

KNOWLEDGE AND UNDERSTANDING	ESSENTIAL	DESIRABLE	EVIDENCE
DFE policy in secondary and/or further education.	X		Interview
Demonstrate knowledge of and commitment to ensuring a culture of safeguarding across the School.	X		Application/ Interview
Update your own knowledge and expertise of evidence-based research relating to all areas of school practice and culture.	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
An ability to articulate what excellence looks like and provide and vision and ambition to deliver it.	X		Interview

SKILLS AND ATTRIBUTES	ESSENTIAL	DESIRABLE	EVIDENCE
A commitment to our Trust's Blueprint for leadership and culture.	X		Application / Interview
Intellectually rigorous approach to leadership with detailed understanding of what excellence looks like across all aspects of school performance.	X		Application / Interview
Able to see the 'big picture' and translate this into reality.	X		Interview

SKILLS AND ATTRIBUTES	ESSENTIAL	DESIRABLE	EVIDENCE
Able to think and plan strategically at scale.	X		Interview
Able to demonstrate successful change leadership (across the whole organisation).	X		Application / Interview
Ability to inspire, challenge, motivate and empower teams and individuals to achieve high performance.	X		Interview
Ability to understand and analyse student, school and staff data / management information and insights to effectively raise school standards.	X		Interview
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		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

EXPERIENCE WITH IMPACT	ESSENTIAL	DESIRABLE	EVIDENCE
Substantial school senior leadership experience with impact over time.	X		Application
Work within a Multi Academy Trust or multi-site environment.		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 staff appraisal.	X		Application / Interview
Effective work with executive leaders or governors including Self Evaluation and Improvement plans		X	Application / Interview
Work with external agencies, employers, voluntary groups and other stakeholders.		X	Application / Interview
Commitment to research and contribution to body of knowledge (e.g. through published work)		X	Application / Interview
Examples of sector-wide leadership and impact.		X	Application / 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.

SAFEGUARDING AND SAFER RECRUITMENT

- 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.
- You are required to uphold all relevant policies in respect of child protection and safeguarding, which are based on KCSIE (2024) 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.

KEY INFORMATION – HOW TO APPLY

Post	Headteacher
Responsible to	Chief Executive Officer
Contract and Salary	Full time, permanent Competitive Salary – Leadership L21 – L27
Closing Date	Monday 11 th November 2024, 9.00am
Interview Dates	Thursday 14 th and Friday 15 th November 2024
Start Date	Easter 2025 but open for negotiation
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 complete the Online Application Form via our Mercian website.

Please ensure your supporting statement outlines the following:

- How your recent and relevant experience has prepared you to be successful in this post.
- How your vision and leadership align with the school and our Trust's Blueprint for leadership and culture.
- 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.

